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# EADI Newsletter 2--2007

EUROPEAN ASSOCIATION OF DEVELOPMENT RESEARCH  
AND TRAINING INSTITUTES  
ASSOCIATION EUROPÉENNE DES INSTITUTS DE RECHERCHE ET  
DE FORMATION EN MATIÈRE DE DÉVELOPPEMENT  
EUROPÄISCHER VERBAND DER ENTWICKLUNGSFORSCHUNGS-  
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**Managing Change**

**12<sup>th</sup> General  
Conference:  
Global Governance  
for Sustainability**

**News from EADI**

## In this Issue

### Editorial

#### 2007 EADI Meeting of Directors

What is the Next Level for Development Research Institutes? Trends, Challenges, Emerging Governance and Managerial Issues

On Building Trust - The Knowledge Agenda of a Large Policy Organisation - *by Rob Visser and Caroline Wiedenhof*

Strategies for Impact and Policy Relevance - *by John Young*

Consultation on Training Needs for a Generalist Development Practitioner - *by Charlotta Heck*

### News from EADI

2007 EADI Prize for Excellence in Development Studies

EADI@European Development Days

12th EADI General Conference: Global Governance for Sustainable Development: The Need for Policy Coherence and New Partnerships

The Commitment to Development Index 2007

News from EADI Working Groups

Focus on New Members

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# Editorial

"Accommodate plurality and transform North-South development research co-operation into an egalitarian model" was the key message of a panel on "Managing Co-operation with Southern Research Institutes" held on the occasion of the 2007 EADI Directors' Meeting on 18 and 19 October 2007.

Adebayo Olukoshi, Emir Sader and Hari Singh from EADI's sister organisations in Africa (CODESRIA), Latin America (CLACSO) and Asia (APISA) are eager to embark on a joint working group session to continue this discussion at the 12th EADI General Conference from 24 to 28 June 2008 in Geneva.

Another result of this year's Directors' Meeting was to follow up on the discussions which are presented in this Newsletter by organising three panels and a plenary at the 12th General Conference focusing on the cross-cutting issue of "Planning for the Future and Managing Change in Research Institutes and Think-tanks". A summary of the outcomes of the Directors' Meeting can be found in this Newsletter.

The Newsletter also contains two "learning stories" on the science-policy nexus. Caroline Wiedenhof and Rob Visser present a contribution "On Building Trust - The knowledge agenda of a large policy organisation", notably the Dutch Ministry of Foreign Affairs. John Young from the Overseas Development Institute in London presents "Strategies for Impact and Policy Relevance".

The majority of this year's Directors' Meeting was devoted to the topic of education and training for development. A consultation on

training needs for the generalist development practitioner took place on 17 October, jointly organised by EADI and the Institute for Development Studies (IDS), Brighton (UK). A fruitful and partly controversial discussion ensued, taking into account both the demand side and the training provider side. The highly interesting results, which will be taken further by EADI, are presented in this Newsletter.

The Call for Papers for the 12th General Conference closed with an overwhelming number of submissions having been made. In the weeks to come, authors will be notified whether their abstracts have been accepted. We are happy to report that a number of high-level speakers have accepted our invitation to attend the conference: Rajendra Pachauri (Intergovernmental Panel on Climate Change), Kemal Dervis (United Nations Development Programme), Bertrand Ramcharan (Graduate Institute of International and Development Studies), Wolfgang Sachs (Wuppertal Institute for Climate, Environment and Energy), Oswaldo de Rivero (Former Ambassador to the UN and WTO), Martin Khor (Third World Network) and Klaus Leisinger (Novartis Foundation). More information on the programme is available in this Newsletter. Registration for the conference will be possible from January 2008.

EADI working groups have been active, holding a number of workshops which are summarised in this Newsletter. EADI is proud to announce the winner of the 2007 EADI Prize for Development Studies. Reza Hasmath's paper on "The Development of Ethnic Minorities in Urban China: The Beijing



Example" is a rigorous and multidisciplinary analysis of the difficult subject of ethnic minorities in an urban context and will be published in the European Journal of Development Research. We wish Reza all the best for his future career.

We wish our readers a peaceful Christmas season and pleasant reading.

*Susanne von Itter*

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## 2007 EADI Meeting of Directors

# What is the Next Level for Development Research Institutes? Trends, Challenges, Emerging Governance and Managerial Issues

On 18 and 19 October 2007 the directors and heads of research institutes and think-tanks came together at the Institute of Social Studies in The Hague. In this Newsletter, Caroline Wiedenhof and Rob Visser from the Dutch Ministry of Foreign Affairs, and John Young from the Overseas Development Institute contribute "learning stories" based on the speeches they gave at the meeting. This article summarises the overall discussion and the main results of the meeting. The meeting was preceded by a consultation on the training needs of the generalist development practitioner, which Charlotta Heck summarises in her article. Jean-Luc Maurer comments on the results of the Directors' Meeting from an EADI President's perspective.

### Report from the 2007 Meeting of Directors of EADI Member Institutes

After a warm welcome by the host Louk de la Rive Box from the Institute of Social Studies in The Hague and from the EADI President Jean-Luc Maurer, Thomas Lawo, Executive Secretary of EADI, gave a presentation of EADI's current activities.

Simon Maxwell from the Overseas Development Institute in London opened the first session on "Trends, Challenges and Emerging Governance and Managerial Issues for Development Research Institutes" by saying: "If we don't keep changing, we won't be at the forefront. Changes are constant". The 3 C's - coverage, capacities, communication - are essential for think-tanks to cope with change, and think-tanks also have to rapidly adapt to changes that imply a different kind of research base and a new research agenda. The Millennium Development Goals (MDGs) have

been a good vehicle for research, and have provided a framework. But they no longer serve as a guide for the next five years. Moving to a new research agenda will need new skills, the ability to find a way to shift to completely different topics, which is a human resources challenge, and to think about the fact that more and more think-tanks are going to be established in developing countries. "We in Europe have to think about what we could do to add value to that, and build networks internationally. A persistent challenge is how we can better manage relationships between Southern and Northern research institutes," Maxwell said. On the communications side, which is a management issue, institutes need to think about how to introduce training and technologies to communicate better; skills and competencies need to be developed.

In the discussion it was stressed that there is also a risk in the trend towards networking at international level. The question was raised of how we can go more global without losing touch of the local dimension, which is seen key to development studies. A new networking

solution might have to be found.

Jürgen Wiemann from the German Development Institute (DIE) in Bonn presented the Institute's experience of a recent evaluation by the German Science Council (Wissenschaftsrat). One of the main questions that was examined was: "Is the policy advice that the institute is giving based on sound research?" The institute fared relatively well in the evaluation, but the evaluators recommended linking it to German universities. The institute was linked very well at international level, they said, but on the national level there seemed to be a deficit. The DIE is also faced with a doubling of research size that has occurred over the past four years. With regard to EADI, Jürgen Wiemann said that because institutes and think-tanks are growing, there is a huge demand for in-career training, which could be offered or organised by EADI.

Steve Morgan from the the Economic and Social Research Council (ESRC), the UK's leading research funding and training agency



Louk Box, Jean-Luc Maurer, Thomas Lawo

## Results of the 5th Director's Meeting of EADI in The Hague

By Jean-Luc Maurer, President of EADI

The 5th annual Meeting of the Directors of EADI Member Institutes, which has become one of our association's key events, took place this year in The Hague. The event was hosted by the ISS, one of our oldest and most faithful member institutes, during a week in which various events were held to mark its 55th anniversary.

As usual, this yearly meeting was very fruitful. The current directors were able to share their thoughts on the future of research institutes and training research in the field of development. It became clear that most of our institutes are faced with the need to redefine their place within the social sciences and their relationship to the field of technical sciences by means of various institutional reorganisations. Some institutes, like the IDS in Sussex or ISS in The Hague, have to negotiate a strategic partnership with a neighbouring university. The IUED in Geneva has been obliged to merge with its neighbouring institute the HEI to create the Graduate Institute of International and Development Studies (IHEID). For others, the solutions were different again. Some consider all of this institutional change to be a sign of the weakening of the field of development studies or even worse that it will soon disappear. But we do not share this point of view. We believe that development studies, such as emerged from decolonisation and evolved until the end of the Cold War, must redefine its place and role in this new era of accelerated globalisation. But rather than reducing itself to studying and solving the problems faced by the poorest countries, it seems that the scope of action has expanded to cover all societies around the world whatever their development level. Indeed, all are faced with serious problems regarding sustainable development, at the social level, with the emergence of forms of poverty or exclusion and the explosion of social injustice, as well as at the ecological level, and there is a need to act to limit the effects of climate change that is forecast. Development studies seems to have reached maturity and can "positively contaminate" the other social and technical sciences, encouraging them to tackle development problems that they are not used to dealing with. Just one look at the list of the major problems that face our humanity and pose a threat to its survival is enough to show that they are mainly development problems which can only be grasped and solved by taking a multidisciplinary approach. But it is precisely on that which the field of development studies has built its tradition and legitimacy. In brief, the current institutional reorganisations might imply the closing of some development institutes founded in the 1950s and 1960s. However, it also means that they are opening a new promising era of change and broadening towards development studies themselves.

Following the tradition established at previous meetings, the year's Directors' Meeting of EADI Member Institutes finished with a joint workshop with the heads of "sister associations" which are members of the network ICCDA (CODESRIA, CLACSO and APISA). The main result of this discussion was that the North-South scientific partnership remains a key factor for development studies, but it must be rebuilt on more symmetrical and fairer relations. This is certainly not the responsibility of our field of studies, although it may be proud to set a good example to the other sciences.

addressing economic and social concerns presented a model of "World System Research". He sees the need to identify a framework for development research, which could be a role for EADI, especially within the context of ICCDA. He also sees a niche role for EADI in terms of information policy.

In the ensuing debate, the need was seen for a discussion on possible institutional models for development research and policy in Europe. It was agreed to follow up on this issue with a series of panels entitled "Planning for the Future and Managing Change in Research Institutes and Think-tanks" at the 12th EADI General Conference in 2008 (see page 4). It was pointed out that there is an increasing gap between European development research institutes and, for example, the way African colleagues perceive development research.

### Will we achieve the goal? Strategies for impact and policy relevance

The second day of the Directors' Meeting was inspired by an introduction by Louka Katseli, who sketched the "knowledge pool" as a fishpond and asked the question of whether we actually need intermediaries and, if so, where they should stand. Rob Visser from the Dutch Ministry for Foreign Affairs focused on the question of building trust between research and policy-making (see his article in this Newsletter).

In his contribution Paul Engel from the European Centre for Development Policy Management (ECDPM) continued the allegory of the knowledge pool by asking what was in the pool and he stressed the fact that evidence

delivered by practitioners must be taken into account. He went on to elaborate on the triangle policy-research-practice, with the media in the middle of the triangle. He concluded by arguing that capacity and quality of research, rather than content, need to be improved. A way to do this is to link development research with international relations research. ECPDM is in the process of founding an EU Africa Policy Research Network which incorporates these aspects.

In the debate the need to address the issue of "how we as EADI member institutes work together" was formulated. EADI's European Development Co-operation to 2010/2020 project was seen as a vehicle for tackling the issues. Another idea of an EADI Summer Programme on "Managing Development Co-operation and Policies" was raised by Louka

Katseli and was further discussed in a working group.

## What models for managing co-operation with Southern research institutes?

In their speeches Emir Sader from CLACSO, Hari Singh from APISA and Adebayo Olukoshi from CODESRIA emphasised the fact that investments in institutions in the South are key elements in co-operation between North and South. Capacity-building is seen as essential for harvesting the fruits of collaboration. Emir Sader sees a decrease in Latin America research in Northern countries, except on countries like Mexico and Brazil. He called for an international fund for balanced research co-operation to be established. Adebayo Olukoshi elaborated on the South-South collaboration between CLACSO, CODESRIA and APISA, called the South-South Summer Institute. With regard to North-South collaboration he criticised the fact that the impact of collaboration is often not sustained and the Southern institution is - after the project is over - often left weaker than before.

Hari Singh elaborated on various models of co-operation and its structural inequalities. He concluded that: "We need to move away from the 'National Geographic and Discovery models' that depict how the North looks at the South, and which has resulted in a reaction where the South also would like to emulate these models and look at the North instead. The North-South pigment of the imagination must be transformed into a North-South figment of the imagination."

Adebayo Olukoshi emphasised that development studies can no longer carry on "business as usual". Some re-thinking would have to be done. CODESRIA especially calls on the African social research community beyond the parameters that have informed development thinking in and about Africa to date, including the more recent Poverty Reduction Strategy Papers (PRSPs), the MDGs and the New Partnership for Africa's Development (NEPAD), at a time when there is a widespread feeling that the contemporary development debate is characterised by a deep-seated poverty of imagination<sup>1</sup>.

## Planning for the Future and Managing Change in Research Institutes and Think-tanks

Europe has a wide range of research institutes and think-tanks working on international development: from large to small, from specialist to multi-disciplinary, from research-oriented to policy-oriented, and from fully core-funded to zero-funded. Despite the diversity, however, we all face common institutional challenges:

- To ensure that our programmes and workstreams are forward-looking, relevant and adapted to an international agenda which is constantly in flux;
- To ensure that we acknowledge the range of capacities in the sector in Europe, but more importantly among the growing research and think-tank community in developing countries; and
- To ensure that we are communicating effectively for policy impact, using new technologies as they become available.

These challenges are practical, not theoretical. Should we have new programmes on urbanisation, or migration, or security? How do we respond to the new dilemmas of globalisation set by India and China? How do we respond to climate change and other emerging challenges at global level? As we answer these questions, how do we take account of growing capacity in developing countries, and of the need for new partnerships? And as our work programmes develop, how do we adjust to the shift in communication towards shorter and often more ephemeral outputs, whether they be briefing papers, blogs or video clips on Youtube?

The leadership teams of research institutes and think-tanks constantly confront questions like these as they think about the future. Specific decisions need to be made about staffing and the competencies of staff, about partnership arrangements, about institutional structures and infrastructures, and about the business models which underpin change. How do we make these decisions? Even more challenging, how do we implement them? What can we learn from our own experience of planning for the future and managing change?

This EADI workstream will be led by the Directors and senior management teams of EADI Member Institutes. They will collaborate in a series of short case studies describing change management processes in different kinds of institutes. Some of the cases will be institute-wide. Others may deal with more specific episodes of change - for example, introducing a new workstream or changing the format of communications. In all cases, the emphasis will be on the same core questions: Why was change thought to be needed? How was it planned? What were the opportunities and constraints? How was change delivered? Was it successful?

The plan is to create an electronic discussion group which will exchange ideas about frameworks and hypotheses - but briefly - and structure a set of case studies. It is hoped that there can be up to 12 of these, to be presented in three panel sessions at the EADI General Conference in Geneva in June 2008. It is hoped that the case studies can be grouped, for example by the type of change being discussed. A plenary session will bring the main conclusions together. There will be a book or journal special issue at the end of the project.

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As a result of the ensuing debate it was agreed that a series of sessions would be held during the 12th General Conference devoted to the topics presented above.

<sup>1</sup> See also CODESRIA Bulletin, No 3&4 (2005), [http://www.codesria.org/Links/publications/contents\\_bulletin/bulletin\\_3\\_05.htm](http://www.codesria.org/Links/publications/contents_bulletin/bulletin_3_05.htm)



Jean-Luc Maurer, Emir Sader, Adebayo Olukoshi, Hari Singh

# On Building Trust - The Knowledge Agenda of a Large Policy Organisation

Rob Visser and Caroline Wiedenhof

Any improvement in the co-operation between the worlds of policymaking and academic research would require changes being made on both sides.

The changes we would like to see in the academic world can be summarised as the need to have more so-called mode 3 research: research carried out in dynamic knowledge networks, stressing the linkages between participants and allowing them to exchange information and attach meaning to it<sup>1</sup>. For policymakers, co-operation with scientists would be facilitated if this type of research were not an add-on to scientists' 'regular work', but was also appreciated in their academic records and based on fundamental science.

We will, however, here be focussing on the changes needed in the policy world and on how the Netherlands Ministry of Foreign Affairs (DGIS) is taking up that challenge.

Policy organisations have to become learning organisations, which presupposes taking greater interest in knowledge and science. That has been our aim for several years. Our knowledge agenda consists of elements of our research policy, knowledge management, training and personnel policy, as well as efforts to improve relations between science and policy.

## What progress has been made on the knowledge agenda?

If we look at the formal structures in place as regards knowledge policy, the picture is gloomy. The Ministry's Unit for Strategic Planning, for example, has been abolished. On the other hand, there are informal coalitions of colleagues working on specific aspects of the knowledge agenda. Do the gains made in terms of informal structure sufficiently mitigate the loss of a formal infrastructure? A proper (and quite difficult) evaluation would be needed to provide a reliable answer.

Let us assess progress made using the knowledge management self-assessment tool developed by Chris Collison<sup>2</sup>, which consists of five criteria and five levels.

### *Knowledge Management Self-assessment Scheme: The Five Criteria*

- Knowledge management strategy
  - Leadership behaviour
    - Networking
- Learning before, during and after
  - Capturing knowledge

The first criterion is whether an accepted knowledge management strategy exists. The highest level is a knowledge management strategy embedded in an organisation's business strategy. We are far from achieving that level. We deserve a level two ranking: People do use some tools to help with learning and knowledge sharing. In the area of leadership behaviour we have even reached level three: there is visible support from the top.

We have also seen some ad hoc networking arising; here we have reached the second level. The picture as regards "Learning before, during and after" is mixed. For a minority of our colleagues, knowledge sharing is routine (level four), but most of them do not consider it to be a priority (level one).

We conclude that in terms of intentions we have made real progress, but we are nevertheless not yet halfway to the ideal situation.

The main bottlenecks have to do with personnel policy, corporate culture and the strong focus on control and results, which reduce the scope for open knowledge development. These factors are based on a persistent but outdated vision of the role of the government.

While recognising the structural limitations in terms of further progress, we are optimistic that further improvements will be made. We expect that the national debate on knowledge

and innovation will influence our agenda in a positive way. Furthermore, while development co-operation becomes ever broader in scope, knowledge sharing becomes ever more important. And, thirdly, we expect to harvest more and more from some home-grown innovations like the IS Academy<sup>3</sup>.

## Some practical do's and don'ts

In our experience, special attention must be paid to a number of practical aspects.

Firstly, we should not have high expectations of traditional tools like discussions about research papers. That is just not enough to break through the barriers between the two worlds. We should go further.

Secondly, policy officials should not ask scientists for recommendations for practical policies; and scientists should refuse to write them. It is almost impossible for outsiders without policy experience to write useful recommendations, as this can only be done well if one has the tacit knowledge that



Rob Visser

everybody within the organisation has. Practice shows that scientists become vulnerable when they disappoint policymakers with irrelevant recommendations; it easily overshadows the quality of their research.

The third lesson is that science needs free scope. The policymaker should provide it; scientists should lay claim to it. Terms of reference which are too strict run contrary to the nature of scientific work.

The last lesson is the most important one, namely mutual tolerance for each other's habits. A policymaker who does not publish does not necessarily lack knowledge, to refer to just one of the various disdainful notions of some scientists.

There should be mutual awareness that, for the policymaker, a publication marks the start of a process, whilst the scientist is inclined to see the publication as the final step. We all know that dissemination does not work very well. (It certainly is worthwhile looking to see when it does work; William Easterly's 'The white man's burden' was intensively discussed at our Ministry. A rare case of successful dissemination!) Lack of insight into policy practices on the part of a scientist does not mean he is foolish. Another example: policymakers love procedural comments, even if these are not asked for. (Question put by scientist: "What do you think of my research proposal?" Answer: "It is up to the advisory committee to give an assessment.") A striking habit of scientists, on the other hand, is that they overestimate the value of scientific knowledge in relation to other types of knowledge.

## IS Academy

The IS Academy is our most innovative and potentially most effective tool for improving relations between science and policy. It is a virtual academy consisting of partnerships between divisions in our ministry and in a university, made up of a number of interconnected activities around a policy theme. The partners share the costs. Under this framework, students and young researchers get the chance to work at the ministry, civil servants provide guest lectures and publish articles, and joint workshops are organised.

In this way, policymakers participate actively in academic activities, and academics become



involved in policy work. The short-term benefits of such co-operation are manifold: joint efforts save time, policymakers gain direct access to research capacity, and academic institutions gain an insight into development programmes and networks.

In the longer term, more policy-relevant knowledge is generated, the pool of development researchers is rejuvenated, policymakers broaden their horizons, development co-operation receives increased attention in academic research, and mutual commitment becomes more self-evident. IS academies are not only full of potential, they are also quite vulnerable. Some academic partners are more interested in the progress of research than in the mutual benefits of the scheme, whilst some of the civil servants tend to be too keen on services that are directly beneficial. It is much too early to make an assessment, but so far all parties concerned are positive. There are even signs of spontaneous reciprocal services, clearly built on the new relations of trust. That's the proof of the policy-science pudding!

<sup>1</sup>Louk de La Rive Box (2001), To and Fro, Inaugural lecture at the Maastricht University, <http://www.fdcw.unimaas.nl/personal/WebSitesMWT/Box/toandfro.pdf>

<sup>2</sup>Chris Collison (2004): Learning to Fly: Knowledge Management from Learning and Leading

<sup>3</sup>Internationale Samenwerking (Dutch for international co-operation)

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# Strategies for Impact and Policy Relevance

John Young

ODI's RAPID programme in the Overseas Development Institute (ODI) has been studying how to maximise the impact of research on policy and practice for the last five years. Here is what we have learned in six simple lessons.

The first lesson is that policy processes are fantastically complicated. They are very rarely linear and logical. Simply presenting research results to policymakers and expecting them to put them into practice is very unlikely to work. While most policy processes do involve sequential stages from agenda setting through decision-making to implementation and evaluation, sometimes some stages take a very long time, and sometimes several stages occur more or less simultaneously. Many actors are involved: ministers, parliament, civil servants, the private sector, civil society, the media etc., and in the development sector, also the donors. All busily seeking to engage in the process directly, and trying to influence each other. While Clay and Schaeffer's 1984 book *Room for Manoeuvre*<sup>1</sup> describes "the whole life of policy as a chaos of purposes and accidents", we prefer to use the terms complex, multifactorial and non-linear.



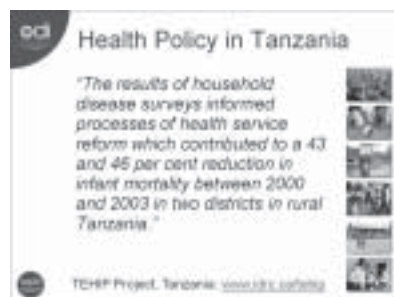
The second lesson is that research-based evidence usually plays a very minor role. A recent ODI study of factors influencing chronic poverty in Uganda found that only two out of 25 were researchable issues<sup>2</sup>. In a talk on evidence-based policymaking at ODI in 2003 Vincent Cable<sup>3</sup> said that policymakers are practically incapable of using research-based evidence because of the 5 Ss: Speed - they have to make decisions fast; Superficiality - they cover a wide brief; Spin - they have to stick to a decision, at least for a reasonable period of

time; Secrecy - many policy discussions have to be held in secret; and Scientific Ignorance - few policymakers are scientists, and don't understand the scientific concept of testing a hypothesis. At another ODI meeting, Phil Davies, then Deputy Director, Government and Social Research Unit, UK Cabinet Office, described how policymakers tend to be more heavily influenced by their own values, experience, expertise and judgement, the



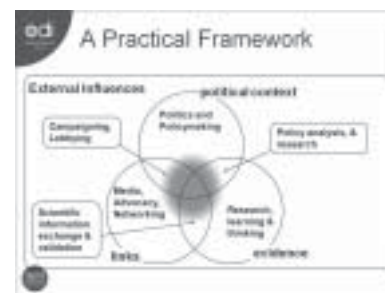
influence of lobbyists and pressure groups and pragmatism based on the amount of resources they have available. He went on to describe how researchers and policymakers have completely different concepts of what constitutes good evidence. Researchers only consider their results to be reliable if they are proven scientifically, underpinned by theory, are reluctant to say anything until it is, and then wrap it up in caveats and qualifications. Policymakers will take more or less anything that can help them to make a decision which seems reasonable and has a clear message and is available at the right time<sup>4</sup>.

The third lesson is that it is possible. Research-based evidence can contribute to policies which can have a dramatic impact on people's lives. Household disease surveys undertaken by the Tanzania Integrated Health



Improvement informed processes of health service reform which contributed to a 43 and 46 per cent reduction in infant mortality in two districts in rural Tanzania between 2000 and 2003.

The fourth lesson is that researchers need a holistic understanding of the context they are working in. While there are an infinite number of factors which affect how research-based evidence does or does not influence policy, it is possible to get enough understanding to be able to make decisions about how to maximise the impact of research on policy and practice relatively easily. ODI has developed a simple analytical framework identifying four broad groups of factors<sup>5</sup>. The first group, which we call external influences, are those factors outside the context you are working in which affect what happens within it. Donor policies, for example, can be hugely influential in highly indebted countries. The second, the political context, includes the people, institutions and processes involved in policymaking. The third are around the evidence itself, including the type, quality and contestibility of the research and how it is communicated; and the fourth,



which we call links, includes all of the other actors and mechanisms affecting how the evidence gets into the policy process. If researchers want to maximise the impact of their research or promote a particular policy they need to know about the key external actors: What is their agenda, and how do they influence the political context? They need to have a thorough understanding of the political context you are working in: Is there political interest in change, is there room for manoeuvre, how do policymakers perceive the

problem? They need to decide if you have enough of the right sort of evidence to convince them of the need to change, and how best to present it; and they need to know who else can help them to bring it to the attention of policymakers: Who are the key organisations and individuals, are there existing networks to use?



The fifth lesson is that to influence policy, researchers need additional skills. They need to be political fixers, able to understand the politics and identify the key players. They need to be good storytellers to synthesise simple, compelling stories from the results of the research. They need to be good networkers to work effectively with all the other stakeholders, and they need to be good engineers to build a programme which pulls all of this together. Or they need to work in multidisciplinary teams with others who have these skills. ODI's RAPID programme has assembled a wide range of toolkits<sup>6</sup>, including well-known and often straightforward tools to do these things.

The sixth lesson is intent - researchers need to really want to do it. Turning a researcher into a policy entrepreneur, or a research institute into a policy-focused think-tank is not

easy. It involves a fundamental reorientation towards policy engagement rather than academic achievement; engaging much more with the policy community; developing a research agenda focusing on policy issues rather than academic interests; acquiring new skills or building multidisciplinary teams; establishing new internal systems and incentives; spending much more on communications; producing a different range of outputs; and working more in partnerships and networks. It may also involve looking at a radically different funding model.

It's not easy, but it's not impossible, and it can make a huge difference to the lives of people in the developing world.

<sup>1</sup>Clay & Schaffer (1984), *Room for Manoeuvre*. An Exploration of Public Policy in Agricultural and Rural Development, Heineman Educational Books, London

<sup>2</sup>Kate Bird et al (2004), *Fracture Points in Social Policies for Chronic Poverty Reduction*, ODI WP242

<sup>3</sup>Dr Vincent Cable, MP for Twickenham, in "The Political Context", Does Evidence Matter Meeting Series, ODI, May 2003, [http://www.odi.org.uk/RAPID/Events/Evidence/Presentation\\_3/Cable.html](http://www.odi.org.uk/RAPID/Events/Evidence/Presentation_3/Cable.html)

<sup>4</sup>Phil Davies in Impact to Insight Meeting, ODI, October 2005, [http://www.odi.org.uk/RAPID/Events/Impact\\_Insight/Presentation\\_1/Davies.html](http://www.odi.org.uk/RAPID/Events/Impact_Insight/Presentation_1/Davies.html)

<sup>5</sup>Bridging Research and Policy in International Development: An Analytical and Practical Framework. RAPID Briefing Paper 1, October 2004. [http://www.odi.org.uk/RAPID/Publications/RAPID\\_BP\\_1.html](http://www.odi.org.uk/RAPID/Publications/RAPID_BP_1.html)

<sup>6</sup><http://www.odi.org.uk/RAPID/Tools/Toolkits/index.html>

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## Focuss.info

With the release of [www.focuss.info](http://www.focuss.info) a unique co-operative initiative has been established by 27 organisations in the development arena, including EADI. Practitioners, researchers and students in the area of global development studies now have a specialised search engine with regard to development matters.

Focuss.info provides a content-specific search engine in the area of global development studies. In contrast to generic search engines, Focuss.info indexes electronic resources selected by librarians, researchers and practitioners working in participating institutions on the one hand, and the bookmarks of individual researchers, students and practitioners on the other. As an individual participant, you can easily share your bookmarks by using one of the many social bookmark platforms on the Internet, like <http://del.icio.us/>. More information can be found by clicking on [Your content] at [www.focuss.info](http://www.focuss.info).

Focuss.info currently indexes over 6,300 websites. Each site has been selected by information professionals working in one of the co-operating development institutes. In addition Focuss.info indexes sites that have been added by your peers and colleagues: Active professionals, researchers and PhD fellows in the sector.

Focuss.info offers a search functionality based on the powerful Google Customised Search Engine. The ease and speed with which resources can be found plus the high-quality subject-matter make focuss.info your access point on the Internet.

Focuss.info makes it possible to add your resources to its content. Become a contributor and mark them for inclusion. Your contribution will be greatly appreciated by your peers. Check [www.focuss.info](http://www.focuss.info) click [Your Content] for details.

Focuss.info is interoperable and with only a few keystrokes you can add the Focuss.info search bar to your website and become one of the many starting points for quality searches. More information at [www.focuss.info](http://www.focuss.info) click [Your Focuss].

Website: [www.focuss.info](http://www.focuss.info)

E-mail: [info.focuss@gmail.com](mailto:info.focuss@gmail.com)



Paul Engel

# Consultation on Training Needs for a Generalist Development Practitioner

Charlotta Heck<sup>1</sup>

A consultation on training needs for the generalist development practitioner took place on 17 October 2007 at the Institute of Social Studies (ISS) in The Hague, Netherlands. It was jointly organised by EADI and the Institute of Development Studies (IDS), Brighton (UK).

There were two reasons for organising the event: The EADI Secretariat had planned to undertake a survey on the development training landscape to complement its 2006 survey on development research. At the same time, IDS had collaborated with the MacArthur Foundation and the Commission on Education for International Development Professionals<sup>2</sup> to conduct a series of consultations on the issue of whether graduate programmes in development studies are responding to the needs of development professionals, and on the nature of the ideal training programme for the generalist development practitioner.

In order to join forces, EADI and IDS therefore agreed to collaborate on the consultation which was preceded by EADI's survey among its institutional members.

## Survey outcomes

The survey was sent out to some 140 institutional members of EADI that are active in training, research, consultancy and field work. While institutes providing one- or two-year graduate courses (providers) were asked about their programme and the "ideal" programme, we wanted to know how institutes not providing such courses judge existing courses, what an ideal programme would look like and whether they can find the staff they need. We received 19 responses from providers and 12 responses from non-providers. Even though, the sample is limited we decided to use the survey outcomes as input for the training consultation.

The most striking outcome of the survey referred to the question of whether existing programmes meet the needs of the generalist development practitioner. While 87% of

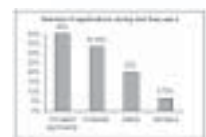
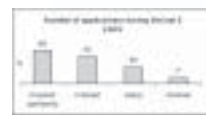
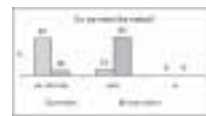
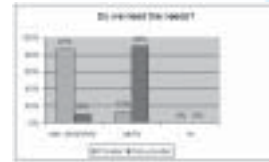
training providers were convinced that their programmes meet these needs, only 10% of non-providers were of the same opinion. Seen from a human resource perspective, only 30% of non-providers stated that they have no problem finding qualified staff for their organisation. They wanted courses to focus more on skills in facilitation, participation and writing of policy briefs and not to focus so much on social sciences and economics as prerequisites for the intake of students. Only 60% of the courses provided require their students to do any fieldwork and even fewer require them to do internships. Teachers in training programmes seem to be mostly social scientists and economists and only few are practitioners and policymakers. Seen overall it became clear that there is a growing market for development studies as there has been a steady increase in applications over the last five years.

## Critique of our survey

After an initial presentation of the survey results, an open discussion was held with 20 invited participants, mainly directors of research and training institutes.

First, the discussion touched on some critical issues concerning the survey. For example, the question was raised of whether the sample was broad enough. Participants were concerned that the "non-providers" of training programmes might be considered an appropriate proxy for the demand side, as EADI's member institutes, being non-providers, were considered basically too similar to the training providers to give a general "employer's view". Therefore, the survey was considered more appropriate as a pilot than as a definitive study, with doubts being raised about taking the results forward to the international level.

Second, despite the survey's shortcomings, some outcomes surprised our participants, most notably the fact that many technical skills



are less valued by non-providers than providers and that the ability to facilitate and concepts of participation were very much more valued by non-providers. Furthermore, only little importance was attached to project planning and evaluation, trade and development, data and research skills. Understanding and responding to processes of change were considered important abilities by participants of the consultation but were not mentioned in the survey at all.

## A generalist programme?

When addressing the task of constructing the ideal programme for the generalist practitioner it turned out that, on a broader level, many doubts were raised about the concept of the "generalist development professional" itself: Does this figure exist? Is it desirable to be working on this basis? There was discussion about the appropriate relation between common elements of a general core and subsequent (or prior) specialisation. Participants agreed that the diversity of development practice demands a diversity of training opportunities. One example mentioned was that students with a Bachelor's degree in a field other than development studies

would need a more general programme, while those with a more general education would tend to need specialisation. However, some participants suggested that a general introduction to development studies should form the basis of all specialist courses in order to build common ground on which to work.

Participants also highlighted the fact that globalisation creates a need for a wide range of specialists capable of working in development contexts. This is caused by the involvement of new stakeholders in the field of development, such as environmental ministries interested in the global dimension, security organisations working in post-conflict reconstruction or health agencies dealing with global issues. In addition, development agencies are increasingly administered by managers without a specific understanding or experience of development.

These current trends suggest an increasing need for development studies training as an add-on to existing specialisms. It was mentioned that, for example, DANIDA (the Danish development agency) offers courses as in-career training programmes.

## Core elements of development studies courses?

Although one of the objectives was to discuss what concrete curriculum elements should form part of training programmes, the discussion focused more on necessary attitudes and capabilities. First and foremost, the participants agreed that a major task should be to educate students to be critical and to have a critical approach to the international challenges the development sector is facing at the moment. They should acquire the ability to work with complexity and/or in changing contexts, to communicate with multiple agents who speak different languages and to understand collective action problems. In addition, participants saw a strong need to ensure that students understand and apply interdisciplinary approaches and that they are able to manage new aid modalities, harmonisation and alignment. One of the participants referred to a recent article by Michael Woolcock<sup>3</sup> which called on courses to teach three key competencies: being 'detectives', 'translators' and 'diplomats'.

The fact that people specialising in

development have not always gained experience in developing countries was seen as a big problem. A learning trajectory involving practical exposure was considered extremely important, preferably out in the field with partners, and internships were mentioned as a valuable opportunity.

## Other important factors

Alumni often report that the opportunity to study in a group with diverse backgrounds, origin and experience is just as important to their learning as the training curriculum. Various geographical backgrounds, age differences and career experiences are esteemed values in the learning context. For instance, one institute described its student intake as having a high proportion of Southern participants and various working backgrounds. While some students have a general development background and need a grounding and specialisation, others come with very local or specialised experience which they want to put in a wider and more theoretical context. The institute confirmed that the learning experience benefits from the juxtaposition and groups working on broad group-defined problems.

This aspect was valued as very important by the participants stressing the need to work more systematically to exploit the described cross-fertilisation efficiently. It also led to the question of whether selection processes should be directed to building a student body with this diversity of background, experience and origin.

## The demand side

In this context it became evident that greater effort should be put into discussing who should actually form part of the demand side and thus be satisfied through the training programmes discussed. The role of ministries or agencies working in development, NGOs, students and alumni should be discussed regarding their influence on the curriculum. In any case, representatives from the North and the South should be included.

But there was also concern about simply satisfying the market. Participants stressed the fact that the end users are none of the above, but the population of developing countries. Moreover, if institutes have a transformation

agenda, they cannot limit themselves to responding to existing development agents. However, the survey results give cause for concern when one compares the degree of satisfaction of providers and non-providers with existing courses: of those who responded to the survey, only 10% of non-providers said that existing courses meet their needs, given that 87% of training providers were convinced that ongoing programmes meet the needs of practitioners.

## Taking the issue forward

At the end of our fruitful and in parts controversial discussion the question arose of how to proceed further with the survey and consultation results. Summing up, EADI President Jean-Luc Maurer said:

"Whatever we decide to do concerning the follow-up to the survey for the MacArthur Foundation and the Earth Institute, I think that the rich discussion we have had today shows that we should take this issue on-board within the EADI Training Sub-Committee and maybe organise our own survey with our own concepts, for our own needs."

There were several suggestions that EADI should take this discussion further in its Education and Training Committee and perhaps organise its own survey. It was suggested that EADI is well placed to study this market, which should be looked at from a European and from an LDC perspective. The next occasion which will provide a broader audience for this topic will be the EADI General Conference (24-28 June 2008) in Geneva.

Some also showed an interest in finding out more about the Commission on Education for International Development Professionals and feeding a European perspective into the wider discussion. Lawrence Haddad (IDS) was asked to provide information about the wider initiative, as well as to channel feedback.

Charlotta Heck, EADI Secretariat  
E-mail: heck@eadi.org

<sup>1</sup>This article is based on a report written by Peter Clarke (IDS) and various other contributions.

<sup>2</sup>The commission is led by the Earth Institute at Columbia University in the US

<sup>3</sup>Woolcock, M. (2007). "Higher Education, Policy Schools and Development Studies: What Should Master's Degree Students be Taught?" in *Journal of International Development*. 19 (1), 55-73

# 2007 EADI Prize for Excellence in Development Studies

The EADI Prize was created in 2005 with the aim of rewarding and bringing recognition "to encourage creative, interdisciplinary, multifaceted research on development issues" from the upcoming generation of development specialists.

The jury has identified a clear winner among the 40 entries to this year's competition,

We are very delighted to award the 2007 EADI Prize for Excellence in Development Studies to a young man who submitted a paper which raises questions at the heart of the research process.

Reza Hasmath's outstanding paper on "The Development of Ethnic Minorities in Urban China: The Beijing Example" is a rigorous and multidisciplinary analysis of the difficult subject of ethnic minorities in an urban context.

The paper analyses the situation of China's growing ethnic minority population in urban centres such as Beijing. It takes a very original

approach and produces surprising results. The paper shows that ethnic minorities in the capital city have achieved educational attainment that is higher than the dominant Han group. Yet, when it comes to their employment in high-wage, education-intensive sectors, minorities seemingly pay an "ethnic penalty". That is, the Han group are disproportionately represented in high-wage, education-intensive sectors. The paper examines what accounts for this discrepancy and elaborates on what the results signify regarding ethnic minority development in Beijing. Finally, it discusses ways in which the situation could be improved.

The paper is based on interviews which were supplemented by in-depth observations and combined with the analysis of statistical data and an excellent use of the bibliography.

Reza Hasmath is completing a PhD in Social and Political Sciences at the University of Cambridge, UK.

We congratulate Reza and wish him all the best for his future career!



Jean-Luc Maurer, Reza Hasmath

## EADI @ European Development Days

The 2nd European development days titled "Will climate change development?" took place in Lisbon from 7 to 9 November 2007. The event was hosted by the Portuguese EU Presidency, which has Africa as a key focus. Climate change has been top of this year's European Development Days, with experts, development decision-makers, NGOs, civil society and politicians discussing how best to tackle this global challenge for the poorest countries.

EADI as a partner of European Development Days was represented with an information stand promoting its membership's contribution to the debate around climate change and development. Other international and European organisations such as the World Bank, European Parliament, European Investment Bank, European NGOs and donor organisations were also present.

The special guest of the event was Kofi

Annan, President of the Global Humanitarian Forum and former Secretary-General of the United Nations. He challenged policymakers to immediately step up efforts to fight climate change.

"For far too long we have considered climate change as a problem for the future," he said. "But we must remember that climate change is an all-encompassing threat. It is not an issue of rich versus poor, of North versus South. It's a global issue and we are seeing its effects everywhere."

Kemal Dervis, UNDP Administrator, made an impassioned plea for action on all fronts to combat climate change. Mitigation and adaptation measures must not be decoupled, but rather should be regarded as essential to meeting the challenges of climate change - challenges that could come in this century or the next.

He acknowledged that we now have the science, but there is still uncertainty about the speed of climate change. But to use uncertainty to justify inaction is wrong, he told participants.

An ambitious suggestion came from the European Commissioner for Development and Humanitarian Aid on the final day of the European Development Days: "A 'global fund' which will provide the huge financial resources which are needed to fight climate change, here and now. The world's richest countries would be responsible for paying back the borrowed cash through a new innovative long-term mechanism," Louis Michel said.

Next year, the European Development Days will take place in Strasbourg and will be hosted by French EU Presidency.

Resources: <http://www.eudevdays.eu>

# Global Governance for Sustainable Development: The Need for Policy Coherence and New Partnerships

12th EADI General Conference, 24-28 June 2008, Geneva

"Human civilisation will undermine its own foundations if we, the citizens of the Earth, do not change the course of our development paths."

As this sentence from the introductory text to the EADI General Conference points out, the overarching theme of the conference is of outstanding importance: How can we channel globalisation in a sustainable way and by sustainable means? How can we ensure developments that meet the needs of the present without compromising the ability of future generations to meet their own needs? The 12th EADI General Conference will serve as a platform for debating these and other questions among development researchers, policymakers and civil society representatives.

## Structure of the Conference

There will be a pre-conference day (24 June) and a post-conference day (28 June) which will serve as a platform for workshops and presentations by member institutes as well as for other side events. The main programme (25-27 June) will comprise plenary sessions, parallel sessions and working group sessions.

## Side-Events and Pre-Conference Events

Besides publishers who will present book exhibitions, EADI member institutes and affiliates are invited to represent their organisation on 24 June 2008. Student organisations are invited to present their activities on 28 June 2008.

## Plenary Sessions

In the course of the week, there will be three plenary sessions with invited keynote speakers (see next page).

## Parallel Sessions

The parallel sessions will take place on Friday, 27 June 2007. Titles to be confirmed.

- Governing the Gift of Nature: The Links between Governance, Conflict and Natural Resources  
Organiser: Bonn International Centre for Conversion
- Equity, Economics and Ecology  
Organiser: Technology and Sustainable Development Department, University of Twente
- Global Governance and Sustainable Development in the Middle East  
Organiser: M. Hvidt, University of Southern Denmark
- The Role of Global and Multi-level Governance for Migration-Remittance Strategies to Secure Sustainable Livelihoods in International Migrants' Home Regions  
Organiser: B. Knerr, University of Kassel
- Migration and Development: Policy Coherence and Effective Partnerships  
Organiser: OECD Development Centre
- Diverse Knowledges and New Methodologies for Better Governance and Sustainable Development  
Organiser: Emergent Issues in Information and Knowledge Management and International Development Programme/EADI
- European Development Co-operation: Focus on Africa  
Organiser: EADI Secretariat

## Working Group Sessions

The working group sessions will take place on Wednesday, 25 June and Thursday, 26 June 2008. The working groups have invited researchers to contribute to their sessions by submitting papers by 15 December 2007. See

the conference website for session details.

## Conference Publications:

A special issue of the European Journal of Development Studies with a selection of papers from the conference will be published. The EADI Book Series is an additional publication channel.

## Partners:

We are grateful that the conference is being hosted by the Graduate Institute of International and Development Studies (IHEID) in Geneva. We would like to thank the Swiss Agency for Development and Co-operation and the Ministry of Foreign Affairs of Finland for their generous support.

## Timetable:

Notification of abstract acceptance: January 2008

Submission of papers: 1 March 2008

Conference: 24-28 June 2008

## More information:

[www.gc2008.net](http://www.gc2008.net)



**Plenary Session I (25 June 2008)**

Global Governance for Sustainable Development: The Challenge of Policy Coherence Among International Organisations

*Rajendra Pachauri*  
(Intergovernmental Panel on Climate Change)

*Kemal Dervis*  
(United Nations Development Programme)

*Pascal Lamy (tbc)*  
(World Trade Organization)

*Bertrand Ramcharan*  
(Graduate Institute of International and Development Studies)

**Plenary Session II (26 June 2008)**

Can Economic Growth be Reconciled with Sustainable Development?  
On a Knife-edge Between Climate Change and MDGs

*François Bourguignon (tbc)*  
(World Bank)

*Wolfgang Sachs*  
(Wuppertal Institute for Climate, Environment and Energy)

*Oswaldo de Rivero*  
(Former Ambassador to the UN and WTO)

*Frances Stewart (tbc)*  
(Queen Elisabeth House)

**Plenary Session III (27 June 2008)**

Mobilising Networks to Strengthen Global Governance: Research Communities, Civil Society and Business Communities

*Martin Khor*  
(Third World Network)

*Manuel Escudero (tbc)*  
(Global Compact)

*Shalmali Guttal (tbc)*  
(Focus on the Global South)

*Klaus Leisinger*  
(Novartis Foundation)

## The Commitment to Development Index 2007

### How Germany Ranks on Helping the World's Poor - Report from a panel discussion

Attending a panel discussion on 6 November 2007 in Bonn, organised by EADI and the German Development Institute (DIE), David Roodman shared the results of the Commitment to Development Index 2007 (CDI) of the Center for Global Development (CGD), focussing on Germany. The audience was welcomed by the Executive Secretary of EADI, Thomas Lawo. The panellists Claudia Warning from the Association of German development non-governmental organisations (VENRO) and Jörg Faust from the German Development Institute (DIE) were introduced by the moderator Ulrich Hiemenz from the Center for Development Research (ZEF).

In his introductory presentation Mr Roodman explained that the Commitment to Development Index aims to evaluate the performance of rich countries in aiding "poor" countries. The underlying principle is to reward greater commitment and efforts on the part of governments towards developing countries in different policy areas. The goal of the CDI is not only to review foreign aid as the main determinant for development co-operation, but to look also at areas like trade, investment, migration, environment, security and technology. The 2007 results rank Germany 12th, with an overall average score of 5.2 (out

of 10), putting it just behind Austria.

Broken down into its individual elements, Germany was only able to reach the top rank in "investment" (8,0 out of 10) and received its worst result of just 2.6 points (out of 10) in the category "aid". In the other fields Germany attained average scores.

The leading nation in the index is the Netherlands, with an overall average score of 6.7 (out of 10). However, even the Netherlands reached just an average rank in four areas. Hence one of Mr Roodman's key messages that day was that even the top ranked countries have average scores in some categories: "... so if even the best can do better, all of them can."

After this presentation Mr Hiemenz opened a first round of questions to the panel and the audience. Most of the questions revolved around the same issue of whether the index might be too complex. Among others, Mr Faust asked if three or four categories would not be enough for the CDI. However, Mr Roodman stressed that researchers called for this complexity in order to give the CDI better credibility. By averaging the results to fit a scale from 1 (worst) to 10 (best) they are easy recognisable at a glance. Mr Roodman said the CGD puts a great deal of effort into making

the CDI easily understandable.

The second round of questions dealt with the possible impact of this theoretical approach on political decision-making. Ms Warning opened the discussion, saying that it was difficult to generate an impact on political decision-making with such a complex index. In her experience agendas had to be very simple and slim to be recognised by politicians or the public. The following discussion revealed that the CDI - despite not yet being an issue in German politics - is becoming increasingly interesting to some politicians who are already asking for information about the index, as Jürgen Wiemann (Deputy Director, DIE) confirmed. In several other countries, such as France, the Netherlands and Finland, parliamentarians are in fact using the results of the CDI as a guideline for assessing their own development policy.

We would like to thank Mr Roodman for his impressive presentation of the CDI 2007 and the insights into this theme he gave us, as well as the panellists Claudia Warning, Jörg Faust, Ulrich Hiemenz and, last but not least, our guests that evening for the fruitful discussion and many thought-provoking ideas.

[Benjamin Heil \(EADI Secretariat\)](#)

# News from Working Groups

## Politics of Urban Governance - Report of Urban Governance Working Group Seminar, 1-2 October 2007, IUED, Geneva

The politics of institutional arrangements in urban governance is a topic on which a body of research is emerging based on case studies in both the global South and North. This makes it possible to draw general conclusions as regards the opportunities and limitations of such new institutional arrangements in transforming the quality of life of ordinary citizens in urban areas, in reducing poverty and extending participation and democratic citizenship. The workshop in Geneva brought together researchers working on Latin America, Asia and the Middle East. A wide range of papers was presented, and the following draws on a selection of them.

The anticipated advantages of urban governance arrangements in terms of citizenship, participation and democracy vary greatly depending from region to region. Various papers on participation revealed that the process of participatory budgeting varies greatly within Latin America in terms of the legal support it receives, the budget sizes allowed and the extent of citizen participation. The classic Porto Alegre model with citizen empowerment is the exception rather than a rule (Hordijk). In Brazil NGOs working in favelas also have to include illegal participants in order

to do their work effectively (Bautès). In Mumbai, middle-class citizens are able to take most advantage of the 'negotiated spaces' with executive local government, whereas the poor have to work through politics (Baud and Nainan).

Other papers addressed the role of the private sector and lobby interests in expanding urban space for particular groups. In Surat, India, institutional conflicts in expanding peri-urban areas threatens ecologically sensitive areas, as various interest groups supported by politically active citizens prioritise their own interests (Sridharan and Goswami). In Rajasthan, new metropolitan entrepreneurs in the marble industry have transformed relations with local and state governments, taking advantage of liberalisation processes in India (Cadène). In Brazil, local governments have promoted decent work in the construction industry, although contradictions remain, as work informality remains (Werna).

Finally, papers addressed the ways that citizenship is constructed by citizens themselves. In Bolivia, the informal city of El Alto is constructed quite differently by local government and middle-class citizens than by

the residents of El Alto itself. The conflicting views lead to collective action among citizens themselves towards informal employment and political practices to safeguard their interests (Hillenkamp). In India, both private interests, NGOs and citizens have developed a new interface with judicial institutions to promote their interests (public interest litigation); the results prioritise the interests of the middle-classes and undermine the agency of the poor (Haritas and Milbert).

The seminar brought together new research in the areas of concern and stimulated debate by juxtaposing results from different regions. The next meeting of the working group will be at the EADI General Conference in 2008. A meeting in 2009 will deal with "Urban Governance and Violence".

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## News from the Multidimensional Poverty Working Group

The MDP working group held a meeting at Cambridge University in June 2007 entitled "CSR, Development and the Bottom of the Pyramid: We're talking the same language, aren't we?" The meeting was triggered by a sense that increasingly the business and the development communities are seeking ways to expand working together. However, not only do objectives and measures of success often differ but, more fundamentally, perspectives and worldviews can be radically different. The meeting sought to address the following questions: How do the business and development communities find common

ground - and what do they learn from each other in the process? What is the value-added of the 'bottom of the pyramid' concept? How do the 'recipient' communities perceive and contribute to all this? In short, are we developing a shared way of thinking about, talking about and doing 'development' or do we just 'talk past' each other - we use the same words but the meanings and practices remain too different? Keynotes were by Michael Hopkins, MHC International, and Michael Blowfield, Cambridge Programme for Industry, University of Cambridge. There were then four panels covering presentations on perspectives from

NGOs and civil society, case studies from communities, the UN Global Compact and the 'Bottom of the Pyramid' thesis.

In 2008, the MDP working group is planning a joint meeting series with the Knowledge, Policy and Power working group on development policy processes and two sessions at the EADI General Conference on post-2015 agendas. There will also be a launch of a Palgrave Macmillan book series in late 2008 which includes a joint book with the TNC working group.

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## Annual Conference 2007 - Information Management Working Group

The 2007 EADI IMWG conference was hosted by the Institute of Social Studies (ISS) in The Hague, Netherlands and was well attended, with over 70 participants from nine countries. The Workshop was aimed at information and knowledge managers, librarians and academic publishers, in particular those who work in the domains of global development, development research and development co-operation.

### Programme

The Workshop ran over two days and was organised so as to maximise scope for interaction and knowledge-sharing. On Wednesday 26 September 2007, the pre-conference day, the attending EADI participants discussed the emerging trends over the next five years. What do we need to be planning for as information and knowledge managers? What are the big changes that will affect the way we work - in technology, user behaviour, new burning issues, new aid architecture and other areas?

Thursday, 27 September, the first conference day, was devoted entirely to the emerging topic in scholarly communication: open access publishing. There were 11 speakers, including Ben White, Editor of Development and Change, and Richard Delahunty, on behalf of the publisher of the European Journal of Development Research. They discussed the position of these two leading commercial publications towards open access. Louk Box, Rector of the ISS, challenged the position of the EADI institutes and academic staff. Peter Lor is Secretary General of the International Federation of Library Associations and Institutes and he underlined the importance of open access publishing for a fair exchange of scholarly communication in general and for developing countries in particular.

Helena Asamoah-Hassan from the Kwame

Nkrumah University of Science & Technology in Kumasi, Ghana represented the voice of the South. She emphasised the importance of putting open access on the agenda in the North to make "Northern" literature available in the South, but also to sponsor authors from the South so that they can publish in open access.

Each speaker was followed by a brief discussion and there was a panel discussion at the end of the day. Here, participants and speakers from within and outside the EADI community had a lively discussion about the relevance of open access publishing for global development, as well as for development research and co-operation.

On Friday 28 September we exchanged experiences with library 2.0 and discussed ongoing EADI IMWG topics, such as EL@ND, Focuss.info and the new five-year research programme IKM Emergent, which is being co-ordinated through EADI and the IMWG (see [ikmemergent.wordpress.com](http://ikmemergent.wordpress.com)).

The business meeting ended the conference on a positive note with the following actions for the group:

- Organise a plenary session on open access at the next EADI General Conference (2008).
- Hold a meeting in January 2008 to plan the EADI General Conference.
- Get the topic of open access publishing on the agenda of the EADI directors meeting in October 2007 at the ISS.
- Create better connections to the South.
- Explore the possibilities of IFLA membership for IMWG as an association.
- Be represented by IMWG co-convenor Michel Wesseling (ISS) on the IKM Emergent Steering Group.
- Organise a class or distance-learning session on the newest services and gadgets (Web

2.0) with the IKM Emergent programme.

- Maintain the working group as a space for sharing challenges and solving problems.
- Maintain the informal, friendly nature of the working group that welcomes and involves new members.

At the EADI directors' meeting that took place on 17 and 18 October 2007 at the ISS in The Hague, Michel Wesseling presented the IMWG declaration on open access. There was a lively discussion: the EADI directors agreed with the open access principles, but expressed their concerns about the business model (author pays). It was agreed that open access would be a major topic at the General Conference in Geneva (June 2008). The EADI directors will prepare to sign a declaration to support open access. The IMWG aims to have a plenary at this conference entitled "Global Governance for Sustainable Development". For this meeting a local organising committee has been installed comprising of Laurel Dryden (International Labour Office) and Christine Wehrli (Institut de hautes études internationales et du développement). The IMWG convenors will support this duo.

### Resource material

All of the presentations, videos and reports from sessions are available to download at <http://www.iss.nl/conferences/eadi>

### Contact

For more information on EADI and the Information Management Working Group, see: [www.eadi.org/detail\\_page.php?page=information](http://www.eadi.org/detail_page.php?page=information)

For more information on the Workshop contact Peter van Helden at ISS.

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## Report of a Workshop of the Transformations in the World System - Comparative Studies of Development Working Group

The Transformations in the World System - Comparative Studies of Development Working Group organised the workshop "Autochthoneity or Development? Asian 'Tigers' in the World: Ten Years after the Crisis". The workshop was held on Septem-

ber 19-20, 2007 in Vienna and hosted by the Österreichische Forschungstiftung für Entwicklungshilfe /Austrian Foundation for Development Research (ÖFSE). Besides seven members of the working group who attended the workshop, two scholars from Asia

took part in the sessions: A.K. Bagchi, Director of the Centre for Development Studies, Kolkata and A. Surla, Assistant Professor, Vice-chair of Department, De La Salle University, Manila.

The papers presented at the workshop were cent-

red upon three major groups of issues. The first group of papers (E. Andriess and H.J. Zumkehr, Utrecht University, A.K. Bagchi, and K. Raffer, Vienna University) dealt mainly with the financial aspects of the crisis in the East/Southeast Asian newly industrialising countries (NICs) 10 years ago. In the opinion of these authors, the main cause of the 1997-98 crisis in Asia was premature liberalisation of the local financial markets and of the national economies in general. Restoration of the capital account control was recognised, with reference to the experience of Malaysia, as the best alternative to the neo-liberal projects implemented by some other countries in the region.

The second group of papers (V. Krasilshchikov, Institute of World Economy and International Relations, Moscow, A.-K. Hornidge, Bonn University) focused on the problems concerning the transition towards a knowledge-based society. Interpreting the crisis as the objective historical limit current industrialisation processes could reach, both authors referred to the need to reshape the model of development that had already accomplished its historical mission. However, as A.-K. Hornidge

argued, even such a highly developed city-state as Singapore, despite all efforts applied by its government, faces serious difficulties in transition towards a new development paradigm based upon creativity. In addition, the implementation of this kind of transition strategy exacerbates unevenness of development among the ASEAN countries.

Finally, two papers (J.D. Schmidt, Åalborg University, and A. Surla) presented concrete case studies on national development patterns.

J.D. Schmidt analysed the phenomenon of the Thaksin Shinawatt government in Thailand from 2001 to 2006. The activity of this politician was interpreted as a certain kind of populism in the conditions of mass disappointment in neo-liberalism. Since Thaksin's policy undermined the balance of political forces in the country, the royalist-military circles decided to dismiss the government by means of a coup d'état. The author's general conclusions concerned not only Thailand but also the region as a whole: after the crisis, the revival of localism (under the flag of autochthoneity!) has been intensifying as a reaction to neo-liberalism and erosion of the developmental state.

A. Surla presented a study of labour migration from the Philippines before and after the crisis. As our Filipino colleague demonstrated, outflow of a great number of qualified specialists and workers who could not find jobs in their home country had a contradictory effect. On the one hand, it spoiled the national economy with regard to development. On the other hand, during the 1997-98 crisis labour emigration propped up the Philippines because of overseas workers' remittances and, thereby, countervailed the adverse effects of the Asian financial storm on the country managing a weak and vulnerable economy.

According to the common view of the workshop participants, the changes in the region after 1997 did not solve the problems that conditioned the crisis 10 years ago and most of those, in essence, still remained to be resolved.

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## Focus on New Members

### WOTRO Science for Global Development

As part of the Netherlands Organization for Scientific Research (NOW), WOTRO supports scientific research on development issues, in particular poverty alleviation and sustainable development. Its scope includes all low- and middle-income countries. WOTRO's mission is to initiate, enhance and fund scientific research for the benefit of development and societal issues of local and global concern in developing countries. WOTRO acts at the interface between the Dutch government, the academic world and the arena of development organisations. WOTRO receives substantial funding for its activities from the Dutch Ministry of Foreign Affairs. The aim of WOTRO is to contribute to a world in which independent scientific knowledge is available for the benefit of all societies and where development issues such as poverty and sustainable development are effectively targeted with evidence-based policies and interventions. EADI welcomes WOTRO as premium member of the association.

<http://www.nwo.nl/wotro>

### ILO Library in Geneva

The Library of the International Labour Organization (ILO) in Geneva constitutes one of the over 40 ILO libraries worldwide. It provides information services to ILO staff, partners, governments, workers' and employers' organisations in particular, as well as to researchers and the public in general. Serving as a key resource on the world of work, its collection includes a wide range of books, reports, journals and statistics, mainly published by the ILO or other inter-governmental organisations. The publications cover all aspects of work, such as:

- Child labour
- Employment
- Gender issues in the workplace
- Labour standards.

In addition, it provides technical co-operation and training on library and information services.

[www.ilo.org/inform](http://www.ilo.org/inform)

### Real Instituto Elcano / Elcano Royal Institute

Launched in Madrid in 2002, the Elcano Royal Institute is a private, independent and non-partisan foundation. Its mission is to be a focal point for thought and for the generation of ideas in the field of international and strategic relations. One of its core tasks is to study the interests of Spain and Spanish society in an international context and make this research publicly available through a wide range of publications and events. Its activities are designed to be of use to political leaders and the heads of public and private institutions, while also helping to shape public opinion.

<http://www.realinstitutoelcano.org>