

Joint evaluation studies on coordination, complementarity and coherence

The Heads of Evaluation for External Cooperation of the EU Member States and the European Commission have initiated a series of evaluation studies with a view:

- To explore and assess the role played by the Maastricht Treaty precepts , **coordination, complementarity and coherence (3C's)**, in the European Union's development cooperation policies and operations; and
- To determine how far these have been applied in practice and with what impact.

The series of evaluations is not a goal in itself; it is expected to produce evidence, lessons and recommendations to strengthen the quality and effectiveness of European development assistance.

Introduction

The European Union has a long history in development cooperation. In the Maastricht Treaty the Union's principles for development cooperation were summed up in the so-called '3C's': complementarity, coherence and coordination.

The 3C's relate to critical factors in the effectiveness of development cooperation of the EU Member States and the European Commission, and are similar to the principles of harmonisation and alignment which feature centrally in undertakings and initiatives such as the Paris Declaration and the Millennium Development Goals. The importance of the 3C's is also underscored in the so-called 'aid effectiveness package', which was launched by the EU in 2005. The 3C's adhere to the manner in which the increasing amount of Official Development Assistance should be programmed and managed, stressing the need for donor countries to coordinate and optimise complementarity between their efforts; for development cooper-

THE 3C'S RELATE TO CRITICAL FACTORS IN THE EFFECTIVENESS OF EUROPEAN DEVELOPMENT COOPERATION

ation to fully correspond to development plans formulated and owned by developing countries; and for ensuring that public policies of donor countries are consistent with and also contribute to achieving the goals of development policies.

The relevance of the 3C's for development becomes even clearer if one considers some examples of the problems that these principles are supposed to counteract:

- Domestic policies of the European Union and its Member States should not compromise or work against the successful implementation of development policies; this includes both intended and unintended consequences of policies.
- The Member States and the Union share important competences in the field of development cooperation, which may be exercised alongside each other. But does this mean that in some cases donors should leave certain activities to other donors who are better in doing it?
- Each year, Tanzanian government officials have to prepare about 2,000 reports and receive over 1,000 donor delegations. Opportunities for coordination are more than clear.
- How can coordination between donors be stimulated when there are clear incentives for donors to promote their individual efforts and projects in order to show the tax payers of their respective countries that their money is being used effectively?

The evaluations

The Heads of Evaluation Services for External Cooperation of the Member States and the European Commission (EU-HES) have selected the following six areas for evaluation of the degree of European coordination. Together they well represent central areas in development cooperation, and crucial areas for coordination between European actors.

For each evaluation there is a lead agency together with various active partner agencies. This set-up of the evaluations allows for a decentralised management and emphasises



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This series of info briefs is published in English with an accompanying website (www.three-cs.net). Each issue focuses on a specific theme relating to the 3C's initiative of the Heads of Evaluation for External Cooperation of the EU Member States and the European Commission.

The info brief 'Three-Cs.net' is available free of charge for policy makers, specialists and staff from the EU and developing countries.

To access it on line, please visit www.three-cs.net

3Cs Initiative

This initiative was launched by the Heads of Evaluation of the EU Member States and the European Commission.

Comments, suggestions

Comments, suggestions and requests should be addressed to Niels Keijzer, European Centre for Development Policy Management (ECDPM).

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This initiative is facilitated by



Evaluation subject	Lead Agency	Partners
1. CFSP/ Development - use of CPA article 96	The Netherlands	France, Germany, Belgium
<i>This study focuses on the junction between foreign policy and development policy, with a particular focus on article 96 of the Cotonou Agreement. This article provides the legal basis for the suspension of cooperation in cases where one of the parties feels the agreement's essential elements are not being respected. The study will focus on how coordination and coherence were handled in the preparation and conduct of a number of article 96 consultation processes.</i>		
2. Coordination of Trade Capacity Building initiatives	AidCO	France, Belgium, UK, The Netherlands
<i>The EC and the Member States have devised numerous Trade Capacity Building programmes to assist developing countries in defining their trade strategies. The study focuses on how the EC and the MS have ensured the coordination and complementarity between these programmes. As few previous studies have focused on this subject, it will result in insights to development policy makers.</i>		
3. Coordination and Complementarity in Humanitarian Assistance	ECHO	Ireland, Sweden, UK, France
<i>This study will be the first ever external evaluation of DG ECHO and will focus on the DG's work between 2000 and 2005. The study will also focus on the implementation of the requirements of the 3C's in the work of ECHO, and will for example focus on how the relief work by the EC completes the work which is done by individual EU Member States. Coordination in humanitarian assistance is also among the various important items which the study will address.</i>		
4. EU Mechanisms that promote (internal) Policy Coherence	France	Belgium, Germany, The Netherlands, AidCO
<i>Over the past few years, both the Commission and the Member States have put into place a number of measures that are expected to have an impact on coherence. This study will evaluate whether these measures have enhanced the impact of coherence on development policy. At a point where the first general Development Policy Statement of the EU has been agreed upon, there is a great demand for policy insights on this issue.</i>		
5. Coordination and Complementarity of CSPs with National Development Priorities	United Kingdom	AidCO, Belgium, Ireland
<i>The logic behind Country Strategy Papers is to allow partner countries to define their own development priorities. Yet, how do these mechanisms work in practice? The study will focus on coordination and complementarity and will provide an in-depth look at the actual use of coordination mechanisms and task divisions in a field which is increasingly important to European policy makers.</i>		
6. Coordination and Complementarity of Assistance for Local Development	Sweden	Austria, Belgium, France, Ireland, The Netherlands
<i>This sixth and final study will look at the track record of EU coordination and complementarity in the programming development and strategy formulation for assistance to local development. Contrary to what is happening at the national level in developing countries, aid which is focused at the district level continues to be channeled in a far more fragmented and less coordinated fashion. This study will stimulate and contribute to a multi-actor learning process on this area.</i>		

joint learning instead of formal decision-making procedures.

The 3C Task Force

To coordinate the implementation of the above six studies, the Group of EU Heads of Evaluation Services established a Task Force for the 3C Initiative in which the European Commission (AIDCO and ECHO), the United Kingdom, Belgium, France, Germany, The Netherlands, Ireland, Sweden, Portugal, Italy, Czech Republic and Poland actively participate. The chair (Sweden) of the Task Force is

supported by a small Secretariat (EC, Belgium, The Netherlands).

The Task Force aims to promote wide dissemination of 3C evaluation results amongst policy makers, agency staff, practitioners and experts from countries within and beyond the European Union. In order to reach these different audiences, a learning- and dissemination strategy has been designed by the ECDPM, gravitating around a specially designed website dedicated to the final products of the six evaluations: www.three-cs.net

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