



# Work Plan 2019-2020

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## LIST OF ACRONYMS

|               |   |
|---------------|---|
| <b>ACP</b>    | Africa, the Caribbean and Pacific                 |
| <b>AfCFTA</b> | African Continental Free Trade Agreement          |
| <b>AU</b>     | African Union                                     |
| <b>CSDP</b>   | Common Security and Defence Policy                |
| <b>ECDPM</b>  | European Centre for Development Policy Management |
| <b>ECOWAS</b> | Economic Community of West African States         |
| <b>EFSD+</b>  | European Fund for Sustainable Development Plus    |
| <b>EPA</b>    | economic partnership agreement                    |
| <b>EU</b>     | European Union                                    |
| <b>MFF</b>    | multiannual financial framework                   |
| <b>PCSD</b>   | policy coherence for sustainable development      |
| <b>REC</b>    | regional economic community                       |
| <b>UK</b>     | United Kingdom                                    |

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## 1. INTRODUCTION

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ECDPM's mandate focuses on Africa-Europe relations and the interface between the African and European continents. We seek to inform and influence European, African and international policies and to forge partnerships to work towards our mission, which is to make policies work for sustainable and inclusive development.

This annual work plan outlines the planned 2019-2020 activities for each of ECDPM's five programmes. The work plan covers the third year of the ECDPM 2017-2021 Strategy. That strategy explains the changing global context of our work and the rationale underlying the four areas of impact to which Centre activities contribute:

- Effective international cooperation frameworks and tools for tackling global challenges
- Legitimate and accountable public institutions and engaged societies
- Peaceful societies based on the rule of law, social cohesion and human dignity
- Sustainable economic transformation with shared prosperity and decent jobs

Our strategy implementation plan explains how we at ECDPM organise ourselves to deliver on the 2017-2021 strategy. Key building blocks are the following:

- The ECDPM way of engagement, including the theory of change approach that we apply in our planning, monitoring and learning processes and the way we address identified risks
- Our organisational structure, with five core programmes, each with its own long-term aim and context, and the horizontal support functions of the Centre
- The ECDPM approach to strategic planning and learning, monitoring and evaluation

EU institutional change will be a prime factor in the context in which ECDPM works in 2019. The year marks one of the periodic moments when European Parliament elections are held and new leadership is appointed to the Commission. One of the first tasks of the newly elected parliamentarians will be to hold hearings for each of the candidate Commissioners before they are formally approved. Another early task will be to finalise the EU's next multiannual financial framework (MFF). The year will therefore be one of policy renewal, change and new opportunities for ECDPM.

The context continues to be complicated by more volatile national politics across Europe, manifesting in a swing to the right and stronger Euroscepticism, as most clearly seen in Brexit. This is likely to be reflected in the European Parliament elections and in the new Commission. In turn, issues such as migration and asylum, which have already revealed deep differences between EU member states, could become even more contested. The wider international context presents challenges too. Growing tensions between the United States and China and the disruptive role played by Russia make for an unpredictable setting for both Europe and Africa to manage their international cooperation.

Africa, not just Europe, is seeing change in its institutions, though 2019 may be less of a watershed year for Africa. The African Union (AU) reform process is ongoing, and serious efforts are being made to tackle the financing issues that have bedevilled the AU. A continental free trade area is being established, and progress is being made on economic development and on engagement with the 2030 Agenda. Finally, the two continental bodies have a common agenda that will play out in 2019: the post-Cotonou negotiations will run through the year and there will be continuing dialogue on migration.

## 2. EUROPEAN EXTERNAL AFFAIRS

**Changing politics in Europe and internationally are having a strong bearing on the EU and its foreign policy, affecting Europe's ability to play a more significant role in addressing global challenges. The European External Affairs programme supports the EU institutions and member states in working towards coherent and effective foreign and development policy, particularly in Africa.**

The volatile geopolitical order and changing national politics will continue to influence foreign and development policy at the EU and member-state level. European parliamentary elections are set for May 2019. At the end of 2019, a new European Commission will take office, accompanied by a new President of the European Council and a new Vice President and High Representative for Foreign Affairs and Security Policy. This will significantly influence the political direction the EU takes in the next five years. In this context of outgoing and incoming leadership, it may be difficult to make progress on some political dossiers. Yet, we may see attempts by some to secure a legacy. Negotiations around the post-Cotonou framework will continue. Clarity is likely to emerge on who will negotiate on behalf of whom and the shape of the future partnership between Europe and Africa. Lastly, the United Kingdom's exit from the EU, scheduled for 29 March 2019, will affect the size and power of the EU, though without changing its fundamental structure.

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### 2.1 INTEGRATED EU EXTERNAL ACTION

We will work with stakeholders in pursuit of more coherent and integrated EU external action. We will analyse how global and domestic political change in Europe impacts EU foreign and development policy, funding priorities and the balance struck between the EU's interests and its values. Our work on Brexit will look at the potential impacts of Brexit on EU-UK relations in the areas of development, trade and international cooperation with partner countries. We will continue to follow the negotiations on the new EU multiannual financial framework (MFF), particularly on Heading 6, 'Neighbourhood and the World'. How to strike a balance between sufficient budgetary flexibility in EU external action and adequate control mechanisms by member states and the European Parliament will also be a topic of further research.

We will focus on challenges and opportunities for a more united EU external action, particularly towards Africa. Here we will seek to identify possible improvements in EU policies and actions for sustainable development and work with colleagues from the Security and Resilience and Migration programmes. To this end, we will seek to better grasp the political dynamics in member states, but also the role of other states and private actors, and how they inform or hamper EU external action. We will continue to follow the implementation of the EU Global Strategy and the European Consensus on Development.



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## 2.2 EU DEVELOPMENT POLICY AND PRACTICE

We will address questions related to how EU policies and programmes are implemented in partner countries, and how the new MFF and other financing instruments impact development cooperation. Activities in both these areas will be linked to an in-depth analysis of EU programming, a process scheduled to start in 2019. EU programming will define where choices are made on priority sectors and country allocations. One priority we will pursue is the integration of gender and climate concerns into the EU programming cycle.

We will furthermore work on joint engagement among EU institutions and member states, as well as on-the-ground linkages between development, humanitarian assistance, and peace and security. We will offer evidence and advice on key issues regarding financing for development, including both traditional funding instruments and new modalities, such as trust funds, blending and the EU External Investment Plan. We will approach this work also in collaboration, particularly with colleagues from the ECDPM Economic and Agricultural Transformation programme. We will also look at forms of collaboration that go beyond financing, for example, technical assistance, triangular cooperation and promotion of global public goods. In particular, we will focus on opportunities offered by the MFF and EU programming to modernise EU relations and sharpen EU tools for middle income and least-developed countries.

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## 2.3 AFRICA-EU RELATIONS POST-COTONOU

Europe and Africa are increasingly shaping their relations outside the framework of the Cotonou Partnership Agreement. Yet, governments and institutions on both sides have long been reluctant to look beyond this aging framework to a new partnership structure for the two continents after 2020. Our work in 2019 will concentrate on the political, diplomatic, economic and legal aspects of ACP-EU relations. We will adopt a fundamentally forward-looking perspective on options for the continent-to-continent partnership.

Drawing on expertise throughout ECDPM, the programme will seek greater understanding of the changing dynamics within and between Africa, the Caribbean and Pacific (ACP) and the EU. In particular, we will focus on how these dynamics impact negotiations on future ACP-EU and Africa-EU partnership. We will inject critical evidence on sensitive topics related to both partnership structures (e.g., the place of North Africa) and partnership substance (e.g., political dialogue on migration). We will also analyse the negotiating positions and institutional and member state interests, while providing valuable and timely input to feed the negotiating process. Our work will draw on previous analyses and develop new insights. We will deepen our long-standing engagement with stakeholders in Europe, in Africa, including North Africa, and in the Caribbean to facilitate inclusive debate and advance the discussions beyond Europe and Brussels alone.

# 3. AFRICAN INSTITUTIONS AND REFORM DYNAMICS

African countries and regions are taking steps to develop and implement policies to promote their own socio-economic development. Peaceful political handovers, progress in economic reform and poverty reduction are happening. But progress is not a straight line. Meaningful institutional reform is often undermined, hijacked or even reversed by groups or individuals operating according to particular interests and incentives and a combination of formal and informal 'rules of the game'. Rather than discounting hurdles as anomalies or as risks to be managed, the African Institutions and Reform Dynamics programme studies the actors and factors at work within different reform processes. It does so by analysing the political economy drivers and constraints to reform at the continental, regional and national levels.

At the continental level, 2019 will see continuation of the African Union (AU) reform agenda and finalisation of the negotiations on the African Continental Free Trade Agreement (AfCFTA). These developments raise many questions: about implementation, but also regarding their implications for co-existing regional arrangements and wider efforts to integrate African markets. Progress in regional processes is heavily dependent on political and economic institutions and dynamics at the national level. The numerous presidential elections set for 2019 therefore need to be understood in terms of the opportunities and risks they present for national and regional reforms. Long-term institutional change will only be possible with increased mobilisation of regional and national resources and strengthened state-society relations.

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## 3.1 REGIONAL MARKETS AND INSTITUTIONS

The AU reform process stands out as a key ongoing institutional process. It must be understood, as it offers opportunities for external partners to constructively support institutional strengthening, including in the area of improved governance for increased financial support to the AU from its members. This relates back to the AfCFTA too, because the end product of those negotiations and the mechanisms set up to implement the continental free trade area have important implications, reflecting the political economy of relations between countries and within states. The programme will build on the work of the Political Economy Dynamics of Regional Organisations (PEDRO), looking at other national-regional dynamics such as the changing situation around Ethiopia and the Horn of Africa; relations between Morocco and the Economic Community of West African States (ECOWAS); and transport corridor development in West and East Africa.

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### 3.2 STATE-SOCIETY RELATIONS

At the national level, a key area of work relates to the political economy of economic and political reforms in Tunisia. Our activities here aim to disentangle the different local, national, regional and global factors that influence the way institutional reforms are undertaken. We will also seek to unravel the implications of these factors for actors such as the EU. Another concrete possibility for engagement in country-level state-society relations in the coming years is a project on progressive tax reforms in Tanzania. Reforms of tax policy and administration are a key element of state-society relations that needs to be understood in terms of structure, institutions and incentives. Finally, we will look at the implications of the growing recourse to justice systems around elections. Particularly, we will seek to understand whether this reflects a judicialisation of politics or a politicisation of courts.

## 4. MIGRATION

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### THE END GOAL IS TO FOSTER A COMPREHENSIVE AND BALANCED APPROACH TO MIGRATION ON BOTH CONTINENTS

**Migration and displacement pose major challenges. But they can also be a strong driver of social and economic change and sustainable development. Our work on migration provides an evidence base and fosters policy dialogue relevant to both European and African actors. The end goal is to foster a comprehensive and balanced approach to migration on both continents.**

The African agenda on migration got a boost with the AU's revised Migration Policy Framework for Africa and Protocol on Free Movement of Persons. Adding to these is the envisaged establishment of the African Observatory for Migration and Development. Many African countries, however, still have not developed strategic policy frameworks on migration and development. In Europe, the topic of migration and asylum has revealed deep differences between EU member states. The European Agenda on Migration and the EU Partnership Framework, nonetheless, continue to guide the EU's migration policies. These policies will continue to influence negotiations on the 2021-2027 MFF and the post-Cotonou partnership with African partners. As the dynamics around the United Nation's adoption of the Global Compact on Refugees and Global Compact on Safe, Orderly and Regular Migration reveal, there are conflicting narratives and dynamics within Europe, and between Europe and Africa on migration related challenges.

### **EU international cooperation on migration**

The programme will analyse the impact of migration on European development cooperation and negotiation of the MFF. We will further explore implementation of the EU Trust Fund for Africa. Here we aim to provide evidence to test assumptions underlying how Europe addresses irregular migration abroad. We will also document lessons from approaches that integrate development cooperation and humanitarian assistance in situations of displacement. Our focus will further be on monitoring the implementation of the EU Partnership Framework and developing comprehensive long-term migration policies in Europe that include a development orientation.

### **Migration and development agendas in Africa**

We will conduct research on institutions, policy processes and practices related to migration and development in Africa, putting a focus on the Sahel and the Horn of Africa. This research will include the AU and regional economic communities (RECs). It will focus on implementation of the agreed continental and global policy frameworks and joint initiatives between Europe and Africa. Combining insights from Africa and Europe and being sensitive to various interests, we will analyse how migration is integrated into wider Europe-Africa policy processes, such as the post-Cotonou negotiations amongst others.

### **Migration and its links to other policy areas**

We will explore implementation of elements of globally agreed migration frameworks by EU and AU institutions and member states. A particular focus will be the interrelations between migration and other thematic areas that are part of the global agenda, such as trade, private sector development and gender. Our research aims to feed policy-relevant dialogues to foster debate and policy implementation.

# 5. SECURITY AND RESILIENCE

Peace and security remains a salient topic on the agenda of African and European decision makers. African and European institutions are often confronted with a choice between focusing on short-term responses to violent conflict or investing in long-term, structural engagements that have preventive and reconstructive elements. ECDPM's Security and Resilience programme contributes to institutionalised, inclusive, long-term peace and security responses.

The AU has set ambitious goals in the area of peace and security for the next two years. In addition to its 'Silencing the Guns by 2020' initiative, the broader AU reform agenda revisits the principle of subsidiarity between the AU and regional organisations (RECs and regional mechanisms). The AU has also agreed to improve the funding of AU-mandated peace and security operations on the continent.

Within Europe, too, we see growing momentum for strategic engagement to prevent and respond to violent conflicts abroad. We will respond to the rising demand within the EU institutions and member states for information and facilitation processes for joint policies, cooperation frameworks and action in this domain. But EU member states' foreign policies, including their responses to conflict and fragility, remain largely focused on national interests. This has sometimes worked against EU efforts to work in more integrated and effective ways. Going forward, the EU-Africa partnership in peace and security will also be influenced by developments in the negotiations around the new post-Cotonou partnership.

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## 5.1 PROMOTING COMPREHENSIVE EU APPROACHES

We will focus on development and implementation of more integrated EU frameworks, policies, tools and financing mechanisms, including partnership modalities and methods of crisis response, conflict prevention and peacebuilding. In the MFF debate, we will closely follow the question of financing for peace and security in conflict-prone countries. Part of this effort will be geared towards the functioning of the EU Common Security and Defence Policy (CSDP) and the future role of CSDP missions and operations in EU external action. For this, the programme will build on its involvement in the ongoing Horizon 2020-funded CIVILnEXT project. Another area of focus will be EU activities in conflict prevention and peacebuilding. These are expected to be on the EU's agenda in 2019, in connection with the Global Strategy for the EU's Foreign and Security Policy which will have long-term effects on EU's approaches to peace and security abroad, and in Africa in particular.

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## 5.2 MONITORING AND ASSESSING IMPLEMENTATION OF THE AFRICAN PEACE AND SECURITY ARCHITECTURE

Peace and security dynamics in Africa are constantly evolving. There is a growing call for African ownership of African peace and security issues. We will closely follow this deepening debate, and partner with relevant organisations based in Addis Ababa and elsewhere on the continent to add value in various thematic areas, including gender in relation to peace and security. Monitoring and assessing the impact of the African Peace and Security Architecture (APSA) and regional policy processes and frameworks pursued through the RECs is one way we will contribute to African-led, institutionalised responses to conflicts on the continent.

In 2019, the programme will seek greater cross-fertilisation between its extensive experience with European decision-making processes and its growing experience in African peace and security dynamics. By brokering knowledge in two directions, we hope to advance a well-informed Europe-Africa security partnership.

# 6. ECONOMIC AND AGRICULTURAL TRANSFORMATION

Economic and agricultural transformation is central to most African and European development strategies. The aim of such transformation is to create more and better jobs, to end hunger and to stimulate sustainable economic growth. We want to help accomplish these goals. The Economic and Agricultural Transformation programme focuses on the private sector, finance, trade, regional integration and sustainable food systems.

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## 6.1 TRADE, INVESTMENT AND FINANCING FOR SUSTAINABLE DEVELOPMENT

Stimulating investment for decent job creation and sustainable growth is at the core of the Africa-Europe partnership. The objective is to better harness private sector initiatives and finance towards sustainable economic transformation, with a specific attention to fragile and poorer countries. Indeed, investment is crucial to achieve the global 2030 Agenda and the AU's Agenda 2063. With the establishment of the European External Investment Plan and a proposed plan to extend the European Fund for Sustainable Development to all developing countries (EFSD+), rapid changes are ahead in Europe's financial architecture. These, combined with other international initiatives, such as the G20 Compact with Africa, will impact on Africa's ability to sustainably finance its development.

For a lasting impact, these changes should build on Africa's own dynamics, initiatives and institutions. They should also harness the potential of trade and regional integration in Africa. Promising areas to explore here are the African continental free trade area adopted in 2018 and potential synergies between it and implementation of the economic partnership agreements (EPAs).

### Trade

The work stream on trade will focus on coherence between the EU's trade architecture, policies and development objectives and enhanced partnerships with the ACP and its trade policies. In particular, we will collaborate in multi-stakeholder initiatives to enable the private sector to better take advantage of trade agreement opportunities (especially in international value chains) at the regional level in Africa (particularly southern Africa), through inclusive and sustainable value chains. We will also approach this theme in association with the EPAs, seeking ways to make trade more effective, inclusive, sustainable and gender-sensitive.

ECDPM will continue to play an active role as a member of the Joint Consultative Committee of the Caribbean-EU EPA. In parallel, we will analyse opportunities and challenges for promoting coherence between EU trade policies and other European external and development policies of both EU institutions and EU member states. This is part of the Horizon 2020 RESPECT project, carried out with top European universities and think tanks. Our work here will zoom in on the emerging EU economic diplomacy. We will look both at coherence across EU policies and at combining European commercial interests with geostrategic concerns. In doing so, we will focus particularly on inequality issues and on how to better integrate the gender dimension of trade, including informal activities.

### **Financing**

The programme's work stream on financing will track Europe's rapidly changing financial architecture and implications for developing countries, particularly those in Africa. We will analyse the development potential - notably in terms of job creation and gender inclusion - and implementation challenges of the EU External Investment Plan. We will focus on the MFF proposal as well, seeking to bring out opportunities for more efficiently leveraging private finance for sustainable development and decent job creation. This could be done, for example, through the EFSD+ and by reconsidering the roles of the development finance institutions, the European Bank for Reconstruction and Development (EBRD) and the European Investment Bank (EIB). We will look at synergies among them and the merits of setting up a dedicated European development bank.

In cooperation with international and African institutions, we will investigate how to strengthen the local dimension and ownership of blended finance in Africa. Here, we will look at the experiences in North Africa and sub-Saharan Africa, and at the women economic empowerment and climate change dimensions.

We will also continue to address African countries' mechanism and practices to fight illicit financial flows (IFFs) and identify how these efforts can be better harnessed to international (OECD and EU) initiatives.

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## **6.2 FOOD SYSTEMS, AGRICULTURAL TRANSFORMATION AND FOOD SECURITY**

World hunger has increased in the past three years, deteriorating to levels not seen in almost a decade. This is partly due to increased climate variability and more frequent extreme events. These have caused severe food crises, especially in Africa, the continent with the worst undernourishment. Yet, undernutrition coexists with obesity, which is also on the rise in low-income countries. This shows that our food systems are inefficient and unsustainable. They are depleting our resources and polluting the globe, while generating income inequality and falling short in nourishing two thirds of the world's population (FAO et al. 2018. The State of Food Security and Nutrition in the World).

For food systems to simultaneously serve the needs of people, planet and profit, availability and consumption of diverse and nutritious foods must urgently increase. Environmentally sustainable production and trade are the way to achieve this. We will therefore work on food systems sustainability and climate resilience, with a focus on improving food and nutrition security in Africa, particularly through effective food value chains and intra-regional trade.



## **Sustainable food systems**

We will strengthen our new work stream on the economic, social and environmental sustainability of food systems. In it, we will assist governments, RECs, farmer organisations and other private sector organisations, as well as development partners, in integrating into their policies and investments all dimensions relevant to the transformation and diversification of food value chains in Africa. Our aim is to make them more efficient, nutritious, climate resilient and inclusive.

We will continue the ‘Sustainable Agrifood Systems Strategies’ (SASS) programme. This involves many partners, especially Italian and African, in building multidisciplinary knowledge, policy dialogue and partnerships for more sustainable food systems. ECDPM has taken the lead in work to translate research outcomes into policy processes and effective action-oriented partnerships, not least through political economy analysis. In the coming year, we will focus on production, commercialisation and consumption of indigenous vegetables in East Africa given their nutritional value, climate resilience, role for women empowerment and the increasing demand by consumers. These informal value chains remain much less served by infrastructure, policies and support – including research – at both the national and international level. We will analyse opportunities to better integrate indigenous vegetables and more formal food value chains such as maize, in order to increase food systems sustainability.

We will also continue to support the sustainable food systems processes of the Rome-based agencies, particularly the Food and Agriculture Organization of the United Nations (FAO) and the Committee on World Food Security.

## **Regional value chains in West Africa**

In West Africa and the Sahel, ECDPM will continue to deliver targeted support to regional policy processes for the development of sustainable agrifood value chains. This support consists of original analyses pertaining to specific sector strategies and institutional changes. It aims to better understand the sources of policy failures, in order to identify politically feasible remedies. It also includes brokering of knowledge and facilitation of networks of policymakers, farmers and other economic actors and knowledge organisations. Our aim is to address gaps in the enabling environment and to foster more coherent strategies based on public-private partnerships, while ensuring that they address the needs of and support the progressive development of informal markets. In particular, we will contribute to policy networks supporting development of the rice and livestock product sectors in ECOWAS and the West African Economic and Monetary Union (UEMOA). ECDPM will also advise European and international development and economic partners seeking to facilitate regional agrifood trade and the development of enterprises that source, process or market safe and nutritious products in regional markets. Finally, this work stream will better integrate the implications of climate change for agriculture and pastoral value chains.

### Regional value chains in Eastern and Southern Africa

In Eastern and Southern Africa we will participate in efforts to promote regional agricultural trade that supports agricultural transformation and sustainable development. We will work with local, regional and international partners to support the design and implementation of multi-stakeholder platforms for regional value chain development. These platforms will target pressing bottlenecks in trade and investment, in order to stimulate real buy-in from the private sector and generate public-private dialogue leading to effective cooperation to address the bottlenecks. They will also promote the integration of smallholder farmers and small-scale traders into regional markets. This work will build on lessons from our prior work on the dairy sector in East Africa. There, special effort was made to foster local enablers to drive multi-stakeholder initiatives. We will engage with development partners to stimulate interest in supporting regional value chain development through these platforms. Finally, we will identify opportunities to support the Common Market for Eastern and Southern Africa (COMESA) in implementing its Comprehensive Africa Agriculture Development Programme (CAADP) Regional Agricultural Investment Plan. Here we will focus particularly on the plan components on agriculture and trade.

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## 6.3 PRIVATE-SECTOR ENGAGEMENT

Leveraging and fostering private sector contributions for sustainable development remains high on the agendas of European and African governments. It will feature prominently in EU-Africa relations too, in the spirit of the 2030 Agenda for Sustainable Development. The EU and its member states have committed, with the new European Consensus on Development, to increasing their cooperation with the private sector for job creation. They have also agreed to support responsible business practices and conscientious management of local, regional and global supply chains, while also pursuing economic diplomacy.

This work stream contributes to more effective European and African policies, approaches and instruments to leverage and foster the African and European private sector for sustainable development in Africa. Building on the work of previous years, we will provide nuanced analyses, advice and dialogue facilitation on key issues related to private sector engagement. We will pay particular attention to public-private dialogue, including as part of the third pillar of the European External Investment Plan, and to multi-stakeholder cooperation, for instance, in the European Partnership for Responsible Minerals. Furthermore, we will cover different policy areas, extending beyond development cooperation. For example, we will analyse legal and voluntary measures to promote transparency and social and environmental due diligence. This is a thematic example of how ECDPM engages on policy coherence for sustainable development (PCSD).

In the same spirit, we will seek synergies with other ECDPM strands of work, for example, with the Migration programme in analysing support to private sector development in a displacement context. Compared to previous years, we will pay more attention to gender dimensions and economic empowerment of women, given men's and women's often distinct roles, opportunities and challenges in economic sectors.

# 7. CROSS-CENTRE TASK FORCES AND POLICY COHERENCE

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## 7.1 EUROPE-AFRICA RELATIONS TASK FORCE

The partnership between the EU and Africa is now at the core of EU foreign policy. In his 2018 State of the Union address, President Jean-Claude Juncker called for a new Alliance between Europe and Africa for sustainable investment and jobs. Beyond the ambitious economic transformation agenda – encompassing growth, investment, trade and jobs – more effort needs to be made to build an interest-driven political partnership that moves away from traditional North-South donor-recipient relations. Inclusive governance and ways to reverse the trends of shrinking space for civil society will also be important components of such a new partnership. In 2019, ECDPM will facilitate practical analysis, dialogue and concrete actions to contribute to a more coherent and effective continent-to-continent partnership. During the post-Cotonou negotiations, to be concluded towards the end of 2019, ECDPM will continue, as an independent broker, to provide inputs that could help Europe and Africa in designing new ways of interest driven cooperation.

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## 7.2 NORTH AFRICA TASK FORCE

The North Africa task force aims to capitalise on its progress so far in connecting with local actors and developing in-house capacities and knowledge on the region. We will build on our increasing visibility and growing portfolio of work on North Africa by exploring opportunities for external funding. With added support, we will be better positioned to inform European engagement strategies that connect to local dynamics and result in mutually beneficial cooperation with the region's countries and citizens. Where appropriate, the task force will support EU policy frameworks seeking to strengthen linkages between North Africa and sub-Saharan Africa. Other focus areas will be the dynamics around Morocco's prospective integration into ECOWAS, implementation of the EU's External Investment Plan in North Africa, and the future of EU relations with its southern neighbourhood.

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## 7.3 GENDER TASK FORCE

The gender task force will continue its work to strengthen gender sensitivity within our organisation. It will follow up on a staff survey on gender conducted in 2018. At the programme level, it will build on past research on gender in relation to migration and the EU Trust Fund for Africa and on the role of women in conflict prevention and mediation in Africa. It will take further steps on potential new areas of work as well, such as food security, migration, peace and security and governance.

The task force now has a strengthened composition, with representatives of management, communications and at least one person from each of the programmes. The aim now is to take the task force's work to the next level, with new activities and research within and across the programmes. Activities in 2019 will contribute in three main areas: (1) strengthening staff capacities to better integrate gender into their respective work areas, (2) increasing participation in targeted events and (3) establishing a body of work that contributes to policy discussions on women, gender and development within Africa-Europe relations.

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## 7.4 POLICY COHERENCE FOR SUSTAINABLE DEVELOPMENT

The Centre will continue its management of the Policy Coherence Community of Practice. This involves organisation of two annual meetings bringing together policy coherence 'focal points' from several foreign affairs ministries and interested ECDPM institutional partners. Each meeting tackles specific thematic areas from a policy coherence perspective, while also looking at methodological issues in policy coherence for sustainable development (PCSD).

Following a dialogue with the Southern Voice network and the German Institute of Development, the task force will initiate research on how countries around the world are seeking to promote PCSD in the framework of the 2030 Agenda. It will then plough the results of this work back into the global discussion on implementation of the Sustainable Development Goals. Various communication channels and activities will be used for this, such as side events at the annual High-Level Political Forum at the United Nations in New York.

# 8. FINANCIAL MANAGEMENT

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## AN INTEGRATED ACCOUNTING SYSTEM

ECDPM uses an integrated accounting system, that means that all expenditure and funding are allocated to the programmes and other operational clusters that deliver on the activities foreseen in the work plan. This integrated planning enables results-based management and strengthens the capacity of both Centre and programme managers to steer next year's work programme effectively.

The 2019 Budget has been prepared in the context of a continuing strong institutional funding basis, with much of the funding for the year already secured with multi-annual contracts. The privileged multi-annual institutional partnership with the Netherlands and nine other European states, has been the cornerstone of ECDPM way of working. These partners have been subscribing over several years to ECDPM's mandate, Strategy and Work Plans. This has made it possible to perform our role as facilitator, information and analysis provider, non-partisan broker, capacity builder and networker. The coming year, ECDPM will have an institutional funding level of 64 percent of our total funding. The other 36 percent of our budget consists of programme and project funding. The outlook for both the programme and project funding evolves positively, but the prospects are not yet as definite. The current contracts portfolio shows that 30% of the foreseen programme and project funding for 2019 has been secured in contracts or contracts which are up for signing. The additional necessary financial means will be sought during the remaining months of 2018 and in the course of 2019 by submitting fundraising proposals to and responding to requests from partner organisations.

To deliver on this 2019 Work Plan, management reviewed its staff establishment to determine the availability of the necessary competencies. Also programme managers made conservative estimates on operational costs. General and administrative costs are to a large extent based on contractual agreements and experience from the past. The total budget for 2019 is set at € 7.2 million.





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