

# CSEND 22 years of thought leadership

## Introduction

Throughout its 22 years of history, CSEND has played a leadership role in several knowledge areas. Below are some examples of concrete contributions that the Centre has put forward and that were acknowledged and sometimes further developed by other scholars and institutions. Contributions made by CSEND take the form of seminars, publications as well as training activities and informal meetings.

### 1. Plurilateral solutions for WTO

CSEND organized a session at the WTO Public Forum 2012 entitled “*Plurilateralism against Multilateralism? A Multistakeholder perspective*”.<sup>1</sup> Later a Policy Brief was produced.<sup>2</sup> The Policy Brief has also been published in the WTO website.<sup>3</sup>

These initiatives were the product of Professor Saner’s prior proposals made public at WTO events since 2011 of plurilateral agreements as way forward out of the impasse of the WTO/Doha Round. Following up on this proposal, an online policy debate with trade experts was initiated in the CUTS Online Trade Forum from 06 to 10 January 2012.<sup>4</sup>

Initial responses to Professor Saner proposal do include plurilateral solutions within the Doha Round of negotiations were met with strong negative responses by leading members of the WTO Secretariat. These initial negative responses gradually gave way to more constructive reconsideration of the value of plurilateral solutions and contemporary approaches to the ongoing Doha Round negotiations.

In 2013, a group of WTO Members started consultations to negotiate a Trade in Services Agreement (TISA).<sup>5</sup> The negotiations will adopt a plurilateral approach within the WTO framework, such as Professor Saner has proposed since 2011.

### 2. Cooperatives and Aid-for-Trade

CSEND proposed to the cooperative unit of the ILO in 2009 to study the relation between trade and cooperatives and to assess the level of inclusion of cooperatives in the ongoing

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<sup>1</sup> See [http://www.wto.org/english/forums\\_e/public\\_forum12\\_e/programme\\_e.htm](http://www.wto.org/english/forums_e/public_forum12_e/programme_e.htm). The official summary of the session is available from

[http://www.wto.org/english/forums\\_e/public\\_forum12\\_e/session29\\_summ\\_e.doc](http://www.wto.org/english/forums_e/public_forum12_e/session29_summ_e.doc)

<sup>2</sup> See <http://www.csend.org/publications/csend-policy/briefs?highlight=WyJwb2xpY3kiLCJicmlZiIsInBvbGljeSBicmlZiJd> (Policy Brief No. 7).

<sup>3</sup> See [http://www.wto.org/english/forums\\_e/ngo\\_e/2012\\_e.htm](http://www.wto.org/english/forums_e/ngo_e/2012_e.htm)

<sup>4</sup> See <http://groups.google.com/group/cuts-tradeforum>

<sup>5</sup> See <https://servicescoalition.org/negotiations/trade-in-services-agreement>

trade and development discourse at the WTO, EIF, UNCTAD, UNDP and the World Bank. The results of these initial contacts and proposals were negative.

The United Nations General Assembly declared 2012 as the International Year of Cooperatives. That year, CSEND produced a Policy Brief to take a first step to bring to the attention of the international community that the gap on the limited knowledge about the IOs actual policies and programmes for the development of cooperatives in recipient countries as well as to provide references as to the IOs current support for the development of cooperatives in LDCs.<sup>6</sup>

CSEND has circulated this Policy Brief among different divisions of the WTO Secretariat, including the TPR Division. The Policy Paper was also published on the WTO website<sup>7</sup> and it has been well received by the WTO officials, and even the former WTO Director General, Mr. Pascal Lamy, has positively reacted to it.

In addition, a number of meetings were established with different international organizations such as the WTO, FAO and ILO to explore the possibility of taking the Policy Brief a step forward and to develop a more in-depth policy research focusing on case studies.

During 2012, the International Year of Cooperatives, CSEND was one of the few NGOs proposing to discuss and further develop policy implications of giving cooperatives a stronger place in international trade and development.

### **3. Climate Warming and greening the WTO trade system**

In 2011, Prof. Saner was invited to give a presentation at a seminar organized in Geneva by the International Institute for Sustainable Development (IISD) where he highlighted the Need to “think out of the box” to discuss trade-related climate action.<sup>8</sup> The presentation was well received by the audience.

Based on the ideas proposed by Prof. Saner, CSEND took a lead to develop a study on Greening the WTO Agreements.<sup>9</sup> Building on previous analysis and recommendations<sup>10</sup>, this policy study discusses the interface between multilateral agreements on trade and on multilateral agreements on climate change and suggests that the WTO is the only multilateral institution which can effectively generate legal constraints and political will to stop climate warming by factoring externalities into the price of goods and services through carbon tax and carbon transparent trade rules and tariffs..

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<sup>6</sup> See <http://www.csend.org/publications/csend-policy/briefs?highlight=WyJwbHVyaWxhdGVyYWxzIl0=> (Policy Brief no. 10)

<sup>7</sup> See [http://www.wto.org/english/forums\\_e/ngo\\_e/CSEND\\_cooperatives\\_inclusive\\_growth.pdf](http://www.wto.org/english/forums_e/ngo_e/CSEND_cooperatives_inclusive_growth.pdf)

<sup>8</sup> See [www.iisd.org/pdf/2011/tri-cc\\_conf\\_2011\\_saner.ppt](http://www.iisd.org/pdf/2011/tri-cc_conf_2011_saner.ppt)

<sup>9</sup> See <http://www.csend.org/publications/csend-policy/studies> (Policy Brief No. 11). A long version of this short article has been published as a Policy Study, available from <http://www.csend.org/publications/csend-policy/studies>

<sup>10</sup> “Out of the box” solutions were proposed by Prof. Saner well before the development of this study. See Saner (2011) “International governance options to strengthen WTO and UNFCCC”, CSEND Policy Brief, available from [http://www.diplomacydialogue.org/component/docman/doc\\_download/109-20110611-international-governance-options-to-strengthen-wto-and-unfccc.pdf](http://www.diplomacydialogue.org/component/docman/doc_download/109-20110611-international-governance-options-to-strengthen-wto-and-unfccc.pdf). See also Arquit, Gage & Saner (2011) and Arquit & Saner (2005) on the Clean Development Mechanism.

This policy study proposed an innovative approach to fight climate change through an intra-regime solution within the WTO agreement in order to elicit the green investments and green production needed to successfully implement climate change mitigation and adaptation.

After the successful publication and advocacy of the ideas included in the policy study, CSEND was invited by UNCTAD to participate in the “Ad hoc Expert Group Meeting. Domestic Requirements and Support Measures in Green Sectors: Economic and Environmental Effectiveness and Implications for Trade”.<sup>11</sup> Once again, the ideas proposed by Prof. Saner were well noted by the experts present at the meeting and initial discussions ensured a partial implementation of CSEND’s proposal (e.g. Green TRIMS, Green TRIPS and Green Plurilaterals).

In early 2014, two events involved ideas proposed by CSEND in regards to greening the WTO Agreements. On the one hand, the US launched a new WTO challenge against India's domestic content requirements for solar cells and solar modules<sup>12</sup> (CSEND’s proposal of Green TRIMS). On the other hand, representatives of the EU and 13 other WTO Members met in Geneva to start preparations for talks on the liberalisation of 'green goods'. This initiative was launched in the margins of the World Economic Forum in Davos in January.<sup>13</sup>

#### **4. Inter-Ministerial Trade Policy Coordination**

The concept of Inter-Ministerial trade Policy Coordination (IMC) has been one of CSEND’s early contributions to the trade and development debate. CSEND has presented IMC at several training activities, conferences and research projects focusing on this topic. Three recent examples are described below.

In 2009 a book on “*Trade Policy Governance Through Inter-Ministerial Coordination. A Source Book for Trade Officials and Development Experts*” was published.<sup>14</sup> The book offers relevant theory and case examples for government officials and researchers focusing on trade governance and trade performance. It includes an annotated bibliography section offering discussions on 47 publications related to IMC and trade governance topics giving interested scholars and practitioners additional resources to deepen their research or to support policy making at national level or for policy makers in international organizations and development agencies. The ideas and approach proposed by the book were well received by the trade experts’ community and it was broadly cited by the specialized literature. Recently,, the book was cited by 2011 OECD-WTO joint report on “Aid for Trade at a Glance 2011: Showing Results”.<sup>15</sup> The book is available also at the book store of the WTO Secretariat.

In 2011 CSEND, in cooperation with USAID, was contacted to develop a one week training programme for trade officials in Macedonia, focusing on IMC and Industrial Policy Making. Excellent feedback was received from the participants as well as from the local partners. This

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<sup>11</sup> See <http://unctad.org/en/Pages/MeetingDetails.aspx?meetingid=325>

<sup>12</sup> See [http://wto.org/english/tratop\\_e/dispu\\_e/cases\\_e/ds456\\_e.htm](http://wto.org/english/tratop_e/dispu_e/cases_e/ds456_e.htm)

<sup>13</sup> See [http://trade.ec.europa.eu/doclib/docs/2014/january/tradoc\\_152095.pdf](http://trade.ec.europa.eu/doclib/docs/2014/january/tradoc_152095.pdf)

<sup>14</sup> See [http://books.google.ch/books/about/Trade\\_Policy\\_Governance\\_Through\\_Inter\\_Mi.html?id=y52RwAACAAJ&redir\\_esc=y](http://books.google.ch/books/about/Trade_Policy_Governance_Through_Inter_Mi.html?id=y52RwAACAAJ&redir_esc=y)

<sup>15</sup> See [http://www.wto.org/english/res\\_e/publications\\_e/aid4trade11\\_e.pdf](http://www.wto.org/english/res_e/publications_e/aid4trade11_e.pdf), page 142.

activity shall also have made an indirect contribution to the successful preparation of Macedonia's first WTO Trade Policy Review in 2013.<sup>16</sup>

In 2012 CSEND was invited by UNCTAD to participate in the "Policy Dialogue: Redefining the Role of the Government in tomorrow's International Trade".<sup>17</sup> This was an UNCTAD XIII Pre-Event. Prof. Saner delivered a presentation on "Interministerial Coordination in Trade policy Making: Coherence and Complementary in a Changing Environment", highlighting the importance of this concept for the developing and least developed countries. A short policy paper was published in UNCTAD's website.<sup>18</sup>

## 5. Policy Coherence and Integrative Policy Governance in Tourism Development

CSEND suggested in 2009 to pay closer attention to the need of strengthening trade policy coherence at government level of developing and least developed countries and concomitantly to strengthen trade policy coherence between international development organizations, donors and development banks.

In 2010 CSEND organized a conference at the WTO with the support of the LDC Group on "Round Table at WTO on Sustainable Tourism". The conclusions of this conference were integrated into a WTO official document.

In 2011, CSEND produced a Policy Study on "Mainstreaming Tourism Development: Policy Coherence and Complementarity".<sup>19</sup> This in-depth analysis seeks to better equip LDCs to manage international policy advice provided by a multitude of international development partners. It is also hoped that this analytical report will enhance the coherence and complementarity of tourism development advice proposed by the international community via drawing attention to policy gaps and implementation vacuums existing within the tourism supply and value chain.

The experience acquired through the publication as well as through the two workshops organized at the WTO on Sustainable Tourism made CSEND a authoritative participant of one of the first meetings of the UN Steering Committee on Tourism for Development (SCTD)<sup>20</sup> organized at the International Trade Centre in 2011 in Geneva, where the Policy Study on Tourism was made available to IO representatives and LDC delegates.

The same year, a UNDP study focusing on "*Tourism and Poverty Reduction Strategies in the Integrated Framework for Least Developed Countries*" adopted the methodology developed by CSEND.<sup>21</sup> The methodology followed in this study evaluated the DTIS on three levels of intervention: policy, institutions and supply side (enterprise), following the same approach developed by CSEND some years before for the preparation of a report requested by UNDP on "*Commodity Development Strategies in the Integrated Framework*".<sup>22</sup>

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<sup>16</sup> See [http://www.wto.org/english/tratop\\_e/tp\\_r\\_e/tp390\\_e.htm](http://www.wto.org/english/tratop_e/tp_r_e/tp390_e.htm)

<sup>17</sup> See <http://unctad.org/en/Pages/MeetingDetails.aspx?meetingid=50>

<sup>18</sup> See [http://unctad.org/meetings/en/SessionalDocuments/ditc\\_dir\\_2012d3\\_Saner.pdf](http://unctad.org/meetings/en/SessionalDocuments/ditc_dir_2012d3_Saner.pdf)

<sup>19</sup> See <http://www.csend.org/publications/csend-policy/studies>

<sup>20</sup> See <http://icr.unwto.org/sctd>

<sup>21</sup> See

[http://unwto.org/sites/all/files/pdf/undp\\_discussion\\_paper\\_tourism\\_and\\_poverty\\_reduction\\_strategies\\_in\\_the\\_integrated\\_framework\\_for\\_least\\_developed\\_countries.pdf](http://unwto.org/sites/all/files/pdf/undp_discussion_paper_tourism_and_poverty_reduction_strategies_in_the_integrated_framework_for_least_developed_countries.pdf), page 9, footnote 5.

<sup>22</sup> See <http://web.undp.org/geneva/docs/Trade-Commodities.pdf> page 9.

The methodology developed for the UNDP study was based on a global value chain perspective. This approach was re-adjusted for the preparation of the above-mentioned study on “Mainstreaming Tourism Development”. Based on its global value chain approach, CSEND proposed that effective tourism strategies can create sustainable income generating opportunities and provide employment needed to absorb large numbers of semi-skilled or unskilled workers. Such strategies require investment in the tourism industry itself, i.e., hotels, transportation, catering and restaurants, but also entail investments to strengthen forward linkages to value chains and backward linkages to supply chains. CSEND’s recommendation is that the absence of such integrated development approaches, project investments such as hotels or game parks, will prevent the higher rates of return that are otherwise possible.

## **6. Food stock piling and food security**

CSEND has been a pioneer in highlighting the need to deal with the issues of food security well in advance of the discussions during the Bali Ministerial Conference. CSEND has made several proposals in this regards, both inside and outside the WTO. Some examples are described below.

In 2008, CSEND organized an international conference on the Food Crisis together with the group of the Least Developed Country members of the WTO.<sup>23</sup> The title of the conference was “WTO Rules and Food Crisis in the Least Developed Countries”. The conclusions of this conference were integrated into a WTO official document. Speakers at this conference were Ambassadors representing LDC missions in Geneva (Lesotho, Bangladesh, Zambia, among others) as well as high ranking officials representing international organizations.<sup>24</sup>

In 2010, CSEND was invited to participate in a conference organized in Madrid by the Ramon Aceres Foundation and the OECD Development Centre. Prof. Saner proposed different options to deal with the food security issue both from inside and outside the WTO framework.<sup>25</sup>

More recently, in 2012 CSEND prepared a short publication for ECDPM on “Food Security in Africa: Trade Theory, Modern Realities and Provocative Considerations for Policymaker”, taking a provocative perspective vis-à-vis mainstream trade policy thinking about food security in Africa, arguing that thinking around price volatility has yet to take the weight that it deserves in trade policy circles and that the challenges facing food security today are novel and require different thinking on the question of what policymakers may consider in designing institutional mechanisms for policy governance particularly those relating to the trade and food security in Africa.<sup>26</sup>

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<sup>23</sup> See <http://www.csend.org/conferences-and-forum/trade-policy-governance/item/152-wto-rules-and-food-crisis-in-the-least-developed-countries-ldcs>

<sup>24</sup> The programme of the conference is available from [http://www.csend.org/images/articles/files/20080719\\_Final\\_Programme.pdf](http://www.csend.org/images/articles/files/20080719_Final_Programme.pdf)

<sup>25</sup> See <http://www.csend.org/publications/trade-policy-governance/item/290-beyond-the-crisis-the-future-of-the-multilateral-system>

<sup>26</sup> See [http://www.ecdpm.org/Web\\_ECDPM/Web/Content/Content.nsf/0/A4F0395D8B7A59D8C1257A75004D367A?OpenDocument#sthash.kzO61PnV.dpuf](http://www.ecdpm.org/Web_ECDPM/Web/Content/Content.nsf/0/A4F0395D8B7A59D8C1257A75004D367A?OpenDocument#sthash.kzO61PnV.dpuf)

Food security has become a contentious and important topic during the WTO Bali Ministerial Conference in December 2013. India and other developing and least developed countries insisted on having right to hold food stocks. CSEND has studied this in its publications and seminars. This suggestion was then approved by the WTO Members at Bali Ministerial Conference.

Furthermore, CSEND's proposals in regards to transparency were considered in the Economic Partnership Agreement negotiation between the EU and West Africa.<sup>27</sup> The two sides eventually agreed to ensure the transparency of their respective policies and domestic support measures. To this end, Brussels will regularly report to West Africa its actual measures, including their legal basis, nature, and related amounts.

## 7. Non-equity modes of FDI

In 2005 Prof. Saner published a lead article (written with Anne Arquit) showing that CDM did not lead to more FDI.<sup>28</sup>

Because of this innovative analysis and the recommendations made, Prof. Saner was invited to participate as adviser for the preparation of the World Investment Report 2010.<sup>29</sup> The recommendations and input by Prof. Saner were very well received by the experts in charge of drafting the World Investment Report. Indeed, last year, the focus of the World Investment Report was on non-equity modes of FDI.

In addition, "Out of the box" solutions were proposed by Prof. Saner, which include non-equity modes of FDI.<sup>30</sup>

## 8. Financing Development: IMF, WB and trade regimes of LDCs

In 2007 CSEND prepared a policy analysis arguing that, all too often, the Fund's use of "conditionalities" for lending has stepped beyond its core legal mandate, particularly causing harm to the least developed countries' economic development, for example by dictating their trade policies.

Later in 2009, CSEND conducted a research on how to best include employment and decent work into the Poverty Reduction Strategy Papers (PRSP), the successor instrument of the IMF/WB following their failed Structural Adjustment Programme (SAP). CSEND drafted a major document titled "Decent Work and Poverty Reduction Strategies: An ILO Advocacy

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<sup>27</sup> See <http://ictsd.org/i/news/bridgesweekly/184071/>

<sup>28</sup> See Saner, Raymond and Anne Arquit. 2005. Exploring the relationship between FDI flows and CDM potential. *Transnational Corporations*, 14: 1-47. A list of publications on CDM and FDI is available from <http://www.csend.org/search?q=CDM&Itemid=101> and from <http://www.diplomacydialogue.org/component/search/?searchword=FDI&ordering=newest&searchphrase=all#content>

<sup>29</sup> See [http://unctad.org/en/Docs/wir2010\\_en.pdf](http://unctad.org/en/Docs/wir2010_en.pdf), page 102.

<sup>30</sup> "Out of the box" solutions were proposed by Prof. Saner well before the development of this study. See Saner (2011) "International governance options to strengthen WTO and UNFCCC", CSEND Policy Brief, available from [http://www.diplomacydialogue.org/component/docman/doc\\_download/109-20110611-international-governance-options-to-strengthen-wto-and-unfccc.pdf](http://www.diplomacydialogue.org/component/docman/doc_download/109-20110611-international-governance-options-to-strengthen-wto-and-unfccc.pdf). See also Arquit, Gage & Saner (2011) and Arquit & Saner (2005) on the Clean Development Mechanism.

Guidebook" and developed a 24 role negotiation simulation concerning PRSPs. The simulation was pilot-tested in Ethiopia (2003) and Cameroon (2005). The Guidebook was published by ILO, Geneva, April 2005.<sup>31</sup>

CSEND's policy analysis of IMF in relation to influencing trade régimes of LDCs led to G24-UN responses and decision by IMF-IEU, to conduct their own research on the topic confirming most of what CSEND had criticized.<sup>32</sup>

## 9. Stress of Humanitarian Workers – Humanitarian Work Psychology (HWP)

CSEND is pioneer in addressing the issue of stress of humanitarian workers. Dr. Yiu and Prof. Saner have started to write about this topic in 1990, when there was not psychologist at the ICRC. This important contribution has promoted a debate and since then, the issue of stress of humanitarian workers started to be addressed by the IOs.

Questions related to humanitarian work psychology have so far been largely overlooked by global development policy and policy makers. In 2012 CSEND, in collaboration with Massey University and Trinity College Dublin, organized a first roundtable in Geneva to discuss the relevance and needs to form a new area of study, namely, humanitarian work psychology in order to effectively address the needs of the humanitarian workers.<sup>33</sup>

In that occasion, a new book on HWP was presented. Whilst recognizing the importance of grand plans at the macro level, the aim of this book was to review how international organizations can be better organized and how Humanitarian Work Psychology can make a contribution to the wellbeing and successful performance of humanitarian workers and the organizational structures that support them, as well as the creation and maintenance of decent work for all.<sup>34</sup>

Later in 2012, CSEND also organized a 1st Introductory Workshop on "*Reconstructing the Social Fabric of Communities after War Trauma*".<sup>35</sup> This one-day workshop aimed at introducing key social science theories and techniques in reconstructing post-traumatic communities while lending support to the "helpers" who are pressed to intervene in uncertain territory with limited authority and leverage.

The roundtable and the book launch as well as the workshop, were unique events. Before CSEND, no single organization consistently analyzed this new field.

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<sup>31</sup> See <http://www.csend.org/projectsamples/policy-assignments/item/87-poverty-reduction-strategy-ilo-geneva?highlight=WyJpbWYiXQ==>

<sup>32</sup> See [http://www.csend.org/images/articles/files/20090305-G24\\_PB19\\_Saner\\_Guilherme.pdf](http://www.csend.org/images/articles/files/20090305-G24_PB19_Saner_Guilherme.pdf) and [http://www.csend.org/images/articles/files/JWT\\_IMF.pdf](http://www.csend.org/images/articles/files/JWT_IMF.pdf)

<sup>33</sup> See <http://www.csend.org/conferences-and-forum/csend-dialogue-forum/item/312-humanitarian-work-psychology>

<sup>34</sup> See <http://www.ebay.ca/ctg/Humanitarian-Work-Psychology-Alignment-Harmonization-and-Cultural-Competence-Palgrave-Macmillan-/111571760>

<sup>35</sup> See <http://www.csend.org/conferences-and-forum/conferences/item/313-1st-introductory-workshop-on-reconstructing-the-social-fabric-of-communities-after-war-trauma>



## 10. New diplomacies, particularly Business Diplomacy

CSEND has also pioneered in the development of another new field: New Diplomacies and Business Diplomacy. A very first publication on this topic has been prepared by the founders of CSEND in 2000. In addition, many activities and projects were implemented by CSEND in regards to new diplomacies in general, and Business Diplomacy in particular, through its Diplomacy Dialogue branch.

The mission of Diplomacy Dialogue is to facilitate contacts and exchanges amongst state and non-state actors, i.e., diplomatic actors representing countries (Ministry of Foreign Affairs or other ministries), enterprises (public or private sector), and civil society organizations. Policy dialogues are convened to address subjects concerning global governance, poverty reduction & equitable development and resolution of war and conflicts, may they be commercial, economic, communal or political. The aim is through constructive dialogue amongst stakeholders and collaborative confidence building measures to attain conflict resolution and sustainable development.<sup>36</sup>

Besides Business Diplomacy, CSEND has also pioneered in developing new approaches such as Commercial Diplomacy, Cultural Diplomacy, Corporate Diplomacy, Development Diplomacy, Economic Diplomacy, Educational Diplomacy, Energy Diplomacy, Environmental Diplomacy, Humanitarian Diplomacy, Health Diplomacy, Migration Diplomacy, Peace Diplomacy, Political Diplomacy, Social Diplomacy and Trade Diplomacy. CSEND's publications on these topics have been extensively cited.<sup>37</sup>

Business Diplomacy has been added to the knowledge areas of the Dutch Clingendael Institute.<sup>38</sup> Having created the term "Business Diplomacy" and been the pioneer in publishing on this topic, Professor Saner was invited by Clingendael to write a chapter on Business Diplomacy for the institute.

## 11. China: action learning and action research

CSEND successfully contributed to the developments of China's effort in modernizing its public administration through a redesign of its training institutions and training capabilities.

CSEND implemented a three-year Sino-Swiss bilateral programme to modernise management training of senior civil service officials in China. Based on this experience, a publication was produced entitled "*Public Management Training in China: A Sino-Swiss Partnership 1986-1996*". This

The paper analyzed the situation of China's administrative training network and the need to upgrade the training approaches at the national level. As a second step, the paper shed light on an example of technology transfer in the field of modern management training and institution development know-how involving the authors institution and their Chinese

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<sup>36</sup> A list of activities in the field of Business Diplomacy is available from <http://www.diplomacydialogue.org/component/search/?searchword=business+diplomacy&ordering=&searchphrase=all>

<sup>37</sup> A list of publications in these fields is available from <http://www.diplomacydialogue.org/publications> and a list of conferences organized is available from <http://www.diplomacydialogue.org/conferences>

<sup>38</sup> See <http://www.clingendael.nl/>



counterparts' institution called China Training Centre for Senior Personnel Management Officials (CTCSPMO).<sup>39</sup>

## 12. Case Method in Management Training

CSEND was also a pioneer in promoting a culturally adapted approach case teaching. A lead article was produced in 1994 entitled "*European and Asian Resistance to the Use of the American Case Method in Management Training: Possible Cultural and Systematic Incongruencies*".<sup>40</sup> In this contribution to the use of the Harvard-style method in the training of managers, a transfer problem was identified. This is manifested in the difficulties presented for many non-American students in the use of traditional case-studies. As a result, an example of a revised case method was proposed which offers more educational flexibility and better acceptability.

This article is still being cited by the specialized literature. Furthermore, it was recently recognized as a lead article in the field by Prof. Kent Weaver from Georgetown University at a conference organized in 2013 by the Hertie School of Governance on "Case Study Teaching at Public Policy Schools: What are the Issues?".<sup>41</sup> Copies of this leading article have also been included in the case teaching library.

## 13. Positing CDM promotion with FDI flow in China

CSEND played a key role in supporting the CDM promotion with FDI flow in China. In 2005 CSEND gave a Workshop in Xiamen, China on CDM Investment: A Multi-Stakeholder Simulation Exercise "*Can We Make a CDM Deal?*" during the 9th China International Fair for Investment & Trade. This workshop was organised by United Nations Conference on Trade and Development (UNCTAD), Geneva, and sponsored by State Secretariat for Economic Affairs (SECO).<sup>42</sup> China became one of the largest CDM suppliers by 2008.

## 14. Monitoring as a results-based approach to EIF

CSEND has proposed an innovative approach for an enhanced monitoring mechanism within the context of the EIF.<sup>43</sup>

In 2003, CSEND developed a Three Stage Model for Institutional Capacity Building which constituted a learning architecture bridging the individual training on trade rules to upgrade

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<sup>39</sup> See <http://www.csend.org/publications/public-administration/item/4-public-management-training-in-china-a-sino-swiss-partnership-1986-1996?highlight=WyJjaGluYSIsMTk4NI0=>

<sup>40</sup> See <http://www.csend.org/publications/organisational-studies/item/20-european-and-asian-resistance-to-the-use-of-the-american-case-method-in-management-training-possible-cultural-and-systematic-incongruencies?highlight=WyJjYXNliiwibWV0aG9kliwiY2FzZSBtZXRob2QiXQ==>

<sup>41</sup> See <http://www.hertie-school.org/media-events/news/news-details/article/case-study-teaching-at-public-policy-schools-what-are-the-issues/>

<sup>42</sup> See <http://www.csend.org/announcements/sample-of-major-events-by-csend-in-2005/item/190-can-we-make-a-cdm-deal?highlight=WyJ4aWFtZW4iLDlwMDVd>

<sup>43</sup> See <http://www.csend.org/trade-policy-governance-cat/trade-aid-for-trade>

trade institutional capacities. The model of CSEND was published as an official UNCTAD Trade and Development Board note (TD/B/50/9, TD/B/WP/168).<sup>44</sup>

In 2005 a first article was published highlighting the need to reconsider the approach to technical assistance and capacity building for LDCs and calling for improved aid.<sup>45</sup>

A time later, a pioneering paper was published in 2010 focusing on the criteria of "Paris Declaration 11: Need for Monitoring" and suggesting a stronger focus on monitoring and less on evaluation of Aid for Trade (Aft) and Enhanced Integrated Framework (EIF) programmes and projects.<sup>46</sup> The paper proposed an outline for an Evidence-Based Monitoring System as the backbone of the Aid for Trade and EIF implementation process. The article received very positive feedback from the trade and development community and was extensively cited.

Based on the knowledge and expertise acquired throughout the years, CSEND was appointed member Development Finance Network (DeFiNe) of the OECD. In addition, some of CSEND's ideas and recommendations were included in the chapter on Monitoring and Evaluation of the EIF Compendium.<sup>47</sup>

## 15. Circular migration, training, remittances and entrepreneurship development

CSEND has worked on the issue of circular migration linking migration, training, remittance and entrepreneurship development in the sending countries.

A paper on "Population Ageing and lack of semi-skilled workers in Switzerland: A new migration card?" was published in 2009.<sup>48</sup> The paper showed evidence of an aging population and raised the question how to replace the decreasing local workforce in the health and social sector and suggested that the current labour and immigration policies need to be re-assessed in view of the fact that job replacement through European immigrants does not offer certainty to re-balance the current and future imbalances of the labour market and hence alternatives to the current immigration laws need to be identified which might also allow for planned labour immigration of semi-skilled labour from non-European countries including from those which are currently the origins of the mass migration of refugees and economic migrants to Europe and Switzerland.

CSEND has also participated in different conferences organized by the GFMD (global Forum for Migration and Development) and addressed the link between cross-border cooperation, entrepreneurship and sustainable development.<sup>49</sup>

In light of the massive migration flows from Middle East and Africa, CSEND's proposal to design cooperation between European countries in general and Switzerland in particular to create developmental links between a) vocational education (cooperation between VET schools in Europe/Switzerland and regional educational institutions in the MENA region), b)

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<sup>44</sup> See <http://www.csend.org/trade-policy-governance-cat/trade-aid-for-trade/item/304-csend-three-stage-model-for-institutional-capacity-building>

<sup>45</sup> See <http://www.csend.org/images/articles/files/20090606-No5TechnicalAssistanceandCapacityBuildingforLDCs-finalversion.pdf>

<sup>46</sup> See <http://www.csend.org/images/articles/files/20101204-46410558.pdf>

<sup>47</sup> See [https://www.enhancedif.org/en/system/files/uploads/eif\\_me\\_framework.pdf](https://www.enhancedif.org/en/system/files/uploads/eif_me_framework.pdf)

<sup>48</sup> See [http://www.csend.org/images/articles/files/20091019-VE\\_20E\\_Saner.pdf](http://www.csend.org/images/articles/files/20091019-VE_20E_Saner.pdf)

<sup>49</sup> A list of conferences is available from <http://www.csend.org/search?q=entrepreneurship&Search=>

apprenticeship training in subsidiaries of European companies located in the Middle East and Africa, c) circular labour migration of the educated and trained MENA work force to European countries in need of labour particularly in the health and social sector due to the impact of aging populations, and d) to prepare the return of the trained circular work force back to the MENA region by linking remittances with venture capital provided by financial institutions from European countries.

## 16. Cultural Diplomacy for sustainable development

Back in 2000, Prof. Saner and Dr. Yiu proposed a new approach in the field of cultural diplomacy. A paper entitled “Developing Sustainable Trans-border Regions: The need for Business Diplomats, Entrepreneurial Politicians and Cultural Ambassadors” was published that year. The objective of this paper was to focus on one aspect of European regional integration which has been given insufficient attention so far by scholars and policy analysts alike. This paper aimed at addressing the missing link in regional studies and proposed social roles which could facilitate deepening of trans-border integration. The social roles proposed are Business Diplomat, Entrepreneurial Politician and Cultural Ambassador.<sup>50</sup>

More recently, CSEND took part of UNECE’s Working Group on Environmental Impact Assessment and Strategic Environmental Assessment. A presentation was made about Cyprus as a case of successful cross-border environmental cooperation.<sup>51</sup>

## 17. Inclusion of employment in Poverty Reduction Strategy Papers (PRSP)

CSEND has advocated for the inclusion of employment in the PRSPs as a way to strengthen the policies implemented by LDCs in this sector.

In 2005, CSEND designed an advocacy guidebook for staff and constituents and conducted research on how to best include employment and decent work into the PRSP, the successor instrument of the IMF/WB following their failed Structural Adjustment Programme (SAP). CSEND drafted a major document titled “*Decent Work and Poverty Reduction Strategies: An ILO Advocacy Guidebook*” and developed a 24 role negotiation simulation concerning PRSP.<sup>52</sup> The simulation was pilot-tested in Ethiopia (2003) and Cameroon (2005).

This was CSEND’s contribution to the increasingly and more systematically inclusion of employment issues in the PRSP.

## Conclusion

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<sup>50</sup> See <http://www.csend.org/publications/negotiation-a-diplomacy/item/37-developing-sustainable-trans-border-regions-the-need-for-business-diplomats-entrepreneurial-politicians-and-cultural-ambassadors?highlight=WyJjdWx0dXJhbCIsImRpcGxvbnWFjeSjd>

<sup>51</sup> See <http://www.unece.org/env/eia>

<sup>52</sup> See <http://www.csend.org/publications/development-int-rel/item/46-decent-work-and-poverty-reduction-strategies-prs-an-ilo-advocacy-guidebook-for-staff-and-constituents?highlight=WyJwcnNwll0=>

Over the past 20 years, CSEND has been an active player in the international development arena. Proof of this success is the vast amount of events, projects and publications in which CSEND was involved.

CSEND's contribution was not only recognized through its participation and / or organization of projects. As it was highlighted above, many innovative ideas proposed by CSEND were well taken by international organizations and country representatives and, in some cases, even published as official documents.

Several CSEND papers were published by the WTO NGO Section. Particularly in the case of agriculture and tourism, the ideas of the discussions during the events organized at the WTO, were very well received by the LDCs. In these two cases the LDC Group at the WTO supported CSEND and decided to translate these ideas into a WTO official document.

Participation in different projects around the world and collaboration with many different stakeholders allowed CSEND to build an extraordinary diverse and truly global network of experts. The Centre has a small, dynamic and multicultural team, providing research, technical consulting, and project design and implementation backup support. This allowed for the adoption of a transversal and multi-sectoral focus for action.