

Issue Paper

for consultations on the proposed Commission Communication “Strengthening the Role of the Private Sector in Achieving Inclusive and Sustainable Growth in Developing Countries”

1 Background

The Commission intends to issue a Communication on the role of the private sector in and for development. This paper explains the background and objectives of this exercise, and presents issues and questions on which the Commission would like to invite contributions during consultations on the proposed Communication from interested stakeholders.

1.1 New global challenges and relevant policy context

Since the adoption of the last Commission Communication on Private Sector Development in 2003¹, the role of the private sector in development cooperation has significantly changed, and also the policies and tools for our support to private sector development have evolved considerably.

Private investment in developing countries strongly increased, while the importance of South-South economic relations is continuously growing. Yet, many of the challenges the world faces today also represent major constraints to private sector growth that is inclusive and sustainable. **Many African economies experience high rates of growth, but the number of jobs created locally is low, and inequality is increasing.** Jobs are also needed to restore social cohesion and political stability in Fragile and Conflict Affected States. The aftermath of the financial and economic crisis of 2008-09 as well as food and energy prices volatility influences the poverty impact of growth. On one side, reduced growth prospects all over the world hamper the capacity to achieve inclusive growth since the poor are generally those who are affected the most and are the slowest to recover from the crisis, while, on the other side, increased price volatility makes sound investment decisions difficult for both producers and consumers. An estimated 80 percent of enterprises in developing economies, approximately 280-340 million, are part of the informal sector. Moreover, 1.3 billion people in the world are still without access to electricity – almost 600 million thereof in Africa. Increasing competition for land, water, raw materials and other natural resources, in particular due to depletion and degradation, requires substantial efforts from developing countries and the international community to adapt institutions, regulatory frameworks and enforcement capacities to the new challenges, as well as from the private sector to develop new and innovative business models based on principles of sustainable production and consumption. Above all, climate change risks are putting prosperity out of reach of millions of people in the developing world, and threaten to roll back decades of development.

Many of these global challenges are being addressed in international policy processes that define the context in which the proposed private sector communication will be framed.

The main policy orientations for the private sector Communication will come from the EU's ‘Agenda for Change’, which stresses the need to develop new ways of engaging with the private

¹ Commission Communication “European Community Co-operation with Third Countries: The Commission's approach to future support for the development of the Business sector” [COM(2003) 267 final].

sector to leverage private sector activity and resources (including through our blending mechanisms) for achieving sustainable and inclusive growth. Moreover, the EU recognises that economic growth needs an enabling business environment and a competitive local private sector that is equipped to harness the opportunities offered by globally integrated markets. The private sector Communication will also be aligned with current discussions on the role of the private sector in a post-2015 global agenda. The Communication “A Decent Life for All” considers the role of core drivers for inclusive and sustainable growth, in particular in providing essential human development services and creating growth and decent jobs, as one of five priority area on which the post-2015 goals can be built. At the same time, the Communication defines as one of the principles for a post-2015 overarching framework that it should be developed and implemented in close partnership with the private sector and other civil society partners. Regarding Financing for Development beyond 2015, the EU favours a comprehensive and integrated approach in which the private sector is looked at as an important source of external finance and domestic resource mobilization. In this context, the Communication seeks to contribute to identifying the role and responsibility of the private sector in the transformation towards a green economy as envisioned at the Rio+20 UN Conference on Sustainable Development.

And finally, an objective of the private sector Communication will be to foster implementation of the commitments made by the EU at the Busan High-Level Forum on Aid Effectiveness regarding support to private sector-led growth and development partnerships with the private sector. These commitments have raised expectations on the side of stakeholders (private sector representatives, development banks, Member States, partner governments, and civil society organisations including NGOs, trade unions, cooperatives etc.) for the Commission to operationalize them and define the EU’s role and value added in contributing to them.

1.2 Purpose and scope

The **rationale and purpose** of the proposed Communication are:

- to formulate in more operational terms our strategy on working for and with the private sector in development cooperation;
- to update the 2003 Communication on Private Sector Development in light of a changing world, as well as by taking into account the conclusions and recommendations from the thematic evaluation of private sector development support over the period 2004-2010, and the programming of PSD support for the period 2014-2020;
- to elaborate on the role of the private sector in contributing to global development goals and poverty reduction in the context of a post-2015 global agenda, and in the transformation towards a green economy (Rio+20).

The proposed Communication intends to address the following **issues** that will be refined based on contributions received during the consultation process with stakeholders:

- based on recommendations from a recent thematic evaluation of past EU private sector development support, to strengthen the focus on employment creation in private sector development programmes, especially for youths and the most vulnerable, acknowledging that having a decent job is the best insurance against poverty and safeguard of social cohesion especially in situations of fragility;
- in parallel with the programming exercise, to propose ways to better integrate private sector development (including through our blending mechanisms) into support strategies of other sectors such as agriculture, energy, transport, environment, water, health, and to identify modalities for using the private sector as a delivery channel in these sectors;
- to foster implementation of the Busan commitments regarding private sector engagement for development, and elaborate on the role of the private sector in the transformation towards a green economy, and the design and implementation of a post-2015 global framework;

- based on an on-going study on private sector engagement for development and blending, to explore possibilities for the EU to add value to existing private-public development partnership programmes of Members States, to strengthen dialogue with the private sector, and to better harness private sector resources for development through the creation of “private sector windows” in the EU blending facilities;
- to call on the European and international private sector to increase efforts at integrating corporate social responsibility principles into their core business operations, including adherence to environmental, labour and human rights standards, and to increase transparency (in particular in the extractive industries) and tax compliance.

The **scope** of the Communication is proposed to be defined by the following dimensions:

- The Communication will seek to develop a strategy for strengthening the role of the private sector at two complimentary levels: through private sector development support to partner governments and intermediary organisations, and through coordinated EU action and structured dialogue with business to harness the private sector as a driving force in achieving inclusive and sustainable growth (private sector engagement for development).
- Within this dual focus, the Communication will address in a complementary manner other themes that are relevant from a private sector perspective but extend into policy areas for which the EU has adopted separate Communications or political strategies. These policy areas include trade, regional integration, infrastructure, human rights and the decent work agenda, environment and climate action, green economy, education and vocational training, food security, sustainable energy and the water-energy-food nexus, social protection, gender and youth issues, migration, strategic engagement with CSOs and local authorities in development, as well as the use of blending as an instrument in EU development cooperation.
- The Communication will recognize that the private sector comprises a great diversity of organizations ranging from small informal enterprises to large multinational corporations and financial institutions. There is therefore a need for differentiated strategies to engage with the various types of private sector actors for jointly achieving EU development objectives.
- The target of all EU support to private sector will ultimately be the local private sector in partner countries. The international and especially the European private sector will be targeted as a development partner where it contributes to local private sector development, for instance through investment, supply chain linkages, capacity development or technology transfer.
- In terms of geographical scope, the Communication refers to all regions covered by the external assistance mandate of DG DEVCO. However, in line with the ‘Agenda for Change’, a particular focus will be on low-income countries.

2 Approach to consultations

The consultation strategy laid out in the Roadmap foresees to hold a series of dedicated events and meetings with different stakeholders (incl. private sector representatives, social partners, NGOs, development partners, representatives of national and local authorities etc.). Moreover, relevant stakeholders are informed of the possibility to submit their views and opinions in writing. This approach to consultations is favoured because of the specific nature of the theme of the proposed Communication, and in view of the tight timeline set to accommodate the requested adoption of the Communication in April 2014.

Interacting with local and EU private sector representatives will be a main element of the consultation process to better understand how companies (European and local) can contribute to EU development policy objectives, and what the EU can do to support them in their engagement for development.

2.1 Consultations process and events

Various activities have been undertaken in the recent past, the outcomes of which feed directly into the preparation of the Communication. These include a thematic evaluation of the EU's support to Private Sector Development in third countries that has been completed in April 2013, and a study commissioned in December 2012 on "Engaging the private sector for development and extending the EU blending activities." Moreover, discussions with stakeholders on the theme of the Communication were held at the 2012 edition of the European Development Days in several high-level events organised by the Commission. Initial preparations for the Communication were also informed by the EU's participation in external fora on private sector support and engagement for development, including the EU Platform for Blending in External Cooperation; relevant working groups and task forces of the Donor Committee for Enterprise Development (DCED), the Busan Building Block on private-public collaboration (now Partnership for Prosperity), and the Informal Donor Network on Private Sector for Development. Internally, close exchanges with relevant DEVCO units have taken place from the beginning, and cooperation with other DGs were intensified on relevant policy initiatives like the EU CSR Strategy, the new partnership to help European SMEs seize international opportunities, and on matters of EU trade policy.

Following the publication of the Roadmap for the Communication in October 2013, direct consultations with external stakeholder groups like EU Member States, other donors and development partners, CSOs and private sector representatives were initiated in a range of dedicated consultation meetings and events. These consultations will further be intensified over the first quarter of 2014 with particular emphasis on consultation meetings in developing countries facilitated by local EU Delegations, as well as further meetings with relevant UN agencies (UNIDO, UNEP, UNCDF), the World Bank Group, the EIB and European Development Financing Institutions (EDFI group). This issue paper is intended to inform and guide these upcoming consultations.

3 Issues and questions for consultation

This section presents a variety of issues and related questions for each of the proposed themes and objectives of the Communication. The questions shall guide the consultation process and are meant to provide the Commission with a clearer picture from the perspective of stakeholders on the relevance, relative importance and completeness of the issues to be addressed in the Communication. The issues and questions cover a wide range of policy areas and instruments. Not all of them may be of interest and relevance to each individual stakeholder group of participants in consultation events. It is therefore possible to focus attention on a selected number of issues and questions. Besides direct feedback during consultation events that will draw on this issue paper, interested partners are invited to submit responses to relevant questions in writing (see contact details in section 4.2).

3.1 Terms and concepts in EU support to private sector development and engagement

This section provides a brief description of relevant terms and concepts used in EU development policy regarding private sector support and engagement with the private sector, and defines the space in which EU support can be relevant and complementary to efforts by Members States.

In the field of private sector development support, the EU will remain an important partner of governments and business intermediary organisations in developing countries for creating an enabling business environment and a competitive local private sector equipped to create decent jobs and harness the opportunities offered by globally integrated markets, while ensuring the contribution of the private sector to domestic resource mobilisation. Private sector development support by the Commission amounted to EUR 2,4 billion over the period 2004-2010, and will continue to be an important area of intervention in future national and regional programmes. In doing so, our support will focus on helping to overcome market failures that constrain private sector growth, while

encouraging market-based solutions where functioning markets exist and allow for efficient and inclusive outcomes. The effectiveness of our support to private sector development can be enhanced by working in partnership with the private sector (private-public collaboration) in the design and implementation of certain support programmes, for instance through private-public policy dialogue to identify business environment reform priorities, or by using the private sector as a delivery channel for development assistance and basic infrastructure services (including through PPPs).

On the other hand, the private sector has in recent years invested about 3.000 billion USD annually in low- and middle income countries (of which about 500 billion is Foreign Direct Investment). The working hypothesis for consultations with stakeholders is that not all of this investment is per se meant to achieve sustainable and inclusive growth for human development. In fact, we believe that it matters how the private sector engages in developing countries, and in what types of activities and sectors investments are being made. The “how” relates to the quality of investments in terms of companies’ respect of social, environmental and fiscal standards. It is determined by regulatory aspects of the business environment, and companies’ own voluntary Corporate Social Responsibility strategies and commitments in response to supply side constraints and demand side pressures by consumers asking for more sustainable and fair production and trade practices. The “what” related to the markets and sectors in which companies are active. Examples of private sector activities with a potentially high development impact include investments in sustainable agriculture, affordable access to energy, telecommunication, inclusive finance, and other innovative business models that can help to improve the lives of low-income populations. Such private sector activities that have a positive impact on development while at the same time being commercially viable are considered as private sector (engagement) for development.

In many cases, markets provide sufficient incentives for companies to make a positive contribution to the development of local communities and to minimising their environmental footprint on their own. In other cases, companies may face challenges that require collective action with donors, governments and/or civil society organisations to increase the development impact of private investment and trade in developing countries. Such private-public collaboration can, for instance, take the form of multi-stakeholder alliances, development partnerships, co-funding of innovative and impactful business solutions to development problems, blending of public grants with development loans and private funding.

The interactions between public support to private sector development and private sector activities in developing countries are illustrated in Figure 1 below.

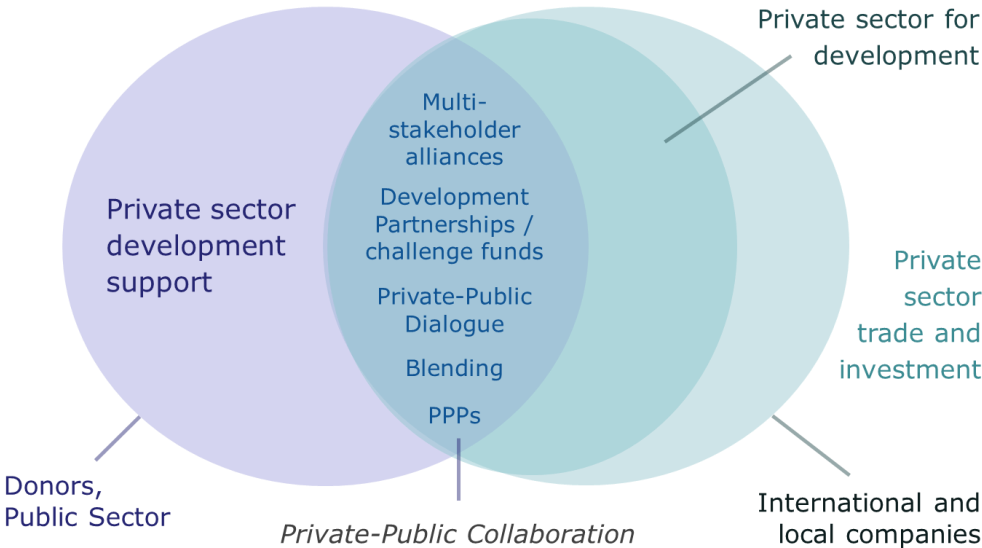


Figure 1: Terms and concepts in EU support to private sector development and engagement

3.2 Themes and issues of the communication and related questions for consultation

The following issues and questions shall be used to structure and guide consultations on the proposed private sector Communication. The questions represent a menu from which consultation hosts can choose those considered most relevant for each respective group of stakeholders invited for consultation.

An updated strategy for EU Private Sector Development support

Issue 1: Better targeted business environment reforms: The EU has traditionally been a strong partner of developing countries and business intermediary organisations in creating a more conducive business and regulatory environment for private sector-led growth. However, as evidenced in a recent evaluation, the effectiveness of these operations can further be enhanced by improving the quality and prioritisation of reforms to better reflect national/regional comparative advantage and the actual business needs in key sectors.

Question 1: Should the EU differentiate more between its support to improving the general investment climate (e.g. improving the public administration, fighting corruption), and business environment reforms that address more targeted regulatory constraints in particular industries/sectors? How should the EU approach the development of a business enabling environment in fragile and conflict affected states?

Question 2: How can private sector representatives be more effectively associated to identify business environment reform needs? Should collaboration with business intermediary organisations be intensified to improve awareness raising for business environment reforms and support to enterprise development?

Question 3: Do you agree that the EU should use its political weight more in policy dialogue, trade agreement negotiations, and through budget support to encourage business environment reforms in partner countries?

Question 4: Do you feel that international fora and agreements play a useful role in the improvement of the business environment in your country? Has international peer review led to improvements in your country? Should the EU work harder towards helping its partners engage in regional/international fora discussing the improvement of (aspects of) the business environment?

Issue 2: Increasing the employment impact and poverty focus of PSD support: In the pursuit of inclusive growth, job creation is increasingly becoming the main objective of PSD support. Yet, the evaluation of the EU's past support to Private Sector Development found that linkages between EU support and employment generation objectives often remained distant. Moreover, the EU could make better use of its PSD support to promote cross-cutting issues like women entrepreneurship or youth employment, as well as the Decent Work Agenda, with the particular objective to improve productivity and working conditions of workers and entrepreneurs in the informal economy.

Question 5: What actions should the EU pursue to address constraints for women and youths in developing countries that limit their capacity to participate in the economy as entrepreneurs or workers?

Question 6: How can private sector development contribute to improve productivity and conditions of firms and workers in the informal economy, allowing them to move up the formalisation path? How can actors in the informal sector and their support institutions be given a voice in policy dialogue on economic and regulatory reforms? How could social business, people-centred and solidarity models of

organising economic activity in developing countries be integrated in and promoted through EU PSD support programmes?

Question 7: What can companies do to contribute to better labour standards and worker rights? What government action is needed to complement and encourage voluntary commitments by companies?

Question 8: Should questions related to labour rights, safety at work, and enforcement of labour legislation and business taxation be integrated within the dialogue on private sector development with partner countries and private sector representatives?

Question 9: How can disaster risk management be better mainstreamed in PSD activities, thus contributing to building the resilience of populations exposed to risk and reducing their structural vulnerability and poverty?

Issue 3: Stepping up EU support to (M)SMEs: Micro-, small- and medium-sized enterprises are the main source of employment creation in developing and developed countries alike. The EU has longstanding experience in supporting its SMEs through European enterprise policies that should be harnessed to step up its support to SME development in partner countries. Moreover European companies have the potential to contribute to SME development in partner countries by integrating local SMEs into their supply chains. Finally, the EU development assistance programmes have the potential to create business opportunities and markets for local SMEs.

Question 10: What best practices in SME support are available in the EU that could be relevant in development cooperation? How can EU SME internationalisation policies contribute to the achievement of development goals?

Question 11: How can domestic firms and industries in developing countries be better integrated into global value chains? Can global value chains function as a source of economic governance in fragile and post-crisis countries?

Question 12: Which instruments could the EU use to promote innovation, technology development and transfer, and to ensure learning opportunities and the adaptation of new technologies in developing countries, including clean and low-carbon ones?

Question 13: How can EU sectoral support programmes (e.g. in agriculture, energy, health, education) be designed to generate local business and employment opportunities for the local private sector (e.g. through private sector involvement in implementation, local procurement, creation of business opportunities and market linkages etc.)?

Question 14: Do you consider that there would be a value added to put in place in partner countries an EU "forum/platform" to facilitate/enhance in particular local and EU SME and business contacts and investments?

Issue 4: Vocational Training and Capacity Development: Effective Vocational Education and Training and Skills Development with functioning links to the labour market is an essential element in encouraging growth and competitiveness, as well as in enabling countries to diversify their economies, generate decent jobs, and encourage sustainable business practices. Giving strong voice to employers when developing occupational standards and training programs, is a necessary step for ensuring demand driven and growth-oriented skills development. Furthermore, some countries have put in place co-financing mechanisms such as levy schemes to fund training that may lead to better outcomes in terms of quality and can be used as an advocacy tool for higher involvement of private sector on VET and skills development issues.

Question 15: How to encourage more systematic public-private collaboration for the definition and implementation of reforms and programmes related to VET?

Question 16: What approach to the provision of capacity development services to companies should the EU pursue? Should services be offered at subsidised rates, through co-financing mechanisms or more market-based approaches? In general which principles would have to be met when providing direct support to companies?

Issue 5: Access to Finance: Access to financial services is a major constraint to MSME development. The EU supports access to a diversified set of financial services both for households and MSMEs with interventions at all levels. In the past, this support was focused on capacity strengthening of financial intermediaries rather than the provision of capital for on-lending. More recently, the EU started expanding its support activities to reforms of the regulatory framework, the development of financial infrastructure organisations and the provision of capital to banks and MSMEs through regional investment facilities. The introduction of ICT is also dramatically changing the financial system landscape in developing countries.

Question 17: What strategy should the EU pursue in providing microfinance and supporting financial inclusion (like support through regional blending facilities, focusing on policy interventions at macro and meso levels, supporting innovative business models such as branchless or mobile banking, reinforcing existing initiatives such as CGAP etc.)? What areas of interventions should be targeted, or left to other partners (e.g. access to capital, technical assistance or a combination of both), and what delivery channel should be used (e.g. global loans to financial intermediaries, investment funds, impact investing etc.)? What do you consider the EU's comparative advantage and added value to be in this area?

Question 18: How to ensure that financial services are delivered in a way that is responsible, transparent, and likely to generate benefits for poor clients?

Question 19: How can the EU regional blending facilities be better used as instrument to provide access to finance to local SMEs and promote financial inclusion?

EU engagement with the private sector for development

Issue 6: Working in closer partnership with the private sector: The EU recognises in the 'An Agenda for Change' the need to engage more directly with private sector partners in development cooperation. Many EU Member States already have private-public development partnership in place, and close collaboration with the private sector is also an increasing element in South-South development cooperation.

Private-public collaboration can take many forms. For instance, public-private dialogue can increase the quality and relevance of public policies, can contribute to improving the investment climate in which enterprises operate and increase the accountability of public authorities vis-à-vis the private sector. Moreover, companies may require initial support in the development and piloting of green, inclusive and frugal innovations that can help improve poor peoples' lives, while preserving the natural environment on which the livelihood of most of them depends. Finally, innovative financial instruments such as blending can be used to mobilise private sector funding for development.

Question 20: What are your experiences with running or participating in public-private mechanisms or platforms for dialogue, information on support programmes, and knowledge sharing on development partnerships in your country or sector? Should the EU engage in supporting further private-public dialogue on development policies, programmes and partnerships?

Question 21: How do you evaluate the role of private-public collaboration in South-South development cooperation? Do you see scope for closer cooperation of the EU with new

emerging donors like China, Brazil or India? If so, what form should this cooperation take?

Question 22: What are the risks for donors like the EU of engaging directly with the private sector, and what principles or minimum criteria have to be applied to manage these risks?

Question 23: What would the EU have to change to make its blending mechanisms more relevant and attractive for private sector investors? What criteria would have to be met when combining EU grants with private sector resources to achieve development goals?

Issue 7: Using the private sector as “delivery channel” for development: The private sector's expertise and capital could better be used to achieve development outcomes in areas traditionally dominated by the public sector such as roads, energy, health, telecommunication, waste collection and processing, or urban transport. This requires looking at the private sector as a horizontal factor in a broad range of sectors and programmes.

Question 24: What approaches to, and experiences from private sector engagement in the delivery of public services in sectors such as energy, infrastructure, waste, water and sanitation, or health do you have, and do you think the EU should promote such approaches in its sectoral programmes?

Question 25: Under what conditions can Private-Public Partnerships (PPP) be an effective tool for delivering infrastructure services and public goods?

Issue 8: Private sector contributions to inclusive growth: For growth to be inclusive, it has to deliver benefits to poor people by providing them with economic opportunities that allow achieving sustainable livelihoods. A way for the private sector to directly contribute to inclusive growth is to engage in economic activities that have an immediate impact on the poor by including them into economic processes: as clients on demand side, and as producers, distributors or employees on the supply side. For the private sector, inclusive business includes driving innovations, building markets and strengthening supply chains to provide demand-oriented, accessible, affordable and high-quality products and services to the poor. For the poor, inclusive business means higher productivity, sustained earnings, increases in purchasing power, more economic choices, and greater economic empowerment.

Question 26: When, and under what conditions, should the EU engage with companies to encourage innovation and facilitate private sector investment into low-income markets?

Question 27: What risks (e.g. financial, reputation etc.) or constraints (lack of knowledge, partners, ideas or resources) deter companies from investing or scaling up inclusive business models? What role can there be for donors and/or CSOs in working with companies to mitigate these risks and constraints?

The role of the private sector in international development processes

Issue 9: The role of the private sector in the transformation towards a green economy: The private sector is a key actor in realising the potential of an economic development that generates growth, creates decent jobs, helps reduce poverty and achieves development within planetary boundaries. This requires framework conditions that give a value to natural capital besides the account for physical and human capital. Given that most of the poor directly depend on ecosystems for their livelihoods and food security, the conservation or rebuilding of natural capital (e.g. through measure to address land and soil degradation, protection of water resources) is vital also to achieving poverty eradication.

Question 28: How can private sector investment in green industries and innovation be promoted in developing countries (e.g. sustainable, low-carbon agriculture, renewable energy, clean technologies for cooking and burning fuels, recycling, eco-services etc.)?

Question 29: What does it take to achieve "leap-frogging" of developing countries to a green economy (i.e. economic development without repeating the "grow first, clean up later" path)? In particular how can the EU support private sector engagement that avoids investments in production and consumption practices based on outdated, in-efficient and polluting practices and technologies that will "lock-in" development path in unsustainability for many years to come?

Issue 10: The role and responsibility of the private sector in a post-2015 framework: It is increasingly being recognised that the post-2015 framework might have an active economic dimension anchored on the sustainable and inclusive growth agenda. To achieve this, the private sector should be addressed in a post-2015 global agenda at two levels: firstly, through a goal or targets on improving the conditions for the private sector (local and international) to contribute to inclusive and sustainable growth, and, secondly, by providing incentives for cooperation between private and public actors for joint action towards achieving sustainable development goals.

Question 30: Which post-2015 goals and targets could the EU possibly promote in the areas of inclusive and sustainable growth and private sector development?

Question 31: Should the international and local private sector be given a responsibility to meeting post-2015 goals in areas such as sustainable consumption and production, decent job creation, greenhouses gas emissions, resources efficiency, food security, or energy?

Final comment:

Please point out any missing aspect you consider important for the future EU private sector development policy and strategy for engaging the private sector in development cooperation.

4 Useful information

4.1 Reference documents

The following documents may serve as additional background on the theme of the Communication and related consultations:

- Roadmap of the Communication on "Strengthening the Role of the Private Sector in Achieving Inclusive and Sustainable Growth in Developing Countries"
(http://ec.europa.eu/governance/impact/planned_ia/docs/2014_devco_001_private_sector_communication_en.pdf).
- Evaluation of the EU's Support to Private Sector Development in Third Countries, April 2013
(http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/2013/1317_docs_en.htm).
- Evaluation of the EU's Support to Trade-related Assistance in Third Countries, May 2013
(http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/2013/1318_docs_en.htm).
- EESC Exploratory Opinion on the involvement of private sector in a post 2015 framework
(<http://www.eesc.europa.eu/?i=portal.en.rex-opinions.28370>).
- Thematic Guidance Note: Principles for engaging with private sector (30 July 2012).
- Communication "European Community Co-operation with Third Countries: The Commission's approach to future support for the development of the business sector" [COM(2003) 267 final]
(<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2003:0267:FIN:EN:PDF>).

- Communication "Increasing the impact of EU Development Policy: an Agenda for Change" [COM(2011) 637 final] (http://ec.europa.eu/europeaid/what/development-policies/documents/agenda_for_change_en.pdf).
- Communication "A decent Life for All. Ending poverty and giving the world a sustainable future" [COM(2013) 92 final] (http://ec.europa.eu/europeaid/documents/2013-02-22_communication_a_decent_life_for_all_post_2015_en.pdf).
- Communication "Trade, growth and development. Tailoring trade and investment policy for those countries most in need" [COM(2012) 22 final] (http://trade.ec.europa.eu/doclib/docs/2012/january/tradoc_148992.EN.pdf).
- Communication " A renewed EU strategy 2011-14 for Corporate Social Responsibility." [COM (2011) 681 final] (http://ec.europa.eu/enterprise/newsroom/cf_getdocument.cfm?doc_id=7010).

4.2 Contact details

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