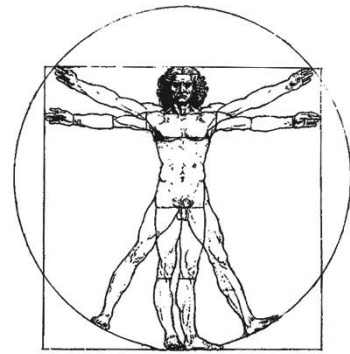


ecbi



report

ecbi Phase II Evaluation

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January 2011

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To the Steering Committee of ecbi:

The following is my evaluation of the ecbi as is required under your statutes to be undertaken regularly. The evaluation follows the approach required by the Swedish International Development Agency (Sida).

I would like to thank everyone who helped me during this evaluation. The review period lasted from June 2010 to September 2010.

I want to thank the entire ecbi team for all the help they have given me.

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I Conclusions and Recommendations

I.1 Overview

ecbi was first formed in 2005 and it is now in its sixth year. It is an “initiative” bringing together partner organisations to help remove some of the barriers in order to promote more effective climate negotiations. The two main barriers addressed are capacity and trust.

Developing countries, with a special emphasis on Least Developed Countries (LDCs), have generally been at a disadvantage in the climate change negotiation process. They are frequently hampered because of limited financial and human resources to participate fully in the negotiations. There are not enough desk officers to cover the myriad of climate issues. They do not have the same access to or capacity to prepare appropriate background studies and resource libraries that countries from the North have. It is difficult to afford staff or even have a process to properly train new negotiators on the intricacies of the negotiation process and track the status of on-going negotiations. Furthermore, it is challenging to agree on common regional positions, in part because it is hard for negotiators in regions or on continents to meet together.¹ Finally, it is difficult to develop personal relationships that help in trust building because the LCD negotiators do not meet as frequently as their European counterparts.

On the trust side, there are many levels of concern. From the individual’s perspective, trust is needed amongst negotiators in the G77+China to clearly develop and define common positions. There is a gulf between negotiators in LDCs and the emerging economies in terms of capacity and often differing priorities. There are even greater concerns about trust between negotiators from the South and the North. Then there is a question of trust at the national or international levels amongst governments. This was a major concern arising from the Copenhagen Accord, for example. At times like these, it is all the more essential that national negotiators have enough confidence in each other to maintain some channels of communication.

ecbi has a wide remit to try and play a role in overcoming these challenges by building capacity and building trust. It does this through a variety of distinct but inter-related activities. It brings together senior negotiators from the South to meet in Oxford and then after several days it brings in European negotiators to meet jointly for two days. There are regional workshops, pre-COP workshops, policy reports and briefings, bursaries for LDC negotiators from Africa and Asia, an annual seminar in Bonn, a Finance Circle of negotiators working on finance issues, a website for awareness creation and dissemination of materials and news, and then mentoring and encouragement.

This evaluation is intended to provide feedback to ecbi management on results to date, to critically take stock of achievements and challenges and, most importantly, to get an

¹ Contrast that to EU negotiators who meet regularly in Brussels when they are not at UNFCCC negotiation sessions.

indication whether ecbi is having an effect on trust building amongst climate negotiators and if there is effective capacity building to support the negotiation process. The evaluation was undertaken, half way through its current business plan 2008-2012 so as to have enough data to perform the evaluation as well as sufficient time to adapt the activities to address the identified weaknesses.

The evaluation was undertaken by Rod Janssen of HELIO International. Mr. Janssen also carried out the evaluation of the first phase of the ecbi in 2006-7. The main findings of that evaluation are available in Annex 1.

I.2 Conclusions

ecbi is a unique programme to help developing countries play an effective role in the climate change negotiations. The Initiative was assessed in terms of its relevance, effectiveness, impact, efficiency and sustainability. This report shows that in all those categories, ecbi has performed well.

Relevancy

In terms of relevance, ecbi has identified the needs in developing countries to have greater effectiveness in the climate change negotiations and it has targeted support to achieve those ends.

To be effective, ecbi has had to implement its various programme components well and it has. The Oxford Fellowship and Seminar are very well executed and the feedback has been very positive. The setting for creating an environment conducive for trust building is exemplary. New initiatives, such as the Finance Circle, have gained in importance in a short period of time. The Regional Workshops are well managed and well attended. There is an increasing body of support documents prepared by the ecbi to help facilitate discussions.

Impact

Its impact of ecbi and its programme components is growing. The overall impact has improved because climate change negotiators have been able to come together in an enabling environment to discuss openly what they think and believe. They can put positions into context, and “test the water” with new proposals. They know this can be done freely using the Chatham House Rule.² Well over 1,200 people have participated in at least one ecbi activity since 2005. There have been 65 Fellows, all senior climate change negotiators from developing countries, a mixture from LDCs, middle-income countries and emerging countries. Seventy-nine senior negotiators from EU member states and the European Commission have also participated. Most of the participants have come from developing countries; many are from ministries that are not traditionally involved with the global climate change negotiations, but that have a direct influence on

² "When a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed". Source: <http://www.chathamhouse.org.uk/>

related national policy (for instance, from finance ministries). Participation in ecbi's activities has built up capacity within those countries and gained support from key ministries.

There are two good examples from 2010 that demonstrate the impact of ecbi's work. A proposal to create a Standing Committee on Finance was developed at the 2010 Oxford Fellowship and discussed at length at the Oxford Seminar. It was carried forward to the Geneva Finance Ministerial and to Tianjin where it became the G77+China position. The proposal then went forward to COP 16 at Cancun. Separately, the ecbi Finance Circle, created in 2010 at its November 2010 meeting, discussed a Transitional Expert Panel. This discussion, based on background documents prepared by the ecbi, was carried through to the negotiations and was reflected in the text of the Cancun Agreements. These are but two examples; other examples are detailed below in Section 4.

Efficiency

Concerning efficiency, ecbi undertakes its activities quite efficiently with management costs at a low level. The total cost was just under £1.7 million (€1.99 million) for the three years. Administrative costs were low.

Programme Sustainability

ecbi is six years old and sustainability is difficult to assess. The context is constantly changing as negotiations evolve. Negotiators themselves rotate positions within their administrations and the archives available from ecbi provide a valuable source of context and content for new negotiators. There is a strong legacy that will endure.

Innovation

Overall, ecbi is innovative, always looking how to provide new services to increase impact. ecbi's work programme reflects the changing character of the climate negotiations over the years including: the complexity of going from a one-track to a possible two-track approach; new science creating a sense of urgency only to be met with growing scepticism; countries expecting accelerated decisions only to find the process stalling; adaptation gaining a greater emphasis, particularly amongst developing countries; growing emphasis and concerns about financing; and so on. ecbi thrives in this evolving context.

Governance

ecbi has a good governance system and it is well managed. The ecbi has a good internal review process of its activities and results. It is constantly assessing how to improve the various components. This is illustrated in the complete revamping of the former policy component of ecbi and with the creation of the Finance Circle in 2010.

Value

In all the discussions and interviews during the evaluation process, the overwhelming response was how valuable ecbi is and that it fills a vacuum that no other organisation is trying or capable of doing. Participants expect ecbi to deliver and to provide added value to the entire negotiating environment. That is the reputation that ecbi has gained over the

years. The LDCs in particular feel a strong link with the Initiative. ecbi's challenge is to manage expectations, because those expectations are high. In the responses, people wanted to see ecbi build on its success. The participants also know how difficult building trust is and so are realistic about what ecbi can do. Most see ecbi as a valuable platform to facilitate the trust building.

As a brand, ecbi has performed exceptionally well. It is an initiative and has no legal status. While there is an organisation and governance system, it is built on personalities, but experts in their own right, particularly Benito Müller and Saleemul Huq, who have given it credibility. ecbi is seen as very professional and that it sets the right tone for facilitating the trust building and capacity building processes. This obviously includes the facilities used for the Oxford Fellowship and Seminar as well as for the Bonn Seminar.

Even hosting dinners for the newly created Adaptation Fund Board provided a relatively informal occasion for team building – capacity and trust building.

1.3 Recommendations

The ecbi has evolved well since its start in 2005 and the conclusions and recommendations from the 2007 evaluation remain relevant (see Annex 1). The ecbi used the 2007 evaluation as a starting point for its current business plan.

The main conclusions of the evaluation (drawing from the analysis in Section 4) are summarised as following:

Overall

- ecbi has a solid governance and management system that performs well and is efficient at delivering the programme elements
- ecbi is small in terms of staff and financial resources, given its objectives and work programme, but has utilised them effectively
- ecbi has gained an excellent reputation globally and is respected and looked upon as an important “driver” to address concerns on trust building and capacity building for negotiators.

Fellowship Programme

- The Fellowship Programme has evolved into a very effective element of ecbi. It has created an environment for negotiators that is conducive for honest and open discussions on climate change issues, either directly or indirectly related to on-going negotiations.

- The programme has allowed Fellows to be open and frank with each other, leading to important consensus building that help in setting regional and group negotiating positions.
- Oxford Fellows are most proud to be counted as member Fellows, and are convinced that there is important impact deriving from the Fellowship.
- With EU negotiators the relationship development with Fellows is very positive but more nuanced. Since EU negotiators meet together regularly, there was no real issue of trust building amongst them. Some felt less than fully comfortable because they did not know in advance what would be discussed. For people who are highly concerned at being prepared in advance, this can be somewhat disarming, but it is probably more the case for “new” participants who are not used to this type of format. Several participants believed the facilitation and chairing could have been more neutral and structured. Some felt that EU negotiators should be given a chance to help set the agenda in advance in order to raise their concerns that they want discussed. Nevertheless, the Seminar was seen as an important element in trust building.
- The Fellowship has been instrumental in bringing some contentious issues forward in the negotiating process. This has led to a direct impact on negotiations. This includes, *inter alia*, the proposal for a Standing Committee on Finance in the COP and the adaptation fund discussions amongst others.
- There is an appreciation by all participants that trust building will not happen easily or quickly. Trust building is a human element that can be encouraged but not forced. Personality plays a role: some people are more out-going/gregarious. Language can affect trust building; while negotiations are in English, for many non-native English speakers, being informal does not come naturally. Some people are naturally able to get along quickly with others. It is helped when negotiators know each other for several years and the level of contact increases.
- The Bonn Seminar received very favourable comments and is seen as an important date in the annual June/Bonn calendar.
- ecbi introduced some new features that were not part of the 2008-2012 Business Plan. Notable additions are the dinner discussions for the Adaptation Fund Board and the ecbi Finance Circle of climate finance negotiators. ecbi has hosted several dinner discussions since the first meeting of the Adaptation Fund Board in 2007. The Finance Circle started in 2010 and has now met four times and has an interactive forum on the ecbi website.

Workshop Programme

- The Regional Workshops have been effective in capacity building in a regional context, including the UNFCCC process, the climate issues and the status of negotiations.
- Participants to the regional workshops have included LDC and Africa group chairs as resource persons.
- The Regional Workshops have been successful in creating synergy at the regional level, helping countries develop regional positions or share analysis and resources. They have also been effective in bringing representatives from ministries of finance together with climate specialists in order to broaden the awareness of climate issues throughout the government administration. This helps facilitate national decision-making and priority setting and implementation.
- Regional Workshops have often taken topics from the Fellowship Programme and either discussed them in a regional context or helped further develop the themes.
- The pre-COP Workshops have helped create a new generation of negotiators, giving them the skills, knowledge and confidence to play more effective roles. As shown in the section on findings, one pre-COP workshop is often not enough to bring a new negotiator to satisfactory level (in his or her estimation).
- The bursaries have been a lifeline to the recipients, most of whom could not have participated in all the negotiating sessions without such support. The recipients have become increasingly motivated and thankful because of the bursary. Several of the bursary holders have gone on to play key roles in the negotiation process.

Common Activities

- Moving the policy analysis activity under the theme of “common activities” and changing the character of that function was an important step forward for ecbi. The 2007 evaluation called for a re-launch of the policy analysis activity. This was attempted at the time but it did not succeed. The policy activity is responsive to the needs of the Fellowship, the Seminars (Oxford and Bonn) and the Regional Workshops. The reports and briefings are timely and important for stimulating discussion amongst participants.
- Reports and briefings are primarily promoted through ecbi’s own database and website as well as through IISD’s Climate-L distribution network.
- Respondents noted that they used the website for downloading reference documents. Several said they had not used the website but because of their participation at one of

the ecbi events, they would start to. It is too early to see how effective the website will be for the discussion forum for the Finance Circle.

- The social functions at COPs or wherever are effective to allow for informal gatherings of the ecbi network. They are well organised and fully appreciated by attendees.

1.3 Recommendations

The following recommendations are made to ecbi:

Overall

- Maintain the high standards and reputation set for organising the range of ecbi activities
- Given the size of ecbi in both human and financial capacity, ensure that the range of activities does not broaden to the point that the high standards cannot be assured with the given resources
- Ensure that trust- and capacity-building are explicitly key drivers in programme planning
- Monitor all activities regularly, particularly concerning trust building and capacity building³
- Ensure that activities are “driven”, and are seen to be driven, by country needs. This can be accomplished in part through focus groups. Needs assessment should be an on-going process. ecbi needs to be seen to be facilitating discussions and not driving the discussions and the agenda.
- Ensure that the three components of ecbi support and mutually reinforce each other

Fellowship Programme

- Consideration should be given to using an external facilitator for the Oxford Seminar, in order to comprehensively promote trust building during the two day seminar
- While there is a sense of informality, it is important to give extra time to allow for unstructured networking and bonding

³ The evaluator will work separately with ecbi staff to improve the survey questionnaires that are used.

- Consideration could be given to novel formats, including using smaller groups to discuss specific issues in order to encourage more synergy and team-building
- Monitor the discussion forum of the Finance Circle to ensure that this new initiative is working to expectations
- Regularly monitor the on-going dinner discussions for effectiveness and relevance
- Ensure that the impacts of the Fellowship is well documented, particularly in the annual reports

Workshop Programme

- Through feedback and monitoring, regularly assess what changes, if any, are needed to the content and format of the workshops and set annual objectives
- Regularly monitor the results of the workshops to see what impact there is on regional policymaking and regional support throughout the climate negotiations
- Regularly monitor the impact of including representatives from key line ministries in creating awareness and effective policy making at the national level
- Continue broadening the range of participation, with the possible inclusion of civil society and selected media
- Develop an explicit strategy for the bursaries sub-programme, if it is continued
- For the pre-COP workshops, monitor how effective capacity building is and whether there are secondary benefits such as team building

Common Activities

- Regularly monitor the usefulness of the policy briefs and background papers, to get feedback on what is needed by the target audiences
- Regularly survey users of the website to ensure its effectiveness and appropriateness
- Survey the ecbi network on a regular basis to ascertain why some people do not use the website and what steps can be taken to improve usage

2 The Evaluation Review Process

This evaluation covers activities from 2008 and 2009, and on-going activities in 2010. There will be regular references to the first phase of ecbi because of the general continuity of the approach.⁴ The evaluation follows the terms of reference prepared by Oxford Climate Policy, dated May 13, 2010 (see Annex 2).

Objectives of the evaluation

This evaluation is important because it assesses ecbi's work, approximately half way through the current business plan for Phase II (2008 and 2012). According to the terms of reference, this external evaluation has several objectives:

- to provide feedback to ecbi management on results to date, and how to improve the initiative;
- to critically take stock of achievements and challenges facing ecbi; and,
- to assess whether trust building is taking place and how that is being manifest.

The evaluation is also to determine how successful the ecbi is in achieving its aims to promote a more level playing field between government delegations to the international climate change negotiations, and to facilitate mutual understanding and trust – both between European and developing countries and among developing countries. It aims to assess how effective the linkages are amongst the programme components to achieve these common goals.

This evaluation takes place at a crucial period because a global climate change agreement was not achieved at COP 15 (Copenhagen, December 2009) and there is no clear way forward. Moreover, trust that existed between the North and South before COP 15 was sorely tested and many countries, particularly in the South, felt let down by the results. Thus capacity building and trust are all the more important at this strategic moment and provide an ideal juncture to assess how effective ecbi has been in improving negotiating skills and building trust amongst negotiators, both North-South and South-South.

While ecbi is not a big programme with a three-year budget of under €2 million, the interaction of its three components is important for its overall impact. An independent assessment helps determine what fine-tuning or changes need to be made to improve the impact and sustainability of the programme. An external assessment also assists the Executive and Steering Committees to better evaluate the overall impact of the Initiative, identify areas for improvement, and inform funders how effectively the funds are being used.

Issues for the evaluation were raised in the May 28, 2010 inception report for this project. Briefly, they are the following:

⁴ It also covers 2007, a year that was not covered by the previous evaluation on phase one of the ecbi.

- Examine the approach and performance of the different activities that ecbi has implemented, with special attention to their relevance, effectiveness, efficiency, impact and sustainability;
- Assess the range of activities undertaken by ecbi – including common activities such as website management – and comment on their appropriateness, relevance to partners, effectiveness, impact and contribution to ecbi’s overall objectives;
- Extract lessons learned by ecbi since its creation in terms of capacity building, establishing trust, effectiveness of negotiators at climate change;
- Provide recommendations on how to improve the operational efficiency of the ecbi and make suggestions about possible directions that the ecbi may want to consider for the future; and
- Propose indicators to monitor outputs and outcomes during programme implementation.

The evaluation particularly assesses ecbi’s contribution to trust and capacity building. As a starting point, the following indicators were used to structure the discussion:

- The extent to which intelligence or information sharing takes place between contacts established initially through ecbi;
- The extent to which participation and working together takes place in informal working groups organised by ecbi on specific topics;
- The level and extent of participation in informal meetings that include heads of delegation, etc at COPs and UNFCCC intersessionals;
- The extent of sharing draft working or negotiating documents, particularly those that are restricted;
- Trying new ideas and trial balloons with counterparts – getting feedback on ideas before delegation or regional positions are solidified;
- How well the ecbi approach is seen by peers as open-minded and with good interpersonal skills; seen to provide unofficial intelligence that may help develop negotiating positions;
- The level of socialising when possible with negotiators from the North and South;
- Whether networking was used such as ecbi itself or even social networking websites such as Facebook or LinkedIn; and
- The extent that information was shared on sensitive issues: national or regional positions, etc.

These indicators were used to develop questions for the evaluation process. Given the nature of meeting or contacting participants, it was not possible to have detail for each of these indicators. Thus, they were used to guide the evaluation process. They will, however, be used for refining on-going ecbi event surveys as much as possible.

Indicators for Capacity Building

The success of ecbi in building Fellows capacity was measured by the level of:

- Understanding regarding the detail and nuances of the UNFCCC process and official documents, including the Kyoto Protocol, from ecbi activities
- Understanding and appreciation of the reports and analyses prepared by ecbi through its policy analysis activities
- His/Her ability to more actively and effectively participate in the negotiations in UNFCCC bodies
- Informal network building with other “related” negotiators within the region or developing countries
- Using knowledge management systems for climate change science, policies, issues are available through ecbi
- Participation in development of national and regional policy positions on climate change issues

The evaluation process included the evaluator attending the Bonn Seminar, the annual general meeting and the steering committee meeting in June 2010. The HELIO evaluator also attended the Oxford Seminar in August 2010. The evaluator met with many participants during those meetings and he also contacted many others through a questionnaire that was distributed by email. For the Workshop Programme, a questionnaire was sent to many participants, working documents were reviewed and there were discussions with ecbi organisers. There was an extensive review of ecbi documents that are available on the ecbi website.

3 An Overview of the ecbi

The ecbi was launched in May 2005 during the 22nd Meeting of the UNFCCC Subsidiary Bodies (SB) in Bonn. It was created to increase the capacity of developing country negotiators to help facilitate their participation at UN climate change negotiations.

The ecbi is not a “typical” development project/programme. It is an initiative to provide specialised support to the negotiations underway in the UNFCCC process and all that brings. It means ecbi itself must evolve as the negotiations do.

The political scene has changed significantly since the ecbi’s creation. There has been the rise of the large emerging economies⁵ and the voice of the LDCs has grown stronger. There is a realisation that the BRICs⁶, in particular, are going to have to accept some form of mitigation obligation. The Copenhagen Accord at COP 15 tried to address some of these issues but unfortunately the process alienated many countries both from the South and North.

⁵ Including, inter alia, Brazil, China, India, South Africa

⁶ BRIC: Brazil, Russia, India and China

The ecbi's work is conducted in relatively unchartered territory. The main players are negotiators who are senior civil servants within their administrations. Many know each other and have worked in the same environment for years. Others are relatively new to the process. This is particularly true for junior negotiators who are normally from environment ministries and would probably not be able to attend the climate change conferences without ecbi's support. The ecbi team is made up of experienced climate change policy people and organisations with expertise in various aspects of climate change. Some are respected climate change experts originally from developing countries and thus have been able to develop a level of respect from the negotiators and their administrations.

3.1 Governance and Management

The ecbi has no legal standing, being instead an umbrella group for linking the programme components and participating organisations. It nonetheless has a governance and management system to ensure its activities are well planned and organised. The ecbi has a governing structure outlined in its ecbi Handbook from May 2005 and remains basically the same in 2010.

For the *External Management*, there are three main components. First, there is the Annual General Meeting that is designed to provide feedback and strategic guidance to the EC. Attendees include representatives of Partner Agencies, of institutional Members or individual members. The AGM is co-chaired by the two co-Chairs of the Steering Committee. The Steering Committee (SC) provides external guidance to ecbi activities and, essentially, is designed to ensure that ecbi activities are 'country driven.'⁷ The SC is also responsible for ensuring external monitoring and evaluation (such as this current evaluation.) The SC has two to four ordinary members, besides the two co-Chairs. The SC meets annually, normally during the UNFCCC Subsidiary Body meetings in Bonn. The ecbi Director provides operational support to the two co-chair: Ambassador Bo Kjellen of Sweden and Mr. Mama Konaté of Mali. Other members are Mr. Lorenz Petersen of Germany and Ms. Sumaya Zaki Eldeen of Sudan.

For the *Internal Management*, there is an Executive Committee (EC), chosen by the Lead Member Institutions of the ecbi⁸ and with the Director and Programme Heads as *ex officio* members. This Committee is responsible for the administrative and financial management. The Director is furthermore responsible for managing the common, ecbi-level activities, the workshop programme and the re-defined policy analysis work. There is a Programme Head for the workshops programme who is not involved in day-to-day

⁷ ecbi Handbook, p. 3. "The purpose of the small Steering Committee (SC) is to provide external guidance to the ecbi activities, as required, in particular, to ensure the 'country driven' nature of the Policy Analysis and Workshop Programmes, and the integrated nature and quality of the ecbi activities in general. For this purpose, the Steering Committee will perform the (external) monitoring, ensure follow-up, and evaluate ecbi activities in general."

⁸ Oxford Climate Policy (OCP) operates the Fellowship Programme and International Institute for Environment and Development (IIED) operates the Workshop Programme.

running of the activities but is a member of the Executive Committee. There are also: a Project/Activity Leader responsible for project quality and implementing the guidance of the EC; and Project/Activity Managers (who manage the individual components of ecbi).

The ecbi publishes an annual report detailing all the activities from that year, including management issues and programme details. The annual report is available on the ecbi website.

3.2 Objectives of ecbi

The overall objective of ecbi is to overcome the lack of a level playing field between many delegations at climate change negotiations that includes mutual misunderstanding and a lack of trust. These are oriented both North-South and South-South. ecbi is designed to address those concerns and takes its role from Article 2 of the UNFCCC and the Millennium Development Goals.⁹

3.3 Elements of ecbi

The ecbi is made up of three distinct but inter-related elements:

1. Fellowship Programme: primary trust building Fellowship Programme with an informal (senior level) exchange of information throughout the year;
2. Workshop Programme to enhance negotiating skills; and,
3. Common activities that includes the old policy analysis component, the website and other related functions.

The three elements are different in character but collectively work together to help build capacity to enhance negotiating at all levels. Together these programmes strive to generate a level playing field in the climate change negotiations. It is important to review the objectives of the main elements of ecbi as they currently stand.

The total budget for ecbi for Phase II (2008-9 to 2010-11) came to £1684,485 (€1,987,692). The total budget is available in Annex 3.

Fellowship Programme

⁹ The UNFCCC Article 2 states:

The ultimate objective of the Convention and any related legal instruments that the Conference of the Parties may adopt is to “prevent dangerous anthropogenic interference with the climate system.” And while it stands to reason that we are already facing some impacts of climate change which could be construed as a result of dangerous anthropogenic interference, there can be no doubt that these impacts, while no longer preventable, must be minimised through mitigation and adaptation efforts at all levels, domestic, regional and international.

Its primary purpose is to build trust and exchange procedural and institutional knowledge both among the Fellows ('South-South trust building'), and between them and their European colleagues ('North-South trust building'). The programme is divided into two parts: part one is when the Fellows meet alone, part two is when the Fellows come together with EU negotiators.

The Fellows meet in Oxford for several days in late August or early September. Often there is a specific theme and the group of Fellows prepare material to discuss with participating EU negotiators during the Oxford Seminar.

The North-South element of this trust-building effort is carried out through the Oxford Seminar, which includes the EU negotiators for a two-day event. Both activities bring together developing country Fellows and their European counterparts in a structured but relatively informal framework that helps to establish working relationships outside context of the official negotiations. The seminar is under Chatham House Rule. There is a published summary of the seminar available on the ecbi website.

To maintain the momentum of these trust-building activities, the Fellowship Programme includes an annual one-day Bonn Seminar during the intersessional Subsidiary Bodies meetings in Bonn, Germany (held in May or June of each year).

The Fellowship Programme expanded in 2010 to include the Finance Circle. It is a relatively new initiative to provide a platform for informal in-depth discussions among key experts on the technical aspects of the issues discussed in the AWG-LCA¹⁰ negotiations on financial architecture and governance. As of September 27, 2010 there were 47 members, including from Australia, Canada and the United States, countries that do not participate in ecbi. It is open to all delegates of the UNFCCC.

The ecbi has hosted several dinners for many of the developing country and European representatives on the Adaptation Fund Board since the creation of the Fund in 2007. These dinners were part of the trust building element of the Fellowship Programme.

The total budget for the Fellowship Programme in Phase II was £539,519 (€636,632) over the three years. This represented 32 per cent of the total ecbi expenditure for Phase II.

Workshop Programme

The ecbi Workshop Programme is designed to help primarily LDC negotiators develop negotiating skills, although it is not restricted to LDCs. The programme is multifaceted with Regional Workshops and an annual LDC pre-COP workshop.

¹⁰ Ad Hoc Working Group on Long-term Cooperative Action under the Convention

The Regional Workshops are designed to foster collaboration within the regions by enabling negotiators from the region to meet, exchange views, and if they wish plan together. The Workshops also contribute to mainstreaming climate change issues by including officials from key line ministries (such as the ministries of finance, planning, etc). Open to all the countries in the region, the Regional Workshops aim to:

- discuss upcoming negotiation issues of regional importance, with a view to facilitating negotiation positions for the subsequent UNFCCC Sessions;
- introduce the participants from the mainstream ministries to the climate change problem, with particular focus on its regional aspects; and,
- facilitate networking, especially between the climate change negotiators and their mainstream colleagues.

The ecbi provides facilitation for the meetings and prepares a number of background documents.

The main purpose of the Pre-COP Workshops, meanwhile, is to support selected negotiators from LDCs to gain a better understanding of the issues discussed at the COPs, as well as to be able to act more effectively as a group, e.g. by dividing tasks among the group instead of all of them to following the same negotiating track. The workshops also help to build negotiating skills through role-playing and practice sessions.

The workshop programme has also provided bursaries for a select few negotiators to attend UNFCCC negotiation sessions.

The total budget for the workshop programme in Phase II was £943,199 (€1,112,974) over the three years. This represented 56 per cent of the total expenditure for Phase II.

Common Activities

Common ecbi activities include website management, report writing and organisation of events such as ecbi dinners and special events. The 2009-2010 annual report cites several activities: an LDC Group strategy meeting held in Bonn, an ecbi and World Economic Forum Dinner in Barcelona and a side event in Bangkok.¹¹

Targeted policy analysis to support and enhance analytic capacity in a number of participating developing countries is now included under common activities. Since the 2007 ecbi Business Plan, the policy analysis programme has transformed into an element of ecbi that is less structured. After four years of effort, the programme was deemed not

¹¹ It also included the bursaries for African LDC negotiators but the 2010-2011 strategy document includes it under the Workshop Programme. The evaluator has continued that categorisation.

to have worked and ecbi was not able to secure dedicated funding for it. Now policy analysis is considered part of the common activities and ecbi publishes a wide range of reports and presentations. The theme for publications in 2009, for example, was financing.

The total budget for common activities in Phase II was £201,766 (€238,083) for the three years. This represented 12 per cent of the total expenditure for Phase II.

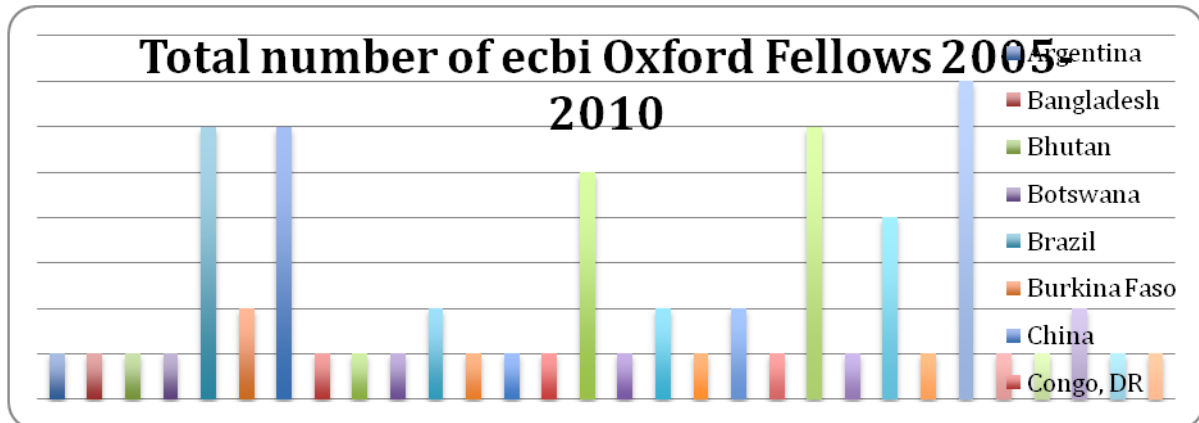
3.4 Highlights since 2007

It is instructive to review some of the highlights over the review period. The ecbi annual reports documents all the activities and this section only provides some of the key ones.

Fellowship Programme

There have been six years of Fellows since the beginning of ecbi. This evaluation covers four years of Fellows. The distribution of Fellows by country is important. Note how Brazil, China, India, Mexico and South Africa have provided Fellows most, if not all, years.

Table 1: Number of Oxford Fellows 2005-2010



Of the 54 Fellows in the past five years, 28 per cent were women. This compares to 12-15 per cent for Heads of Delegations at the COPs and 30 per cent for all Party delegates.

The themes for the various years are important:

- For 2007, there were 11 Fellows and the themes were: Post 2012, CDM, Operating modalities of Adaptation Fund (esp. institutional aspects), REDD and Capacity Building.

- For 2008, there were 11 Fellows and the themes were Finance and adaptation, the future of CDM and the Bali Action Plan (technology transfer and implementation of paragraph 1.b)
- For 2009, there were 10 Fellows and the theme was climate change finance
- For 2010, there were 10 Fellows and the themes were finance (including fast start finance), reforming the financial mechanisms and, in general, preparation for Cancun.

The annual Bonn Seminars have specific themes for discussion. For example, in 2010, there were presentations on unilateral declarations and on the UNFCCC negotiating process (based on a survey carried out after COP 15). Details are well documented in the ecbi annual reports

In 2010, ecbi started the Finance Circle that has already met four times, most recently in October in Tianjin. The Finance Circle includes an on-line discussion forum for participants to share ideas on important financial aspects that are of key importance to the negotiations.

Workshop Programme

There have been regional workshops annually in South and South-east Asia,¹² West and Francophone Africa and Eastern and Southern Africa. The meetings are normally three days in length and they generally include field trips. In 2009, the first regional workshop in Latin America was held. The workshop was attended by participants from Argentina, Bolivia, Chile, Costa Rica, Cuba, Guatemala, Mexico, Paraguay, Uruguay, Venezuela, Panama and Peru.

Altogether there were 326 participants at the regional workshops¹³, of which 74 were women. That represented 23 per cent of the total. The share of women ranged from 0 per cent in one workshop to 61 per cent in another. There was no overall trend.

The ecbi states in its 2007-8 annual report that in each of the regional workshops both the UNFCCC Focal Point (i.e. the Climate Change Negotiator) as well as representative from the Ministries of Finance were invited. Sessions were run by Regional Resource Persons were senior negotiators. Thus the regional workshops have become more of a meeting of the negotiators from the region themselves but are combined with other relevant groups including representatives of ministries of finance and also, in some cases, parliamentarians.

Much of the in 2009 was to prepare for COP 15 in Copenhagen, which was expected to agree on a post-2012 climate regime. For example, for South and East Africa, the report,

¹² In 2009 South and South-east Asia did not have a workshop.

¹³ This also included Pre-COP workshops, one of which was a regional workshop.

Negotiating the Development and Transfer of Technologies for a Copenhagen Outcome: Issues for Consideration, was prepared.

In 2010, ecbi invited the Chairman of the LDC group (Lesotho) as a resource person to the Nairobi workshop for South and East African countries and the Chairman of the Africa Group Chair (DRC) to the Dakar workshop for Francophone African country workshop. They presented and discussed their group strategies for negotiations at the workshops.

Pre-COP Workshops

In 2008, the ecbi brought together UN climate change delegates from 12 countries to strengthen the capacity of Least Developed Countries to negotiate and implement the UNFCCC and the Kyoto Protocol and to engage in a number of trust-building activities. The ecbi Pre-COP Workshop was held in Poznan, Poland, prior to COP 14.

The 2009 annual report does not state the number for 2009, only to say that delegates came from the Least Developing Countries, Small Island States, and Developing Countries especially from the Sub-Saharan region.

Common Activities

This has evolved throughout the evaluation process because it was realised the former Policy Analysis Programme was not working. A less structured but more responsive policy analysis activity was included in common activities. The website has a complete archive of all presentations, reports, notes and articles.

4 Major Findings – Performance Measurement

The performance of the ecbi has been analysed for the individual elements: fellowship programme, workshops programme and common activities. They have been assessed according to their relevance, effectiveness, efficiency, impact and sustainability. The same definitions for these terms were used as for the 2007 evaluation. An analysis of the overarching objectives particularly related to capacity building and trust building then follows.

4.1 The Fellowship Programme

Relevance

Relevance: are we doing the right thing?

The extent to which the objectives of the project or programme match the needs of the target groups, the policies of the cooperation country and partner institutions, the global development goals and the client's basic development policy orientation.

The main goal of the ecbi is to build trust and capacity among the Fellows ('South-South trust building'), and between them and their European colleagues ('North-South trust building'). This is highly relevant, as recognised in the 2007 evaluation.

The following table shows the number of Fellows and the total number of European negotiators. European negotiators have consistently attended. In only one year were there more Fellows than Europeans.

Table 2: Fellowship and Seminar Participants

Year	Number of Fellows	Number of Europeans
2005	11	13
2006	11	19
2007	13	10
2008	10	18
2009	10	10
2010	10	10

The negotiating process is complex where it takes years to achieve results, and where outcomes are often driven by the human factor. Negotiators need to fully understand the UNFCCC process and the details of specific elements of climate change topics from adaptation to mitigation, from financing to institution building. For many developing countries, and in particular LDCs, this is incredibly difficult because they have a lack of capacity with very small teams required to follow the same issues and countries with many officials involved. But the human factor is key to successful negotiations at all stages: within the G77+China, within the EU and globally.

The Fellowship Programme gives support to negotiators from developing countries to allow them to more effectively participate in negotiations. There have been many discussions amongst participants on the process, the role of chairs and co-chairs, the effectiveness of the process and what institutional arrangements can be made for the adaptation fund and so on. Each year, there has been considerable discussion on process. These discussions are generally amongst seasoned negotiators who can openly debate the

issues without constraints, first with fellow developing country colleagues and then with European negotiators.

The Fellowship Programme also delves into specific topics. In the past two years, the issue of financing has been a high priority, whether to do with the adaptation fund or on fast track financing proposed under the Copenhagen Accord.

The Fellowship Programme component of ecbi includes the Finance Circle that began in 2010. Four meetings have been held as of October 2010, and this is testament to strong interest and importance in the subject, thus showing it is highly relevant.

All of these activities within the Fellowship Programme are highly relevant to creating trust as well as building capacity.

Effectiveness

Effectiveness: are we achieving the project/programme objectives?
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The extent to which the desired direct results are achieved and other direct results arise.

The fact that busy negotiators from both developing countries and the EU volunteer to come annually means that there are many benefits deriving from the Fellowship and Seminars. Several Fellows have attended on more than one occasion. Many EU negotiators have returned on several occasions. One even used personal holiday time to attend. All of this speaks volumes.

Many of the Fellows provided valuable comments and insight specifically for this evaluation. There was a wide range of responses. In responses directly to the evaluator, only one Fellow felt he saw no trust building at all between developing country negotiators and EU negotiators. The rest stated that they could express their views openly, and with frankness. One participant commented that the Fellows were more open and frank between – rather than during – sessions. Likewise, another Fellow felt that EU negotiators were often more open “after dinner,” rather than at formal sessions. It was also accepted that Fellows understood each other’s “real positions” better as a result of the discussions. This was important in preparation for meeting EU negotiators.

Some of the EU negotiators felt that Fellows often followed their country’s official position instead of expressing their own views. Others felt that it got better as time went on and after they had more time to interact during informal gatherings, including dinners. The time dimension was often raised by participants, although they fully understood that the Seminar could not be more than two days.

There was agreement from both groups that at as a result of their interaction at the Fellowships, it was easier to talk to colleagues during the negotiating sessions, and that these personal relationships were important. This understandably helped maintain

communication although not necessarily to changed positions.¹⁴ One negotiator stated, “*The relationship became more personal and friendly, which makes it easier to talk openly about different issues during negotiations.*” This did not happen quickly – it is the result of an evolving relationship.

Interestingly, the discussions at the 2010 Seminar were often directly related to trust but in the sense that the Fast Track Funding was to help create trust, that the Copenhagen Accord led to distrust or that more trust was needed on the capacity of developing countries to directly access the fund for national projects. What was important was that the participants were expressing very delicate and contentious issues in an open manner and creating their own level of trust. This was important in demonstrating the effectiveness of the Fellowship Programme.

One EU negotiator stated that he did “*try and develop joint positions, or at least try to clarify positions and bridge the gaps. Sometimes I share analyses and insights.*” This is a strong indication of trust building. On the other hand, another who had attended several Seminars felt that the Fellows did not express their views openly and he himself would intervene tactically. While he said this, he still felt the Fellowship Programme was extremely valuable.

The recently created Finance Circle has an open forum on the website for participants. It has also included, as stated above, negotiators from Australia, Canada and the United States and this has widened the opportunities for frank exchanges. The responses after the June meeting were most positive and encouraging, but these are still early days for this new initiative. Twenty-one attended in June and a further 18 in August. These meetings were held when negotiators were to have free time so their attendance is positive. There is no information on how the on-line discussion group has worked.

On capacity building, there are presentations on specific and related topics. For example, in the 2010 Bonn Seminar there was a presentation followed by a discussion on unilateral declarations and their legal position. There was a presentation in Oxford on national funding entities and their role in the transition to a new paradigm of global cooperation on climate change. As one participant said, this is not about capacity building but building. There are relatively new negotiators who were participating for the first time in ecbi activities and they readily stated how much they learned in a few days. Some of the EU negotiators stressed that they wished they had known the topics for discussion before, so that they could have been better prepared for the discussion. The annual Bonn Seminar is useful for “maintaining and strengthening the momentum” of ecbi activities and seen by ecbi as a key element in trust building. Importantly, the Bonn Seminar is held on the one day off for negotiators.¹⁵ It is significant that so many attend. In 2010, while people came in and out, there were often more than 20 people in the room (29 in total participated, including the evaluator) and 15 provided written responses to the evaluator.

¹⁴ Importantly, however, in the case of the Adaptation Fund Board dinner and the Finance Circle, the discussions led to compromises that were eventually carried forward to formal negotiations.

¹⁵ There were a couple of participants complaining that this should not happen on their one day of rest, but given the schedule of negotiations, there is no option. The participants did come nonetheless.

At that Seminar, respondents stressed the importance of the discussion on the legal aspects of an outcome. As one respondent said, “... *a frank discussion amongst, not only negotiators, gives you a new perspective. Also understanding where people come from.*” And another said that the discussions allowed him to air his views on the subject, an opportunity that did not come often.

At the 2010 Oxford Seminar, participants discussed the current negotiating text for Cancun to find common ground and to better understand where the differences were. This was considered by participants to be an important support for the current climate negotiation process. Discussing the text openly on Chatham House Rule showed a high level of trust.

It is difficult to know if it affected the effectiveness, but some raised the concerns that facilitation should have been more “neutral,” not siding with the Fellows. There were also concerns that the chairing should have been more structured. Some felt this affected the overall discussion. Some also wanted more informal sessions away from the meetings and that there was a need for more novel ways for the Fellows and EU negotiators to meet over the two days.

The effectiveness of the Fellowship Programme can be demonstrated by the participants who choose to attend. The 2010 Fellowship and Seminar is a good example. Despite busy schedules leading up to COP 16 in Cancun, among the Fellows were the Chairs of the Ad Hoc Working Group on Long Term Cooperative Action, the Africa Group and the Adaptation Fund Board; and senior negotiators from many EU countries and the European Commission. They would not have participated if they did not see real value in the programme, or doubted its capacity to contribute to results in the formal negotiations. Importantly, 28 per cent of the Fellows in the past five years have been women. This compares with 12-15 per cent of Heads of Delegations at the COPs being women and women representing 30% in total at COP conferences.

Impact

Impact: are we contributing to the achievement of overarching development results?

Extent to which the project or programme is contributing to achieving the desired overarching objectives and producing other indirect development results.
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Impact is difficult to measure at a single point in time and the Fellowship Programme has to be looked at over an extended period of years. There are some stated impacts, however:

- One Fellow stated that the discussions at Oxford “*helped develop and move things forward on the creation of the Adaptation Fund Board.*” The Board was established at Bali and an ecbi Opinion report prepared by Fellows in the year

prior to Bali was considered an important step leading to the Fund's creation.¹⁶ The Fellowship Programme organised a special dinner for the AFB at its inaugural meeting in 2008 and has hosted dinners thereafter. This has provided an important trust building opportunity for the board members.¹⁷

- In 2010, a proposal was developed by the Fellows concerning the governance of climate change finance within the COP – essentially a Standing Committee on Finance. This was discussed at length with EU counterparts. This proposal formed the basis of a presentation by one of the Fellows at the High Level Geneva Dialogue on Climate Finance. And the process has continued at the Tianjin climate change conference in October.¹⁸

There has also been an important impact of the draft policy reports on staffing numbers and on national funding entities. This has had the effect of changing the US position on direct access.

¹⁶ The report was authored by five Oxford Fellows: Enele Sopoaga (Tuvalu), Lydia Greyling (South Africa), David Lesolle (Botswana), Emily Massawa (Kenya), José Miguez (Brazil), “On the road to Bali: operationalising the Kyoto Protocol Adaptation Fund”, IIED/ecbi Opinion, 2006. It should be added that the governance issue for the Fund was particularly contentious. One of the main points of contention was whether the Washington-based Global Environment Facility (GEF) should be managing the Fund or not. The European Union, Japan and other industrialised countries, saw GEF management as self-evident. Many developing countries were unhappy with the way the GEF had been managing climate change funding in general, and adaptation funding in particular, with the consequence that the negotiations were in an apparently insurmountable stalemate between the pro-GEF faction led by the EU, and the developing country Group of 77 and China, who rejected the idea of giving the management of the Adaptation Fund to the GEF.

Following a discussion during the Fellowship, developing countries decided that instead of debating the merits and de-merits of specific institutions (a path which had already resulted in stalemate), they would put forward the necessary characteristics for such an operating entity, based on two principles: First, the decision-making processes of the AF should be flexible, transparent and uncomplicated. They should be balanced and reflect the needs of the developing country Parties to the Kyoto Protocol. Second, funding should be reliable and adequate and on a full adaptation cost basis.

The discussion at the Oxford Seminar with EU negotiators proved to be a turning point in the Adaptation Fund negotiations, and a key to the stalemate. The proposal discussed during the ecbi Fellowship and Seminar was adopted as a position in the UNFCCC negotiations by the Africa Group. At the formal negotiations that followed in Nairobi in November 2006, discussions were much more constructive as all key Parties agreed to focus on principle and general modalities, rather than on the ‘GEF or not GEF’ controversy.

¹⁷ In a letter of appreciation, the first Chair of the Adaptation Fund Board says: *This process was far from easy, not least because the Board was completely new, and of extremely diverse expectations and representation, ranging from the poorest to the richest constituencies. The ecbi dinners for the Board on the first day of the sessions helped the members to get to know each other in a congenial atmosphere and build mutual understanding of the issues at stake in a more relaxed mood, which was helpful in the deliberations that followed. Indeed, these dinners have proven to be so useful that we hope we will be able to continue this tradition, of course voluntarily if you can still be able to cover the costs.*

¹⁸ The idea of a Standing Committee on Finance was adopted as the official position of the G77+China.

From those who have participated in the past, there was a strong indication that the relationships developed during the Oxford Seminar or the Fellowship have had an impact over time. However, negotiators often fall back to their official positions during negotiations. As one said, “The fact is that when the people that almost had no problems in informal meetings come again to the negotiations, most switch again to be national negotiators with more or less rigid positions.” And “... *the follow-up is difficult.*” Furthermore, “*I wish that the positive influence would be stronger.*”

As shown in the graph above in Section 3, it is important to have the big players at the table. Including Brazil, China, India and Mexico has been vitally important. And it has been important for the LDCs and other developing countries to also be there. This has had an important effect on such topics as adaptation that are more of a direct concern to LDCs.

Overwhelmingly, participants felt that the Fellowship Programme did have an impact, although it was not always tangible and it was definitely not immediate. Many stated that the discussion at the Bonn Seminar on legal aspects of an outcome really helped to clarify issues and that it would be reflected during negotiations leading to COP 16. The discussions at Bonn would prove useful for creating a conducive environment throughout the rest of the year.

Efficiency

Efficiency: do we act cost-efficiently?

A measure of the relationship between the resources invested (funds, expertise, time etc.) and the outputs and results achieved.

A detailed financial analysis of ecbi’s performance is beyond the scope of this evaluation. The total budget for the Fellowship Programme is £539,529, of which £275,719 is for labour and fixed costs. This appears to be reasonable. Outputs appear good, when compared to resource inputs but it is very difficult, if not impossible, to have a value for money spent in such a unique programme.

Sustainability

Sustainability: are outcomes and impact durable?

The probability that the desired development results of the project or programme are ensured beyond the end of assistance.

Any trust that is built as a result of the Fellowship should endure. The controversial negotiations leading up to the Copenhagen Accord at COP 15 shook trust, not necessarily person to person relationship but certainly relationships between regions (north-south but

also within the G77+China). While there were some sensitive and “honest” moments at the 2010 Oxford Seminar, there was no apparent breaking of trust amongst participants. It was a sign of trust that they could be so honest. Nevertheless, trust building has to be carefully monitored throughout the various ecbi activities, such as at the Seminar, the Finance Circle or the Adaptation Board dinners.

The question arises over the sustainability of ecbi and the Fellowship Programme. One Fellow suggested that ecbi should get a direct mandate from the UNFCCC to undertake specific assignments. He felt very strongly about the importance of ecbi to continue over the long run. Long-term funding is an issue for any programme, and particularly acute in the current financial situation. However, the structure, governance and networking of ecbi is such that the future does look sustainable. The foundation is there.

Because negotiators change regularly, there is a strong argument for the need for this on-going dialogue and trust-building activities.

4.2 The Workshop Programme

Relevance

Relevance: are we doing the right thing?

The extent to which the objectives of the project or programme match the needs of the target groups, the policies of the cooperation country and partner institutions, the global development goals and the client’s basic development policy orientation.

The Workshop Programme is an important pillar of ecbi and has been a mainstay since the ecbi’s creation. Negotiators in developing countries need to strengthen their negotiating skills and they need to broaden the support from within their own administrations. This is particularly true in LDCs for two reasons. First, there are few negotiators in many of the LDCs. Second, the teams are small and they have a wide range of issues related to substance and process to understand.

The Regional Workshops bring together officials directly involved in climate negotiations together with those from line ministries such as ministries of finance to discuss current negotiation issues and better understand the global climate process underway. Broadening the knowledge base within capitals is key to better policies and decision-making because it also broadens the level of support from within the government administration. The regional workshops also try to foster regional solutions, be they regular meetings and networking, common positions or exchange of views. While designed for LDCs, the regional workshops are not restricted to them.

Pre-COP workshops are important to help selected negotiators from LDCs to better understand the process and issues. Often these are negotiators fairly new to the negotiations.

Overall, the workshop programme is considered very relevant within the global climate negotiation context.

Effectiveness

Effectiveness: are we achieving the project/programme objectives?
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The extent to which the desired direct results are achieved and other direct results arise.

The regional workshops have been held in two African regions and Asia since 2007. In 2009 a Latin American workshop was added. In Africa, one of the workshops was held in French. The workshops generally have the sessions run by regional resource people and that has proven highly successful. Also, the workshops normally include representatives from the Ministry of Finance. While the evaluator received feedback from some participants, no representative of Ministry of Finance responded. However, one participant from West Africa said that he was surprised by the quality of the participants and the contributors and that included representatives from central ministries. This is reflected in the following table.

Table 3: Workshop Participants

Event	2007	2008	2009	2010
South and South-East Asia	13 participants from 7 countries includes 3 from non-environment ministries	23 participants from 7 countries includes 5 from non-environment ministries	No workshop	No workshop ¹⁹
West and Francophone Africa	23 participants from 9 countries	22 participants from 13 countries includes 11 from non-environment ministries	30 participants from 14 countries includes 9 from non-environment ministries	45 participants from 14 countries
Eastern and Southern Africa	23 participants from 10 countries includes 6 from non-environment ministries	29 participants from 11 countries includes 7 from non-environment ministries	29 participants from 12 countries includes 4 from non-environment ministries	25 participants
Latin America	No workshop	No workshop	23 participants from 12 countries includes 9 from non-environment ministries	19 participants

Over the past three years, a total of 326 participated in regional workshops and Pre-COP events. That is a significant number of people, many of whom would not attend a COP. Of the 326, 74 were women, representing 23 per cent of the total attendees. This varied by event, ranging from zero at a Pre-COP workshop at COP 14 to 61 per cent at a Latin American regional workshop.

The July 2010 francophone Africa regional workshop in Dakar, Senegal is an important example for effectiveness. It included more than 45 participants including UNFCCC negotiators, parliamentarians and representatives from ministries of finance from 14 countries. Topics covered included the Copenhagen Accord, Africa strategy, mitigation, adaptation, finance, legal issues, and technology transfer. ecpi prepared eight briefing papers for the workshop. Resulting from the workshop was the Dakar Resolution, initiated by the parliamentarians. This Resolution was unprecedented and reflected their growing understanding of what climate change was doing to their region. The resolution is from seven West African countries. The resolution stresses the importance of regional

¹⁹ Asians met at COP 16 instead of having a regional workshop. There were 20 participants from South and South-east Asia.

co-operation in climate change recommends the development of a common regional position and calls for a concerted consultation between different levels of African representations to the Climate negotiations (Experts, Ministries, Heads of States, etc.) It calls for a regional network of parliamentarians to take an active role in the climate talks.

There has been synergy with the Fellowship programme because there have been examples of themes thoroughly discussed at the Oxford Seminar being used at the regional workshop as a follow on.

One respondent said he had attended three pre-COP workshops. The pre-COP, held directly before the COP, gather senior delegates from developing countries together discuss the relevant issues, to strategize and share views in preparation for the negotiations. Another respondent said he was very confused after the first pre-COP workshop because there was so much material and new information to absorb. But he said he became more confident over time and this has allowed him *“to contribute to my country as well as to the LDC group.”*

Table 4: Pre-COP participants

Year	2005	2006	2007	2008	2009	2010
Number of participants	30	20	42	21	22	38

Concerning the bursaries that have been given to negotiators, many expressed the point that they would simply not be able to attend and participate at UNFCCC negotiating sessions without ecbi support. Several bursary holders have become becoming key players in the negotiations. For example, one bursary holder currently chairs a group on technology transfer. Moreover, ecbi has provided bursaries to Lesotho (LDC chair), Sudan (G77 Chair 2009) and Yemen (G77 Chair 2010).

Also, during the China intersessional meeting of the UNFCCC I October 2010, the UNFCCC secretariat invited IIED to present its efforts to meet the elements of the LDC work plan through ecbi among others. IIED was the only individual observer organisation that was invited to make a presentation at the meeting. Such invitations recognise the work of ecbi to support LDC negotiators, not only by LDC countries themselves but also by the UNFCCC secretariat.

Impact

Impact: are we contributing to the achievement of overarching development results?

Extent to which the project or programme is contributing to achieving the desired overarching objectives and producing other indirect development results.

The workshop programme has had a positive impact from the anecdotal information available and from a few direct interviews. For the LDCs, their ability to come to common positions and to argue their position effectively in UNFCCC negotiation sessions have been greatly enhanced. It has developed a new generation of negotiators with the tools to fully contribute to negotiations. It has also helped allow some skilled negotiators to continue to participate. It also helped develop regional positions on specific issues.

The workshop programme expanded beyond climate negotiators to ministries of finance or parliamentarians to create awareness of the climate issues and to mobilise support at the local, national and regional levels. This was designed to bring central ministries have a deeper understanding of climate change science, policies and international negotiations.

The Dakar Resolution, described above, is an important outcome of the Regional Workshop. This reflects the impact that ecbi is having.

The impact of the workshops will be felt for many years.

Efficiency

Efficiency: do we act cost-efficiently?

A measure of the relationship between the resources invested (funds, expertise, time etc.) and the outputs and results achieved.

No more can be said than what is explained above for the Fellowship Programme. ecbi appears to be very cost efficient.

Sustainability

Sustainability: are outcomes and impact durable?

The probability that the desired development results of the project or programme are ensured beyond the end of assistance.

As described above, the mobilisation of various stakeholders at the national and regional levels will only grow, even if ecbi were to stop. There are many who have been helped to learn the process and understand the issues. They will more and more be active in negotiations and they will be more effective.

4.3 Common Activities

Relevance

Relevance: are we doing the right thing?

The extent to which the objectives of the project or programme match the needs of the target groups, the policies of the cooperation country and partner institutions, the global development goals and the client's basic development policy orientation.

The common activities described in Section 3.3 above play a crucial role in linking the various elements of ecbi together and giving ecbi an outward expression, an ability to disseminate and share and an ability to gather together in a meaningful way. The policy analysis activity is vitally important to bring new ideas and new concepts to wider audiences. The reports, presentations, notes and articles cover the full range of climate change topics. There are general reports and then reports or notes prepared for specific events such as the Oxford Seminar, Bonn Seminar, individual Workshops and the other ecbi activities. Themes include, inter alia, funding and legal issues, finance architecture, unilateral declarations, climate finance after Tianjin and so on. All the documents are available on the website in a user-friendly manner.

The website is very important to help disseminate the products of ecbi and to explain what ecbi does and why it is doing so. It is also important as a resource tool for users, particularly for LDC negotiators and other stakeholders who have had dealings with ecbi through such as workshops. The website is also an important resource for all the partners in the ecbi activities. The section on the finance circle allows participants to discuss issues on-line.

Effectiveness

Effectiveness: are we achieving the project/programme objectives?

The extent to which the desired direct results are achieved and other direct results arise.

The evaluator reviewed the studies and policy briefs that ecbi produced. The policy briefs indicate an ability to produce documents "on demand," which is quite important. The documents are useful for stimulating discussion. As stated above, they cover a wide range of topics. Some are prepared by ecbi and some reports are prepared by external experts. Looked at in its entirety, the list of reports and briefing documents is impressive. From the few responses received, participants at workshops said they were very useful. Many of the documents were available in French for the West African workshops. Many of the Fellows said that they did not use the website but now, having attended the Oxford event, they planned to. Bursary recipients generally said that they found the documents and the website very useful. One ecbi participant stated that there are few real documentation centres on climate change and thus he found ecbi's archives very useful.

The events bring people together and that is very important. This has given a certain stature to ecbi that is important to establish and maintain. Its public profile is strong and positive.

It was good that the redesign of the website was based on a user survey at ecbi events. The new site is very manageable and has received positive feedback during the evaluation process. There is every indication that the interactive forum for the finance circle will be valuable.

The bursary programme allowed several negotiators from developing countries to attend COPs and other UNFCCC sessions. Without the support of ecbi, many of them would not have found national funding to attend. This greatly increased the capacity within certain countries to participate more effectively in the negotiations.

The common activities are seen as very effective.

Impact

Impact: are we contributing to the achievement of overarching development results?

Extent to which the project or programme is contributing to achieving the desired overarching objectives and producing other indirect development results.
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It was difficult in this evaluation to fully appreciate the impact. Respondents said that they knew of the reports and appreciated them. Some of the reports were used in discussions that led to capacity building and trust building. The website was revamped and is quite user friendly. It will be important to see how the Finance Circle uses the website as a tool for on-going discussions. ecbi reports have had an impact as seen above under the Fellowship discussion. The impact was further expressed in 2010, for example, with an ecbi Policy Brief on creating a Transitional Expert Panel concerning financing. This Policy Brief was the basis for discussions at COP 16. The reports regularly prepared reflect immediate issues and are useful in providing a factual base together with issues to stimulate dialogue. It was also important that many documents were available in French or Spanish for regional workshops. The website's archives include all the reports and presentations made at the various ecbi events. This has proven particularly important for new negotiators because it gives them an opportunity to easily improve their knowledge and understand the on-going process.

As stated under effectiveness, the bursary programme allowed several negotiators to attend. This increased dramatically the capacity within their national delegation to negotiate more effectively and with more confidence.

Efficiency

Efficiency: do we act cost-efficient?

A measure of the relationship between the resources invested (funds, expertise, time etc.) and the outputs and results achieved.

No more can be said than what is explained above for the Fellowship Programme. ecbi appears to be very cost efficient.

Sustainability

Sustainability: are outcomes and impact durable?

The probability that the desired development results of the project or programme are ensured beyond the end of assistance.

Most of the reports and briefing notes are for immediate needs. They can be useful as archives. As stated above under impact, the archives will have an on-going benefit, particularly to new negotiators, because there are few real documentation centres on climate change.

5 Implementation Status

The ecbi is currently implementing its 2010-2011 strategy published in April 2010.

The strategy consists of:

Fellowship Programme (trust building activities, OCP)

- Oxford Fellowship and Seminar (August/September);
- Bonn Seminar (6 June);
- Finance Circle meetings (three in total in June, August and October);
- Annual General Meeting (7 June);
- Pre-COP Seminar (December);
- Ad-hoc meetings (to be approved by Steering Committee).

Common Activities

- 4 Policy Reports or 8 Policy Briefs or a mixture thereof;
- Translation of all policy briefs;
- Bursary reports from Bonn II and Bonn III intersessional meetings;
- ecbi evaluation (June – December).

Workshop Programme (capacity building, IIED)

- Regional Workshops: East and Southern Africa (March); West Africa (July), South Asia (February), Latin America (February);
- pre-COP LDC Workshop (November);
- Bursaries (8 in total), for LDC negotiators to participate in UNFCCC negotiation sessions.

Every indication shows that ecbi is on track to complete the strategy for 2010.²⁰

²⁰ As of October 2010.

Annex I Conclusions and Recommendations from 2007 Evaluation

Conclusions

ECBI has been around for two years. It has not stood still and is constantly being assessed to improve it to make it more effective. The management should be congratulated for that. It is an interesting, quite effective programme.

The main conclusions from the performance of the ECBI during the first two years are²¹:

- It is necessary to regularly review the needs of the developing countries as they participate in the climate negotiations. This also means having a firm understanding of the climate issues that will impact on them over the upcoming years and providing robust analysis that will help the developing countries set priorities for negotiations. And this means that strong policy analysis is needed.
- Even though the ECBI is relatively small, it can have a big impact. Many participants – including Fellows who are senior negotiators in their own countries – look up to ECBI for help and guidance. This is very valuable. It is important to keep those linkages and to maintain that confidence.
- It is important to remain as transparent as possible, allowing the participants to give as much input into the agenda and priority-setting, as possible. It is important that the ECBI continues to be seen as providing an important link between the South and Europe.
- Trust building is a process and, while the ECBI cannot ‘guarantee’ trust is created, it can provide the right conditions for it to occur. Furthermore, it is valuable to regularly assess how well the trust building is occurring and to ensure certain sessions are facilitated by experts in trust building.
- The regular gatherings of participants at social functions at COPs or wherever are very important for maintaining the personal contacts, renewing friends, building networks and trust building.
- It is important that group positions, such as occurred in 2006 for the adaptation fund, are seen as a group ‘product,’ with the ECBI acting as the facilitator. It is fundamental that the participants have ‘ownership’ of the concepts worked on

²¹ There is a further discussion on the financial management of the ECBI, prepared by the evaluator, available February 2007. It further elaborates on some of the financial management issues to improve the ECBI.

and, as was the case for the proposal on the adaptation fund, that worked its way through the LDC and G77 groups prior to and at COP12.

- It is important to have a balanced approach, with all three arms of ECBI functioning smoothly together. Only this ensures that the initiative can reach its full potential.
- While the working language of negotiations is English, the Fellowship and Workshop Programmes have been affected by language. There is no simple solution. While negotiations may take place in English, regional workshops, for example, do not only include negotiators. And there are many negotiators, the juniors in particular, who have a poor grasp of English. Fundamentally, however, the working language must be English, as it is for the negotiations. The exception for ECBI can be the regional workshop held in francophone Africa, since there are many non-negotiators in attendance.
- It is important to stay flexible and responsive to the needs of the participants. The LDCs, but also the developing countries as a whole, are really evolving in their negotiating approach. ECBI is an important contributor to them and, as their needs change, the ECBI needs to have the flexibility, within certain boundaries of course, to support them.
- It is important to pay attention to detail, whether in reports, flyers, scheduling, providing accommodation and other logistics and so on. Participants are a very special group and they have often grown accustomed to “the best.” ECBI has done a very good job in the organisation of the Fellowship and the workshops, for the most part, and this has been very important in gaining the confidence of the participants.

Recommendations

The following recommendations are made:

Overall

- Improve the integration of the three components of ECBI to have a better synergy effect and improve impact.
- Maintain ‘country driven-ness’ in all aspects of ECBI. Needs assessment should be an on-going process.
- Ensure that the website is effective for the needs of the ECBI participants. It needs regular monitoring for usage, relevance and effectiveness.

- Concerning the website, care must be given to ensure that there is a balance on climate change issues, even if it is mainly related to ecbi-news. Currently, the home page is almost entirely on adaptation topics. ECBI needs to ensure that it is seen to provide a balanced view on all relevant climate change issues.
- Continue to promote, through the website and other types of flyers, etc., ideas and proposals that arise from the Fellows' discussions.
- Develop and maintain strong linkages with other related organisations and programmes²².
- Since it is a relatively small programme, ensure that management does not get too rigid or complex. Ensure that management costs remain fairly small.
- The ECBI Handbook, which is the principal document on management, should be finalised as soon as possible.

Fellowship Programme

- Discussions, country-driven, should be well focussed and based on strong analysis that is available ahead of the meetings.
- While it is important to have a full programme, care should be given to give time and/or group activities to allow for good networking and bonding.
- Consideration should be given to experimenting with an external facilitator, who may be familiar with trust building techniques, to chair a session, possibly even the Seminar.
- Give special attention to the large regional countries, in order to get the best candidates possible to participate.

Workshop Programme

- Consider including current or former negotiators as part of the facilitation/training team for the regional workshops, as is done for the pre-COP workshop.
- Consider strategic partnerships with organisations (such as UNITAR or l'Institut de l'énergie et de l'environnement de la francophonie (IEPF)) that are already undertaking training in aspects of climate change, although different than this

²² These could include, for example, various UN bodies (such as UNITAR), the International Institute for Sustainable Development, l'Institut de l'énergie et de l'environnement de la francophonie (IEPF) and many others including bilateral agencies.

programme. This could avoid future overlap and could create an important synergy effect.

- Ensure that training materials are available well in advance of workshops whenever possible.
- Consider expanding the regional workshops into Latin America, preferably with a partner who is already working within the region.
- Since this programme pre-dated the creation of ECBI, it is important that it be identified with ECBI and not IIED, which is the institute managing this programme.

Policy Analysis Programme

- Consider re-launching this programme with a new head. There is a new need for a more focussed and supportive policy analysis programme for all of ECBI.
- Ensure that the programme is country-driven, with the maximum use of policy institutes from developing countries.
- Ensure that the studies undertaken are relevant, credible, analytically rigorous and can feed directly into developing negotiating positions.
- Ensure that they are perceived as studies by the South, for the South.

Annex 2 Terms of Reference for 2010 Evaluation

Terms of Reference: Independent Evaluation of the European Capacity Building Initiative (ecbi)

Introduction

The European Capacity Building Initiative (ecbi) is an initiative for sustained capacity building in support of international climate change negotiations. The ecbi aims to promote a more level playing field between government delegations to the international climate change negotiations, and to facilitate mutual understanding and trust - both between European and developing countries and among the developing countries.

A key limitation of the UN climate change negotiations is the lack of a level playing field between delegations, both North-South, and South-South. Other major obstacles to successful outcomes are mutual misunderstanding and lack of trust, particularly between industrialised and developing countries.

The European Capacity Building Initiative (ecbi) is aimed at overcoming these limitations and obstacles through a number of capacity and trust building activities, subsumed under three types of activities:

- a primarily trust-building Oxford Fellowship Programme with an informal (high level) exchange of views and ideas;
- a Workshop Programme to enhance negotiating skills; and
- Policy Analysis that provides open, general briefings to more focused and confidential analyses at the request of individual countries.

The European Capacity Building Initiative (ecbi) was launched in May 2005 during the 22nd Meeting of the UNFCCC Subsidiary Bodies (SB) in Bonn. An initial evaluation was published in May 2007, two years after its inception.

As stated in its Phase 2 business plan (2008-12), “the ecbi is not only focused on capacity building for developing countries. It is an initiative for both trust and capacity building by and for and between countries from Europe (in the geographical sense) and the developing world. It is aimed at moving forward the UN climate change negotiations by supporting delegates and other stakeholders from targeted developing countries to enhance their capacity to participate effectively in the FCCC negotiations and by bringing them together with their European colleagues in informal meetings to foster better mutual understanding of each others’ positions and constraints and to help build trust between them. In this sense, the ecbi is as much a trust and indeed capacity building initiative *for* as by Europeans.”

An external evaluation ecbi activities is planned for the second half of 2010, midway into the current business plan (2008-12). This includes the Oxford Fellowship which is normally held towards the end of August or beginning of September and the other activities managed by Oxford Climate Policy.

Purpose and Objectives of Evaluation

The timing of the evaluation is important in two respects. Being mid-way through the current business plan cycle allows for reflection on whether the goals are being achieved and what can be done to improve the delivery of the programme. Being at the end of the current Sida Agreement with Oxford Climate Policy (No. 73000926), the evaluation will also serve as the *In-depth Evaluation* mandated in Art. 7.4 of that Agreement.

The external evaluation has several objectives:

- to provide feedback to ecbi management on results to date and how to improve the initiative;
- to critically take stock of achievements and challenges facing ecbi;
- to assess whether trust building is taking place and how that is being manifest.

Scope of the Evaluation

The overall goal of the evaluation is to report on the effectiveness and the efficiency of the ecbi implementation and to make recommendations in the light of its findings. The consultant will follow guidelines for evaluations as established by Sida. The scope will include:

- Examining the approach and performance of the different activities that ecbi has implemented. Special attention will be given to their relevance, effectiveness, efficiency, impact and sustainability. The consultant will be expected to outline the key achievements of the different activities and to highlight the reasons for their success, but also analyse and explain failures .
- Assessing the range of activities undertaken by ecbi – including common activities such as website management -- and comment on their appropriateness, relevance to partners, effectiveness, impact and what contribution they are likely to make to realising ecbi's overall objectives, as laid out in the Phase 2 Business Plan..
- Drawing lessons learned by ecbi since it was created in 2005 in terms of capacity buildings, establishing trust, effectiveness of negotiators at climate change.
- Providing recommendations about how to improve the operational efficiency of the ecbi and suggestions about possible directions that the ecbi may want to consider for the future.
- Propose indicators for outcome that can be monitored during program implementation.

Key Stakeholders

Key stakeholders to the evaluation process will include:

- management team of ecbi
- members of the steering committee of ecbi
- partner organisations: ACTS, ENDA, IIED, FIELD, OCP
- Sida and other key donors of ecbi (GTZ, DfID)
- members of the ecbi partner network

- European and developing country climate change negotiators who have participated in ecbi activities

Evaluation Approach and Methodology

The consultant will follow guidelines for evaluations as established by Sida, built on the evaluation principles of the Development Assistance Committee (DAC) of the OECD. It is complemented by UTV's Arbets- och beslutsordning (ABS), Sida's Evaluation Manual, and the OECD/DAC Evaluation Quality Standards.

The principles underpinning the evaluation approach are: utility and use; credibility; and impartiality and independence.

The consultant will decide on the concrete evaluation methodology to be used. The following elements should be taken into account for the gathering and analysis of data:

- *Inception report*: the evaluator will prepare an inception report that describes how the evaluation will be carried out, bringing refinements, specificity and elaboration to this ToR. The inception report will thus include a detailed approach including framework of analyses, methodology, work plan, countries to be visited, and reporting outline.
- *Desk study of relevant documents*: the evaluation team will review and analyze reports and outputs related to the programme. These will include: programme documents related to the on-going work of ecbi.
- *Personal visits*: for budgetary reasons, the evaluator will restrict visits to activities taking place in Europe, such as the ones planned during the next meeting of the UNFCCC Subsidiary Bodies in Bonn (beginning of June 2020) and the Oxford Fellowships and Seminar (end of August 2010).
- *Other interviews*: the evaluator will interview the management team and members of the steering committee. A selected number of participants from the Oxford Seminar and workshops will be contacted. Some will be phoned and some will be contacted by email.
- *Evaluation report*: the evaluator will prepare a draft report to be submitted to ecbi management and Sida. The final report will be submitted to Sida and the ecbi management no longer than 10 days after the deadline for receiving comments on the draft report.

Guidance and Support

Sida desk officers and ecbi management will be readily available to provide any support necessary.

Timing

1 June to 15 October.

Deliverables

Final inception report, outlining the proposed detailed approach including framework of analyses, methodology, reporting outline, work plan and budget to be submitted to OCP by 19th May 2010.

The draft final report including summary of activities, insights and analysis of the period covered to be submitted for discussion with ecbi management by 1 October 2010.

Final report that takes into account the comments and suggestions by ecbi management and by Sida to be submitted by 31 October.

The main Report is to be about 20 pages written in English, excluding a 2 page summary and Appendices, such as the Phase 2 Business Plan, and the TOR of the Evaluation.

A presentation to Sida on the overall findings to be arranged before 1 December 2010.

Annex 3 Phase II Expenditures

ecbi	£1,684,485
<i>Fellowship Programme</i>	£539,519
<i>Fellowships</i>	£162,811
<i>Bonn Seminar</i>	£ 45,956
<i>Ad hoc Seminars</i>	£ 20,598
<i>OCP Staff travel</i>	£ 34,436
<i>OCP Running Costs (labour & fixed costs)</i>	£275,719
<i>Workshop Programme</i>	£943,199
<i>Workshops</i>	£643,236
<i>IIED Overheads</i>	£145,499
<i>Bursaries</i>	£154,464
<i>Common Activities</i>	£201,766
<i>Policy Analysis</i>	£150,951
<i>CA Other</i>	£ 50,816

Annex 4 Management Response

The ecbi Executive Committee would like to thank the Swedish International Development Cooperation Agency (Sida) for having provided the funding to commission this independent Evaluation of the second ‘proof of concept’ Phase of the ecbi, and to Rod Janssen for having accepted to do this for us.

We are pleased with the generally very positive result of the Evaluation. There is, of course, always room for improvement, but we believe the Evaluation confirms that the ecbi has clearly evolved into a proven concept, which we hope we will be able to continue in order to support the UNFCCC process.

The following sections contain our response to points and recommendations raised in the Evaluation (see Sections 1.3 and 1.4) which we can act upon to improve the quality of the initiative.

Fellowship Programme

One of the key ideas behind the Oxford Seminars has from the start been that it is the attending developing country Fellows who are in charge of the agenda and the proceedings. They are the conveners of the Seminar. This has proven to be extremely valuable in creating buy-in from senior developing country negotiators for the Seminar, and the Oxford Fellowships, in general. Following the Evaluation’s fifth Overall recommendation,²³ we believe this should be maintained, even if it means the European participants are unable to shape the agenda.

The key lesson for the Fellowship Programme from the specific recommendations is the need for professional facilitation during the Oxford Seminar. The Head of the Fellowship Programme has already started to identify potential facilitators for the 2011 Oxford Seminar, scheduled (funding permitting) for 4 to 10 September 2010.

As to the suggestion of trying out alternative formats for the Oxford Seminar, this is to be discussed with the facilitator. The decision, as mentioned above, however is ultimately with the Fellows who will be hosting the event.

We will continue to monitor each of the Oxford Fellowships, the Oxford and Bonn Seminars and are grateful for the evaluator’s offer to work with us in improving the feedback forms. We will also do our best to assess the impact of these activities. At the same time, we believe that a full-blown impact assessment is only really a viable option in the context of an independent evaluation.

Workshop Programme

The regional workshops are designed through consultations with senior negotiators including LDC and Africa group chairs. We will continue to engage with developing country negotiators in designing the agenda for the workshops.

²³ Ensure that activities are “driven”, and are seen to be driven, by country needs. This can be accomplished in part through focus groups. Needs assessment should be an ongoing process. ecbi needs to be seen to be facilitating discussions and not driving the discussions and the agenda.

We will continue to assess each of the workshops through feedbacks and monitoring. The feedbacks will also be used to format the workshops. We will also monitor the changes happening at the UNFCCC regime as well as regional and national levels to set the objectives for workshops.

One of the stakeholder groups for the regional workshops are representatives from ministries of finance and planning. We believe that it is important for the representatives from these national ministries to familiarise with international negotiations and decision making. This will help them to make informed national level policies and support better implementation of decisions. This will also help bridging the gap between international level negotiations and national level implementations.

A main strength of ecbi is its clear focus on one stakeholder group which is UNFCCC negotiators. It helps the participants to engage in focused discussions. It will also help the negotiators to feel comfortable, be honest and open to each other in the discussions. We believe that such openness is possible only when there is no civil society and media engaged.

The bursaries programme will continue in the phase III with increased number of beneficiaries. For the management purposes, it will be considered an activity that comes under the workshops programme.

The aim of the pre-COP workshops is to provide a friendly platform for the negotiators from developing countries to discuss their strategies for the upcoming COP meeting. The pre-COP workshops provide opportunities for negotiators to recognise their allies and differences. As recommended in the evaluation, we will continue monitoring the impacts of pre-COP workshops on both capacity and team building. Finally, the assessments of the pre-COP workshops will be used for further developments of the programme.

Common Activities

We are pleased that the Evaluation recognizes the importance of ecbi reports and briefings in, among other things, stimulating discussion amongst participants. A key strength of ecbi publications is that they have a powerful and direct audience – policy and decision-makers from developing countries and Europe participating in ecbi activities and events, with the mandate to act directly on outcomes. We constantly seek feedback from this “primary target” to gauge what issues are of immediate relevance to them, and ensure that ecbi publications meet their needs.

The second strength of ecbi publications has been their timeliness and direct relevance to the fast-paced UNFCCC negotiations. Both the Policy Briefs and Background Papers have a quick turn-around time, to keep up with the pace of the negotiations and provide fresh analysis that is currently relevant to the negotiators and policy makers.

Recognising these two strengths of the publications, and taking into account the recommendations of the most recent Evaluation, some changes are proposed to the production of ecbi publications in Phase III.

It is proposed that one person is given the task of managing the ecbi production cycle - including seeking suggestions for topics from the target audience; presenting them to the

Executive Committee for final decision; commissioning; production; review; outreach and overall monitoring.

In addition to these activities, the individual will be tasked to ensure that information already existing in Background Papers is tailored – rather than regenerated – to different regions; and to ensure that information and analysis generated at the regional levels is assimilated to reflect its implications for the international negotiations.

The individual would also be tasked with ensuring that the process of identifying issues and generating the analysis is streamlined, to ensure that issues of immediate relevance to the negotiations are ‘fast-tracked’ in the production process. This will ensure that the publications continue to be timely.

The primary target audience (policy makers who are part of the ecbi community) will be widely consulted in the process of identifying issues to be covered, and in the review process. The usefulness of the Policy Briefs and Background Papers will also be regularly monitored, particularly through the Stakeholder Forums.

Above all, the process will be tailored to ensure that the target audience **trust** ecbi Policy Briefs and Background papers, as adequately reflecting their views and concerns.

Finally, it is proposed that as part of the outreach process and in consultation with the users, the website will be made more widely accessible and user friendly. The proposed review of the ecbi Communications Strategy will be useful in throwing up ways to reach out to a wider audience.

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