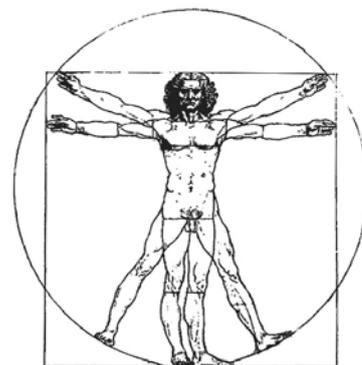


ecbi



an initiative for sustained capacity building in support of international climate change negotiations

Independent Evaluation Final Report March 2007

Rod Janssen

To the ecbi Steering Committee

The following is my evaluation of the ecbi as is required under your statutes to be undertaken regularly. The evaluation follows the approach used by GTZ and agreed upon for this evaluation.

I would like to thank everyone who helped me during this evaluation. The review period lasted from August 2006 to February 2007 when I presented my draft report at the ecbi Phase II strategy meeting held at Oxford. The level of co-operation and openness from Fellows, junior negotiators, other Fellowship and workshop participants and donors was heartening.

I want to thank the entire ecbi team for all the help they have given me. Dr Benito Müller, Dr Saleem Huq, Dr Tom Downing and Ms. Izabela Ratajczak went out of their way to provide me with everything I asked for.

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I. OVERVIEW

The European Capacity Building Initiative (ecbi) was launched in May 2005 during the 22nd Meeting of the UNFCCC Subsidiary Bodies (SB) in Bonn. It consists of three main components, one of which had been operating prior to the official launch. The three components are: the Oxford Fellowship programme, the Workshop Programme and the Policy Analysis Programme. Each of these components is operated by a separate organisation (called Lead Member Institutions).

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.

The ecbi is judged to be a very good, effective programme. ecbi is a relatively small, niche programme. Participants are not your normal ones in standard

training and capacity building programmes. Very seldom do senior negotiators get to interact in such a manner. Seldom are junior negotiators treated as important fixtures in the negotiating process. This positions ecbi very well. Given that, there is a responsibility to ensure that the current and new generations of negotiators are given every tool and every opportunity to really make a difference to their country, their region and the developing world. And in doing so, they will make a very important global contribution.

The weak link in ecbi is the policy analysis programme that never really got started due to a lack of funding. This is important to rectify since it is the potential engine for creating the dynamism in the other two programmes. Even with a weaker policy analysis programme, ecbi still performs well, but could still be better if there were good balance between the three components.

2. THE EVALUATION PROCESS

A set of issues to use for guidance in the review and for use in the discussions with interviewees was prepared (see Annex). The evaluation consists of in-depth formal and informal discussions with a range of participants, from Fellows to junior negotiators, from EU negotiators to donors, and from experts in climate change who have no specific contact with ecbi to resource people to ecbi. There were several discussions with the Director and other Programme Heads. There was a review of reports,

Fellowship and workshop presentations, the website and its wealth of information. There was a review of many of the evaluation sheets prepared by various participants to ecbi events. There was direct contact by phone or email on specific questions to many people.

The evaluation started in August 2006 by attending part of the Oxford Fellowship, specifically the Oxford Seminar where EU negotiators come together with the Fellows. This gave a

good opportunity to see some of the on-going activity and to get a good sense of how trust-building was occurring. This was followed by meeting several participants at COP12. Unfortunately,

there were no resources to attend any of the regional workshop and, because of scheduling difficulties, it was impossible to attend the pre-COP workshop, the side event or the ecbi dinner at Nairobi

3. THE ECBI

The ecbi was launched in May 2005 during the 22nd Meeting of the UNFCCC Subsidiary Bodies (SB) in Bonn. It consists of three main components, one of which had been operating prior to the official launch. The three components are: the Oxford Fellowship programme, the Workshop Programme and the Policy Analysis Programme. Each of these components is operated by a separate organisation (called Lead Member Institutions). The three are: Oxford Climate Policy for the Oxford Fellowships (OCP)ⁱ; International Institute for Environment and Development (IIED) for workshops; and Stockholm Environment Institute (SEI) for policy analysis.

The name *European Capacity Building Initiative* has no legal standing, being instead an umbrella for linking the programme components and participating organisations together.

Governance

The ecbi has a governing structure outlined in its ecbi Handbook from May 2005. The following provides the basic governance framework.

For the Internal Management, there is an **Executive Committee (EC)**, chosen by the Lead Member Institutions of the ecbi 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. There are **Programme Heads** who are not involved in day-to-day running of the activities but who “guide and integrate them at the ‘strategic’ level” and who are members 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).

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’ⁱⁱ. The SC is also responsible for ensuring external monitoring and evaluation (such as this current evaluation.) The SC has 2-4 ordinary members, besides the two co-Chairs. The SC meets annually, preferably during the UNFCCC Subsidiary Body meetings in Bonn. The

ecbi Director provides operational support to the two co-chairs.

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.

It is instructive to review the objectives of the three elements of ecbi as they currently standⁱⁱⁱ.

Oxford Fellowship Programme

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 North-South element of this trust-building effort is carried out through Country Visits to some of the participating European Partner agencies and an Oxford Seminar in the home of the Fellowships. Both activities bring together developing country Fellows and their European counterparts in a structured framework that helps to establish working relationships outside the often guarded context of the official negotiations.

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

Workshop Programme

The main purpose of the pre-COP Workshops is to support selected (junior) negotiators from LDCs in gaining a better understanding of the issues discussed at the COPs, and to build their negotiating skills through role-playing and practice sessions. While not intended to prepare negotiating positions – the prerogative of the countries themselves – the pre-COP workshops aim to help build the skills and capacities to negotiate more effectively. Over time, it is expected that the Workshops will assist LDC negotiators in building expertise over and beyond issues specific to LDCs, enabling them to divide negotiating tasks among the group, rather than all of them following the same negotiating track.

The overall aim of Regional Workshops is threefold:

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

Policy Analysis Programme

The ecbi's Policy Analysis Programme is to support and enhance analytic capacity in a number of participating developing countries, mainly through training by, and collaboration with domestic and European experts. The qualitative and

quantitative analysis of burdens and benefits associated with climate change policies, of climate change impacts, and of adaptation strategies is not only a prerequisite of informed decision making; it is also essential in articulating, explaining and advocating a country's position in the negotiations. And the same holds true for formulation of common positions within country coalitions.

The ecbi accordingly plans to provide the funds and the framework for ecbi Policy Analysts at its developing country member institutes and at other collaborating developing country research and policy analysis institutions.

Under its core version, the Policy Analysis Programme will carry out a number of different project strands or 'modules', each requested by the developing country participants, either in the Fellowships or the activities of the Workshop Programme.

Management Strategy

The ecbi Handbook states that there are three principal management aims:

- To ensure that the ecbi activities are genuinely 'country driven', i.e. that their substance reflects the demands of the developing country partners;
- To ensure a genuine 'integration' of these activities; and
- To ensure the highest standards for the ecbi activities.

Highlights from 2005 and 2006

In the first two years, there have been two Oxford Fellowships held. There were 11 Fellowships in 2005 and a further 11 in 2006. EU negotiators also attended a segment of the programme each year and the programme also

included visits to London, Stockholm and Paris^{iv}.

In May 2006, the Oxford Fellowship Programme organised two trust-building activities during the intersessional meeting of the UNFCCC Subsidiary Bodies in Bonn, Germany: the Bonn Seminar and the Senior Bursaries 2006. The format of the seminar was similar to the Oxford Seminar component of the Oxford Fellowship, giving European ecbi Partners an opportunity to engage with past ecbi Fellows and with potential candidates for the 2006 Fellowships held later in the year. There was a senior bursary scheme for some senior delegates to attend the whole of the Subsidiary Bodies session.

There have been two pre-COP and Junior Bursary workshops in those two years, although they followed on from pre-COP workshops organised solely by IIED prior to the formation of ecbi. Those workshops had 30 attendees in 2005 and 28 in 2006. The bursary component funds several junior delegates to attend the workshop and the COP.

There were two regional workshops in 2005: in Asia (74 attendees) and East and Southern Africa (23 attendees). In 2006 there were three workshops: in Asia (18 attendees), East and Southern Africa (25 attendees) and in West Africa (35 attendees, and the workshop was in French).

There were two studies undertaken under the policy analysis programme: experience with CDM in Southeast Asia and learning lessons from the National Adaptation Programmes of Actions (NAPAs).

ecbi organised a side-event at COP 12. It had presentations on all three elements

of ecbi, including some of the outcomes from the Fellowship programme and summaries of the studies undertaken on NAPAs and CDM.

The ecbi website became fully functional in 2006. There is a public section as well as member section that requires a password. The website provides useful material, such as reports, short policy briefs, flyers, updates, programme descriptions, contact details of members, and workshop/Fellowship presentations. It was used at COP 12 to provide local contact details for

everyone connected to the ecbi programme, including Fellows, workshop participants, ecbi staff and donors. It also includes letters of appreciation

ecbi has published various reports and flyers on some of the important proposals worked on and/or discussed by Fellows and participants of the Workshop Programme. These include, *inter alia*, proposals on the adaptation fund and international travel adaptation levy.

4. MAJOR FINDINGS

Overall Performance

Overall, the ecbi is judged to be a very good, effective programme. It fills a void and is innovative in its approach to both senior and junior negotiators and also by inviting officials from central ministries to participate in regional workshops in order to improve the priority for climate change policy within government. There is a good attention to detail that is often missing in many other programmes. There is also good attention to the needs of all the participants.

The ecbi needs to integrate the three elements in a more rigorous manner to create a positive synergy effect, otherwise it ends up being a lost opportunity. The better integration, with policy analysis more rigorously supporting the Fellowship and Workshop Programmes, will help developing countries as they develop negotiating positions. They will have a better basis for setting priorities and understanding the dynamics of the entire climate change field. The ecbi is effective, but it could be even more so, through a more balanced approach amongst the three programme areas.

Oxford Fellowship Programme

Relevance^v

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.

This programme is highly relevant because here is a recognised need to improve the working relationships amongst

negotiators, in this case, between those of developing countries and Europe. This relationship is too often confrontational and counter productive^{vi}. It was expressed by a wide range of participants, observers and external analysts that the negotiating process needs improvement. Negotiating is an on-going process that started for climate change in the early 1990s and will continue for considerable time, with a particularly acute period now to decide the future direction post 2012. Developing countries, especially LDCs, are handicapped by a lack of capacity to follow the process and the issues as closely as is possible in European countries. Ministries in developing countries are not equipped to handle all of it.

There is an acknowledged lack of trust not only between North and South, but also within the South, primarily between the regionally large developing countries and the smaller ones, mainly LDCs. A better understanding of the context of the positions of the various groupings is valuable.

And having negotiators interact personally on equal terms in a non-confrontational setting is very important.

Effectiveness

Effectiveness: are we achieving the project/programme objectives?

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

Fellows almost completely agree that the atmosphere has improved significantly amongst negotiators in both directions, South-South and South-Europe. For

many of them, there is a better understanding of why certain positions are taken and so there is a better ability to react. It has been possible to better develop Southern positions that integrate those of the wide range of countries. Work on the adaptation fund, initially by a small group of Fellows and then by the entire 2006 group of Fellows, for example, were important in building confidence, in developing positions that can get good buy-in. This was the first time such an effort was undertaken and it proved to be very effective.

EU negotiators have expressed that they have also seen an improvement in their working relationships and level of communication with Fellows. They fully understand that the Fellowship is not designed to have Fellows “accept” EU positions but to better understand and appreciate the other’s context for positions taken. This is particularly important in the run-up to serious negotiations for post-2012.

Understandably, effectiveness can change annually and there have only been two years of experience. Much depends on the group of Fellows in any given year, the level of participation, the synergy that develops, the openness that brings fresh approaches. But so far, in the short lifetime of ecbi, it has been encouraging.

Overall, the trips to Stockholm and Paris were well prepared and appreciated by the Fellows and the organisers in the two cities. Even with only one Fellow going to Paris in 2006, both sides felt there were important benefits. In trying to recommend changes to improve the Fellowship, some Fellows felt it may be worth dropping the visits in order to shorten the entire Fellowship stay, to keep it within one week. There was no consensus on this.

Fellows worked on developing a negotiating position on the functioning of the adaptation fund in 2006 and this initial work was used right through to COP12. The initial work at the Oxford Fellowship was undertaken by a small team of Fellows, with support from the Programme Head. This was an important topic because it was clear that the topic would be discussed at the upcoming COP 12 in Nairobi and since it had been discussed in Bonn in May 2006 (with clearly no consensus on the governance of the fund). The proposal was well received, but more importantly, it was useful in building the confidence of the entire 2006 group of Fellows.

Developing networking amongst Fellows has proven successful. Many, for example, agreed that knowing their Chinese counterparts was very important. Contact with the Chinese had been fairly limited and the Fellowship was seen as very important in establishing personal contacts.

This leads to the issue of trust building. Morrow et al.^{vii} state: “Simply put, trust is the extent to which one believes that others will not act to exploit one’s vulnerabilities.” This is very relevant to developing countries that too often feel they will be exploited by the North. ecbi cannot ensure trust is built but it can create an environment where negotiators (North and South) can come together to understand each other better and speak freely and openly without recrimination. And the ecbi can provide a strong analytical foundation for Fellows to let them discuss the range of issues with greater authority. From the 2006 experience, this happened and it was effective. In raising this issue several months later at COP12, Fellows felt they were on a more equal footing, that they had a much better appreciation of the

context of the European positions, and that they could socialise with European negotiators better. Those are all important indicators of trust building.

However, it was obvious to the evaluator at the Oxford Seminar at Oxford that the organisers could take a more structured approach by bringing in a facilitator or facilitation team to support the trust building throughout the seminar. While there was strong endorsement of the Oxford Seminar (with EU negotiators), too often discussions in the 2006 Fellowship were dominated by what was essentially a dialogue between EU negotiators and chairs/speakers. Fellows too often were passive and should have been brought into the discussions better. Again, it was expressed that there was the need for more in-depth and focussed discussions. Essentially, the Seminar was important but it was not convincing how much it contributed to trust building. The informal periods were probably more effective for that.

The effectiveness, however, has been affected by the difficulties in getting the right level of negotiators to attend, especially from the large regional countries. Choosing Fellows is in part science and in part art. Given its reputation, often potential Fellows ask directly if they can participate since word has got around of its success. In some of the larger developing countries, it is often more difficult to attract the right level of participation. More will be said below under the implementation status.

However, the process is as transparent as need be. The Programme Head develops a list of potential candidates and then they are approved by the Steering Committee.

Many of the Fellows also felt that the Colloquium part (with only the Fellows) could be abbreviated to cut down the

number of days. They did not want to do less, they wanted the discussions 'deeper' and more focussed, and felt that was entirely possible.

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.

After two years, it is often difficult to assess the impact. It is clear that there are very positive signs. From all accounts, the negotiating atmosphere has improved. There is trust-building taking place and there is growing confidence amongst Fellows. The work on the adaptation fund, in particular, gave a tremendous boost to the Fellows and really helped the G77 plus China develop its position. The Fellowship is important for Fellows from LDCs since they, most of all, have limited access to resources to help prepare for negotiations. The Fellowship improves that situation.

Bringing the larger regional developing countries has proven more difficult but it is happening and efforts are being made to improve that. So, the signs are encouraging.

But, overall, while improvements can be made, the impact was quite good.

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 detailed analysis of the budget was undertaken since that was beyond the

scope of the evaluation. Comparing it to other programmes known to the evaluator, this programme is seen favourably. The overhead of ecbi is about 3 % of the total budget, which is very low. The relationship between resource inputs to outputs appears very favourable.

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.

Sustainability is difficult to expect when talking about officials who often rotate positions within government (or even leave government) and, thus, go in and out of the process of being climate change negotiators. However, most of the Fellows remain within the climate change negotiations so that has not been a factor yet. Encouragingly, in the hypothetical case of the absence of ecbi, it can be expected that there would be strong, on-going benefits that would continue for some time.

Workshop Programme

Relevance

This programme, which in part existed before the ecbi was created, is highly relevant. It is very important for LDCs to be developing a new generation of negotiators who come into the process well prepared and motivated. Also, bringing a wider range of participation, including representatives from economic and finance ministries, into the regional workshops, is very important for gaining a consensus within national administrations on the priority needed for climate change action.

While there are other capacity building/training initiatives related to climate change, this workshop programme is quite unique. There is no equivalent for junior negotiators and, being held the few days before the COP, it instils an immediacy that is important. For the regional workshops, there are training programmes on some of the issues, but there is no training programme that pairs environmental administrator/negotiators with counterparts in economics/finance ministries.

Effectiveness

The pre-COP workshop and junior bursaries are highly effective. The junior negotiators left the workshop better prepared for the COP and highly motivated. The pre-COP workshop was enhanced by a wide range of facilitators, including those involved in negotiations in one way or another, who provide important insight and knowledge to the meetings and the issues.

A review of the comments made by participants to the 2006 regional workshops showed a strong endorsement for the material presented and the results obtained. These were important in developing a strong foundation in the intricacies of the negotiating process. One area where there was some disagreement was over the value of the field trips; however, in the workshops that were positive about them, generally everyone was positive.

There had been some concerns that the workshops may not be oriented enough to the issues in the negotiations that will really impact on developing countries, in order for developing countries to develop priorities and positions accordingly. Some raised concerns that, while adaptation was gaining currency,

probably quite rightly, issues on emissions reduction should not be downplayed, since it is a global issue, affecting all concerned. However, a review of the agenda and training materials showed no appreciable imbalance.

Several stated that the discussions would have been enhanced if more material (even from the policy analysis programme) had been available well in advance of the workshops.

There had been experiments in 2005 in bringing in NGO representatives but it was felt by the Programme Head that this had the result of inhibiting the discussion of the government people and so it was not continued in 2006. Yet, even in 2006, suggestions of widening the audience continued. The Programme Head felt that there was better 'bonding' this year, by having a more concentrated participation and by having the participants together in a relatively secluded manner.

There are some problems with language that probably do affect the overall effectiveness. The last pre-COP meeting

was 'slower' than expected because of many participants having a fairly weak knowledge of English. There were more francophone participants than normal, however, because of the response to the success of the first francophone regional workshop in Mali. Participation of the junior negotiators is approved by the Executive Committee and the organisers of the pre-COP workshop. They are chosen through a point system, taking into account previous Bursaries to the country as well as the regional representation. To date, this has worked well.

There is some concern that there is not enough linkage with the policy analysis programme that should, if fully effective, provide much of the analytical foundation for discussions leading to negotiating positions. However, this is a reflection on the policy analysis programme and not the workshop programme, but it does show the inter-connectedness. This is to be enhanced in the next phase according to the ecbi team.

The procedure to choose Junior Negotiators:

About two months before the COP an invitation letter is sent by the Head of the Workshop Programme to all LDC UNFCCC Focal Points inviting them to:

1. Participate in the two-day pre-COP training workshop for LDC Negotiators prior to the main UN climate change sessions (with an offer of 2 days of extra DSA only but no travel support as they will be already at the Session anyway).
2. To nominate a "Junior" negotiator from their team who we will support for:
 - (i) travel to the COP;
 - (ii) participation in the pre-COP two-day workshop; and
 - (iii) stay for the full COP as a member of his/her country delegation.

Once nominations for junior negotiators are received, the Programme Head, Director and FIELD – one of the major training organisations involved – make a selection of 6 Junior Bursaries based on following criteria:

- (i) Geographical spread (Africa, Asia and Pacific)
- (ii) Gender
- (iii) Previous selection (no one is selected more than twice (and even second selection happens only on strong recommendation)
- (iv) Ability if not to speak, at least passively understand English.

Impact

The pre-COP workshop gave confidence and a better understanding of the entire climate change negotiating process to junior negotiators. It helped junior negotiators in their 'networking' throughout the two-week COP/MOP. It also helped develop a network of junior negotiators that was clearly in evidence at COP 12.

For the regional workshops, the impact was in two ways. First for anyone involved in the negotiation process, this gave important background material on the negotiating process, the main issues being discussed, studies that helped form negotiating positions, and so on.

For participants who came from economics/finance ministries, the impact will take time to develop within capitals but the responses from them gave important first signs of success.

Impact overall is very good.

Efficiency

From all indications, this is a well-managed programme from a cost point of view. It should be noted that the regional workshops were organised by regional partner institutions (BCAS in Asia, ACTS in East Africa and ENDA in West Africa) who, from all reports, did a good job (and were less costly as a result). Also they built capacity for holding such regional workshops.

Sustainability

There are many elements of the programme that are sustainable. Junior negotiators should eventually move into more senior positions and, even if they were to leave this field, they would take with them valuable experience for their future career. For those who stay in climate negotiations, this is an invaluable

experience to gain the knowledge of the process and to better understand many of the issues that will continue, in one form or another, for years. Also, the networking that develops is very important.

Bringing non-negotiators into the regional workshops, will undoubtedly help build the consensus within capitals for climate change over time and, thus, this is very sustainable.

Policy Analysis Programme

Relevance

There is a strong case to be made for this policy analysis programme but only if it is fully operationalised and integrally linked with the other elements of ecbi. Conversely, the Fellowship and Workshop programmes are at less than their full potential without a strong policy analysis programme. Good policy analysis is vital for formulating negotiating positions. European countries have the advantage of national analyses together with those from the European Commission, the OECD and other think tanks and institutes. Plus, most European administrations have several staff members working on these issues (although not necessarily in one ministry). But, this allows for more capacity to develop and absorb material and enhance cross-fertilisation of ideas. For LDCs, in particular, this is virtually impossible and there is often not the policy analysis capability within the country to even support the needs of the administration.

Thus, the policy analysis programme is highly relevant, in principle, but only if it is fully implemented. It is so relevant that without it, the entire ecbi suffers.

Effectiveness

This programme has not lived up to its expectations and has never really moved out of the initial design phase. There has been difficulty in obtaining funding for projects. It has not had the drive pushing it forward and this could be a question of a vicious circle effect.

There are two main studies undertaken: on CDM in Southeast Asia and NAPAs. There has been some concern that there is no real focus on how those studies would link into the negotiating process. The subject matter is good and they are relevant studies. Presentations on the results have been reasonably well received but they have not yet linked into the negotiating process as they should, particularly relating to CDM. The NAPA work is probably more timely and original since NAPAs are new and it is important for developing countries to understand what they have accomplished to date and how effective they have been. There are many studies on CDM and this one could be valuable as an input into the post 2012 discussions, but no one has given any indication that will be the case.

The programme needs a fresh start, needs to convince donors why it is integral to

5. IMPLEMENTATION STATUS

The ecbi is on-going, with all three programmes moving forward. There is funding in 2007 to continue the Fellowships and Workshops. There is no funding for Policy Analysis.

The next Oxford Fellowship will be in late August 2007. There will be a Bonn Seminar in May. Efforts are underway to choose Fellows for the 2007 event. There have been several requests for potential participants. The Programme

ecbi and how it will strategically link with the other two ecbi programmes.

Impact

When discussing ecbi to the various types of participants, very little is said about the policy analysis. At this point in time, it is difficult to get a good assessment of the impact. There has been some, undoubtedly, but it could have been more. However, with limited resources, the impact was going to be limited.

So far, it is a missed opportunity.

Efficiency

This, unfortunately, is not an issue at this point. There is currently no funding available to SEI to lead this programme.

Sustainability

The studies undertaken so far have short-term value. The NAPA study is important as one of the first cross-country studies undertaken for them. That is understandable given the maturity of this programme.

Head has, for example, discussed concerns about the level of participation with Indian officials and the indications are that India will send an appropriate person.

While not finalised, the plans are to have regional workshops in South and Southeast Asia in September (probably in Bangkok), Eastern Africa in October (probably in Dar es Salaam) and

Western Africa in November (probably in Dakar).

It is uncertain what is happening with the policy studies. An update should be available soon. There is a new Programme Head who is starting in early 2007 to manage this programme. It will be necessary for this Programme Head to

develop a multi-year plan, following a consultation period with ecbi members in developing countries and to develop a strategy for integrating this programme into the Fellowship and workshop programmes.

6. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The 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 are :

- 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 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 programmes .
- 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 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, since there is a new head and 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.

ENDNOTES

ⁱ OCP is a not-for-profit organisation, set up specifically to run the ecbi, in April 2005. There are three directors. The objectives of OCP, as defined in the Memorandum of Association, are:

3.1 *capacity building, focusing on but not limited to the capacity building activities covered by the United Nations Framework Convention on Climate Change,*

3.2 *research, policy analysis and policy advice concerning climate change and related fields, focusing on but not limited to international issues.*

ⁱⁱ 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.”

ⁱⁱⁱ There will be a re-launch of the Policy Analysis Programme following the outcome of a strategy review meeting in February 2007.

^{iv} Those going to Paris did not go to Stockholm.

^v The definitions used in this section come from GTZ evaluation procedures.

^{vi} It should be noted that there are other workshops for negotiators that analyse and discuss relevant issues. These include the Centre for Clean Air Policy and its Future Action Dialogue and the Pew Center’s Climate Dialogue at Pocantico. Both of them are America-based, although with a large international presence. Yet not one of the interviewed Oxford Fellows or European negotiators attending the Oxford Seminar suggested that there was any significant overlap. They all felt the Oxford Fellowship was unique and should be maintained.

^{vii} J.L. Morrow, Jr., Mark H. Hansen and Juan C. Batista, *Measurement Issues in Trust Research: Are We Measuring What We Think We’re Measuring?* Mississippi State University, www.ifama.org/conferences/9/1999/1999%20Congress/Forum%20Papers_PROCEEDINGS/Morrow_Bert.PDF