

WORK PLAN 2015-2016

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Linking policy and practice in international cooperation

ecdpm

ECDPM Work Plan 2015-2016

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Acronyms

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| ACBF | African Capacity Building Foundation |
| ACCORD | African Centre for the Constructive Resolution of Disputes |
| ACDEG | Africa Charter on Democracy, Elections and Good Governance |
| ACET | African Centre for Economic Transformation. |
| ACP | Africa, the Caribbean, and the Pacific |
| AFD | Agence Française de Développement (French Agency for Development) |
| AfDB | African Development Bank |
| AGA | African Governance Architecture |
| AGI | Africa Governance Institute |
| AGP | African Governance Platform |
| APEI | Accelerated Program for Economic Integration |
| APSA | African Peace and Security Architecture |
| AU | African Union |
| AUC | African Union Commission |
| BRICS | Brazil, Russia, India, China and South Africa |
| CAADP | Comprehensive Africa Agriculture Development Programme |
| CAP | Common Agricultural Policy |
| CCPAU | Citizens' Participation on the African Union |
| COMESA | Common Market for Eastern and Southern Africa |
| CSO | Civil society organisations |
| CTA | Technical Centre for Agricultural and Rural Cooperation ACP-EU |
| DAC | Development Assistance Committee |
| DBSA | Development Bank of Southern Africa |
| DeFiNe | Development Finance Network (of OECD) |
| DEVCO | Development and Cooperation (DG of the EC) |
| DFI | Development Finance Institution |
| DG | Directorate-General (of the EC) |
| DIE/GDI | Deutsches Institut für Entwicklungspolitik / German Development Institute |
| DPA | Department of Political Affairs (of the AUC) |
| EAC | East African Community |
| EAFF | Eastern Africa Farmers Federation |
| EARN | Europe-Africa Policy Research Network |
| EC | European Commission |
| ECCAS | Economic Community of Central African States |
| ECDPM | European Centre for Development Policy Management |
| ECHO | European Commission Humanitarian Aid and Civil Protection |
| ECOWAS | Economic Community Of West African States |
| EDFI | European Development Finance Institutions |
| EEAS | European External Action Service |
| EIB | European Investment Bank |
| ENTR | Enterprise and Industry (DG of the EC) |
| EP | European Parliament |
| EPAs | Economic Partnership Agreements |
| EU | European Union |
| FANRPAN | Food, Agriculture, & Natural Resources Policy Analysis Network |
| FARA | Forum for Agricultural Research in Africa |

| | |
|--------|---|
| FRIDE | Fundación para las Relaciones Internacionales y el Diálogo Exterior / Foundation for International Relations and Foreign Dialogue |
| FTA | Free Trade Area |
| GNI | Gross national income |
| HR/VP | High Representative of the Union for Foreign Affairs and Security Policy/Vice-President of the European Commission |
| ICGLR | International Conference on the Great Lakes Region |
| IGD | Institute for Global Dialogue |
| IIR | Institute of International Relations |
| IRCC | Inter-Regional Coordinating Committee |
| ISS | Institute for Security Studies |
| JAES | Joint Africa-EU Strategy |
| LMRC | Levy Mwanawasa Regional Centre for Democracy and Good Governance |
| MARKT | Internal Market and Services (DG of the EC) |
| MDG | Millennium Development Goal |
| MFF | Multi-annual financial framework |
| MIC | Middle Income Country |
| NEPAD | New Partnership for Africa's Development |
| NPCA | NEPAD Planning and Coordinating Agency |
| NSA | Non-state actors |
| ODA | Official Development Assistance |
| ODI | Overseas Development Institute |
| OECD | Organisation for Economic Co-operation and Development |
| PCD | Policy Coherence for Development |
| PEA | Political Economy Analysis |
| PEG | Political Economy and Governance |
| PPP | Public Private Partnership |
| PROPAC | Subregional Platform of Peasant Organisations of Central Africa |
| RECs | Regional Economic Communities |
| ROPPA | Network of Peasant Organizations and Agricultural Producers in West Africa |
| SADC | Southern African Development Community |
| SAIIA | South African Institute of International Affairs |
| SIDS | Small Islands Development States |
| TMEA | TradeMark East Africa |
| UNECA | United Nations Economic Commission for Africa |
| US | United States |
| YIPP | Young International Professional Programme |

1. Introduction

The Centre is now into the second half of its current Strategic Plan period that started in 2012. A Mid-Term Review of the Strategy was conducted in 2014, which confirmed that by and large ECDPM was on track to deliver on this Strategy, although a more concerted effort was required in a few areas. Broadly speaking therefore, over the remaining two years of the Strategy ECDPM expects to consolidate the progress achieved and further strengthen the focus and relevance of our work as we confront new challenges. This Work Plan therefore provides for considerable continuity in our work but also proposes three important changes with respect to the previous plan: (a) a continuing effort to increase ECDPM's presence in Africa, (b) further refinement to the stronger emphasis on knowledge management and communication made in the last two years, and (c) a more concerted effort to bring together our work around the four Themes of the Strategy. These changes are explained in the following pages. Overall our intention is to maintain ECDPM's strong track record as an independent broker and contributor to strengthening cooperation and relations between Europe, its Member States and institutions, and the countries and institutions of Africa, the Caribbean and the Pacific (ACP). The Strategic Plan, which has shown its worth by guiding our work over the past three years, was based on an external evaluation carried out by a team of experts from Africa and Europe. The evaluation concluded that ECDPM had become well established as a centre of excellence that achieves substantial outcomes and impacts in relation to EU-ACP policy, cooperation and related capacities.¹ The Centre remains committed to building on that legacy. In 2015 we will prepare our next Strategy for 2017-2021, which, as in the past, will include another external evaluation process.

The evolving global context

Fundamental shifts are under way in global development. Africa has weathered the 2008 financial crisis better than most, but despite the real progress made, its strong economic growth has not yet been sufficiently translated into 'jobs, justice and equity' across the continent. On the other hand, Europe, still struggling to recover from the financial storm, is no longer a source of global dynamism and growth. Emerging economies are establishing themselves as global players, including in the development arena, though even their recent impressive growth rates are now lower than a few years ago. At a political level the promise of the Arab Spring is not being realised as some had initially hoped and unresolved social conflicts have intensified in various countries across a broad region from the Sahel to the Middle East.

As we approach the Millennium Development Goals (MDGs) target date of 2015 it is clear that they will only partially be met. Globally, income poverty has been reduced by half (MDG1), though in sheer volume terms, largely due to the major progress made in China. Developing countries are increasingly showing strong leadership of development processes. Effective development is now a widely shared expectation. At the same time, as more countries achieve middle-income country status, three quarters of the world's poorest people now live in middle income countries (MICs) like China, India or Nigeria. Persistent inequalities are a worrying feature of many MICs and also a growing problem in richer countries. The emerging post-2015 debate on what should follow the MDGs shows promising signs of increasing global recognition that the new development framework needs to tackle an array of governance, security, environmental and economic challenges, and embrace multiple global public goods, in addition to the principal objective of eradicating poverty. It must also involve the contributions from multiple actors including the state, the private sector and social movements. The need for more fundamental political and economic change, if the objective of inclusive and sustainable development is to be reached, is increasingly recognised. While international platforms such as the United Nations (UN), the G8 and the

¹ See *Striking the Balance: A synthesis of ECDPM's External Evaluation Report 2011*.

G20 are working to accommodate the new challenges and new players, the United States (US) and Europe are held back by political and financial instability, fiscal and budgetary constraints, and stalling global leadership. The enduring impasse in the talks on global climate finance is a case in point. Another is the inability of donors to meet their Gleneagles commitments to developing countries. In the meantime, the private sector is stepping up its role in global development. Foreign direct investment is on the rise. Joint ventures are multiplying, and business leaders are taking steps to assume their global responsibilities. An increasing number and variety of public and private donors are getting involved in development aid – often resulting in more fragmented development efforts.

There is potential therefore that over the next couple of years radical shifts may occur in the development policy landscape that characterised the start of the millennium – with donor leadership, a clear focus on eight MDGs, and recipient countries in need of aid to make ends meet. As traditional global powers struggle with austerity, new powers assert themselves as serious contenders for global development impact. There is widespread acceptance that a new post-2015 framework is needed and a growing recognition that it should include a broader sustainable development agenda than in the past. There are also more obvious challenges to the established order: the BRICS (Brazil, Russia, India, China and South Africa), for instance, have established their own development bank and, perhaps more modestly, the G7+ of self declared ‘failed states’ are pressing ahead with their pursuit of a New Deal. At the same time numerous questions regarding international cooperation remain to be resolved if a new global development framework is to be agreed at the last minute in the symbolic year of 2015. These include questions of:

- *Scope:* How best should the new development framework be drafted to promote inclusive and sustainable development that includes both the MDG focus on poverty and the wider concerns of sustainable development goals? Work in the UN suggests we should be seeking a more differentiated set of goals or propose goals that would be universal in application, i.e. that also address OECD countries, but can an agreement be reached on the practicalities of such an approach? Can this broad agenda be whittled down to a short snappy set of goals that can mobilise a continued global effort? How can development cooperation and finance be integrated with global efforts in other policy domains?
- *Political support:* How can we build the effective global collective action required to deliver on this ambitious agenda? Rising global political tensions over the past year and slower global growth do not necessarily provide a conducive backdrop for complex global negotiations.
- *Approach:* How can effective development partnerships be designed with countries that show a lack of progress and resilience? How to meet the varying needs of very different country contexts, including those countries that are struggling with conflict and striving to recover from it? How can we further improve ‘value for money’? How can we strengthen national ownership and local initiative and further integrate donor efforts into national and regional initiatives driven by developing countries themselves?
- *Resourcing:* How can this wide-ranging and more expensive development agenda best be financed and financed in a way that all contributions from different sources be effectively recognised and monitored? How does the emergence of new donors affect the financing landscape, the nature of partnerships and “aid models”? How best to share responsibility globally for the new sustainable development agenda? How best to refocus the old official development assistance (ODA) model so that this ‘scarce’ resource in a period of economic downturn is not just used to fill gaps but is really targeted where it is most needed and can be most effective as one potential catalyst for development?

ECDPM Strategy for 2012-2016: a choice of themes for maximum impact

The Centre has aligned its Strategy with the evolving global development landscape. We look for the general direction of change and its deeper causes and identify major transitions that will drive the dynamics of international cooperation in the years to come. For the 2012-2016 Strategy period² there are six transitions we see as particularly important and which retain their relevance for the remainder of the period:

1. *Increasing scarcity, especially of raw materials and water*, leading to global competition for access to resources and a corresponding potential for conflict.
2. *The transition towards a 'green' economy*, with the related challenge of the effective global management of climate change.
3. *Demands for more inclusive growth and development*, characterised by increasing pressure 'from below' to achieve a fairer distribution of resources, social justice, democracy and respect for human rights.
4. *The need to safeguard human security* by addressing conflict and improving the resilience of communities to (external) shocks, such as environmental degradation and rising food prices.
5. *The acknowledged global responsibility for global public goods*, alongside the question of how to address the broader development agenda via new forms of dialogue and cooperation between various policy domains.
6. *The restructuring of the global 'multi-level governance system'* and associated shift of power to new actors and new frameworks of global governance.

Our Strategy for 2012–2016 recognises that, while poverty reduction remains the principal objective, effective development partnerships will be called upon to contribute decisively to these six global transitions, in addition to the MDGs. Responding to this call requires profound changes in the policies, practices and institutions of development cooperation. These global transitions will fundamentally challenge future cooperation between Europe and the developing world. In response, our Strategy defines four 'thematic lenses' that build on our 25 years of experience as an independent foundation. These are areas of focus in which we believe that we can contribute decisively to improving relations and cooperation between the European Union (EU), its Member States and countries in Africa, the Caribbean and the Pacific (in the main) over the next five years. The Centre's five programmes SEEA, SECURE, ET, ACD and FOOD, (detailed in Section 2) make different contributions to these four themes.

Theme 1: Reconciling values and interests in EU external action

This first theme recognises the EU's ambition to integrate development into the various aspects of its external action, as required by the provisions of the Treaty of Lisbon, including in such areas as peace and security or trade. The challenge is to do so while the Union struggles to overcome the financial crisis and redefines its role as a global player. The outcomes of this delicate process will bear directly on the effectiveness of Europe's relationships with developing countries and institutions for many years to come.

To contribute to this, the Centre's SEEA programme's principal focus is on analysing and influencing the dynamics of the relationship between official EU actors and development partners, as these determine how the EU reconciles its values and interests. The SECURE programme also addresses this theme by promoting a more coherent EU approach to conflict prevention, peacebuilding and statebuilding, a major challenge in terms of both enhancing the EU's profile as a global actor and ensuring conflict-sensitive and development-friendly EU external action that reconciles values and interests. The ET programme

² See *ECDPM Strategy 2012–2016*, p. 2.

addresses this theme by considering how EU economic policies and economic diplomacy, including toward trade, investment, private sector and natural resources, affect sustainable development and governance objectives. The ACD programme seeks to contribute to a better EU understanding of dynamics in Africa that should help the EU undertake more responsive external action. Finally, the FOOD programme contributes to this theme by focussing on the coherence of EU non-development policies with Africa's agricultural development and food security objectives.

Theme 2: Promoting economic governance and trade for inclusive growth

This theme expands the ACP-EU agenda on trade and economic cooperation. It addresses the need for development to move beyond mere growth towards inclusive and sustainable development. The focus is on economic governance and the private sector as key drivers of development and on links between regional integration and global (and European) action to militate against the international drivers that constrain good (corporate) governance.

The EU's own strategy for promoting inclusive and sustainable growth (Europe 2020) must permeate its external action, with some calling for a larger role in economic diplomacy from the European External Action Service (EEAS) and its EU Delegations. The SEEA programme addresses this theme through the monitoring of the implementation of the Agenda for Change, the EU's Development Policy which focuses on inclusive growth. Improved economic governance, including better management of natural resources, is key to ensuring inclusive growth and social justice – SECURE's work on youth employment and stability to reduce the likelihood of violent action thus feeds into this theme. For the ET programme this is a central theme to which much of its work, focused on inclusive and sustainable economic transformation processes, contributes directly. ACD's work will also contribute to promoting inclusive growth by ensuring that different actors are equipped to add their voices to key discussions around the issue of governance (i.e. inclusion of civil society in the process of regional dialogue on state compliance to governance standards, local governance of natural resources in Madagascar). The FOOD programme's focus on the transformation of rural economies and the fight against poverty through its efforts to analyse/facilitate dialogue around the role/impact for economic governance and inclusive growth in the African agriculture and food sectors also addresses this theme.

Theme 3: Supporting societal dynamics of change in developing countries

This theme focuses on 'governance for development' initiatives in developing countries. It identifies opportunities for renewed development-oriented state-society relations and cooperation, including in fragile and post-conflict contexts, and looks for ways to replicate innovative policies and practices emerging from the bottom up. It places the locus of societal resilience and development with home-grown initiatives taken by stakeholders in developing countries.

SEEA work on the analysis of the roles of EU Delegations and their international and national partners in terms of how they understand and respond to societal dynamics in the developing world will contribute to this third theme. For SECURE, the EU's responses, even those of a more integrated nature, are likely to yield sub-optimal benefits if they are not underpinned by stronger responses from the developing countries themselves, at institutional, societal and community levels. This is the very focus of SECURE's work with the g7+ and the African Peace and Security Architecture (APSA) where it engages to promote a more informed discourse on peacebuilding and statebuilding grounded in local context and realities. For the ET programme, the focus is on business-society dynamics, including at the local level, towards pursuing and financing inclusive and sustainable development and economic transformation. ACD's work in particular, is

strongly rooted in this theme with its focus on support to political and institutional reform in developing countries. The FOOD programme, by promoting active involvement of farmers organisations, entrepreneurs and civil society representatives to agricultural development, food security, and, more broadly, economic and social development, also contributes to this theme. [i.e. efforts by the programme to i) promote regional farmers' organisations' engagement in the formulation and implementation of regional CAADP-related policies and programmes and ii) more recently, to explore the role of consumers in food and nutrition choices and outcomes, given their increasingly recognised role in the overall societal dynamics of change].

Theme 4: Addressing food security as a global public good

This final theme focuses on food insecurity and the drivers behind it. It recognises the linkages between (different types of) agriculture, trade, private sector development and investment. It also acknowledges the impact of regional integration and international and European policies on developing countries' capability to ensure food security. Work on this theme builds on several areas of ECDPM expertise: facilitating effective political dialogue, highlighting key issues and alternative policy options through practical policy-oriented research, and bridging gaps between adjacent policy areas (in this case, gaps between policy areas that affect food security). It will directly support various regional initiatives in Africa.

EU external action must relate to how the Union's own internal policies on agriculture affect global food security and the SEEA programme will thus work with the FOOD programme to bring its overarching knowledge of EU external action and policy coherence for development (PCD) to bear on theme 4. The linkages between food security as a public good and conflict, security and resilience are also clear and these will be articulated through the SECURE programme's research on resilience. ET's work addresses the trade and regional integration dynamics, including along development corridors, growth poles and up scaling in regional/global value chains which matters for food security, with a strong emphasis on public and private linkages and cooperation. The ACD programme, by contributing to the consolidation of the governance of development, also indirectly contributes to addressing some of the most salient global public goods, including on food security. Finally the FOOD programme's work is closely aligned to this theme.

Work Plan for 2015-2016

Our key strengths stem from the way we work.³ As an honest broker,⁴ we take a process-oriented approach. We commit to long-term engagement with key actors in selected programmes. Acting in a diversity of roles,⁵ we combine three distinct capacity strategies⁶ to advance and improve the quality of interaction between the EU and the developing world, to move forward the selected programmes, and to bridge gaps between policy and practice. We offer an extensive range of services that are now familiar to many EU-ACP policymakers and practitioners:

- Prospective analyses 'framing' major challenges;
- Preparatory work with stakeholders to identify viable policy scenarios;

³ See *ECDPM Strategy 2012–2016*, p. 7 and *ECDPM External Evaluation Report 2011*.

⁴ Lessons learned: We maintain operational autonomy, steer a non-partisan course, maintain inclusive stakeholder participation, respect for diversity and creativity, open communication and full transparency of roles.

⁵ Lessons learned: we act alternately as researcher, knowledge broker, facilitator and policy advisor on policy management and institutional change.

⁶ Lessons learned: we effectively combine three capacity strategies: (1) The facilitation of dialogue, networking and joint initiatives, (2) the generation and integration of relevant knowledge and information and (3) functional result-oriented strategic partnerships.

- Development of approaches and instruments to bridge gaps between development cooperation and other (internal and external) policy domains;
- Practical research and insights into how new policy agendas can be implemented;
- Adapted frameworks and methods for conducting inclusive policy dialogues;
- Comprehensive knowledge management and information services for policymakers and practitioners in Europe and in the developing world;
- Advice to development partners on the management of institutional innovation.

In essence, four types of outcome emerge from our work:

- (i) More inclusive and better-informed policy dialogues;
- (ii) More effective participation of key public-sector and private-sector actors in policy processes that are strategically chosen to have a strong impact on relations with the developing world;
- (iii) Reduction of gaps between policy and practice;
- (iv) Contributions to widening the range of policy options available to developing countries and EU actors at critical junctions in policymaking and implementation processes.

These are all expected to generate maximum impact to improve cooperation and relations between Europe and developing countries and regions.

One element that we plan to strengthen during the period of this Work Plan is to increase our presence in Africa. Rather than simply opening an office which would limit us largely to one place, our programmes will address this goal through a package of five interrelated tools: (i) building on our existing partnerships and networks and creating new ones through joint activities and initiatives, (ii) staff placements (and exchanges) with partners to encourage our staff to spend more time in Africa, (iii) our new Young International Professional Programme (YIP Programme) to bring Africans into ECDPM and create a network of alumni, (iv) increasing our online presence in African fora by participating in the debates that concern Africa, and (v) enhancing our Programme Associates programme with more African associates and the use of more African consultants.

Engaging in selected programmes

The key strategic decision that we make for each new planning period is our choice of programmes. These determine the main work streams within the Centre. While flexible, they are based on a thorough and continually updated analysis of the relevant actors and partnerships, the main issues at stake, the potential for achieving pertinent outcomes, and the opportunities for influencing cooperation and relations between Europe and developing countries, mainly in Africa, the Caribbean and the Pacific, as well as the potential risks involved. Within each programme we seek to focus on a few of the most promising avenues but at the same time we balance this with adequate breadth to ensure continued relevance and we remain open to new opportunities. From the experience of the first years of the Strategic Plan, it was decided to merge two of the programmes (the third and fourth) because of the overlapping nature of their concerns which are best managed in an integrated manner. The five remaining programmes identified as our principal work streams for the coming two-year period, i.e. 2015-2016, are therefore:

1. **Strengthening European external action (SEEA programme).** By being well informed about global, African and particularly the EU and European context, this programme focuses on improving the overall relevance and coherence of EU external action and the effective delivery on development objectives. It contributes to inclusive and informed policy dialogue processes, the effective and

responsible integration of development dimensions into EU policy-making and external action, and the participation of EU and developing countries' public and private sector actors in modernising EU development policies. To reduce the 'implementation gap', it promotes the effective functioning of the new EU architecture for external action, while contributing to a more coherent EU that speaks with one voice. The programme pays particular attention to engaging with African partners so as to improve their understanding of EU processes and institutions and better equip them to engage with the EU.

2. **Deepening overall responses to conflict, security and resilience (SECURE programme).** The programme contributes to processes that make conflict prevention, peacebuilding and statebuilding more effective. Focussing on countries in the ACP regions, and particularly Africa, we aim to assist a range of stakeholders, including the EU, to promote coherent and effective approaches that support transitions from conflict to sustainable development based on values which underpin effective peacebuilding and statebuilding. The programme builds upon and reinforces the efforts and dynamics of African continental and regional organisations and frameworks, such as the APSA, and supports initiatives of fragile states, such as the g7+ on the New Deal,⁷ to develop new modes of international cooperation that are suited to their needs. The programme promotes informed Africa-EU dialogues on conflict, security, resilience and post-conflict action; effective participation of key public-sector and private-sector actors; strengthened development-oriented interaction between state and society to foster the resilience of local communities; and more comprehensive EU external action that bridges approaches to conflict, recovery and development.
3. **Economic transformation, governance, integration and trade for inclusive growth (Economic Transformation programme)** This programme seeks to facilitate and inform the economic transformation and integration process under way in the ACP by supporting the change agenda set out by African actors themselves with inclusive and sustainable trade and economic policies. An agenda which is formally also supported by Europe, the emerging economies and relevant international institutions. Building on private and public sector dynamics (at local, national, regional, continental and international levels), particular attention is given to the sustainable, equitable and transparent processes towards industrialisation, regional integration, management of natural resources, effective domestic resource mobilisation and innovative financing mechanisms, business development and improved trade and regulatory frameworks. The programme adopts a political economy approach focused on the drivers of change in economic governance and transformation for sustainable and inclusive development.
4. **Africa on the move: understanding and building dynamics for change (Africa's Changing Dynamics/ACD programme).** This programme accompanies and provides demand-driven support to African actors and institutions. It thus helps them 'weave their own mat' and regain policy space to implement home-grown socio-political and institutional reforms for effective governance for development. On the European side, it supports improved EU responses to Africa's changing socio-political dynamics and governance. A key aim in this regard is to enhance policy dialogues and facilitate fertile encounters between 'demands' from societies and the 'supply' of EU cooperation. The programme is also concerned with how national and international policies affect resilience and institutional adaptation in Africa. Improving African stakeholders' articulation of demands is a key

⁷ The g7+ is a voluntary association of 20 countries that are or have been affected by conflict and are now in transition to the next stage of development. The g7+ evolved into the most reputable global voice on issues related to fragile states and has come to influence global policy processes such as the post-2015 discussion (www.g7plus.org).

element, as well as seeking a better understanding of the societal dynamics that drive change in Africa and the impact of EU external action. This relates directly to the need for improved PCD in the EU's internal and external policies on governance. The programme focuses on both sub-Saharan and North Africa.

5. **Regional and local markets for agricultural development and food security (FOOD programme).** This programme seeks to support ACP regional organisations, particularly in Africa, in strengthening their contribution to food security. It assists development partners, in particular the EU and its member states, to adopt more coherent and effective approaches to foster agricultural markets for food security. More inclusive and better informed policy dialogue could play a key role in enhancing regional integration and the business and investment climate for food security. It also seeks to raise awareness of the impact of European policies, in particular the Common Agricultural Policy (CAP), on food security in the ACP. The programme seeks synergies for food security through strengthened linkages between trade and agricultural actors, policies and programmes. Its activities examine the design and implementation of the regional dimensions of the Comprehensive Africa Agriculture Development Programme (CAADP) and other agricultural policies and programmes. It also emphasises PCD and food security in Europe and Africa and looks at ways to improve public-private partnerships for trade, agricultural development and food and nutrition security.

Certain issues run across all five programmes. Typically these are coordinated by in-house task forces or other flexible mechanisms. **Africa-EU relations** and **ACP-EU relations**, for instance, are considerations for all programmes, particularly in the context of the 2014 EU-Africa Summit and the forthcoming end of the Cotonou Agreement in 2020. Equally PCD is a cross-cutting concern and not just the preserve of one programme. The Centre has also introduced a more purposeful approach to assessing and addressing the **political economy** processes in the evolving contexts in which it operates. Equally, **knowledge management and communications** is one of our principal strategies, used by all our programmes, for enhancing the capacity of stakeholders for policymaking by improving access to and using relevant information, in particular in Africa.

The rest of this Work Plan describes what we plan to do on each of these aspects for the upcoming period of 2015-2016. Chapter 2 takes a closer look at each of the five programmes. Chapter 3 outlines the activities of the **Institutional Relations and Partnership Development** team, which fosters strategic alliances with key stakeholders and supporters: the ACP Group, the African Union (AU) and African regional organisations, networks of partner institutions in Europe and in the ACP. Chapter 4 outlines **all-Centre support services**, such as strengthening staff competences in **political economic analysis** and governance work, **knowledge management and communication**, and responses to the various institutional challenges that we face to further improve our quality in today's changing development policy landscape.

2. Programmes

2.1. Strengthening European external action (SEEA programme)

Context

In an increasing multipolar and globalised world, the ability of the EU to affect change will continue to be challenged. The Treaty of Lisbon expresses the EU's ambition to play a **coherent and effective global role**, bringing together all of its potential assets. EU external action comprises the Common Foreign and Security Policy, other external policies (such as neighbourhood, trade, development) as well as the

external dimensions of internal policies. In the five years since the Treaty's entry into force, there has been considerable global change combined with a European sovereign debt crisis and an enduring economic recession in Member States. These have placed great pressure on the European integration project and on Europe's position and influence in the world at a time when emerging and established powers continue to offer alternatives for the EU's major development partners.

The Treaty sets out the Union's values as 'peace, security, the sustainable development of the Earth, solidarity and mutual respect among peoples, free and fair trade, eradication of poverty and the protection of human rights'. These **values** have to be reconciled with the EU's own economic, governance, and security **interests** in developing countries and on the global stage. With its 28 Member States in addition to the EU institutions, the EU carries considerable weight in global affairs. Collectively it is the world's largest development donor and trading block with a huge diplomatic network. Yet it does not always act coherently or speak with one voice which greatly affects its capacity to deliver on its development commitments and development-related partnerships.

Recent European Parliament elections and the subsequent selection process for a new EU leadership form the immediate operating context for the programme. Resurgent populism and increasing Euroscepticism means the Union's new leaders are under closer scrutiny and pressure to reform and demonstrate that EU action overseas has a real added value for its Member States. Despite the relatively new structures and although the ambitions of the Lisbon Treaty have matured to some extent, certain EU Member States remain highly influential in the realm of EU external action. The new High Representative for Foreign and Security Policy/Vice President of the Commission leads the European External Action Service and other Commissioners in charge of external action need to deliver results.

In addition to the creation of the EEAS and DEVCO, the Lisbon Treaty has prompted additional reforms that have changed some of the 'rules of the game' for external action and development cooperation. Upgraded 'EU Delegations' that represent all EU institutions and have a broader set of responsibilities, are the face of the EU abroad. The European Parliament has been given increased powers to shape and validate policies affecting EU external action, which it has used successfully to acquire a prominent and lasting role in programming external action funding from the new EU budget. The EEAS with DEVCO and other partners will seek to implement increasingly 'integrated' EU strategies that bring together a range of policy issues under the umbrella of a 'comprehensive approach'. Guided also by the EU's overarching development policy, the *Agenda for Change*, a new generation of country and regional development interventions are being programmed. Member States development policies are also evolving and interacting with the EU's own in new ways.

A long process of organisational and institutional change will unfold in 2015. The new European Commissioners, together with the HR/VP, will develop and assert their agendas as soon as they take office. With two major international agreements to be signed in 2015 (COP 15 and the Post-2015 Sustainable Development Agenda), the new High Representative and Vice-President will have an important role to play in ensuring coherence of EU external policy with regards to sustainable development goals, climate change and financing for development. This will require, in turn, improving the coherence between external policies and the external projection of internal policies of the EU. Furthermore, the new leadership will need to take ownership of the EEAS Review, launched in July 2013. Member States will need to consider major organisational, institutional and legal developments, which could include amending several Council Decisions, the financial regulations and even the Treaty of the European Union.

The new EU leadership will be responsible for the final stages of programming of financing instruments for EU external action, as negotiated in the **EU multi-annual financial framework (MFF)** and the **11th European Development Fund**, and will have to manage the implementation phase. On-going pressure on EU Official Development Assistance means efforts continue to develop alternative sources of financing as well as designing new partnerships and ways of working for inclusive and sustainable development beyond ODA and ‘traditional’ development cooperation. This includes finding new avenues for collective action to global problems, further action in joint programming and coordinated external action, a more careful differentiation of support to developing countries, closer engagement with private sector, civil society actors, and local authorities, and a continued focus on results and value for money.

The phrases ‘deep democracy’ and ‘inclusive and sustainable development’ are gaining traction as new concepts for framing EU external action in the political and development spheres. The political mandate of EU Delegations raise the potential for the EU to become an increasingly effective actor. Yet translating these concepts into practice with tangible results continues to be a challenge, particularly with regards to the EU’s ability to adopt politically smart methods when pursuing political goals in third countries. Equally important are the **priorities set by the EU** and the **nature of EU dialogue with its development partners** at national, regional, continental and global levels. The future of ACP-EU relations is the subject of growing debate that will gain momentum as we head towards the end of the Cotonou Agreement in 2020. Whereas the 2014 EU-Africa Summit did not reset faltering EU-Africa relations in a major way, the run-up to it and the change of leadership in the African Union Commission (AUC) demonstrate an increasingly professional working relationship. The fall-out from the ‘Arab spring’ and uncertainty related to crises in Egypt, Syria, Ukraine and the Sahel, continue to challenge the EU in its neighbourhood.

At the global level, currently a redefinition of the assumptions that underlie the development consensus promoted by the MDGs and the Paris Declaration’s ‘aid effectiveness’ agenda is taking place in preparation for a global post-2015 sustainable development framework. Attention is turning from the contours of this framework to its financing and other means of implementation in 2015 – yet leadership, including by the EU and its Member States to seek agreement on an ambitious framework, has been weak. The growing power of emerging players, particularly the BRICS and other emerging middle-powers as well as the need to focus on global public goods, will require new approaches and effective global collective action. Global dynamics and EU external action, including development policy and practice, thus stand at a point of major change over the next two years covered by this Work Plan.

Aim of this programme

This programme covers the future of EU external action in a range of domains relevant to our work. Its **core aim** is to **contribute to the strengthening of EU external action**, with a focus on **improving overall coherence and delivery** for development objectives.

To narrow down the scope of this broad aim, we will **focus on overall policy discussions and strategy formulation in EU external action** and link these to policy-to-practice implementation challenges both at headquarters level and in partner countries. We will scale up our knowledge base on the implementation of EU policies and on general developments in countries and institutions, primarily in Africa, to ensure that the work is sufficiently informed by events in the field. This knowledge is not an end in itself but will serve to contextualise our work and enable synergies with other programmes to help ensure uptake of outputs.

The programme promotes change at five levels instrumental to advancing EU external action:

- **EU institutional systems and processes** for policy formulation, programming and coordination involving European Parliament committees, and relevant directorate generals (DGs) within the European Commission and EEAS, at Brussels-level and EU Delegations;
- **Europe-wide processes in Member States** involving the same actors as above and the permanent representations, ministries and agencies in capitals, including the EU presidencies;
- **Interaction with the politics of global governance**, same actors as above, as well as international policy-making fora such as the OECD and the UN;
- **EU interventions in continental, regional and country-level dynamics, primarily in Africa** involving the EU Delegations and Member State representations abroad, institutions of the ACP and the African Union, and civil society;
- **Political engagement of ACP countries and African institutions** with EU actors and institutions both in Africa and at the international level.

Our **programme's added value** consists of four elements that together provide a solid and credible basis for supporting the strengthening of EU external action:

- Our **knowledge** of how EU external action systems and processes do and do not work;
- Our wide **network** (extending beyond 'aid' actors) amongst the various policy communities in Europe, and also in Africa and the ACP;
- Our **thematic and regional expertise** in areas key to EU external action (i.e. trade, governance, development, migration and conflict) and to the ACP, particularly Africa;
- Our research **methodology**, where we engage primarily with policymakers and practitioners, gives ECDPM a keen sense of the challenges of the policy-to-practice link and differentiates us from others driven more by commentary, academic analysis or agenda based 'advocacy'.

Activities and outputs

Promoting the coherence and delivery of EU external action for development objectives is both an information, analytical and relationship-intensive endeavour. We have therefore chosen to focus on activities and outputs in four areas which will allow us to engage in both high-level political discussions and policy-to-practice implementation challenges. We will particularly be seeking opportunities to engage in facilitation work and use political economy approaches in all four areas as well as increasing our presence in Africa. In our engagement over the next two years, we expect to achieve results in the following four areas:

- **Global agenda.** Monitoring and engaging in how the *changing global development agenda* both *impacts and is impacted* by **EU external action**. This includes the follow-up to the Rio+20 agenda and the MDGs, and the current negotiations on an overarching post-2015 global development framework. As the momentum of negotiations picks up, we will monitor and engage in discussion on key terms and principles in a new global framework, as well as the EU's alliance-building in the negotiations. We will assess the implications of the emerging goal framework for EU external action and development cooperation policies and examine how it translates operationally in the EU and in implementation and dialogue processes with partners.
- **Thematic policy and practice.** The team will follow closely specific European development policy reform and implementation processes so as to deepen our understanding of how the EU's development objectives link and are impacted by wider EU external action and internal policies (e.g. security, conflict, migration, climate change, energy, neighbourhood, economic governance...). More

specifically, we will focus on the implementation of the *Agenda for Change*, including related thematic / sectoral policy proposals as well as policy-to-practice dimensions at national, regional and continental levels. We will pay particular attention to how this policy 'lands' in terms of implementation in Africa. While the evolution of the political agenda will inform our on-going choices, the focus is expected to be on ***the design and realisation of development policy proposals and political commitments*** related to implementation challenges, such as: taking joint EU action further (e.g. joint programming), promoting results-based management, monitoring progress in a context of differentiation, engaging with the private sector and integrating development instruments in the new global agenda (e.g. blending), and assessing EU effectiveness in conducting political and policy dialogue.

- **Strategic/geographic policy.** We will analyse the EU's plans for aligning its various external action levers by ***developing strategies for particular regions and countries***. This is both in the foreign policy sphere (e.g. in relation to political dialogue, human rights and democratisation support) and in the development sphere (e.g. regarding policy dialogue, budget support and other aid modalities). We will monitor and support Europe's African, ACP and international partners in their effort to engage EU external action. Particularly in terms of its ***coherence with development objectives*** in the ***frameworks for ACP-EU, EU-Africa, and European Neighbourhood Policy (ENP)-South relations***, as well as other sub-regional strategies in Africa (i.e. in the Horn of Africa, the Sahel and the Gulf of Guinea) and specific agreements with regional hegemony (i.e. South Africa, Ethiopia, Nigeria). We will look to engage in facilitation of dialogue in relation to evolutions in some of these strategies and their implementation particularly in relation to the Sahel which will be a key geographic focus of the programme.
- **Institutional change and inter-institutional relations.** EU external action is conducted through an extensive network of primarily ***European*** stakeholders with a varied group of partners (i.e. global, regional and national). Follow-up to the 2013 EEAS Review and the 2014 institutional and leadership transition will offer important opportunities to assess the ***organisational and institutional dynamics***, both in Europe and in Africa. We will monitor the EU external relations' leadership (HR, the EEAS, Commissioners, Foreign Ministers) to open corridors for collective action. To this end, we will use ***political economic analyses*** at various levels and within different areas of EU external action with the goal of improving knowledge ***on the drivers of and obstacles to positive change***. We will pay particular attention to the evolving linkages and trade-offs between development and other foreign policy interests. We will continue to monitor progress and, where possible, support approaches that prioritise ***development outcomes*** in the ***EEAS, European Commission and European Parliament***. For the ***multi-annual financial framework*** (the EU budget for 2014-2020) we will focus on the implementation of the Regulations, on the financing instruments' fitness for achieving EU development objectives and the changing role of EU Delegations in Africa. We will also pay specific attention to the extent to which the overall EU institutional environment is conducive to learning and to effectively using existing knowledge for policy-making and implementation processes.

In addition, the team will provide expertise and support for the general overarching issues associated with mechanisms for promoting PCD. Yet thematic PCD work will only be undertaken within the programme in specific policy areas where there is particular expertise (e.g. security and migration) with areas of PCD such as food security and financial issues being taken up by other programmes.

We will seek to cover all areas noted above yet the depth and level of engagement will be contingent on the funding available. In terms of methodology, the engagements require application of the full range of

ECDPM's capacity strategies: (i) dialogue and facilitation; (ii) research, knowledge management and networking; and (iii) capacity development through strategic partnerships.

- **Dialogue and facilitation** will emphasise interactions among European stakeholders on EU external action issues relating to coherence and delivery. This will also include exchanges between EU actors and stakeholders from African, ACP, and AU countries and institutions, with the intention to strengthen these relationships. Special efforts will be made to brief and inform African and ACP actors on how EU external action functions and how it is likely to impact them. We will also stand ready to engage in direct facilitation of informal dialogues on these and other issues when requested.
- **Research and analysis**, particularly on the link between policy and practice in the domain of EU external action and EU development policy. We will seek to further understand how EU external action is received in Africa through targeted pieces of work, including in Africa. External requests for strategic studies, evaluations, expertise and support in drafting policy and operational guidance will also be considered in line with our programme goals.
- **Knowledge and information brokering** will make use of ECDPM's Communication Strategy. This engagement will take the form of ECDPM papers and studies, briefs, blog posts and use of website, and social media and innovative new tools. The programme will contribute to the active management of knowledge in ECDPM. It will furthermore actively target and disseminate relevant information and knowledge products primarily to strategic contacts, but also to a wider audience.
- **Leveraging a multi-stakeholder network and partnerships** with institutional and non-institutional partners in Europe and in Africa. We expect to interact with the African Union, the Regional Economic Communities (RECs) and the ACP Secretariat, and also to work with other partners in Africa (such as ISS and SAIIA). The Centre's partnership with FRIDE, ODI and DIE/GDI will be continued through the European Think Tank Group. We will explore specific knowledge and staff exchanges with those of our partners who are interested.

Expected outcomes and impacts

In view of our programme aim, the key task will be to monitor and help improve the coherence and delivery of European external action, in line with EU development objectives. Our efforts will focus particularly on engaging with the EU's overarching policy frameworks on development and Africa, and on how these are modified or evolve in relation to the changing context. This engagement will contribute to all four themes of the ECDPM Strategy for 2012-2016 (Table 1).

Table 1: Operationalising the four key themes of the ECDPM Strategy

| Strategy themes | Programme contribution |
|---|---|
| Reconciling values and interests in the external action of the EU | SEEA monitors and through analysis and facilitation contributes towards the coherence of EU external action |
| Promoting economic governance and trade for inclusive growth | SEEA monitors and accompanies the implementation of EU development policies and the Agenda for Change |
| Responding to societal dynamics in the developing world | SEEA works with EU external action practitioners and their partners to better understand and take into account societal dynamics in the developing world |
| Promoting food security as a global development challenge | SEEA collaborates with the FOOD programme on monitoring linkages between food security objectives and EU external action and bringing general PCD knowledge to this area. |

In order to implement our Strategy in this way, we will seek to contribute to the following outcomes:

1. ECDPM information, facilitation and advice are used by its users in both Africa and Europe to promote effective delivery and coherent EU external action contributing to development objectives.
2. Strategic African partners are better equipped to engage with the EU in order for them to pursue their interests thanks to a better understanding of EU processes in the post-Lisbon institutional architecture.
3. EU and European policymakers increasingly regard it as a matter of good practice to a) consider the effects of their decisions on developing countries and b) better reconcile their values and interests to promote development outcomes.
4. ACP and EU actors understand the development consequences and implications of the negotiation and implementation of the new EU financial framework and instruments for development.

While the onus to deliver on these outcomes is on the SEEA Programme, we will undertake many of these in conjunction with other ECDPM programmes.

Summary table for the SEEA programme

| SEEA Programme: Strengthening European external action | |
|---|--|
| Overall issue | Strengthening European external action |
| Programme aim | To strengthen EU external action, with a focus on improving overall delivery and coherence |
| Key actors | EP Committees; DG DEVCO and EEAS; EU presidencies; EU Member States' representations and foreign/development ministries; ACP institutions; AU institutions; ACP/African regional and national representations in Europe and Africa; other Brussels-based development/ EU external action stakeholders; EU Delegations; operational agencies working in Africa, ACP, third countries. |
| Plan of action | |
| Activities and outputs | <p><i>Dialogue and facilitation</i></p> <ul style="list-style-type: none"> Events organised or co-organised by ECDPM and support for third-party events <p><i>Research, knowledge management and networking</i></p> <ul style="list-style-type: none"> Policy research on EU policy formulation in EU external action and its application Stakeholder briefings and operational guidance on policy issues and tools Research papers and technical briefs on critical issues (own-initiative or commissioned) Operational guidance on policy issues and the development of tools Increasing use of new media, social media and traditional media more generally Feature articles in ECDPM <i>Talking Points</i>, <i>GREAT insights</i>, and on ECDPM's website |
| Partnerships | <p><i>Programme-specific</i></p> <ul style="list-style-type: none"> European Think Tanks Group (ODI, GDI, FRIDE) European Report on Development (ODI, GDI, University of Athens, Southern Voice Network) Think tanks with an interest in EU external action in Africa (including: ISS, SAIIA) & BRICs Europe-Africa Policy Research Network (EARN) and its members <p><i>Institutional partnerships</i></p> <ul style="list-style-type: none"> African Union and ACP Secretariat |
| Risks | <ul style="list-style-type: none"> Possible loss of balance between topics due to a primary focus on fundable areas Difficulty managing the balance between policy and practice, critical analysis and facilitation Focus and reputation of programme currently primarily limited to Brussels-based EU actors Difficult in managing balance between being EU focussed but being grounded in the reality of how EU external action 'lands' – particularly in Africa Loss of interest in, public support for or prioritisation of development cooperation and/or EU external action leading to loss of relevance and funding Difficulty managing synergies or complementarity with other programmes |
| Results | |
| Expected outcomes | <ul style="list-style-type: none"> ECDPM information, facilitation and advice used by actors on both continents to promote effective and consistent EU external action that contributes to development objectives Strategic African partners better equipped to engage with the EU in order for them to pursue their development interests through enhanced understanding of EU processes in the post-Lisbon institutional architecture EU policymakers in all areas of external action increasingly regard it as good practice to consider the effect of their decisions on developing countries ACP and EU actors understand the development implications of the negotiation and implementation of the new EU multi-annual financial framework and instruments In its external action, the EU better reconciles its values and interests with the promotion of development outcomes |
| Impact | <ul style="list-style-type: none"> Integrated EU external action that furthers EU development objectives by reconciling values and interests |

2.2. Deepening overall responses to conflict, security and resilience (SECURE programme)

Context

Violent conflict and insecurity affects more than 1.5 billion people globally⁸ and will be one of the major foreign and development policy challenges globally and for the EU in the coming years. Even more importantly, the strategic environment is changing – conflict and the fragile states are getting closer to the EU's own borders. In 2014 countries such as Ukraine, Mali, Central African Republic, Nigeria, Syria and Libya have all been at the top of international agendas because of conflict, fragility or the threat and/or legacy of conflict. A distinct trend is that current conflicts are becoming more difficult to resolve⁹ thereby increasing costs of the transition towards development. Violence often re-emerges in so-called 'post-conflict countries'. The 2011 World Bank's World Development Report notes that 90 per cent of new conflicts in the 21st century occurred in countries that had already had a civil war.¹⁰

With globalisation, countries have become affected not only by internal issues and regional spill-over effects through, for example, ethnic and identity related relations or severe governance problems. Wider global conflict drivers, such as increased resource scarcity, illicit trade, transnational crime and the effects of climate change¹¹ also play a role. Casualty figures only scratch the surface of the real costs. Perhaps the most devastating effect manifests itself in the deterioration of the quality of governance, whereby power shifts to those with a stake in weak governance and ineffective or corrupt institutions.¹²

Various policy frameworks to counter conflict and fragility have been formulated over recent years, or are still under formulation. In the EU, the Lisbon Treaty (2009), the Agenda for Change (2011) and various Communications prioritise peace, security, fragility and transition. The African Peace and Security Architecture, formulated by the AU in 2002, is seen as the principal framework to tackle peace and security on the African continent. At the global level, international mechanisms exist to address the nexus between security and development as set out in the New Deal agreed during the last High-Level Forum on Aid Effectiveness in Busan (2011). Furthermore, the discussion on the post-2015 global development framework linking a multitude of institutional actors from governments and international organisations to civil society raises proposals to address the peace, security and development nexus in a more integrated manner.

Means to solve conflicts and achieve lasting peace from the outside are limited. The current policy discourse increasingly recognises this and focuses on means to stimulate country-led approaches to strengthen resilience. National formal and informal institutions, local structures and endogenous capacities anchored in a stable regional context are seen as important means to counter external shocks and internal conflict. Better governance and enhanced societal dynamics play a central role in overcoming crisis, which require a particular emphasis in reaching stability and effective transition towards development. But official policies and implementation generally do not sufficiently focus on enhancing societal dynamics and nurturing such country-led processes which are required for effective transitions towards development to

⁸ World Bank, 2011. *World Development Report - Conflict, Security and Development*, Washington: International Bank for Reconstruction and Development / The World Bank.

⁹ Human Security Report Project, 2012. Human Security report. <http://hsrgroup.org/docs/Publications/HSR2012/2012HumanSecurityReport-FullText-LowRes.pdf>

¹⁰ World Bank, 2011. *World Development Report - Conflict, Security and Development*, Washington: International Bank for Reconstruction and Development / The World Bank.

¹¹ The latest global IPCC analysis on climate change clearly points to the fact that it will exacerbate the causes of violent conflict. – IPCC, 2014. *Climate Change 2014: Impact, Adaptation and Vulnerability – Summary for Policy Makers*, AR5 Phase 1 Report Launch, 31st of March 2014.

¹² OECD 2012. 'Think global, act local: Confronting global factors that influence conflict and fragility'. Paris.

happen. This calls for new ways of engagement by international and regional actors. Existing policy frameworks, institutional arrangements and approaches to engage in conflict-prone and fragile situations that transit towards resilience and development need to be questioned, reformulated or implemented differently.

Aim of the programme

The overall aim of the programme is to contribute to processes that translate policies on conflict prevention, peacebuilding and statebuilding into more effective action on the ground. The focus is on the Global South, including organisations of the ACP group and the g7+¹³ (with particular attention on Africa) and assisting development partners, in particular the EU, to promote coherent and effective approaches that support transitions from conflict to resilience and development. These approaches will help to consolidate more integrated, development-friendly, conflict-sensitive, politically aware policies and operational responses by EU institutions and Member States that reinforce and, where possible, align with international and African continental and regional frameworks that address conflict, security, fragility and resilience.

The policy discourse on conflict prevention, peacebuilding and statebuilding takes place in different policy communities, some rather disconnected from others with – at times – fragmented knowledge on the matter. Our aim is to:

- help deepen the understanding of concepts, operational processes and contextual developments that make conflict prevention, peacebuilding and statebuilding successful;
- assist in connecting the different policy communities and build a shared language among related policy frameworks;
- review, compare and analyse different institutional regimes dealing with conflict prevention, peacebuilding and statebuilding;
- contribute to scaling up processes that have worked successfully at lower levels; and
- assist with the implementation of policy frameworks and regimes through targeted inputs.

Particular attention will be paid to developments taking place “on the ground” - i.e. endogenous conflict prevention, the synergies in peacebuilding and statebuilding processes along with their disconnects and barriers, with the support provided from Europe, pan-African institutions, global networks and emerging economies. Work in the Great Lakes, with the g7+ and – in collaboration with SEEA – in the Sahel will be the focus of our engagement on the ground.

Our added value is a thorough knowledge of the different frameworks and regimes of the EU, African institutions and the g7+ dealing with conflict prevention, peacebuilding and statebuilding and our experience in looking at the link between policy and practice. While our focus is Europe and Africa, we also take into account developments at global level. This enables us to conduct targeted policy research, feed into political dialogue, facilitate policy processes and act as the bridge between different policy communities and policy levels. Our research, expertise in dialogue and strategic networking allows us to foster synergies for formal and informal dialogue and cooperation and to reach out to different policy communities and networks on the subject.

Our thematic expertise encompasses areas central to conflict prevention, peacebuilding and statebuilding, including conflict analysis and political economy assessment; early warning and mediation; governance; civil society and societal resilience; monitoring and evaluation and approaches to capacity development in

¹³ The g7+ is a voluntary association of 20 countries that are or have been affected by conflict and are now in transition to the next stage of development. The g7+ evolved into the most reputable global voice on issues related to fragile states and has come to influence global policy processes such as the post-2015 discussion (www.g7plus.org).

contexts of fragility. This expertise is combined with knowledge from our exposure to fragile and conflict-ridden environments in Sub-Sahara Africa and selected countries in Asia.

Activities and outputs

The discourse on conflict prevention, peacebuilding and statebuilding is very broad. To pursue the aims of the programme, we narrow down our work to 5 thematic areas and address them through three entry points (Europe; Africa; Global).

Thematically, our focus will be on five areas: (i) fostering more comprehensive approaches to external conflict and crisis; (ii) comparing EU policy and practice in response to crisis and fragility; (iii) youth employment and stability within Africa; (iv) AU and REC integration on peace, security and resilience; (v) G7+ and its support to the global discourse on peacebuilding and statebuilding. Additionally, we will monitor the international discourse on the post-2015 with relation to conflict prevention, peacebuilding and statebuilding providing inputs and developing the concept of resilience.

Policy processes and institutional arrangements on the matter are discussed in different communities and regions, inside the EU institutions, among EU Member States, with African institutions and at global level. Working on our 5 thematic areas, our aim is to connect between these – at times – fragmented policy processes and to share knowledge and insights across the three levels (Europe; African; Global). Our aim is to capture learning from the ground and scale it up into wider discussions for improving the policy and practice in transition processes at the interface between conflict prevention, peacebuilding and statebuilding.

- ***Enhancing the EU's overall political and institutional capacity to be an effective global player in dealing with conflict prevention, peacebuilding and statebuilding.*** This is the 'European' entry point. It relates to the 'homework' that EU institutions and Member States need to do in order to enhance their collective capacity for more integrated external action. To assist this change, we will focus on:
 - (i) *Comprehensive approaches to external conflict and crisis.* The publication of the EU's Communication on the comprehensive approach in December 2013 and follow-up Council conclusions created an enhanced momentum in the policy discourse on how the EU institutions among themselves can work more effectively and act more meaningfully with EU member states to tackle mounting international conflict and crisis. Many questions on connecting the various diplomatic, development and security actors involved remain unresolved as well as the extent to which headquarter guidance is translated into effective action on the ground. Work will be done in close collaboration with the SEEA programme on the comprehensive approach in the Sahel.
 - (ii) *Comparing EU policy and practice in response to crisis and fragility.* Questions remain on the extent to which policies dealing with early recovery from crisis, humanitarian relief and peacebuilding and statebuilding are translated effectively in key sectors relevant to create stability, strengthen resilience and assist with the transition towards development. We tackle this as part of an international research consortium (CAERUS) that aims to identify improved institutional and operational responses by examining the realities of implementation on the ground in four countries. Research will focus on the health and education sectors and feed into dedicated policy events gathering policy makers and experts dealing with post-conflict and post-disaster situations. The consortium's work will stretch over the period 2013 to 2016.

In addition, we will monitor and engage with discussions on EU policy coherence and how the EU operationally engages on conflict prevention, peacebuilding and statebuilding, including early warning,

conflict analysis, preventive mediation, the provision of budget support in fragile contexts through State Building Contracts and post-conflict analysis.

- ***Supporting African institutions and processes that deal with conflict, security and resilience.*** This second entry point relates to African initiatives to support regional and continent-wide responses to the transition from conflict and fragility to resilience and development.
 - (i) *Youth employment and stability.* Youth unemployment is increasingly recognised as an important driver for conflict and instability. The International Conference on the Great Lakes Region (ICGLR) initiated a policy discourse among its member states to formulate national and regional policies that promote the employment of youth. In collaboration with the **Levy Mwanawasa Regional Centre for Democracy and Good Governance (LMRC), a think tank of the ICGLR**, ECDPM will concentrate on the role of LMRC to create the conditions within which this political commitment can be implemented on the ground. The collaboration will strengthen institutional development and policy capacity at LMRC, engage in joint policy research and facilitate dialogue and learning to implement the ICGLR's action plan on this issue.
 - (ii) *AU and RECs integration on peace, security and resilience.* The AU and RECs are critical actors in support of peace, security and post-conflict transition processes in Africa. Various international partners, including the EU, work with them against a background of growing internal instability in several African countries and questions on how to counter this. There is growing interest to understand the conditions for the AU and RECs to work towards more effective responses, to see how they succeeded or were discouraged in solving conflict and crisis, and how international partners can assist. We'll join in this search with ECDPM colleagues specialised on political economy analysis (PEA) and are planning to feed the results of this work into our wider engagement with African institutions.

Complementary to this work, we will contribute to activities that help to consolidate the work of the APSA through dialogue, sharing of lessons learnt and establishing connections with policy processes on the security-development nexus that take place at the level of Europe and/or globally. In doing this, we will seek to enhance our presence in Africa through collaboration with African organisations and networks.

- ***Contributing to global policy discussions and initiatives on peace, conflict, security and resilience that have an impact on EU-Africa relations.*** Current global discussions on transition processes and the linkages between peace, security and development require a pro-active accompaniment to anticipate EU upcoming internal policy discussion and its operationalisation. This third entry point will address the following:
 - (i) *g7+ and its support to the global discourse on peacebuilding and statebuilding.* In the global discourse on the security-development nexus a number of principles emerged which were framed in the New Deal, prepared by the International Dialogue on Peacebuilding and Statebuilding. We accompany and support the work of the g7+ through advice, facilitating peer-to-peer learning, assessing New Deal experiences in selected countries and support to g7+ meetings. We use the experiences gained to feed into our work on Europe and Africa, and to strengthen dialogue and learning on processes that support more effective and country-led responses to the nexus between security and development.

In addition to this thematic work, we participate in the post-2015 discourse and will undertake research on societal resilience to inform our conceptual understanding on how policies can better take account of

communities and their ability to remain resilient against the odds by developing their own markets, community services and governance structures.

Collaboration with other ECDPM programmes has been established, notably with SEEA and ET, and will be further strengthened to maximise synergies. The themes laid out above also have close linkages with the ACD and the FOOD programmes. We are engaging with colleagues who deal with PEA with scope for further collaboration in relation to the domain of the APSA.

Throughout the programme we will apply ECDPM's capacity strategies, i.e. (i) dialogue and facilitation, (ii) research, knowledge management and networking, and (iii) capacity development through partnerships and collaboration. **Dialogue and facilitation** will be undertaken in the context of our activities under the three areas of work, for example in the context of our work with the g7+ or on the comprehensive approach. **Research** will take place in the context of the CAERUS project and on resilience. **Knowledge management, communication and networking** will be part and parcel of our activities as listed above and will take the form of ECDPM papers, briefs, blog posts and use of website and social media. Publishing in external papers and formats, such as for evaluations or studies, will also be done as considered relevant for the programme.

Our **partnerships** with the LMRC, on youth and employment, and with the g7+ are an articulation of ECDPM's third capacity strategy. Partnerships and collaboration with existing partners will be continued and deepened and additional partnerships explored:

- The AU and Regional Economic Communities with a focus on the APSA.
- Continuation and deepening of existing contacts with *L'Observatoire de Afrique*, EARN, the NEPAD Planning and Coordinating Agency, the Institute for Security Studies (ISS, South Africa), ACCORD (South Africa), the Africa Governance Institute (AGI, Dakar) and other African and European think tanks and civil society organisations (CSOs).
- To strengthen our presence in Africa, new strategic partnerships and forms of collaboration will be sought in line with the ambitions of the three areas of work in this programme.

Expected outcomes and impacts

In view of the overall aim of the programme, the principal work will be to examine and improve existing frameworks that aim to make conflict prevention, peacebuilding and statebuilding more effective on the ground. This includes an improvement of these frameworks in terms of their inter-linkages and fragmentation. The expected outcome of this programme is an enhanced understanding and ability of institutional actors and non-governmental organisations in Africa and Europe to promote policies and measures that approach the nexus between security and development more comprehensively while recognising that changes need to be grounded in their respective contexts, guided by local leadership and ownership. The work will contribute to all four themes of the ECDPM Strategy for 2012-2016 (Table 1).

Table 1: Operationalising the four key themes of the ECDPM Strategy

| Strategy themes | Programme contribution |
|---|---|
| Reconciling values and interests in the external action of the EU | EU external action better reconciles values and interests in its responses to conflict and fragility, security, resilience and development. |
| Promoting economic governance and trade for inclusive growth | EU discussions on trade and economic governance take into account EU work on fragility and resilience with the aim to better anchor issues on inclusive and sustainable growth in relation to fragility and transition. |
| Responding to societal dynamics in the developing world | EU external action and African Institutions are better equipped to take account of societal dynamics when assisting in contexts that move from conflict and fragility towards resilience and development. |
| Promoting food security as a global development challenge | African and EU external responses include food security as a vital element in addressing conflict and fragility, security and resilience. |

Our activities will contribute to the achievement of six specific outcomes:

- Policy makers from EU institutions and its Member States increasingly consider their decisions and actions through a *peacebuilding and statebuilding lens* and recognise the need to address conflict and resilience issues collectively.
- Strategic actors from the EU and African institutions dealing with peace, security and resilience increasingly value the advantages of EU action in support of on-going African processes that support peace and security as well as post-conflict reconstruction and development.
- Partners from African institutions, as well as African non-state actors, are better informed and prepared to incorporate approaches to peacebuilding and statebuilding into their own responses to address the nexus between security and development.
- ECDPM's information, facilitation and advice are used by policy actors in both Africa and Europe to promote conflict-sensitive as well as resilience-sensitive approaches for their engagement in situations that seek stabilisation, recovery and statebuilding.
- Policy actors and practitioners from Europe and Africa have a better understanding on how to reduce the 'policy implementation gap' in peacebuilding and statebuilding based on evidence that document policy approaches and their effects in practice.
- EU external action better reconciles its values and interests in relation to security and fragility with pro-development outcomes while taking into account global discussions and initiatives that advance policy and practice on peacebuilding and statebuilding.

Summary table for the SECURE programme

| SECURE Programme: Conflict, security and resilience | |
|--|---|
| Overall issue | Conflict prevention, peacebuilding and statebuilding, including the linkages that need to be addressed in order to move from conflict and fragility towards resilience and development |
| Programme aim | The overall aim of the programme is to contribute to processes that make conflict prevention, peacebuilding and statebuilding more effective on the ground. The focus is on the Global South, including organisations of the ACP group and the g7+ (with particular attention on Africa) and to assist development partners, in particular the EU, to promote coherent and effective approaches that support transitions from conflict to resilience and development. |
| Key actors | Policy makers and practitioners concerned with conflict, human security and resilience in EEAS, European Union Delegations, DEVCO, Foreign Policy Instrument service and ECHO; Member States' permanent EU representations; relevant units of foreign and development ministries; institutional funders and EU presidencies; the AU and RECs, European and African NSAs; g7+ and secretariat |
| Plan of action | |
| Activities and outputs | <p><i>Dialogue and facilitation</i></p> <ul style="list-style-type: none"> • Dialogue events organised or co-organised by ECDPM and support for third-party events <p><i>Research, knowledge management and networking</i></p> <ul style="list-style-type: none"> • Policy research on policy and practice related to the conflict-security-development nexus • Stakeholder briefings, advice and operational guidance on policy issues and instruments • Discussion papers, briefs and blogs on key policy issues (own initiative or commissioned) • Reports and (evaluation) studies commissioned by third parties • Feature articles in ECDPM <i>Talking Points</i>, <i>GREAT insights</i> and on ECDPM's website • Increasing use of social media • Provision of demand-driven assistance to key African and global organisations (e.g. the g7+) <p>More specifically, the programme will undertake activities in the following main thematic areas:</p> <ul style="list-style-type: none"> • Comprehensive approaches to external conflict and crisis (activities to deepen the understanding and support ongoing policy discourse - in collaboration with the SEEA programme) • Comparing EU policy and practice in response to crisis and fragility (focus on research and policy dialogue as part of the CAERUS project) • Youth employment and stability (joint research, dialogue facilitation and learning with LMRC). • AU and RECS integration on peace, security and resilience (research; PEA together with other programmes) • g7+ and its support to the global discourse on peacebuilding and statebuilding (advice, facilitation, peer-to-peer learning, analysis of New Deal experiences) |
| Partnerships | African Union (including Commission and RECs) and ACP Secretariat; EARN; ISS (Pretoria); ACCORD (Durban); AGI (Dakar); g7+; LMRC; African and European think tanks and CSOs |
| Risks | <ul style="list-style-type: none"> • Limited external funding; hence possible loss of balance due to focus on most fundable areas • Lack of access to key policy processes • Insufficient synergy with other ECDPM programmes; possible lack of coherence |
| Results | |
| Expected outcome | <p>An enhanced understanding and ability of institutional actors and non-governmental organisations in Africa and Europe to promote policies and measures that approach the nexus between security and development more comprehensively while recognising that changes need to be grounded in their respective contexts, guided by local leadership and ownership:</p> <ul style="list-style-type: none"> • EU policy makers increasingly consider their decisions and actions through a conflict-sensitive lens and recognise need to address peacebuilding and statebuilding more comprehensively • Strategic actors from the EU and African institutions dealing with peace, security and resilience progressively value the advantages of EU action in support of on-going African processes • African partners and actors are better informed and incorporate approaches on peacebuilding and statebuilding into their own responses • ECDPM's information, facilitation and advice are used by policy actors in both Africa and Europe to promote conflict-sensitive as well as resilience-sensitive approaches • Policy actors and practitioners have an improved evidenced based understanding on reducing the 'policy-implementation gap' on post-conflict reconstruction and development • EU external action better reconciles its values and interests in relation to security and fragility with pro-development outcomes |
| Impact | EU and African policies and partnerships make more effective contributions to ending conflict and achieving human security and resilience |

2.3. Economic Transformation, governance, integration and trade for inclusive growth (ET programme)

Context

Africa is the fastest emerging continent, and is experiencing new dynamics towards economic transformation. Economic growth is a necessary, but not sufficient condition, to reduce poverty and inequality and to realise long-term inclusive and sustainable development outcomes. Growth must be accompanied by **the transformation of the economic landscape** that builds on a business friendly business climate that promotes productive and sustainable activities, a vibrant private sector, access to reliable infrastructure, diversification away from excessive reliance on natural resources, participation in effective regional markets and integration into regional and global value chains notably through conducive trade arrangements. Growth must lead to decent job creation and social equity if it is to have any meaningful impact on poverty and sustainable development.

Achieving this requires an understanding of the economic, institutional, political, social and environmental factors that drive changes, promote better governed economic transformation, stimulate responsible private sector activity, foster efficient, transparent and sustainable management of natural resources, boost trade and regional integration and that ensure that economic benefits flow to the wider population, including through decent employment and efficient public services. This requires paying particular attention to the political economy dynamics and governance of the transformation process, in addition to appropriate economic measures. In doing so, the different levels of governance - international, continental, regional, national and local - and the interactions between them, must be carefully considered.

Africa's efforts to build a stronger and more resilient continent are also influenced by international actors. Europe has been Africa's major trade, investment and aid partner for many years. However, with new opportunities emerging from Africa's rapidly changing economic landscape, increasingly other partners are developing stronger ties with Africa. While Europe will remain a key strategic partner for Africa, the challenge is to adjust the modalities of the partnership to the realities of Africa's own agenda and ambitions. This therefore requires understanding and paying more attention to Africa's own initiatives and change processes.

Aim and objectives

The **overall aim** of this programme is to facilitate and inform a process of change in Africa, the Caribbean and the Pacific, favouring an economic transformation and integration agenda as set down by domestic actors themselves, with conducive trade and economic policies. Particular attention will be paid to the synergy with international drivers of global governance: Europe and other partners of Africa as well as relevant international institutions, so as to meet the objectives identified by developing countries and regions, notably at the pan-African and regional level, and endorsed by the international community. Relevant policy framework include the G20 Seoul Development Consensus for Shared Growth, the Mexico and Busan Partnerships, the post-2015 agenda and the EU's *Agenda for Change*, with due consideration to agreements reached in other international arenas, such as the multilateral trading system of the World Trade Organization and the Bali package.

In our non-partisan, knowledge-broker and facilitating role, we are well placed to foster new synergies for informal dialogue and cooperation on issues of economic transformation, integration and trade. We will do so by adopting a political economy approach to address economic transformation and governance issues, including on development-oriented state-business relations, dimensions of leadership and coalition-building, that can influence reform dynamics, and formal and informal institutions and incentives at work.

Activities and outputs

Our work will centre on the triangular relations between developing countries, their partner countries and the private sector in fostering inclusive and sustainable economic transformation. It will be articulated around the six underlying axes detailed below. While specific activities can be undertaken under each topic, these will in practice be intertwined, in line with our strategic approach to maximise synergy and ensure coherence in our work, including with other ECDPM programmes, i.e. the SEEA, SECURE, ACD and FOOD programmes.

1. *Private Sector for Development*

Numerous factors are driving ever-closer linkages between the private sector and development policy-makers. The recognition of the important role of private sector development is not new in developing countries. However, it is becoming increasingly urgent to foster a transformative agenda, led by domestic actors and building on private initiatives and investment, that should contribute to create productive employment opportunities and to integrate sustainably into national, regional and global value chains. This is high on the agenda of governments but increasingly also of the Regional Economic Communities, including with respect to regional corridors and their accompanying investments. This requires setting up a conducive policy environment and domestic and regional public-private dialogues and initiatives to facilitate this process.

International business concerns about securing supply chains, competition with subsidised firms from the BRICs, reputational risk towards Western consumers, expanding consumer-markets in developing countries, and a desire to “do good”, all conspire towards increasing interest in addressing some development objectives through business. This can be through “Base of the Pyramid” models that address development through their core business, but also through so-called Corporate Social Responsibility initiatives, international codes of conduct and multi-stakeholder partnerships with CSOs, local businesses, local governments and others in developing countries.

Finally, donors are under increasing pressure to use aid finance to engage with the private sector to leverage both additional finance in a climate of stagnating or declining aid resources, and private sector know-how and innovations. This is highlighted in policies and statements and underlined by governments increasingly linking development with trade and/or foreign policy ministries as in the Netherlands, the UK, Ireland, Australia and Canada.

All of the above raises important questions about the *processes* and *political economy dynamics* that accompany engagement with and by the private sector, the potential positive and negative *impacts* on a balanced growth agenda, the lessons that can be drawn from existing *partnerships*, regional endeavours in this field, and lessons for *donor instruments*.

The work in this stream will therefore focus on the following:

- *Facilitating dialogue and initiatives to improve the business climate*, notably in East and Southern Africa countries and (EAC and APEI) regions, with special attention to natural resources (extractive and agriculture), value addition and value chains, sectoral linkages, services, and integration and trade dynamics;
- *International business and African development*, with activities on the development approaches and impact of international business (from traditional and emerging partners) on sustainable development, including on industrialisation, value chains and trade in Africa, at national but also regional levels, including growth corridors.

- *Informal donor dialogue and knowledge platform*, initiated by ECDPM, building on donors demand for continuing informal knowledge sharing on the challenges and lessons from their current engagement with the private sector for development.
- *Partnership Cases*, with research and dialogue facilitation around the process of implementing multi-stakeholder partnerships in developing countries that involve business, international and national CSOs and governments.
- *Private sector forms of engagement and support* (beyond aid) that governments are currently using to link their commercial and development policies, including the use of risk management tools and dedicated funds (e.g. for SMEs) within EU member states, as well as private financing.

Work in the agricultural sector will be done in cooperation with ECDPM's FOOD Programme.

2. **Extractive resources and resource-led transformation**

Extractive sectors in developing countries, if used as leverage for other productive sectors, can be powerful drivers of economic transformation. Yet this potential often remains untapped. Increasing pressures, in particular from growing youth and middle-class populations, have triggered efforts to unlock this development potential in many resource-rich countries and regions. In Africa, this is all the more important as new discoveries of minerals, oil and gas increasingly raise expectations and bring forward significant prospects to transform opportunities into real and inclusive development outcomes.

From an **African perspective**, objectives are clear: a changing economic landscape that leads to inclusive development outcomes can only happen if the extractive sector is better integrated in national and regional socio-economic activities, notably through resource-led industrialisation, exports with greater value addition, development of linkages both within and outside the extractive sector and better management and use of financial resources received from the extractive sector. But while these opportunities become a reality, there will also be political, governance, economic and institutional challenges to be addressed.

For the **development community**, large endogenous sources of revenue will inevitably lead to a significant scaling down of financial support (aid) towards many African countries. This is expected to shape new types of relationships, with different dynamics than under the traditional donor-recipient model. Increased engagement with other stakeholders, such as new partner countries or the private sector, is also expected to increase, which is likely to lead to new forms of power and economic relationships between resource-rich countries and these actors.

In line with these dynamics, our work will focus on practical research and dialogue facilitation on the following key areas:

- (i) *Resource-led economic transformation*, notably through (a) industrial policies and strategies that are feasible in specific contexts; (b) linkages within and outside the extractive sectors, with a particular focus on the nexus between the extractive sector and agriculture; (c) regional and global value chains in cases where countries and/or regions can play a role; (d) trade with better value addition; and (e) using resource corridors for better spatial development. This will also include accompanying African initiatives and identifying case studies on political economy dynamics (notably at the regional level) and governance insights.
- (ii) *Governance questions*, focusing on issues of (i) financial transparency, building on initiatives such as the recent EU Transparency Directive, the Dodd Frank Act, those recommended by the G8 or the Extractive Industries Transparency Initiative (EITI); and (ii) on the role the civil society can play to foster change at the national level.

- (iii) Partner countries' economic interests and how this informs and impacts on their development agenda, with an emphasis on PCD.

3. Trade policy

Trade policy is a key instrument in the drive for economic transformation in the ACP. Europe has also been a strong advocate of trade policy as a tool for inclusive and sustainable growth to foster economic recovery, create jobs both in its own countries and in developing countries.

Boosting intra-Africa trade, with a specific focus on intra-regional and inter-regional trade, is at the core of Africa's development strategies, all designed to enable businesses to integrate more fully in regional and international value chains and to create effective regional markets. Improved access and openness to international markets are also vital for Africa long-term development.

An important phase of the Economic Partnership Agreements (EPAs) negotiations between Europe and Africa came to a close before the October 2014 "deadline", with ECOWAS and SADC groupings having successfully sealed their deals with the EU, preserving their regional coherence. Shortly after, on 16th October, EAC also initialled their EPA. Negotiations are expected to continue on services, investment and other trade related issues. But the priority will be on the formal process of signing and ratifying the agreement, and implementing it. Other African countries may also choose to seek to conclude an EPA. In parallel, Europe's own trade dynamics with key partners (namely the US, but also Asian countries) are likely to have implications for Africa.

In this context, ECDPM, drawing on its longstanding expertise on the topic, will continue to engage on trade and investment issues, in light of the potential they hold for poverty reduction, the promotion of decent work and employment, and more broadly to underpin the economic transformation agenda. Our activities will address the following issues:

- (i) With the conclusion of several EPA negotiations, ECDPM will continue to provide support to African policy makers (including regional groupings and the AU), as well as facilitate dialogue on issues such as implementation, monitoring, future EU-Africa trade relationship and the impact of mega-trade deals, notably between the EU and its major partners, on EU-Africa trade relations.
- (ii) *Intra-regional trade policy*, with a particular focus on the Tripartite COMESA-EAC-SADC trade, and a stronger cooperation with Central Africa, in the context of a new partnership centred on trade policy and agriculture with the ECCAS.
- (iii) *Inter-regional trade*, building on the Tripartite initiative, towards boosting intra-Africa trade under the Continental Free Trade Area framework outlined by the AU, we will provide support to African policy makers (in particular the African Union) on possible scenarios to operationalise their agenda, both on trade and trade-related issues.
- (iv) Making the best of *trade ties with third parties* and shaping them to serve national and regional development strategies will be an important element of our work on trade. In the context of preference erosion and emerging new trade patterns, particular attention will therefore be paid to Africa's trade relations with major OECD economies, beyond the EU, as well as with its new (emerging) trading partners.

4. Regional integration

Beyond trade policy, regional integration remains a key objective of African/ACP economic transformation, which Europe is committed to support. This includes institutional strengthening to ensure implementation of commitments, but also physical integration through improved trade facilitation and infrastructure notably

through corridors, better policy coordination among overlapping settings and the pooling of financial and human resources.

Supporting regional integration remains a key element of our work. We will continue to support regional economic integration dynamics in Africa, in recognition of the potential they hold for boosting intra-African trade and for strengthening economic production structures. We will continue to engage with RECs and foster a multi-stakeholders approach

The governance of integration processes is a key factor affecting the potential for sustainable and balanced growth from regional initiatives. A strong focus will thus be put on providing a better understanding of the underlying dynamics for regional integration in Africa, notably the political and economic interests at play at national levels and their articulation at regional levels.

Addressing these issues, our work will focus on:

- (i) Conducting a systematic analysis of the political economy dynamics of regional integration in Africa, at the level of the AU and 5 RECs (COMESA, EAC, ECOWAS, IGAD, SADC), to deepen the understanding of the dynamics at play in regional integration processes and facilitate the role of the RECs in this process. This analysis will be done in cooperation with other ECDPM programmes.
- (ii) *Facilitating economic integration*, through 'Aid for Trade' initiatives, with an increasing focus on private sector and global value chains. We will support home-grown national and regional strategies to integrate and move up the production ladder in the global economy, reaching beyond traditional donor-led initiatives. Particular attention will be given to trade facilitation and corridors approaches. This work will be done partly with the Food Security programme, in the context of the CAADP, as well as potentially in collaboration with African partners in the context of resource-led industrialisation.
- (iii) *Providing specific support to RECs*, on trade and regional integration policies and implementation, in particular with ECCAS, based on a partnership agreement.

5. Financing for Development

Development objectives require adequate financial means to implement any transformative agenda. Identification and mobilisation of domestic and international financial resources are thus high on the agenda of developing countries and the international community, including in the context of the post-2015 framework and the Agenda 2063 of the AU. Among innovative sources of finance, those emanating from private channels are increasingly seen as having a significant (and relatively unexploited) potential.

Against this background, we intend to analyse the potential of innovative sources and mechanisms of finance in and for Africa, and for increasing the capacities of African stakeholders to broaden revenue generation to support their transformation agenda at all levels, in a sustainable, substantial and accountable manner. Such issues will be addressed in close cooperation with other ECDPM programmes, in particular the SEEA and ACD programmes.

6. Africa and its partners

International drivers play an important role in the economic transformation of developing countries and regions. Europe has long been a privileged and dominant partner of the ACP, and of Africa in particular. Today, however, new players such as China, India and Brazil are becoming increasingly important partners through the formalisation of their bilateral relations and increasing financial support to Africa. Africa is also

rebalancing its partnership relations with the world in an attempt to move to a relationship based on common interests, moving away from a donor-recipient relationship. This is becoming increasingly relevant as the economic crisis has constrained donors' budgets and as the share of ODA goes down due to increasing financial resources from the commodity boom or due to large foreign direct investment inflows.

Building on our work on emerging players, and in close collaboration with the SEEA, ACD and Food Security Programmes, we will examine in a cross cutting manner the shifting Europe and Africa economic partnership, its political repercussions and the implications African emerging partnerships with new players have on Africa's relationship with Europe, as well as the dynamics and implications of Africa's partnerships with China and other emerging partners, with a particular focus on economic transformation and governance.

Expected outcomes and impacts

As an independent and non-partisan broker, we wish to achieve the following outcomes and impact:

- **Outcome:** a well-informed research and informal dialogue effectively fed into formal policy and reform processes at local, national, regional, continental and international levels, especially within the EU, the AU, the ACP, and in some RECs, as well as the G20.
- **Impact:** better informed engagement by domestic and international actors of change in the improvement and reform of economic governance and transformation in ACP/African countries and the EU.
- **Outcome:** better understanding of the incentives facing drivers of change¹⁴ for promoting economic transformation with improved economic governance in the ACP and Africa.
- **Impact:** balanced and inclusive growth and sustainable development.
- **Outcome:** Better informed trade negotiators able to conclude trade agreements in alignment with national and regional development objectives.
- **Impact:** Increased integration of African countries into regional and international markets, ultimately leading to more jobs and inclusive growth.
- **Outcome:** Better understanding of drivers of genuine regional integration, as well as bottlenecks and spoilers of the process, and knowledge of how internal and external actors can stimulate the integration process.
- **Impact:** More realistic regional integration and trade agendas that balance ambitions and external pressures with political and economic realities.

This engagement will contribute to all four themes of the ECDPM strategy for 2012–2016.

¹⁴ 'Drivers of change' refers here to domestic elites, government institutions and the middle classes in the ACP region, Africa, Europe and the emerging economies; as well as the international community.

Table 1: Operationalising the four key themes of the ECDPM strategy

| Strategy themes | Programme contribution |
|---|--|
| Reconciling values and interests in the external action of the EU | European stakeholders better reconcile values and interests for pro-development outcomes through coherent economic, governance, trade & development and foreign policy actions. |
| Promoting economic governance and trade for inclusive growth | Support to African actors in effective management of their economic transformation to achieve sustainable and shared growth, including with the support of their partners. ACP and Europe's policy makers agree on trade policy that is aligned to the national and regional development objectives and leads to inclusive growth. |
| Responding to societal dynamics in the developing world | Better understanding of the incentives facing drivers of change for promoting economic transformation with improved economic governance in the ACP in general and Africa in particular. A better understanding of the political economy of economic transformation, in particular of regional integration processes, in Africa so as to adapt the EU's response to support the positive dynamics. |
| Promoting food security as a global development challenge | Economic actors and policies better promote food security at national and regional levels, notably through sectoral linkages, value addition and integration into regional and global value chains. |

Summary table for the ET programme

| ET Programme: Economic transformation, governance, integration and trade for inclusive growth | |
|--|--|
| Overall issue | Development demands more than economic growth: it requires profound economic transformation, a favourable economic environment conducive to private sector development, suitable structural and governance institutional settings, at domestic and international levels, with a explicit focus on greater social equity, poverty alleviation and sustainable development objectives |
| Programme aim | To facilitate and inform a process of economic transformation through enhanced economic governance in the ACP/Africa, Europe, the emerging powers and international actors, so as to attain trade, integration and economic changes for the development aims and balanced transformation objectives endorsed by the ACP/Africans, supported by the EU and international community, taking into account political economy dynamics |
| Key actors | <ul style="list-style-type: none"> • Institutions of the ACP and officials from the ACP • The AU; and African institutions (in particular, the AfDB and UNECA) • The European Union (DEVCO, ENTR, TRADE, MARKET DGs plus EEAS, the European Parliament, EIB), officials EU member states, notably from ministries of foreign affairs, trade and industry, mines, economic affairs and finance • Regional economic communities; SADC, COMESA, EAC, ECOWAS, ECCAS • Private sector actors in Europe (such as extractive industries; Business Europe) and in Africa (APEI private sector organisations; African chambers of mines and of commerce) • International organisations (the OECD Development Centre, DeFiNe, the World Bank, EDFI) • African think tanks (in particular SAIIA; ACET; IGD; ACBF; and TMEA) • Civil-society organisations and independent experts |
| Plan of action | |
| Activities and outputs | <ul style="list-style-type: none"> • Research, dialogue and facilitation on private sector for development, extractive industries, financing for development, trade and regional integration, to stimulate the formation of coalitions of domestic and international drivers of change, including on EPAs, among extractive Industry stakeholders, business facilitation platforms with APEI countries and in Europe, and promotion of dialogue with partners engaged in Africa (in particular China, India and Brazil) • <i>Research, knowledge management and networking</i> of the political, economic and governance dynamics underlying the economic transformation, trade and the regional integration agenda, based on a political economy approach • Publication of monthly <i>GREAT Insights</i> magazine on Governance, regional integration, economic, agriculture and trade related issues |
| Partnerships | Partnership and cooperation with ACP, AUC, RECs and other relevant regional institutions (e.g. IRCC, APEI, business associations, DFIs, African and European think tanks and CSOs) |
| Risks | <ul style="list-style-type: none"> • Lack of reform dynamics and little engagement by policymakers and relevant stakeholders • Insufficient funding and insufficient synergy among activities |
| Results | |
| Expected outcome | <ul style="list-style-type: none"> • Well-informed research and informal dialogue that effectively feeds into formal policy and reform processes at local, national, regional, continental and international levels, especially in the EU, the AU, the ACP and RECs, as well as the G20 • Better understanding of incentives facing drivers of change to promote improved economic transformation, integration, trade and governance in the ACP and Africa • Establishment of Private sector for Development Platforms, encouraging constructive engagement among key stakeholders, notably in the extractive sector, to generate knowledge and understanding of the key issues involved in managing extractive resources and public-private dialogues for economic transformation and trade |
| Impact | <ul style="list-style-type: none"> • Informed engagement by domestic and international actors of change toward improvement of economic transformation and governance in developing countries as well as in the EU • More balanced and shared growth and sustainable development, with job creation and equity, through economic transformation harnessing private sector dynamics, natural resources, sectoral linkages, integration to regional and global value chains and markets, notably through trade. • More efficient, transparent and equitable mobilisation and management of financial resources • More balanced and effective partnership between Africa and its partners |

2.4. Africa's Change Dynamics: understanding and building on dynamics of change (ACD programme)

Context

Governance for development continues to be an important dimension of progress in Africa. Events in the last three years, be it in North Africa or in Sub-Saharan Africa, are a reminder of the necessity to continue to consolidate governance reforms. It is perhaps now more important than ever as Africa registers unprecedented economic growth, that the continent set up appropriate governance processes to ensure that such growth is translated into tangible impact on people's lives.

In order to respond to these needs, several initiatives are currently underway in Africa to strengthen governance for development. The AUC is expected to launch Agenda 2063, a development framework, which at its core promotes governance for development. At a meso-level, there are attempts to mainstream governance initiatives and to connect them better in order to strengthen their impact. Continental initiatives will notably need to be grounded in national policies and governance frameworks. One focal area of the on-going efforts to promote governance for development is for instance the drive to strengthen compliance to good governance standards and to connect them to other challenges facing Africa, notably peace and security.

However, these efforts have not always been easy to implement. Their success or failure was closely associated with factors such the capacity of the institutions to facilitate their operationalisation amid a highly political context and the ability to integrate a diversity of voices and actors (i.e. non-state actors).

These efforts come at a time when international partners, such as the EU, are also considering reforms to the manner in which they support governance for development and actors involved in them. The EU's approach recognises the need to support African-led initiatives but also to broaden the scope of the support in order to engage more actors including non-institutional actors, as confirmed during the EU-Africa Summit, which took place in Brussels in April 2014. Increasingly, external actors, such as the EU, will therefore need to continue drawing from past experiences that point to a need to set aside traditional top-down approaches, invest in understanding change dynamics, harness progress and accompany positive local dynamics. Such support would help consolidate the ownership of developmental agendas. In turn, this should contribute to the EU's key objective of promoting sustainable development.

To respond to these challenges, and cognisant of ECDPM's value added, we have identified three entry points for our engagement:

- The importance of facilitation and knowledge brokering targeted at lead actors in charge of implementing a key policy process;
- The need to deepen understanding of change dynamics and their relevance to policy implementation through on-the-ground work with key actors and connecting it to the larger debates on governance; and
- Strengthen linkages between external support to governance with African home-grown efforts to address governance challenges.

Aim of the programme

The programme's general aim is to help Africa 'weave its own mat' in governance terms. The key issue is: ***how can the evolving dynamics in Africa, notably in the area of governance, best be supported and how can development partners connect with them better?***

There is a large number of African specialist organisations that focus on governance for development, in its different forms. These produce solid reports on the state of governance as well as analysis of different governance processes. More analysis is therefore not the priority. Rather our work will focus on capitalising on available analysis in order to facilitate reflections and help enable progress in the set up of resilient governance processes that deliver on their objectives. This will be done jointly with African partners (institutional and non-institutional) and through an approach that promotes ownership.

Our value added lies in connecting these processes to the EU's cooperation with Africa. Hence, we will continue to promote and facilitate dialogue on key areas of support of the EU to different areas of governance.

As a non-African actor, ECDPM is conscious of the need to clearly define our added value in African-led processes. A wide range of African organisations are sufficiently active and capable of supporting African institutions at different levels. For this reason, we seek to build on our experience of selective engagement in processes where there is a demand from partner institutions and where such initiatives can foster a stronger and more balanced dialogue between Europe and Africa. Furthermore, by adding a socio-political dimension to our analysis, we seek to enhance knowledge in the EU and thus improve understanding of the dynamics in the field.

The efforts of the program correspond with several themes in the ECDPM Strategy for 2012-2016 as summarised in the table below.

Activities and outputs

In 2015, the programme will build on progress achieved in the previous years and seek to further refine its engagement in key processes. We will focus on and deepen our engagement in the following areas:

1. Consolidate our support to key African governance processes and their implementation

Several milestones of the African Governance Architecture (AGA) were reached in 2013 and 2014, including the operationalisation of the political as well as the technical committees in charge of carrying out the implementation of the work plan of the African Governance Platform (AGP) and the launch of a structured dialogue with the AU's Peace and Security Department with the view to enhancing linkages between the AGA and the African Peace and Security Architecture. The entry into force of the Africa Charter on Democracy, Elections and Good Governance (ACDEG) also empowered the AUC to play a coordinating role to ensure greater compliance with good governance standards at country level, notably through the launch of a monitoring framework on the implementation of the ACDEG principles on country-level.

Over the last years, the ACD programme was able to contribute to several stages of the development of the AGA framework. We have done so through technical support to the AUC's department of political affairs (DPA), both directly and jointly with partners.

Against this backdrop, we will continue to engage with and support the DPA in its endeavour to fully operationalise the AGP and to implement its work plan. The focus of our support will be on three key components. These are: (i) supporting the fine-tuning of the AGP's operationalisation notably with respect to the engagement of the so-called '2nd circle of actors'; (ii) supporting the dialogue on the linkages

between the AGA and the APSA; and (iii) supporting the operationalisation of the ACDEG monitoring framework.

This will be done jointly with relevant African partners through the provision of technical notes, knowledge sharing, participating in key meetings, and staff exchanges. Furthermore, contingent on the availability of funding, we will also seek to contribute to deepening the knowledge on the role of regional organisations in the governance area. Regional organisations are indeed not only important median actors in the governance architecture but also key actors in the effort to strengthen linkages with the APSA.

The programme will also continue its support to African partners in their reflections on linking programmes and frameworks (i.e. Agenda 2063) with resource mobilisation efforts with the view of ensuring the sustainability of the African regional integration vision. Jointly with partners in the field, both institutional and non-institutional (i.e. CCP-AU), we will build on the work done by ECDPM and in Africa with the view of supporting much-needed efforts to create a sustainable financing framework. We will focus our efforts on knowledge-brokering.

2. Build on our efforts to support local dynamics.

In 2014 we have further experimented with our efforts to support change dynamics in North Africa and to deepen our knowledge of local change processes in other parts of Africa. From our engagements we were able to develop new work streams, which were taken up by other programmes within the Centre, notably the SEEA programme. A number of observations from these engagements will continue to inform the engagements of ACD, jointly with other programmes such as ET, in these areas in the course of 2015.

Capitalising on the experience gained, we will focus our engagements on the role of non-state actors at local levels in change dynamics. In Madagascar, jointly with the ET programme, we will use the work done over the last two years in such a country or (understanding the dynamics driving civil society engagement and improving the EU's engagement with these actors at local level) to deepen the understanding on governance dynamics notably on the governance of natural resources at local level and the role of civil society. Having looked at how local civil society funds itself and following a scoping mission which focussed on the role of local actors in the natural resources management sector, we will, in a first phase, deepen our analysis of the role of local actors in shaping the 'politics' around natural resources management at the local level and, in a second phase, assess the implications for the EU's engagement with these actors. In North Africa, the focus will be on the role of local non-state actors in shaping the implementation of key priorities, i.e. employment in Tunisia.

3. Deepen our knowledge on the context of EU-Africa relations and connect the knowledge acquired to facilitation efforts.

In the course of 2014, the programme took the lead in facilitating several meetings ahead of the EU-Africa Summit in April 2014, notably with African partners.¹⁵ In the process of doing so a number of gaps were identified. These emphasised the need to 1) better connect what already exists and 2) deepen the knowledge about some key issues. As a result, in 2015, ACD intends to fill these gaps by further contributing to efforts to better connect processes in Africa, notably in the governance area, with efforts of the EU to support them, and by leveraging the programmes' networks in Africa to generate more insights where needed.

¹⁵ Including the AUC, Addis-based African Ambassadors as well as the Pan-African Parliament.

In 2015, we will therefore seek to revive the EU-Africa dialogue on governance within the framework of the Roadmap agreed during the 2014 EU-Africa Summit in order to contribute to enhancing the linkages between the dynamics on the ground with the EU's efforts to support governance. Here, we will capitalise on our knowledge of on-going dynamics including in relation to our engagement with the operations of the AGA as well as our on-the-ground work with non-state actors as highlighted above. This will be done through facilitation and dialogue with relevant stakeholders.

ACD will also seek to leverage its networks on the continent to stimulate debate regarding the future of EU-Africa relations. We will, for instance, seek to generate more insights on the evolving position of Africa internationally, on the role of a selection of middle-size emerging African countries regarding their international partnerships and on better understanding how Africa is formulating its common positions in international fora. This is not only important to ensure that the realities on the ground are taken into account when implementing partnership frameworks (i.e. the JAES roadmap's priority areas) but also to help guide future engagement and adjustments to the frameworks.

Our activities will combine several capacity strategies; namely partnerships, facilitation, direct technical support, research as well as knowledge brokering.

A central role for partnerships

In implementing its work plan, the program will continue to rely on its partnership with key African partners, notably:

- Strategic partners, notably the African Governance Institute
- Institutional partners including the AUC Department of Political Affairs and the NPCA
- African think tanks and civil society organisations such as the Institute for Security Studies (ISS), the Institute for Global Dialogue (IGD), the South African Institute of International Affairs (SAIIA), and the Centre for Citizens' Participation on the African Union (CCPAU)
- Relevant networks such as the EU-African Research Network

Expected outcomes and impacts

Through our work we aim to achieve the following outcomes:

- Support the operationalisation of African governance home-grown initiatives notably the AGA;
- African partners are better equipped to engage with the EU, notably on governance support;
- EU support to governance in Africa is well-informed and take into account initiatives undertaken by African partners;
- The overall context of EU-Africa relations is better understood.

Table 1: Operationalising the four key themes of the ECDPM Strategy

| Strategy themes | Programme contribution |
|---|---|
| Reconciling values and interests in the external action of the EU | ACD works with SEEA to inform debates within the EU on change dynamics in Africa with the aim to facilitate greater coherence of EU external action |
| Promoting economic governance and trade for inclusive growth | ACD contribute to promoting inclusive growth by ensuring that different actors are equipped to add their voices to key discussions around the issue of governance |
| Responding to societal dynamics in the developing world | ACD supports key African actors in their policy process in the area of governance |
| Promoting food security as a global development challenge | ACD contributes to addressing some hindering factors to ensure food security (bad political governance, the governance-conflict nexus, etc.) |

Summary table for the ACD programme

| ACD Programme: Africa on the move: understanding and building on dynamics of change | |
|--|--|
| Overall issue | How can we best assist Africa to 'weave its own mat'? Many changes are under way in Africa, both social and institutional. The key issue here is how these processes can best be supported to promote the emergence of resilient institutions and relevant processes for developmental governance and ensure more inclusive and better-informed donor support |
| Programme aim | <ul style="list-style-type: none"> • Helping African actors to develop home-grown agendas for reform • Connecting EU responses to Africa's changing dynamics |
| Key actors | African institutional players (AU Commission, African Development Bank, AU member states, RECs, Pan-African Parliament and NPCA), non-institutional actors (AGI, CCPAU, ISS, EARN, SAIIA) and EU actors (European Commission, EU Member States, EEAS and the EP) |
| Plan of action | |
| Activities and outputs | <p><i>Dialogue and facilitation</i></p> <ul style="list-style-type: none"> • Events for external actors provided or facilitated on request • Research, knowledge management and networking • Technical notes for African stakeholders supplied on request • Policy research on the evolution of social dynamics in Africa • (In)formal briefings for stakeholders • Reports and studies commissioned by third parties • Brief commentaries using ECDPM's communication tools and relevant media outlets |
| Partnerships | <ul style="list-style-type: none"> • Institutional African actors including the AU Commission (e.g. the Political Affairs Department, the Economic Affairs Department and the Office of the Deputy Chairperson), the African Peer Review Mechanism Secretariat, the NPCA, the RECs and the AfDB • African think tanks such as the Africa Governance Institute, the Institute for Security Studies (ISS), IGD and SAIIA |
| Risks | <ul style="list-style-type: none"> • Reliance on demand-driven approaches, meaning that our interventions may be limited if demand is limited. • Engagement in new regions (North Africa) where the Centre is not known among actors can result in slow progress in establishing the work stream |
| Results | |
| Expected outcome | <ul style="list-style-type: none"> • African actors are resilient, able to develop their own agendas, and better able to formulate and articulate their demands vis-à-vis international partners such as the EU • The societal dynamics driving change in Africa are better understood in Europe and as a result are better reflected in EU external action and policies |
| Impact | Africa 'weaves its own mat' for development by building more resilient political institutions and societies |

2.5. Regional and local markets for agricultural development and food security (FOOD programme)

Context

Food security relies on linking agricultural producers to local and regional markets. Sustainable and inclusive growth, political stability and effective international cooperation are all at risk in a world where food insecurity affects more than one billion people. The rapid rise in food commodity prices in the late 2000s, which culminated in the 2008 food price spike, increased food price volatility in international markets, and, throughout the world, the unsustainable management of environmental resources necessary for agricultural production has worsened the vulnerability of poor populations in developing countries in general, and in African, Caribbean and Pacific countries specifically. All this made food security a more urgent concern for governments and development partners.

Sustainable agricultural development is crucial to achieve food security, especially where a large majority of the population depends on small-scale agriculture. Many ACP countries are net importers of agricultural products. Their few agricultural exports tend to be dominated by cash commodities and a dependence on preferential access to a few markets in developed countries. Major challenges also remain for sustainable water and land management, which play an essential role in agricultural development and food security.

Trade enables farmers to capitalise on the economic potential of their produce, helping them to turn agriculture into an engine for income generation and pro-poor growth. However, in many cases, local and national markets and institutions remain too small to bring about the required transformation of the agricultural sector. Markets within national boundaries are often isolated and too limited in terms of input supplies and customer base to justify investments. Creating synergies between regional integration and agricultural market development thus offers great potential.

Policy coherence and coordination of trade and agriculture policies and programmes tend to be problematic in various ACP regions. Cross-sector communication between agriculture and trade is often weak, while parallel and at times competing policy frameworks hamper the necessary synergies. Better coherence, coordination and complementarity are needed between regional integration, trade and agriculture initiatives, as well as with donors and external supporters. The goal is to create policy frameworks that facilitate the sustainable development of agricultural markets and stimulate public and private investment. Equally essential is strengthening the capacity of regional institutions to develop and implement regional agricultural strategies.

Major initiatives are under way to promote agricultural development and food security and to encourage regional trade in ACP regions. There is increasing traction for the Comprehensive Africa Agriculture Development Programme (CAADP), now in its 11th year, and for the development of trade corridors in Africa, as well as for the Caribbean Agriculture and Food Security Strategy and the Framework for Action on Food Security in the Pacific.

In 2012, ECDPM established a new programme on regional and local markets for agricultural development and food security focusing on regional initiatives in Sub-Saharan Africa. This programme seeks to address some of the key transitions identified in the ECDPM Strategy for 2012-2016, in particular the need to deliver global public goods such as food security, as well as to promote a 'green' economy, inclusive growth, and societal resilience and adaptability.

Aim of the programme

The overall aim of the programme is to strengthen the capacity of public and private actors in Africa, the Caribbean and the Pacific (ACP) to manage and contribute to regional agricultural and food security policy processes, and to support development partners, in particular the EU, to adopt coherent and effective approaches that foster thriving agricultural markets and promote food security. The Programme aims in particular at the development of efficient and inclusive regional food markets and systems that are conducive to improved food security conditions in Sub-Saharan Africa.

Expertise in and knowledge of agriculture and food security are abundant. Still widely lacking however, are *broad political dialogue, process facilitation and bridges between different policy domains and levels* (continental, regional and national). These are precisely the areas in which ECDPM can offer solid expertise, proven methods and practical experience. The Programme uses this expertise and approaches to support the planning and implementation of CAADP and related African policies and investments at the regional level. It brings together various strands of expertise within ECDPM on trade, economic transformation, regional integration, governance, and local economic development; on African institutions and non-state actors; and on EU policy coherence issues in relation to agriculture and food security.

We have a particularly high added value to offer in terms of:

- (i) Strengthening African regional institutions and other regional stakeholders by promoting more coherent, evidence-based and inclusive regional agricultural and food security policy processes;
- (ii) Improving coordination between agricultural policy-making and policy processes in other sectors, notably regional economic integration (trade and infrastructure), industry, and natural resources; enhancing the policy environment for private sector development by improving the policy dialogue between national governments, regional institutions and the private sector;
- (iii) Addressing various political and governance dimensions of food security – such as economic governance (including the management of natural resources, land, water, energy and the tension between small farmers and large agribusiness companies), participation of stakeholder organisations and consumers (in food and nutrition policy processes), and EU policy coherence.
- (iv) Strengthening the capacity of OECD and ACP actors to assess the coherence of non-development policies in OECD countries/regions, notably the EU, with development objectives and to integrate global development objectives across policy sectors.

Activities and outputs

We will perform policy-oriented research, facilitate dialogue and build partnerships with ACP/African institutions. Our activities will build on existing initiatives for supporting regional integration and will be undertaken in collaboration with relevant partners at the different levels involved in regional agricultural market development. The ultimate beneficiaries of stronger regional markets are local farmers and consumers. In order to ensure their inclusion in agricultural markets our work also addresses the effectiveness of regional initiatives in integrating local markets with national and regional ones. Given the important role of women in the agricultural sector, due consideration will be given to gender issues.

In its initial phases, the programme established a track record by achieving early deliverables with key partners and then expanded its activities to new regions and partnerships. In 2015-2016 we will continue

carrying out region-specific facilitation and analytical work based on the priorities of regional CAADP processes and needs for support from regional institutions and other regional partners. Our work focuses on the trade facilitation and regional value chain development targeting the agricultural sector; private sector development in support of food and nutrition security; in West and Central Africa on-going works aims to assess non-tariff barriers to agricultural trade and support initiatives aiming to remove these obstacles to regional market development; in Eastern and Southern Africa, the Programme contributes to the establishment of sector-specific dialogue platforms to mobilise political and business interests for the removal of policy barriers to intra-regional trade and investments along regional value chains; in Southern Africa, ECDPM is supporting the formulation of regional-level interventions to improve nutritional conditions. In all these regions we continue to support the engagement of farmers in regional agricultural policy-making processes by means of targeted studies and facilitation work in collaboration with regional farmers' organisations. The Programme continues to assess the role of emerging economies in Africa's agricultural development and build ties between African institutions, the traditional donor community and these emerging economies.

While continuing to support the CAADP Development Partners (including through informal gatherings of like-minded donors), we also contribute to the functioning of the continental-level CAADP Work-Stream on Regional Trade and Infrastructure established in 2012. This brings together African actors and development partners under AUC/NPCA leadership. We contribute to this work stream by sharing knowledge about regional integration, aid for trade as well as various governance dimensions of food security, and we engage in critical thinking on CAADP and the way forward, taking political economy dimensions into account.

We continue the work on PCD by conducting case studies in selected African countries, applying the methodology we developed with the OECD for assessing in-country impact on food security of OECD country policies, in particular as a tool to enhance EU PCD.

Moreover, we will, together with key partners, seek to attract external support for the largely independent application of our methodology by strengthened Southern partners, so that they engage effectively on trade and agriculture development issues, promote food security and ensure the sustainability of the approach in the long term.

The Programme will undertake research, dissemination of knowledge (ECDPM papers, studies and blog entries) and networking. We will continue to use ECDPM tools such as *GREAT Insights*, the Centre's monthly magazine covering policy debates between the EU, the developing world and Africa on trade, agriculture, governance and economics more broadly. Other ECDPM communication tools that we will be using include the *Weekly Compass*, the ECDPM website and social media.

We will work in collaboration with relevant partners:

- African governments and their continental, regional and sub-regional organisations;
- external partners and international organisations supporting CAADP objectives and processes, especially European donors and multilateral agencies;
- non-state actors, particularly regional farmer's organisations, with a focus on enhancing their capacities to make trade and agriculture policies and programmes a truly multi-stakeholder process.

The success of our activities depends on the ability of our Southern partners to drive the process. For this reason, we will continue to seek to identify and work with drivers of change in agricultural development and food security (across and within organisations). Capacity issues may hinder these actors and thereby endanger the realisation of our projected results. Weak organisations are particularly common at regional level. For this reason, awareness of capacity constraints and strategies for addressing these constraints will be at the core of our approach. To determine adequate strategies to support these “drivers of change”, we will rely on practical PEA. Finally, agricultural development and food security is a vast area in which, as a small Centre with a specific approach, we have a clearly delineated niche. We will therefore need to clearly communicate our role as an independent broker, our expertise and our aim to avoid unrealistic expectations among our partners and other stakeholders.

Expected outcomes and impacts

We aim to contribute to five specific outcomes:

1. Improved design and implementation of the regional dimensions of the CAADP and of agricultural policies and programmes more broadly in the ACP in general and Africa in particular.
2. More effective regional integration, combining broad regional policy frameworks and business-driven initiatives, for instance to concretely support inclusive regional value chain development.
3. Synergies for food security with stronger linkages between trade and agricultural actors, policies and programmes, including through the enhanced capacity of Southern partners.
4. Scaling up of public-private partnerships for food and nutrition security that are aligned to regional policy priorities.
5. Improved understanding of the impact of non-development EU policies, in particular the CAP and biofuels, on food security in the ACP.

The programme seeks to contribute to the four themes of ECDPM's Strategy for 2012-2016.

Table 1: Operationalising the four key themes of the ECDPM Strategy

| Strategy themes | Programme contribution |
|---|--|
| Reconciling values and interests in the external action of the EU | Promotion of PCD in EU internal policies such as the Common Agricultural Policy (CAP) and EU biofuels policy, thus enhancing the credibility of EU external action |
| Promoting economic governance and trade for inclusive growth | Providing a better understanding of the political economy of agriculture and stronger public-private cooperation in trade, agricultural development and business facilitation, thereby fostering more inclusive growth |
| Responding to societal dynamics in the developing world | Supporting ACP institutional and societal actors in their lead role on driver's seat of food security initiatives, and supporting positive dynamics |
| Promoting food security as a global development challenge | Contributing to effective regional CAADP compacts and stronger regional integration of agricultural markets, leading to greater food security in Africa. |

Summary table for the FOOD programme

| Food Security Programme: Regional and local markets for agricultural development and food security | |
|---|---|
| Overall issue | The development of trade and agriculture in support of food security |
| Aim of Programme | Support regional organisations and processes in the ACP in strengthening their contribution to food security through agricultural development; assist development partners (e.g. EU), in adopting coherent and effective approaches to foster thriving agricultural markets and promote food security |
| Key actors | RECs, regional farmers' organisations, business intermediary organisations, regional centres of excellence, ACP institutions including CTA and AUC-NPCA, EU institutions and Member States, other development partners |
| Plan of action | |
| Activities & outputs | <p><i>Dialogue & facilitation:</i></p> <ul style="list-style-type: none"> • Trade and Agriculture Policy Dialogue Events at regional and African continental levels • Facilitation of dialogues in EU and Africa around PPPs for food and nutrition security • Facilitation support at other relevant events organised by key stakeholders <p><i>Research, knowledge management and networking:</i></p> <ul style="list-style-type: none"> • Publications on relevant topics, e.g., regional CAADP lessons, role of private sector in agricultural investments and coherence between national and regional CAADP compacts • Policy design/contributions/formulation for REC-specific regional agricultural policy frameworks and investment plans, e.g. for the COMESA CAADP Investment Plan • Stakeholder briefings |
| Partnerships | <p><i>Programme-specific:</i></p> <ul style="list-style-type: none"> • RECs (e.g. COMESA, EAC, ECCAS, ECOWAS, SADC, IGAD) • Southern institutions with a methodology similar to ours (FANRPAN, Hub Rural) • Regional farmers' organisations (EAFF, ROPPA, SACAU, PROPAC) • Think tanks and universities in the ACP and EU (e.g. the Economic and Social Research Foundation, Sokoine Agriculture University) • EU institutions and Member States • Development banks (World Bank, African Development Bank) • UN entities (Global Mechanism, FAO) • Global Donor Platform for Rural Development (GDPRD) • GAIN (Global Alliance for Improved Nutrition) • Regional agricultural research institutions in Africa (e.g. FARA, ASARECA) <p><i>Institutional partners:</i></p> <ul style="list-style-type: none"> • African Union/NPCA • ACP institutions/CTA |
| Risks | <ul style="list-style-type: none"> • Limited access to external funding • Southern partners do not drive the process and/or weak capacities of partners may prevent the projected results from being attained • Partner expectations do not tie in with our role as an 'independent broker', expertise and overall aim |
| Results | |
| Expected outcomes | <ul style="list-style-type: none"> • Improved design and implementation of the regional dimensions of CAADP and agricultural policies and programmes more broadly (in Africa/ACP) • More effective regional integration, combining broad regional policy frameworks and business-driven initiatives • Synergies for food security created by stronger linkages between trade and agricultural actors, policies and programmes • Scaled up public-private partnerships for food and nutrition security (aligned to regional policy priorities) • Improved understanding of PCD and the impact of non-development EU policies, in particular the CAP, on food security in the ACP |
| Impact | <ul style="list-style-type: none"> • More effective regional and local markets for agricultural development and food security |

3. Institutional Relations and Partnership Development

3.1. Context

As the institutional context in which ECDPM works evolves the Centre's Institutional Relations and Partnership team will further strengthen its efforts to ensure that the Centre accompanies these fundamental processes of change. Against a background of renewed multi-annual funding from the Netherlands, we will continue to work closely with our key partners in the ACP regions, and in Africa in particular, and our long-standing institutional partners in Europe. At the same time we will continue efforts to strengthen our cooperation with other partners, including the BRIC countries, non-EU DAC members (USA, Switzerland, Norway, Japan, etc.) and development foundations (such as the Gates Foundation). As a 'think-and-do-tank', we will continue to play a role as a non-partisan provider of practical and tailored analysis, as a facilitator of policy dialogue and as a supplier of advice. We will also continue to support institutions in the developing world in defining their own policies and setting their development agendas. Our extensive networks and institutional partnerships, both in Europe and in the South, remain strong assets in our work to bring together policy and practice so as to impact on development.

3.2. Aim and objectives

Aims in terms of partnerships with Southern institutions

We have three aims related to partnerships with Southern institutions in 2015–2016:

- Deepen the existing Centre-wide institutional partnerships with the AU and the ACP Group and foster our strategic partnerships and networks in Africa, the Caribbean and the global South;
- Further engage in new partnerships in Africa and the BRIC countries to further improve the legitimacy, relevance, effectiveness and impact of our work;
- Diversify the various types and modalities of partnerships with a view to ensuring mutual benefits and impacts.

Aims in terms of institutional relations

In line with our funding strategy for 2012-2016, we have set ourselves the following objectives for 2015-2016:

- Consolidate and strengthen relations with our European partners who have consistently supported ECDPM over the years (i.e. the Netherlands, Belgium, Luxembourg, Finland, Sweden, Ireland, Portugal, Austria and Switzerland);
- Strengthen institutional relations (and possibly funding opportunities) with other EU Member States (Denmark), EU Presidencies (Latvia, Luxemburg, The Netherlands, Slovakia) and non-EU countries (Norway, USA, Japan);
- Explore funding opportunities with development and political foundations;
- Further strengthen Centre-wide efforts to mobilise programme and project funding, including by strengthening alliances with new Northern and Southern players in development;
- Accompany and assist the Centre programmes in obtaining framework contracts and tenders in key thematic areas of expertise of ECDPM;
- Target new potential donors who could be interested in our strategy, such as the UN, the World Bank, the African Development Bank and UNECA, and ministries that are not directly dealing with development (economic affairs, education and defence) and research funds.

3.3. Activities and outputs

Partnerships with Southern institutions

ECDPM plans to deepen its partnerships with Southern organisations and intensify its presence in Africa through several types of cooperation.

ECDPM plans to further implement the YIPP through which ECDPM can recruit research assistants and junior staff from developing countries. By doing so we hope to provide more opportunities for exposure and capacity building of highly talented young professionals, mainly from Africa. In addition, the Centre also aims to increase the number of programme associates in Africa and the ACP and to promote more regular exchanges of staff with partner institutes.

ECDPM will continue to support the **ACP Group** in some of its key challenges for the immediate, medium and long-term. These relate to the implementation of the Cotonou Partnership Agreement, the EPA negotiations and the future of the partnership with the European Union and the Post 2015 development debate. In terms of prospective thinking on the future of the ACP Group and the Cotonou Agreement, ECDPM will continue to provide inputs in the regional reflections of the various ACP regions, individual ACP countries and the EEAS/EC and EU Member States. We will also assist the ACP Eminent Persons Group and the Ambassadorial Working Group on future perspectives and the ACP Secretariat in analysing the possible options and scenarios for the ACP beyond 2020. In addition, ECDPM will also undertake its own Political Economy Analysis of the ACP-EU Partnership.

The partnership with the **African Union** and **African Regional Economic Communities** is a recurrent theme in all our programmes. Since the creation of the AU in 2002, we have worked with various units of the **AU Commission** in Addis Ababa. Our partnership with the AUC was formalised in 2008 in a memorandum of understanding setting out a framework for structured, long-term cooperation. Our strategy revolves around the goal of strengthening pan-African and regional African organisations.

In 2015-2016 we will assist the AU with awareness raising initiatives around the key priorities of its Strategic Plan 2014-2017 and the Agenda 2063, the prospective thinking on the future of Africa in the next 50 years. With the new AUC leadership in Addis Ababa and at the AU's Brussels mission, we also intend to provide appropriate follow-up to the 4th EU-Africa Summit of Heads of State that was held in Brussels in April 2014 and the implementation of the JAES, including the operationalisation of the EU's new Pan-African Instrument.

We will continue to link up with several of the longstanding and the newly growing sectors of African policy research institutes and think-and-do-tanks. In addition to longstanding partners such as the ISS, SAIIA and the AGI, we will further engage with other policy research institutes in Africa with the aim to generate mutual benefits.

In the Caribbean, we will continue our efforts to strengthen our partnership with the IIR at the University of the West Indies in Trinidad and Tobago with a particular focus on the specific place of the Small Islands Development States (SIDS) in the EU-ACP and EU-Caribbean and EU-Pacific partnerships, following the SIDS meeting in Samoa of September 2014.

Centre Partnerships and Networks

- African Union Commission, Addis Ababa and Brussels
- ACP institutions: ACP Secretariat and ACP Committee of Ambassadors, Brussels
- African Center for Economic Transformation (ACET), Accra
- African Development Bank (AfDB), Abidjan and Tunis
- Africa Governance Institute (AGI), Dakar
- African Governance Platform, Addis Ababa
- African Minerals Development Centre (AMDC), Addis Ababa
- BOND (British organisation for NGOs working in international development), London
- Brazilian Centre for International Relations (CEBRI), Rio de Janeiro
- Bundesanstalt für Geowissenschaften und Rohstoffe (BGR), Hannover
- Caribbean Community (CARICOM/CARIFORUM), Georgetown, Guyana
- China Institute of International Studies (CISS), Beijing
- Chinese Academy of Social Sciences (CASS), Beijing
- Commonwealth Secretariat, London
- Consumer Unity and Trust Society (CUTS), Jaipur and Geneva
- Egmont Royal Institute for International Relations, Brussels
- Europe-Africa Research Network (EARN), Africa and Europe
- European Association of Development Institutes (EADI), Bonn
- European Development Finance Institutions (EDFI), Brussels
- European Peacebuilding Liaison Office (EPLO), Brussels
- European Think Tank Group and its three other members: ODI (London), DIE (Bonn) and FRIDE (Madrid)
- Food, Agriculture, & Natural Resources Policy Analysis Network (FANRPAN), Pretoria
- German Marshall Fund, Washington, DC
- Institute of International Relations (IIR), University of the West Indies, Trinidad and Tobago
- Institute for Security Studies (ISS), Pretoria and Addis Ababa
- International Centre for Trade and Sustainable Development (ICTSD), Geneva
- International Lawyers and Economists Against Poverty (ILEAP), Toronto
- Leuven Centre for Global Governance Studies, Leuven
- NEPAD Planning and Coordinating Agency (NPCA), Midrand, South Africa
- Netherlands Institute of International Relations, "Clingendael", The Hague
- OECD Development Centre, Paris
- OECD Development Finance Network (DeFiNe)
- Overseas Countries and Territories Association (OCTA), Brussels
- Pacific Islands Forum, Suva, Fiji
- Regional Economic Communities in Africa (COMESA, EAC, CEMAC, ECCAS, ECOWAS, UEMOA, SADC, SACU and others)
- Research and Information System for Developing Countries (RIS), New Delhi
- South African Institute of International Affairs (SAIIA), Johannesburg
- Technical Centre for Agricultural and Rural Cooperation ACP-EU (CTA), Wageningen
- Trade Policy Training Centre in Africa (TRAPCA), Arusha
- United Nations Conference on Trade and Development (UNCTAD), Geneva
- United Nations Economic Commission for Africa (UNECA), Addis Ababa
- United Nations University, Centre for Regional Integration Studies (UNU-CRIS), Bruges

Institutional relations with European partners

As a policy-relevant institute operating at the interface between the ACP and Europe, we will maintain close relations with EU institutions such as the newly established EU Commission, EEAS, the newly elected European Parliament, the EU Member States and the successive EU presidencies.

In line with this tradition, we will make ourselves available to support the EU Presidencies of Latvia, Luxemburg, The Netherlands and Slovakia in 2015 and 2016 with advice, independent analysis and facilitation work.

In a context of uncertainty on donor budgets, we will make substantial efforts to retain and increase the levels of flexible institutional funding provided by our long-standing institutional partners, i.e. The Netherlands, Austria, Belgium, Luxemburg, Finland, Ireland, Portugal, Sweden and Switzerland. At the same time, we intend to invest in further diversifying our external funding base by tapping into new types of funding from new donors. A better mix of funding types will spread risks and make us less vulnerable. Potential partners are the new global players, other EU Member States that could become our institutional partners, new donors outside Europe (such as the USA, Japan, South Korea), and ministries beyond the traditional development departments and private foundations. It will take time to build these new relationships and for them to generate long-term, flexible funding.

Even in the current context of uncertainty and new challenges, it remains essential that we stay loyal to our principles of independence and our strategic orientations, and do not therefore become overly demand and market-driven. Intellectual and financial independence of the Centre provides the best guarantees for increased credibility and impact.

3.4. Expected results and impact

We intend to achieve the following outcomes and impacts by strengthening our institutional relations and partnerships:

- Increased recognition of ECDPM as a non-partisan facilitator of dialogue, analysis and exchange between different categories of actors in EU-ACP and EU-Africa relations;
- Increased awareness within the EU and its institutions of the concerns, expectations and views of ACP/African and Southern partners on strategic programmes;
- Consolidated flexible institutional funding that enables us to continue to act as an independent, non-partisan sounding board, facilitator and supplier of analysis and capacity support;
- Better informed policymakers and other stakeholders in the developing world;
- For the BRIC countries: more systematic access to information and knowledge on key programmes;
- Improved capacity of ACP/Southern institutional and strategic partners to manage and influence key programmes.

4. Centre management, competencies and support

4.1. Political economy and governance approaches

Context

Politics and institutions matter for development outcomes. An increasing body of diagnostics shed light on these linkages and provide insights into drivers and obstacles of local, national or regional development processes. In particular, political economy analyses have proven to be helpful in identifying actors and factors that contribute or obstruct inclusive and sustainable development outcomes. That is why some donors have embraced and developed political economy analytical frameworks and have sponsored political economy studies that investigate context specific foundational or structural factors and how these factors interact with formal (often written) and informal (unwritten, cultural, religious, normative) *rules of the game*. Knowledge of interests, power relations and incentives that are at work in a particular context is important in this respect. But so is attention to how these features interact with worldviews, preferences and ideas¹⁶ or ideology of particular state and non-state stakeholders and how the potential for progressive change is influenced by issues such as leadership, organisational capacity and state capabilities.

Political economy analyses¹⁷ are being applied at country, sector or sub-sector levels or are directed at unravelling particular policy problems or issues. They are also being designed and applied to tackle complex regional development problems (at AU, ACP or REC levels, or within particular cross-border thematic areas such as infrastructure development, trade or agricultural and food security related matters). Key remaining challenges involve refining the analytical frameworks, applying the political economy analyses, facilitating uptake of emerging findings and evidence, and stimulating the translation of politically informed insights into appropriate action. ECDPM tackles all four challenges.

Aims and objectives

ECDPM's five-year Strategy emphasises the relevance of improving knowledge on political economy actors and factors within and outside the organisation. The *Political Economy and Governance (PEG) Knowledge Hub* within ECDPM seeks to improve the impact of the centre's programmes and projects by strengthening political economy analyses and methodologies, and by promoting linkages between political thinking and politically informed action.

Approach and priorities

ECDPM is well connected to a community of political economy "practitioners" and learning networks, and engages with key African stakeholders so as to ensure optimal relevance and demonstrate the potential for thinking and working in politically informed ways. The PEG hub builds on in-house experience and research, and will:

- a) develop a repository of relevant findings, experiences, tools for the Centre and its partners;
- b) socialise core PEG concepts, findings, analytical frameworks or tools within the Centre and beyond;
- c) apply PEG approaches in a few policy processes, for example in the area of regional integration and cooperation (AU, ACP)

¹⁶ See for example: Rodrik, D. 2013. *"When Ideas Trump Interests: Preferences, World Views, and Policy Innovations"*, School of Social Science Institute for Advanced Study: Princeton.

¹⁷ Political economy analysis involves the study of both politics and economics, and specifically the interactions between them. It focuses on power and resources, how they are distributed and contested in different country and sector contexts, and the resulting implications for development outcomes. PE analysis involves more than a review of institutional and governance arrangements: it also considers the underlying interests, incentives, rents/rent distribution, historical legacies, prior experiences with reforms, social trends and how all of these factors effect or impede change'. How to Notes, WB, 2011.

- d) network with other PE practitioners within the Centre and beyond to facilitate knowledge development and uptake by key stakeholders, strategic partners and coalitions of actors. For instance the Centre is now partner to the *Community of Practice on Thinking and Working Politically in Development*.

It will do so at two “levels”:

Within ECDPM:

- build on the Centre’s PEG knowledge base and in-house expertise (for example, in areas such as food security and CAADP; regional integration; country level PE analysis; economic transformation; PCD, etc.)
- facilitate uptake of relevant research findings, tools and experiences out of the growing body of political economy praxis
- provide timely back-up for ECDPM programmes or in prioritised areas of work

Outside ECDPM

- targeted support for applying, field-testing and improving PE analytical tools or approaches
- partner with strategic actors in the South in applying political economy approaches to strengthen engagement and change strategies
- tap into collaborative arrangements with strategic knowledge partners – including other policy and practice oriented think tanks

Challenges and risks

A solid political economy approach moves beyond the traditional stakeholder analysis of winners and losers. It asks probing questions about *how development happens*, and *why things are as they are*. These ‘how’ and ‘why’ questions have to be broken down in a more systematic way:

- How do various interest groups contest and bargain over rights and access to power, resources, and rents?
- What are the economic dynamics and institutions that generate and distribute wealth, rents? What roles do ideas, religion, etc. play?
- What global and regional ‘drivers’ create and affect opportunities for reforms and development in developing countries?

There are two serious risks, however, that were also highlighted by a World Bank review of the bank’s own political economy analysis in anti-corruption work. The first risk relates to difficulties for actors such as donors to properly diagnose “interactions between political motives and economic policies that prompt or obstruct governance reforms”.¹⁸ The second risk relates to the lack of political commitment by those who commission such studies to look in the mirror and critically assess the ways in which external actors (often donors) use their power or influence in their relations with developing partners. The evidence is growing of what has worked in terms of positive development outcomes, but even more of what has not delivered the envisaged reforms.

¹⁸ Desai, R.M. (2011) An Evaluation of Political-Economy Analysis in Support of the World Bank’s Governance and Anticorruption Strategy. Independent Evaluation Group Working Paper 2011.

4.2. Knowledge management and communication

Knowledge management and communications (KM&C) is one of our principal strategies for enhancing the capacity of stakeholders for policymaking by improving access to and the use of relevant information, in particular in Africa. To this end, the KM&C units will continue to support the aims of the Centre's new strategy of influencing and informing key global policies for positive development outcomes. The KM&C units aim to do this through the provision of strategic and practical guidance to Centre staff, the provision of information and publication services, the use of modern communication tools, and support for external communications tailored to each ECDPM programme as well as to the needs of the Centre as a whole.¹⁹

We will continue to implement our KM&C Strategy²⁰ and further improve knowledge translation, knowledge sharing and communications in a more targeted, efficient and timely manner with stakeholders, our partners and new audiences in Europe, Africa and beyond. To do this effectively, KM&C activities will continue to be fully integrated into and support the Centre's programmes and partnerships and given priority to enhance capacity for policymaking. Programmes will also adapt work processes to meet new demands for effectively communicating our work. The work of KM&C in 2015-2016 will seek to meet the following aims:

Improve Centre communications, outreach and visibility

To support the Centre's fundraising efforts and to reach our target audiences, we will update our corporate profiling and further improve external communication. Building on our existing knowledge management and communication tools, we will increase our outreach through the strategic use of tailored "media mixes", including digital communication, traditional media, social media, multi-media and infographics. This, together with audience analysis and sophisticated targeting strategies, will allow us to better serve existing and new target audiences, including both policy makers and practitioners, via their preferred means of communication. Through targeted use of our communication and knowledge sharing channels and tools, we will increase ECDPM's presence in the networks of our African partners. This will allow us to consolidate and intensify partnerships and increase our impact. We will continue investing and maintaining a more user-friendly website, including in French, to attract more visitors and to facilitate communication. We will also strengthen on-line interactivity, based on our proven dialogue methods and practical policy brokerage approaches with a particular view to bringing African and implementation perspectives into our work. High quality, added-value content based on our policy work remains the basis of any communication strategy. The production of such content will be subject to decisions of programme managers and Centre management.

Disseminate publications

We will continue to assist with the production of publications, including corporate publications such as the annual report. We will refine our publications' dissemination policy and investigate the consequences for Southern audiences of switching to full-scale digital mailing instead of hard-copy distribution.

Intensify KM&C support to key African institutions and networks

We will continue focusing on our partnerships with the AU including the Commission, the Pan-African Parliament, the NEPAD Agency and the Regional Economic Communities, raising funding for this where possible. This will enable ECDPM to intensify its assistance in strengthening the capacities of these key institutions with regard to KM&C and pan-African knowledge management. A central element in this work will be our partnership with the NEPAD Agency to assist in integrating its various knowledge management

¹⁹ See the diagram outlining our KM&C approach on the inside cover of this Work Plan.

²⁰ <http://ecdpm.org/publications/ecdpm-knowledge-management-communications-strategy-2012-2016/>

initiatives and to gradually build up a Pan-African Knowledge Platform for Rural Development, Agriculture and Markets for Food & Nutrition Security.

We also aim to intensify and further structure our partnerships with the growing number of African knowledge networks, private sector actors, policy research institutions, independent think tanks and 'watchdog' accountability organisations by pooling resources and capacities, building ownership, and supporting the societal transformations necessary to achieve inclusive and sustainable development.

Enhance in-house knowledge management

KM&C will continue implementing the IMAKE project with the objective to support ECDPM's efficiency, learning and impact. We will continue deploying technology and building routines among our staff that will create more effective and efficient processes, enhanced internal and external knowledge-sharing and tighter integration with external communications and publication production.

Understand our impact better

In close collaboration with Centre management and the IT department, we will improve the KM side of monitoring and evaluation. KM&C will gather, measure and analyse data on our outreach, the use of our content and its impact in order to evaluate our work and create effective feedback loops to improve our communications.

4.3. Management and institutional challenges

As already indicated in the Work Plan for 2014-2015, we continue to tackle a number of organisational challenges to safeguard our identity, autonomy and impact as an independent foundation:

Broaden and intensify partnerships

We will continue to intensify and extend our partnerships with actors and institutions in the South. In particular, we will explore the feasibility of various approaches for intensifying our presence in Africa and for providing more opportunities for exposure and capacity building for African and ACP young policy researchers and professionals. This will be done, amongst others, by identifying more African Programme Associates, intensifying the YIP Programme and by stimulating more regular exchanges of staff with our partner institutes.

We will continue to link up with several of the longstanding and the newly growing sector of African policy research institutes and think-and-do-tanks through joint programmes, increased exchanges and possibly secondments. In addition to longstanding partners such as ISS, SAIIA and AGI, we will further engage with other policy research institutes in Africa with whom we share common interests

Ensure appropriate funding

In line with our updated funding strategy, we aim to further strengthen our fundraising capacity and diversify our funding sources in 2015-2016. First and foremost we will consolidate and strengthen the funding relations with our longstanding European partners, primarily The Netherlands, and also Belgium, Luxembourg, Finland, Sweden, Ireland, Portugal, Austria and Switzerland. This will be done, amongst others, by further strengthening our service orientation. Secondly we will also strengthen our cooperation (and possibly funding opportunities) with other EU Member States and the successive EU Presidencies (Latvia, Luxembourg, The Netherlands, Slovakia) who all take an interest in engaging with ECDPM. Thirdly, we will further explore the attractive potential for cooperation with development foundations. An internal study providing more insights in the world of development foundations will guide us in this

endeavour. Finally, we will further strengthen our capacities for tendering and mobilising programme and project funding in key thematic areas of expertise of ECDPM. This will be done, amongst others, by systematically identifying funding opportunities, alliance building with partners and enhancing our capacity to design and write fundable programmes and manage the acquisition and implementation of international tenders. In this context further training opportunities will be provided to our staff.

Enhance the competence of our management

We will further boost our capacity to set priorities and to act in conditions of uncertainty. A proposal on risk management was developed and presented to the Board for discussion and approval, it now needs to be included in our management information systems to monitor the risks and whenever necessary to take action. Our current strategy enables us both to sharpen our focus and to remain flexible. We will continue to ensure that a proportion of our budget remains available for innovative programmes and projects. We will maintain our new management structure that enables decentralised day-to-day management. In 2014, the structure was fine-tuned to further strengthen our management for quality and results.

Broadening the range of our expertise and skills

As the challenges facing us become more varied, we will seek to diversify our staff expertise and skills and extend our outreach to wider knowledge and expertise networks. For this, among other things, we will continue to recruit young ACP professionals through our new YIP Programme and extend and diversify our Programme Associates Scheme. We will seek to create space for new contributions and thinking and yet retain key skills among older employees by allowing them to move into part-time employment through a Senior Fellows Scheme.

Ensure staff competence and effectiveness

We have taken several steps to increase staff competence and ability to effectively practise the art of brokerage and facilitation and we will continue to consolidate and build on these initiatives:

- We have adopted competence-based management, which will receive an update based on the experience of four years of using this HRM-system;
- We will continue strengthening staff career planning and training programmes, with a special focus on internal workshops for staff members to learn specific skills from more experienced colleagues;
- We are creating 'knowledge hubs' to support staff for on-the-job development of essential skills.

Efficiency gains

We have been able to increase our internal efficiency over the years. As part of this on-going objective the Centre management will continue to focus on reducing our overhead costs, while make some investments in updating the infrastructure both in the Brussels and Maastricht office (e.g. double glazing, air conditioning, entrance security systems).

4.4. Preparing for transition

During 2015-2016, ECDPM will go through a period of transition towards a new strategic phase post-2016. As a result (a) the implementation of the current Strategy needs to be assessed and evaluated and (b) a new Strategy 2017-2021 needs to be developed. In addition, due to reaching retirement age the current Director, in consultation with the Board and management of the Centre, has indicated his intention to step down in 2015 so as to give his successor the opportunity to be part of the transition process and well prepared to lead the Centre into the new strategic period. The recruitment process for the new Director was conducted in late 2014.

The transition period brings the following additional institutional challenges:

1. A full internal assessment will be done, in order to assemble, organise and internally assess ECDPM performance against the 2012-2016 Strategy (first semester 2015).
2. The ECDPM Board will contract an external evaluation of the Centre to conduct an independent, professional assessment of the performance of ECDPM during the period June-October 2015.
3. The Director will pass on his duties to his successor in the first quarter of 2015, thereby ensuring a prudent period for a proper handover.
4. An inclusive, multi-stakeholder process for preparing the new ECDPM Strategy for 2017-2021 will be initiated from mid 2015 onwards, partly in parallel with the external evaluation in order to ensure an early benefit from emerging insights and to ensure that a new Strategy is formulated and agreed upon by late 2015.

4.5. Risk assessment and learning to adapt

The scope and aim of the ECDPM Strategy and this Work Plan is ambitious. The success of the Strategy will depend on:

- How future work plans are formulated, managed and implemented;
- How well synergies are created with formal policy processes (EU, ACP, African and international) that share similar aims;
- The degree to which we succeed in drawing additional added value from our focus on key thematic areas.

At the same time, there are several types of risk involved:

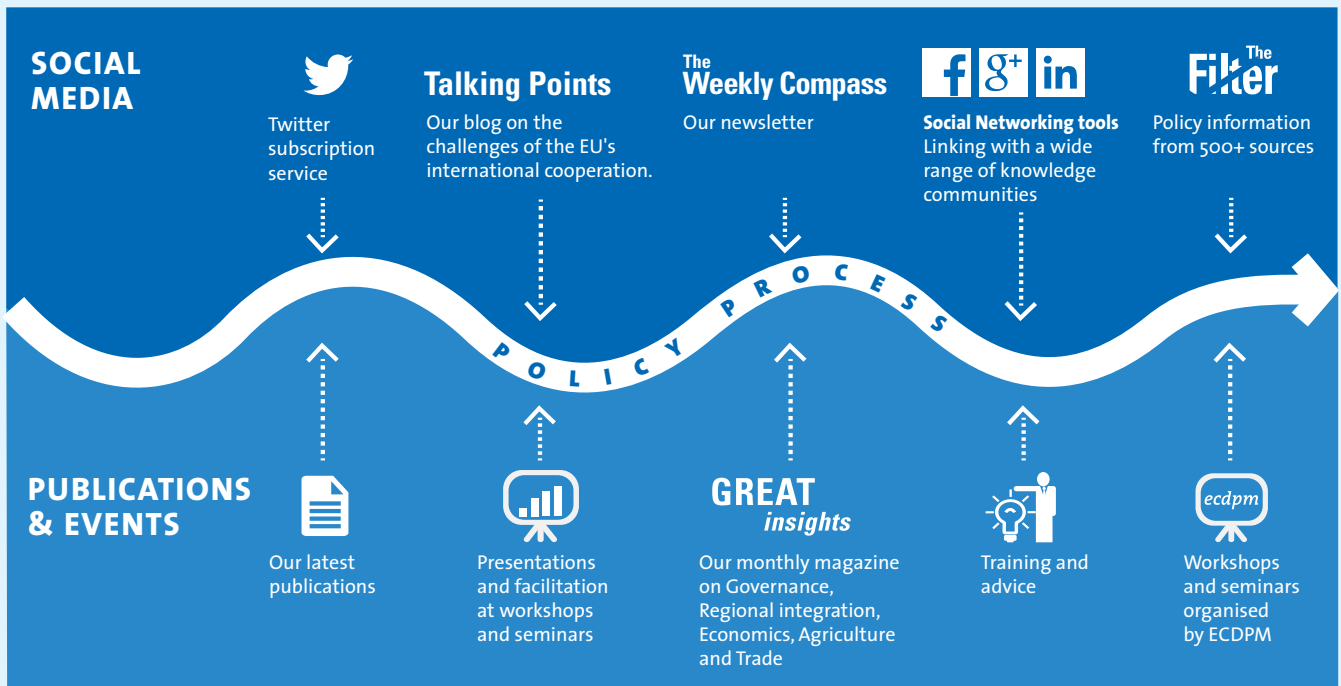
- Increasing competition for increasingly scarce development resources;
- A decreasing importance of the development sector. To ensure continued impact the Centre will further broaden its constituencies dealing with international relations and global public goods;
- Diminished traction and engagement on the part of policymakers and other relevant stakeholders in key programmes. To maximise our outcomes and impact, we will constantly liaise with policymakers and other change drivers and will consider disengagement, if necessary.
- Insufficient focus and over-fragmented activities: prioritisation and selectivity for greater impact will be continuous throughout the implementation of the Strategy and Work Plans to mitigate this risk;
- Insufficient synergy and coherence between the ECDPM work streams: the Centre management and board will monitor effective coherence closely and continuously;
- Insufficient capacity or funding to complete the work: fundraising will be pursued to complement institutional subsidies and funding. To safeguard our financial integrity, the size and scope of activities will be adjusted to reflect the actually available funding;

The political economy approach will be a major asset in the continued assessment and evaluation of risks. Improving our own and stakeholders' understanding of why certain desirable policy reforms and governance transformations do not take place is a key initial step in the process of facilitating such change. It will therefore play a critical role in informing future courses of action for domestic and international drivers of change. As such, failures to achieve the expected outcomes and impact of some of our activities will be turned into opportunities for learning how to manage both our own actions in the future, and also those undertaken by domestic and international stakeholders.

Our Knowledge Management and Communications Approach

Knowledge management and communications are principle ECDPM strategies for improving policy processes and achieving positive development outcomes.

The links between knowledge and policy are not linear and one-off. We work in a strategic way, engaging with African and European stakeholders at the right times, through various communications channels, to build relationships and enhance the capacity for effective policymaking.



Graphic design: Y. Chiu-van 't Hoff, ECDPM

About ECDPM

ECDPM was established in 1986 as an independent foundation to improve European cooperation with the group of African, Caribbean and Pacific countries (ACP). Its main goal today is to broker effective partnerships between the European Union and the developing world, especially Africa. ECDPM promotes inclusive forms of development and cooperates with public and private sector organisations to better manage international relations. It also supports the reform of policies and institutions in both Europe and the developing world. One of ECDPM's key strengths is its extensive network of relations in developing countries, including emerging economies. Among its partners are multilateral institutions, international centres of excellence and a broad range of state and non-state organisations.

Thematic priorities

ECDPM organises its work around four themes:

- Reconciling values and interests in the external action of the EU and other international players
- Promoting economic governance and trade for inclusive and sustainable growth
- Supporting societal dynamics of change related to democracy and governance in developing countries, particularly Africa
- Addressing food security as a global public good through information and support to regional integration, markets and agriculture

Approach

ECDPM is a “think and do tank”. It links policies and practice using a mix of roles and methods. ECDPM organises and facilitates policy dialogues, provides tailor-made analysis and advice, participates in South-North networks and does policy-oriented research with partners from the South.

ECDPM also assists with the implementation of policies and has a strong track record in evaluating policy impact. ECDPM's activities are largely designed to support institutions in the developing world to define their own agendas. ECDPM brings a frank and independent perspective to its activities, entering partnerships with an open mind and a clear focus on results.

For more information please visit www.ecdpm.org

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