

Annex 7
Concept and Experiences
of the EU Fast Track Initiative on Division of Labour
April 2011

Context and Objectives

In May 2007, the EU Council of Ministers adopted the [EU Code of Conduct on Division of Labour](#) (CoC). Since early 2008, the EU Fast Track Initiative on Division of Labour (FTI) has supported its implementation at partner country level. The EU Commission and Germany are responsible for the overall coordination of the FTI between headquarters (HQ). The 2009 EU [Operational Framework on Aid Effectiveness](#) gave further support to the CoC and the FTI.

The FTI supports a selected group of partner countries (currently about 30, see Table 1) in the process of implementing in-country division of labour (DoL). The objective is to contribute to better development results through more effective aid. In the context of the FTI, currently 14 EU Member States (MS) and the EU Delegations systematically collaborate at country level, reaching out to other donors and fostering country ownership in the process.

Supporting On-going Processes at Country Level

The Code of Conduct is an ambitious set of policies, yet it is voluntary and flexible and should be implemented by means of country-based approaches, taking into account the specific situation of each partner country. Apart from a keen interest of the partner government in Division of Labour, one of the key drivers for implementation of the CoC on the ground is solid political will and resolute engagement of the highest decision-making levels in donor headquarters. Recognizing local processes to advance aid effectiveness and DoL, and fully integrating the FTI into these, the EU and its member states instruct their country offices to support and complement these processes in order to fast track progress through the collective political weight of the EU.

Facilitating Role of Donors

In-country DoL can benefit from a pro-active facilitating role of a MS or the EU. Therefore, a number of countries have been identified where one donor - the EU Delegation or a MS - will act as *facilitator* of the DoL-process (through local staff time, financial resources for consultants and studies etc.). So-called *supporting donors* provide additional support for DoL in coordination with the facilitator. The work of the facilitating and supporting donors takes place at headquarters as well as country level.

The list of countries and facilitators (see Table 1) were established in an open procedure that varied from case to case. Elements which led to the current set of FTI countries are: agreement with the partner government, an established local structure for coordination, DoL process already started, a regional balance, countries are aid dependent and have to work with a considerable number of donors, EU donors have a significant share in ODA. Since the FTI DoL is a dynamic process, the current list has changed over time and will likely continue to do so.

Tools for Fast Tracking

The roles of the HQ and local (in-country) facilitating EU donor have been defined in various occasions ([FTI Concept Note 2008](#), 2009 EU Operational Framework). However, the role will adapt to the specific situation on the ground.

The EU has developed an [EU Toolkit for In-Country DoL](#). This EU Toolkit is based on experiences and feedback from the ground. It can be used to strengthen local processes. Also the EU and Germany as overall coordinators as well as the specific in-country

facilitating donors of the FTI have engaged consultants for short-term missions to support local DoL processes technically.

A systematic monitoring mechanism has been established in order to oversee the developments in the FTI countries, which includes participation by the partner government and non-EU-donors.

A series of regional workshops has been co-organized by the FTI and the WP-EFF Task Team on Division of Labour and Complementarity (TT DoL) in 2010/2011 to facilitate an exchange of experiences about DoL processes (so far, in Anglophone and Francophone Africa and Latin America).

Experiences

The three monitoring surveys in late 2008, 2009 and 2010/2011 have been an important tool for improving the implementation of the FTI. They also enabled HQs to offer better guidance and assistance to the in-country facilitators and supporters. Finally, they allowed DoL experiences to be fed into the monitoring and evaluation processes of the Paris Declaration and the Accra Agenda for Action, and into the "Report on EU Development Accountability and Monitoring 2011."

The **FTI's strengths** as an initiative supporting DoL lie in its shared and formalized objectives, clear responsibilities and team approach, its country-level focus and direct communication channels between EU HQ and field level as well as direct contact to partner country governments via the facilitating donors. **Challenges** include the active involvement and leadership of partner governments and the mixed performance of facilitating donors.

Prospects for the EU FTI DoL after HLF 4

If there is a decision at EU level to continue the work of the FTI, two basic options could be considered:

Option 1 – A More Focused FTI DoL: The FTI country list should be regularly reviewed and probably reduced, based on a realistic assessment for each country of fragmentation as a core aid management problem and the DoL approach as an important contribution to its solution. Based on the situation in the participating countries and actively involving them in the planning process, a more focused FTI DoL should establish a time frame, targets and adequate resources for its activities. Facilitators in the countries remaining on the list should then be more systematically supported and the exchange of experiences among country and donor representatives which was started at the regional workshops should be continued in adequate formats.

Option 2 – A Broader Support Network for the Implementation of the EU Operational Framework: EU commitments to aid effectiveness go far beyond DoL. Since there is a clear need to "localize" and focus the aid effectiveness agenda, starting from the situation, needs and priorities of each particular country, the EU could consider the FTI DoL's transformation into a broader support network for the implementation of the EU Operational Framework and core HLF4 commitments.

Given the reported "overload" of aid effectiveness processes at country level, there needs to be room for country-level decision-making on priorities. They should be able to request support according to the partner country's and the facilitator's specific needs (tools, best practices, short-term consultancies, training, structured exchange of experiences, etc). While this would make centralized monitoring and evaluation more challenging, it has the potential to enhance the relevance and results of EU aid effectiveness initiatives.

TABLE 1
CURRENT COVERAGE OF THE EU FTI DOL

EU donor country	Lead Facilitator in:	Supporting Facilitator in:
BE	Burundi	-
CZ	-	Moldova, Mongolia
DE	Burkina Faso, Ghana, Sierra Leone (co-lead with IE), Zambia	Cameroon, Mozambique, Tanzania, Uganda
DK	Benin, Bolivia (co-lead with ES), Kenya	Bangladesh, Burkina Faso, Ghana, Mozambique, Tanzania,
FR	Cameroon, Central African Republic, Madagascar, Mali (co-lead with NL),	Burkina Faso, Ghana, Mozambique, Senegal, Vietnam
IE	Sierra Leone (co-lead with DE)	Ethiopia, Mozambique, Uganda, Tanzania, Vietnam,
IT	Albania	Bolivia, Ethiopia, Kenya, Mozambique, Senegal
LUX	-	Burkina Faso,
NL	Bangladesh (co-lead with EC), Mali (co-lead with FR), Mozambique	Benin, Bolivia, Burkina Faso, Burundi, Ghana, Mozambique, ,Senegal, Tanzania, Uganda, Zambia
ES	Bolivia (co-lead with DK), Haiti	-
PT	-	Mozambique
SE	Serbia, Ukraine, Moldova	Bangladesh
SI	FYROM	-
UK	Kyrgyz Republic	Ethiopia, Kenya, Moldova, Sierra Leone
EU	Bangladesh (co-lead with NL), Ethiopia, Tanzania, Vietnam, Rwanda, Senegal	Benin, Bolivia, Burundi, Central African Republic, Ghana, Haiti, Laos, Malawi, Mali, Mozambique, Zambia

Notes:

- Nicaragua and Cambodia have been taken off the list until the local situation changes. They will still be included in the communication of the Network of the Fast Track Initiative.
- Some changes in lead responsibilities (Moldova, Rwanda, Senegal).
- Honduras has expressed its interest in being part of the FTI. A facilitating donor is not yet defined.