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European Centre for Development
Policy Management

ecdpm

LINKING POLICY AND PRACTICE IN
INTERNATIONAL COOPERATION

A photograph of a vast field of golden wheat stretching to the horizon. The sky is a deep blue, filled with large, fluffy white cumulus clouds. The wheat stalks in the foreground are in sharp focus, showing their intricate structure and golden-brown color. The overall scene is bright and clear, suggesting a sunny day.

See the full version of our report online at annual-report-2012.ecdpm.org

ECDPM ANNUAL REPORT 2012

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How we work

ECDPM is a 'think and do tank'. Our main goal today is to broker effective development partnerships between the EU and the Global South, particularly Africa. We combine solid knowledge on how to formulate effective development policies with practical expertise on how to implement them.

Our mission has two components: (i) to strengthen the policy management capacity of institutions and other players in the countries of Africa, the Caribbean and the Pacific and (ii) to improve relations between the European Union and African, Caribbean and Pacific countries.

ECDPM's mission and principles of engagement – established some 25 years ago – are still fundamentally relevant today:

- Our strong niche on EU-Africa and ACP-EU relations
- Our clear strategic focus on a limited set of key thematic policy areas
- Our proactive approach that anticipates major new trends in development and international relations
- Our non-partisanship
- Our dual role as an independent knowledge broker and process facilitator
- Our extensive networks of key actors in Europe and in developing countries, particularly in Africa, the Caribbean and Pacific
- Our focus on 'making policies work' by providing guidance to practitioners in development

We apply a combination of roles and methods to bridge policy and practice. ECDPM co-organises and facilitates policy dialogues, provides tailor-made analysis and advice, disseminates timely information on key policy processes, and participates in South-North networks.

A key thrust of our work involves engaging in strategic partnerships with institutions and networks in the developing world. Our goal in this is not only to contribute to a sound empirical base for policymaking, but also to ensure that there is sufficient institutional capacity for policy implementation and monitoring.

All of our activities emphasise political economy approaches. These ensure that our analysis and process facilitation fully recognise the underlying drivers of change, from the local to the global level.



We are here

Message from our Board Chair



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On behalf of the Board, it gives me great pleasure to commend the diligence and resilience demonstrated by ECDPM throughout 2011 and 2012, which culminated in the Centre securing continued funding in early 2013. This achievement was no doubt due, in part, to the positioning of ECDPM as an independent actor in an increasingly large arena of international cooperation, partnership relationships and networks. There is growing evidence of the impact that ECDPM has achieved – through successful facilitation and dialogue – in the ACP and Africa in particular, where we have made important contributions to the goal so clearly stated in the ACP-EU Cotonou Partnership Agreement and the Joint Africa-EU Strategy (JAES) of reducing, and ultimately eradicating, poverty.

Certainly, the relationship between Europe and the world has been changing. In many ways, Europe is preoccupied with its own development goals, including safeguarding the standard of living of its citizens in light of the continued financial crisis. Nevertheless, it is in Europe's interest to support the development policy agenda in the South, and to give people there a real voice in policy matters.

This is where, throughout 2012, ECDPM has taken a lead, particularly in addressing growing concerns about food security and the extractive sectors, for which Europe's wide range of expertise and appropriate technology may be put to good use. The Centre's approach has been to encourage the growth and maturing of local institutions. With the right

governance structures, they are vital for the success of policy and practice goals.

Is Europe ready to have a different relationship with Africa and the world? As we look to future work, the Centre will facilitate awareness of the mutual dependence of Europe and Africa, the ACP Group and the Global South, as a whole. There is no ambiguity about the fundamental geopolitical changes that have taken place over ECDPM's 26-year history. Countries in the Global South are increasingly vocal about their own ambitions and interests. They are less willing to accept 'one-size-fits-all' recipes from Europe or elsewhere in pursuit of their development.

The ACP Group, the African continent and others in the developing world are now saying to Europe 'Let us share our experiences and resources to address development issues'. The underlying challenge is to actively engage in processes of change and transformation. In this, ECDPM is dedicated to playing a lead role as broker, catalyst and facilitator.

A handwritten signature in black ink that reads "Patrick I. Gomes". The signature is written in a cursive, flowing style.

P.I. Gomes

Ambassador of Guyana to the ACP Group of States and the European Union

Message from our Director



Winds of Global Change, will Europe be ready?

Development cooperation policies, impact and finance certainly came under scrutiny in 2012, in Europe and elsewhere. This was not just because European official development assistance (ODA) ran out of steam, amidst a growing stream of other financial flows to developing countries.¹ Declining ODA is just one of the trends that irreversibly changed the development policy context.² More importantly, the Global South is assuming leadership of the development agenda. International cooperation itself is being catered for by an array of multi-stakeholder partnerships. Today's 'development kitchen' has many 'cooks': emerging economies, private charities, South-South alliances and a vocal global private sector. At the same time, sustained economic growth has afforded many developing countries greater autonomy in choosing partners.

A dense and widely-cast net of international, public-private, government and non-governmental relationships has emerged. Traditional actors are being called on to adapt and modernise. International cooperation is now forged through partnerships for effective development that get things done by jointly agreed, shared objectives and investments in development, not just aid.

Within this global scenario, a high-level UN task force is leading consultations to set a post-2015 development agenda. In Africa,

resource-based economic growth and relations with emerging economies dominate the agenda, as well as concern about the translation to sustainable and inclusive development. In Europe, the European External Action Service and Agenda for Change have opened the way for more hands-on, focused, integrated and innovative approaches on the international stage.

Meanwhile, successive European Reports on Development have argued for thinking beyond aid and the usual development objectives. European development banks have strengthened their programmes for 'blending' public and private resources to finance pro-poor development. With the OECD, several European states have pushed policy coherence higher on their agendas, advocating mutually supportive international and domestic policies, rather than policies that get in each other's way. A new diplomacy is emerging, articulating the multiple policy frameworks and interventions required for effective international cooperation.

The pace of change in European approaches to international cooperation does not, however, match the rapid global evolution. Since the start of Lisbon Treaty implementation, no substantial advances have been made in integrating trade, development, climate, security and foreign policies. Nor have key areas of EU policy, such as immigration, agriculture and fisheries, become more 'development-friendly'. Undoubtedly, a new European 'division of labour' in external action and development is occurring. But this is mostly by default, driven by austerity rather than strategy. That does not augur well for effective alignment of European external action to the demands of modern times.

Have current mindsets in Europe – dominated by economic hardship and scepticism about further integration – reduced the EU's willingness and capacity to re-align its external action? It is too early to answer this question definitively. But it hardly seems farfetched to suggest that a new European Commission, from 2015 onwards, will need a firmer mandate for joined-up European action if Europe is to retain its prominent position in global affairs.

Paul Engel

¹ European ODA declined: OECD/DAC: ODA from the fifteen EU countries that are DAC members fell to USD 63.7 billion in 2012 (-7.4% compared to 2011); <http://www.oecd.org/dac/stats/aidtopoorcountrieslipsfurtherasgovernmentstightenbudgets.htm>

² Engel, P.G.H. & Keizer, N. (2013) *Development policy on the edge*, ECDPM Discussion Paper: www.ecdpm.org/dp141

ECDPM in 2012: Staying on track in challenging times

Development thinking is entering a new phase. The traditional aid provision system is gradually being replaced by new approaches to international cooperation, which focus on the pursuit of common interests in an increasingly multipolar world. In the field of international cooperation, policies, practices and institutions are changing. Where new 'rules of the game' apply, there is a need for new tools, such as well-informed dialogue, different types of partnerships, institutional innovation and joint learning.

These are precisely the areas in which ECDPM is a recognised leader. ECDPM's mission is to broker effective development partnerships between the European Union and the Global South, and to contribute to the transformation of European and international cooperation.

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To target our efforts we organise our work around four thematic priorities (see page 8), which in practice are translated into six Centre programmes:

1. EU External Action
2. Conflict, Security and Resilience
3. Economic Governance
4. Trade and Regional Integration
5. Africa's Change Dynamics
6. Food Security

Key institutional developments in 2012

ECDPM expanded its partnerships and networks to respond effectively to the changing global context. To kick-start our new strategy, we judiciously invested Centre resources to maintain our role as a non-partisan broker, knowledge provider and facilitator of dialogue. In terms of institutional relations and partnerships, the Centre looks back on a successful 2012 with four major achievements.

1. Partnerships and cooperation

We continued to diversify and deepen relations with multilateral organisations, Southern partners and development foundations. A highlight was work funded

by the Bill and Melinda Gates Foundation (BMGF) to evaluate the Think Tank Initiative (TTI). We also strengthened our commitment to our key Southern partner institutions (see opposite page).

2. Consolidation of established institutional relations in Europe

To fulfil our mandate and act as an independent broker while also implementing our ambitious strategy requires sustained and flexible institutional funding. Through an intensive dialogue process with all of our longstanding institutional partners, the Centre managed to consolidate and even increase its sources of multiple-year institutional funding, mainly from middle-sized European countries, such as the Netherlands, Belgium, Finland, Ireland, Luxemburg, Portugal, Sweden and Switzerland.

3. Diversification of our institutional and funding relations

ECDPM developed its partnership relations with EU countries, including some of the EU's newest members. As a result, we will be entering into a new institutional partnership with Austria as of 2013, while our cooperation with Denmark was intensified. ECDPM's efforts to engage with non-EU partners, particularly the Japan International Cooperation Agency (JICA), resulted in our first cooperation agreement in which ECDPM acted as an independent sounding board on policies and practices relating to EU development and external relations.

4. Strategic engagement with EU presidencies

The importance of the EU presidencies is considerably reduced in the new post-Lisbon EU institutional architecture. Nonetheless, the six-month, rotating presidencies still play a key role on a number of issues that fall within ECDPM's remit. One of these is ACP-EU relations. Our support to the Danish and Cyprus EU presidencies in 2012 raised ECDPM's visibility and impact on various important EU processes.

Our main partnerships

ACP Group

Africa Governance Institute (AGI)

AU Commission

Danish Institute for International Studies (DIIS)

Europe-Africa Policy Research Network (EARN) and its members

European Think Tank Group (ETTG), comprised of the German Development Institute (DIE), European think tank for global action (FRIDE), the Overseas Development Institute and ECDPM

Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN)

Institute for Security Studies (ISS)

Institute of International Relations (IIR) at the University of the West Indies

Levy Mwanamasa Centre

Observatoire de l'Afrique and its members

OECD Development Finance Network (DEFINE)

Planning and Coordination Agency of the New Partnership for Africa's Development (NPCA)

South African Institute of International Affairs (SAIIA)

Shridath Ramphal Centre at the University of the West Indies



2012 was a very challenging year for ECDPM. The Centre had to implement a new strategy in the context of financial and economic crisis and declining budgets for development. Yet the Centre's outstanding performance attracted increased interest from old and new partners in Europe, in the ACP, especially Africa, and in other parts of the world.



Geert Laporte
ECDPM Deputy Director

Our four themes

1

Reconciling values and interests in EU external action

The Centre played major roles in 2012 in stimulating reflection on development policy 'beyond aid', advancing policy coherence for development and contributing to the design of a new framework for a post-2015 development agenda that looks beyond the Millennium Development Goals (MDGs). ECDPM analysis and training helped the European Union and its member states enhance their institutional and political capacity to deal effectively with conflict and fragility. We explored the impact of EU agricultural and trade policies on food security and the linkages between trade reform and regional integration. In North and sub-Saharan Africa, our efforts advanced understanding of the social dynamics of democratisation processes. We systematically linked with a large number of institutions in both the EU and the South, including the European External Action Service (EEAS) as the central player in Europe's external action. We established new relationships with global players such as Japan, the USA, China, India and important foundations such as the Bill and Melinda Gates Foundation (BMGF). Our work on reconciling values and interests was picked up by several influential players and the international media during the year.

2

Promoting economic governance and trade for inclusive growth

ECDPM contributions advanced understanding of how improved economic governance promotes structural transformation and enhanced inclusive growth. In 2012, we worked on key issues such as domestic resource mobilisation, development finance, roles of the private sector in development, business facilitation and measures for greater transparency in the sector of natural resources and extractive industries. ECDPM continued to explore how EU trade policies affect growth and development opportunities in an ACP context. We facilitated dialogue on regional integration in Southern Africa in the framework of the EU-South Africa Strategic Partnership through applied political economy analysis. Where relevant, the impact of emerging players, such as China, on relations between Africa and its traditional partners was factored into our research and networking.

3

Supporting societal dynamics of change for effective democracy and governance in developing countries, particularly in Africa

The Centre systematically engaged in strengthening local dynamics of change in the ACP, particularly Africa, focusing on two main levels: official institutions and civil society. At the institutional level, we contributed to the launch of the African Governance Platform of the African Union and to the proposed Pan-African Programme (PAP) in the framework of the Joint Africa-EU Strategy. At the level of civil society, we built partnerships and strengthened cooperation with regional farmers' organisations in East, Central and West Africa under the Comprehensive Africa Agriculture Development Programme (CAADP). We also worked with the Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN), an alliance of 16 national nodes representing Eastern and Southern African researchers. Other civil society partners were private sector, government and media representatives. In 2012, the Centre carried out its first activities in Northern Africa with the launch of a new research stream on the dynamics of political reforms. We also published a well-received study of societal dynamics in fragile and conflict prone situations (www.ecdpm.org/dp135).

4

Food security as a global public good

Insecurity over food supply is not a technological or economic problem. It is a societal problem of all times. The 2008 food riots in numerous developing countries again underlined this. Since then, the looming threat of another global food price crisis, with potentially devastating consequences for food-insecure countries and regions, especially in Africa, has captured the attention of the international community. ECDPM plays an active role in stimulating debate and international cooperation to boost sustainable agricultural development and food security in Africa. We particularly look at the potential of African regional cooperation, actions carried out by the EU and other Northern countries and public-private partnerships. ECDPM focuses on enhanced political dialogue, process facilitation and synergies between different policy domains for the implementation of the regional dimensions of the CAADP, publishing regular policy briefs in this area. Furthermore, the Centre facilitated frank CAADP-related dialogues on issues such as the importance of regional food markets and coordination between trade and agriculture policies and programmes in Africa. This led to the first-ever Joint Conference of AU Ministers of Agriculture and Trade.

A bottom-up agenda to meet Africa's food security needs

Each ECDPM Annual Reports in the 2012 -2016 period will focus on one of our four strategic themes. This report highlights our work in the area of food security.

In ECDPM's view, food, nutrition and agriculture are not just economic sectors, they are political choices. For food security, political leaders must choose to invest in access to and availability of good quality foods, for everyone and at all times. Food security is more than agricultural production, though agriculture lays the foundation for the inclusive and sustainable development of a nation. Without a viable food and agriculture sector, social instability is never far away. Without food security, the best health and education services cannot attain their objectives.

Investing in food security can stimulate entrepreneurs to establish food and agriculture-related businesses. Because most African farmers are women, this helps to integrate them into economic activity. Investments in food security help create resilient societies and provide conduits for economic and social capital development.

Dr Lindiwe Majele Sibanda is head of the Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN), headquartered in Pretoria, South Africa. She is also a member of the Montpellier Panel, a think tank on European support for agriculture and food security in sub-Saharan Africa. We asked her to sketch an action agenda for a food-secure Africa.



The latest Montpellier Panel report explores practical pathways to 'sustainable intensification' focused on smallholder farming. How can smallholders offer a solution to Africa's food security needs?

The mathematics speaks for itself. Smallholders account for the bulk of food production in sub-Saharan Africa, and 70% of the region's population depends solely on agriculture for their livelihoods. It is high time we put this key group at the centre of our efforts to develop an agricultural model to sustainably feed growing populations. We've managed to propel the extractive agenda where we wanted with 'more, more, more', but we've ignored the natural resource base that sustains agriculture.

There are strong vested interests in maintaining the status quo. How can agricultural policymaking become more inclusive?

When you are poor you become invisible to those in power. So the key lies in a vocal civil society. One challenge is that we have divorced the agricultural research agenda from smallholder development. Research has failed to address farmers' basic socio-economic needs, such as energy for cooking, water for domestic and agricultural use, and affordable post-harvest storage facilities. Some of the questions we should be asking are whether smallholders are located at the right place to succeed in farming and if they have a conducive policy environment. We also need to explore the kinds of assets and technologies that

these farmers need to apply sustainable intensification techniques.

Collaboration would be needed, across sectors and from the farm up to the policy level. How does FANRPAN help build capacity for such a bottom-up agenda?

At the local level, we use tools like Theatre for Policy Advocacy. This is a way for ordinary citizens to demonstrate the challenges they face every day. They create a narrative based on their own experiences and aspirations, and with it advocate for change. Techniques like these foster productive ties between farmers, policymakers and the research community.

At the regional level, a good example is our work to harmonise seed policies. Seed production and marketing is big business in Africa, worth about US \$4 billion. There is no reason why smallholder farmers should not also benefit. Our experience shows that with the right agronomic support, smallholders can produce better quality seed than large commercial farmers. In 2012 alone Zaka Super Seeds, a Zimbabwean community-based company, exported 2.3 metric tonnes of sugar beans to Zambia at \$3.50 per kilogramme. That is three times the price they would get from local sales.

Ultimately, we need locally relevant research, education and extension. That requires conducive policy, that fosters free trade and empowers smallholders.

Strengthening European External Action

The European Union was confronted in 2012 with increasingly strong national interests of member states, somewhat challenging effective EU external action. Priorities of most EU members were driven in large part by the continuing financial crisis and immediate security concerns, often detracting from a more coherent, development-friendly EU foreign policy. The rapidly changing global context also presented a challenge to the new European External Action Service (EEAS) and reorganised Directorate-General for Development and Cooperation (DEVCO), as both struggled to find their feet in the new situation.

The Centre's main role in strengthening EU external action was through forward-looking analysis, advice and facilitation, to advance development policy 'beyond aid' and beyond the Millennium Development Goals (MDGs). We contributed to reflections on ways to enhance policy coherence for development, and to global consultations on options for a post-2015 development framework. Our work was organised in three streams:

- the role of the EU in the global landscape
- the EU internal institutional architecture for development and external relations
- the place of development policy and Africa in EU external action

ECDPM made significant contributions to the new EU framework for development, titled *Agenda for Change*. Our analysis accompanied that process from the initial Communication by the European Commission in late 2011 to the adoption of the Council's Conclusions and their implementation in May 2012. Separately, recognising the value of ECDPM's contributions, the Centre was invited to prepare background notes to inform the retreat of EU foreign ministers in Cyprus in August 2012. This was one of the very few times that foreign ministers explicitly discussed issues with a clear development dimension. We also provided a range of tailor-made seminars and advisory services to support our institutional donors and the Danish and Cyprus EU

presidencies, mainly on developmental aspects of EU external support instruments.

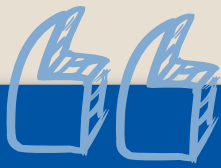
ECDPM took a lead role in preparation of the fourth European Report on Development, again focusing on the post-2015 development agenda. This involved facilitating extensive consultations with actors in Africa, Latin America and Asia. Expanding the outreach of this work, we delivered 'post-2015 briefings' to the 2013 Irish EU Presidency and to government representatives in Germany, Luxemburg and the Netherlands.

The future of the ACP-EU and EU-Africa partnerships was another key area of work. The ACP Group was undergoing a major 'stress test' as it sought to redefine its role in the new global context. ECDPM helped to bridge the growing divergences between the EU and the ACP, putting difficult issues on the table and encouraging both parties to look beyond aid and explore longer-term objectives for the relationship.

With respect to EU budget negotiations for the 2014-2020 Multiannual Financial Framework, we stimulated debate about the implications of reduced EU aid and the EU differentiation agenda, as well as accurately predicting the size of the 11th European Development Fund. On both of these key issues, we provided timely information and analysis to ACP stakeholders, enabling them to attempt to influence these EU policy processes.



European Development Days 2012, Brussels, Belgium 16 October 2012
Opening Ceremony
Andris Piebalgs (far right), Member of the EC in charge of Development.



27 EU member states often fail to speak with one voice, which undermines their influence in global affairs. With the continued rise of emerging economies, the balance of economic and political power is shifting rapidly. This and the continued challenges of development necessitates decisive action by the EU to maintain its position as a key player in international relations.

Andrew Sherriff
Head of Programme EU External Action



Key Outputs in 2012

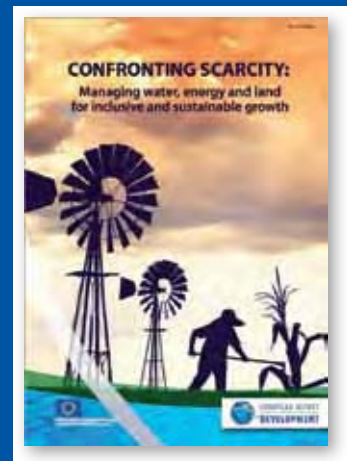
In collaboration with the UK Overseas Development Institute (ODI) and the German Development Institute (GDI) we produced the Third European Report on Development: Confronting Scarcity: Managing Water, Energy and Land for Inclusive and Sustainable Growth (www.ecdpm.org/erd2012). The report was released in May 2012 ahead of the Rio+20 Conference.

The German and Dutch foreign ministries (BMZ and DGIS) commissioned ECDPM to produce reports on two cutting-edge issues: (1) measuring policy coherence for development (www.ecdpm.org/report_012012) and (2) financing for development beyond current ODA criteria. Both were lauded as critical and challenging contributions, moving beyond traditional approaches to aid.

ECDPM led and presented the first thematic evaluation of the visibility of EU external action. Its results underscored the importance of political strategies and communicating outcomes.

ECDPM was among the first to comment on the upcoming official review of the EEAS (www.ecdpm.org/bn44).

At the European Development Days, we co-organised two events with our European Think Tank Group partners. The first was a high-level discussion on inequality, which featured the presidents of Malawi and Benin, the European Commissioner for Development and the Secretary General of the ACP Group, among others. The second was the 'Change Makers Breakfast', at which high-level officials debated the future of EU development cooperation.



European Report on Development titled: "Confronting Scarcity: Managing Water, Energy and Land for inclusive and sustainable growth"



ECDPM Briefing Note no. 44: "Gearing up for the 2013 EEAS Review Opportunities, challenges, and possible approaches"

EEAS AND DEVCO

Fostering comprehensive approaches to conflict, security and resilience

Approaches to conflict and fragility have come a long way. There is growing recognition that emergency security and humanitarian relief need to be more closely interlinked with long-term peace, development and the building of effective institutions. However, the operational and organisational implications of such comprehensive approaches remain problematic. New governance models may be required, along with new modalities of international cooperation that enable more effective responses to conflict and fragility.

ECDPM's new programme on conflict, security and resilience supports and reinforces integrated, development-friendly and coherent European responses in delicate and dynamic situations. Our work aims to strengthen African continental and regional dynamics to provide a platform on which the EU can build. We also incorporate existing knowledge about the transition from conflict to humanitarian assistance and development support. In 2012, our work was organised in three streams:

- EU political and institutional capacity to address conflict, security and resilience
- support for African institutions and policy processes and EU-Africa policy dialogue
- state-society relations and societal resilience

ECDPM contributed empirical evidence, ideas and operational guidance towards a more integrated and progressive EU agenda on conflict prevention and peacebuilding. We assisted the EU Commission and EEAS in their efforts to implement a conflict analysis framework across the EU institutions. This entailed inputs to new process methodologies, as well as training for EU officials. In related work, we contributed to an improved EU Conflict Early Warning System by supporting the monitoring of nascent systems currently being piloted.

ECDPM analysis fed into a number of international initiatives on conflict and fragility, most notably the g7+ (a self-selected group of fragile states) and the 'New Deal', which is an attempt to create a new partnership for engagement with fragile states strongly

grounded in principles of country-led ownership. We also continued to build on our established partnerships with African institutions and non-state actors to advance conflict prevention and security. ECDPM was one of the few non-African organisations invited to participate in the high-level retreat of African mediators in Egypt. This provided opportunities to explore synergies between the New Deal, the EU and 'home grown' African policy commitments.

A common thread in our work was trying to understand the dynamics of societal resilience in fragile environments. Our analysis sought to reframe the concepts of fragility and resilience in prevailing policy frameworks to focus on the linkages between disaster risk management, emergency relief, food security and post-conflict reconstruction. This perspective was underpinned by empirical field-based analysis and dialogue with stakeholders in Africa, for instance, around the Drought Resilience Initiative in the Horn of Africa.



African Union 2012 High Level Retreat, 5-6 November 2012

Key Outputs in 2012

Transitions out of fragility were the focus of programme papers and articles in the *Talking Points blog*. We responded to EU policy papers, including the European Commission Communication on resilience, and participated in the European Parliament discussion on linking relief, rehabilitation and development. A key paper looked at support for constructive societal dynamics in fragile and conflict-prone situations (www.ecdpm.org/dp135).

High-level African and EU agencies sought out ECDPM for analysis and insights on topics of conflict and fragility.

We trained EEAS officials in conflict-sensitive analysis and EU programming on conflict prevention, reinforced by a series of evidence-based documents and factsheets. We advised the EEAS Mediation Support Unit and co-facilitated a joint EU-civil society conflict analysis workshop on northern Nigeria. We also monitored the design of an EU Conflict Early Warning System.

Our briefing note *First Among Equals?* offered recommendations on EU instruments for Stability and Conflict Prevention and Peacebuilding, taking into consideration the current financial constraints (www.ecdpm.org/bn39).

We explored ways to increase synergies between externally-led processes, such as the New Deal, and African regional initiatives, such as the African Union's Post-Conflict Reconstruction and Development Policy.

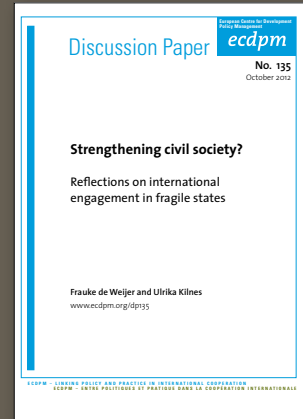
We produced a study for the German development ministry on how support for domestic accountability can be operationalised in different country contexts, including fragile states.



Conflict prevention, peacebuilding and promoting societal resilience in fragile environments are foremost goals of the international community. But responses to date have not reflected this. Introducing more comprehensive and integrated strategies could lead to new modes of international cooperation that treat peace as a shared concern – a global public good.

Volker Hauck

Head of Programme Conflict, Security and Resilience



ECDPM's Discussion Paper no. 135: "Strengthening civil society? Reflections on international engagement in fragile states."



ECDPM's Briefing Note no. 39: "1st Among Equals? The Instrument for Stability and Conflict Prevention & Peacebuilding in the EU's new financial perspective"

Promoting economic governance for transformative growth

Europe has long been Africa's main trade, investment and aid partner. However, the African landscape is in flux. While European countries struggle with the financial crisis, longstanding 'Afro-pessimism' has given way to optimism among Africans and international actors, particularly in emerging economies. But Africa still faces major challenges. These range from endemic poverty to institutional and economic weaknesses, and huge disparities in wealth within and between countries. To unleash its potential, Africa will need to improve its economic governance and domestic accountability at all levels. This will help create the right conditions for mobilising domestic resources and creating the employment needed to fuel equitable and sustainable development.

In 2012, ECDPM's economic governance team explored the institutional, political and social factors underlying sustainable economic transformation. The focus was on three thematic areas:

- the private sector's role in development
- domestic resource mobilisation
- management of extractive resources

We paid particular attention to links between key change agents and international governance frameworks, such as the G20 Seoul Development Consensus for Shared Growth, the Busan Partnership for Effective Development Cooperation and the EU Agenda for Change.

As some elements of these topics were new research areas for ECDPM, we invested in developing new networks and tapping into emerging policy debates. Our strong reputation and distinctive political economy approach enabled us to bring new partners and new policy insights to the table in various debates. The new perspectives generated considerable interest from civil society organisations, donors and some non-traditional partners, including private sector-led knowledge networks. One outcome of our engagement was a new collaboration with USAID to expand our research and dialogue activities.

We engaged in joint reflections with our partners on how to enhance domestic resource mobilisation and innovative financing in Africa, especially for cross-border projects and regional integration initiatives. This agenda is very broad. It covers tax policy and the need to balance private-sector

development with revenue in a context of declining aid. But it also includes use of 'innovative' sources of revenue to support development. Our analyses generated considerable interest and follow-up requests to facilitate informal discussions among international donors exploring innovative financing mechanisms, particularly in the context of regional integration projects.

A 2012 emphasis was on the governance of mining and other extractive industries. The extractive sector is the second most important economic engine in Africa, after agriculture. Yet few countries have managed to translate the windfalls from high commodity prices into tangible development outcomes. We contributed to the development of the Africa Mining Vision, an initiative of the African Union and African regional institutions. Following a meeting we organised in 2011 with extractive industries in Brussels to discuss the implementation of the EC Communication on Transparency and Accounting directive, where companies are requested to publish what they pay on a country and project level, we continued to participate in global dialogues on transparency, both in Europe and in Africa. We also continued our exploration of ways to improve linkages both within the extractive sector and with other key economic sectors.

Another emphasis of our research and dialogue activities was the impact of emerging players, such as China, on relations between Africa and its traditional partners.



Many countries in Africa are reforming economic policy to strengthen their economies and institutions. Reforms can unlock new dynamics towards economic transformation. Natural resources can be harnessed to promote industrialisation and infrastructure development. Improvements in public finance, taxation systems and measures to promote the business climate can create fertile conditions for inclusive growth and employment creation.

San Bilal
Head of Programme Economic Governance



Key Outputs in 2012

ECDPM analyses helped to clarify the different approaches to identifying and working with private-sector partners, particularly our well-received discussion paper *Common or Conflicting Interests?* (www.ecdpm.org/dp131).

Our paper *From Curse to Purse: Making Extractive Resources Work for Development* (www.ecdpm.org/dp136) was a major input at the 8th African Development Forum. Various international media subsequently featured our findings. That analysis also

contributed to the African Mining Vision through a process led by the African Union, the UN Economic Commission for Africa and the African Development Bank.

We contributed to the ACP Panel dialogue process to craft a roadmap for implementing a framework for action for mineral sector development. ECDPM's inputs highlighted the need to seek synergies with existing financing mechanisms in order to ensure adequate funding for the planned projects.

The World Gold Council (WGC) requested us to facilitate informed discussions towards a conflict-free gold standard.

ECDPM launched a new bimonthly magazine, *GREAT Insights* (www.ecdpm.org/great) covering economic transformation and governance issues pertinent to Africa and Europe. Among high-profile contributors were President Guebuza of Mozambique and European Commissioner Piebalgs.



ECDPM's Discussion Paper no. 136
"From Curse to Purse: Making Extractive Resources Work for Development"



ECDPM's *GREAT Insights*, December 2012 issue



Exclusive interview with President Guebuza of Mozambique

Advancing trade and regional integration for inclusive growth

The prolonged global economic crisis has stifled progress towards a more development-friendly trade regime. Many countries have focused on their own bilateral interests, with some openly advocating more protectionist policies. Loss of momentum is particularly evident in the Economic Partnership Agreement (EPA) process between the EU and ACP. The never-ending negotiations contributed to diminish trust between the parties. Against this backdrop, the importance of regional trade cooperation cannot be overstated for forging common interests and rebuilding trust. True integration requires coordinated national and regional action to raise production capacities and stimulate trade flows and investment. Yet regional trade policies must also be aligned to development objectives if they are to contribute to inclusive growth.

In 2012, ECDPM continued to stimulate new insights and coalitions in pursuit of trade and economic integration approaches that foster inclusive growth. Our analyses of trade preferences and integration issues facilitated and informed dialogues involving policymakers, the private sector and civil society actors. The work was organised in three streams:

- trade policy
- regional integration
- aid for trade

African leaders endorsed plans for a continent-wide free trade agreement (FTA) by 2017. This is a pan-African initiative that builds on two sub-regional integration efforts in West Africa and in Eastern and Southern Africa. These are, respectively, the customs union formed by ECOWAS (the Economic Community of West African States) and the Tripartite FTA involving the East African Community (EAC), the Southern African Development Community (SADC) and the Common Market for East and Southern Africa (COMESA). While progress remains slow and many deadlines are likely to be missed, momentum is clearly building towards effective integration in Africa. However, doubts can be raised as to whether it is realistic to have a continental FTA in about 5 years time from now.

ECDPM collaboration with regional economic communities (RECs) and the AU Commission intensified during the year. We stimulated linkages between these partners and other sources of expertise, including the World Bank, the United Nations Economic Commission for Africa and international and African think tanks. We also initiated a project on the dynamics of regional integration and drivers of change.

In view of the stalemate in negotiations at the World Trade Organization, ECDPM focused its efforts on European trade policy strategy, preferential regimes and negotiations. We informed and facilitated talks to get the EPA negotiations moving forward, while also contributing to the new EU Trade, Growth and Development strategy and the reform of the EU's Generalised Scheme of Preferences (GSP).

Linking trade and development was an ongoing emphasis, particularly three aspects. The first, stemming from our discussion paper on rethinking aid for trade (www.ecdpm.org/dp127), involved new research on innovative financing for development and leveraging 'aid for trade' resources through private investment. The second was a continued exploration of ways to link the aid for trade debate with support for rural development – through mechanisms such as regional value chains and agricultural trade facilitation. This builds on earlier work on regional agricultural markets and food security. The third was an investigation of the links between aid for trade and development, especially their regional dimensions.



WTO GENF, "EPA negotiations: Is 10 years enough?" September 28, 2012
Panel: Obadiah Mailafia, Chef de Cabinet ACP Secretariat; Remco Vahl, Deputy Head of Unit, DG Trade; Peter Lunenborg, South Centre; Rangarirai Machemedze, SEATINI Zimbabwe; Marc Maes, 11.11.11, Belgium; Facilitator: Kathleen van Hove, ECDPM.

Key Outputs in 2012

We provided non-partisan analysis and advice to try to unlock the EPA negotiations, now in their tenth year. The publication *GREAT Insights* featured specials on trade and development, trade and human rights and regional integration dimensions. These were consistently cited as the most reliable and comprehensive information source on the EPA process.

ECDPM presented its analysis of the status of the EPA negotiations and possible ways forward to coordinating meetings of the African Union in Kigali and Rwanda and to an ACP-EU Joint Parliamentary Assembly Committee in Brussels.

We participated in the 'Friends of EPAs' network of EU member states, and facilitated a European NGO debate asking 'Is 10 years enough?'

In collaboration with the South African Institute of International Affairs (SAIIA) we produced a scoping study on the political economics of regional integration in Southern Africa, leading regional stakeholders to seek concrete

examples of where regional cooperation has had a positive impact on citizens and local businesses.

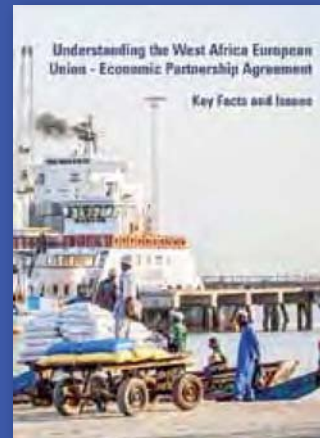
With the COMESA Secretariat, we reviewed Eastern and Southern Africa's performance in implementing the aid for trade agenda and some of the challenges ahead. ECDPM was then asked to support similar work for West Africa (ECOWAS) and Southern Africa (SADC).



ECDPM's *GREAT Insights*, November 2012 issue



Infographic from an ECOWAS brochure indicating EPA region



ECOWAS brochure "Understanding the West Africa European Union - Economic Partnership Agreement"



Regional integration can stimulate production capacities, trade flows and investment. But to do so it cannot be limited to institutional arrangements. Regional integration has to encompass physical integration, policy coordination and pooled resources.

Kathleen van Hove

Programme Manager Trade and Regional Integration



Supporting societal dynamics of change for democracy and governance in Africa

In Africa, as elsewhere in the world, public institutions are struggling to translate societal demands for change into concrete actions that foster democracy, human rights and inclusive development. Nowhere is this more evident than in North Africa, where the initial enthusiasm that accompanied the Arab Spring revolutions was soon overshadowed by the realisation that building stable democracies would be a long and complex undertaking. In sub-Saharan Africa, efforts to address this 'governance gap' have increasingly focused on regional strategies to enhance good governance. However, this is easier said than done.

In 2012, ECDPM continued to support promising African-driven initiatives, especially in the area of governance for development. Our aim is to encourage key African institutional and non-governmental actors to 'own the policy space'. The idea is to ensure that governance reform is driven by African realities and priorities instead of donor agendas. Our activities were organised in three related streams:

- African institutional actors' capacity to implement their policy agendas
- local governance dynamics, especially in North Africa
- dialogue between African and EU policy actors to ensure coherence in their approaches to governance reform

Under the first stream, we monitored developments and provided support on-demand to consolidate the African Governance Architecture. In a similar vein, we contributed to the launch of a promising monitoring framework on compliance with good governance standards in Africa. We continued to follow several issues relevant to the strengthening of Africa's integration. The effort to mobilise domestic sources of financing for the African Union was perhaps the most important of these.

ECDPM continued to expand its geographical coverage to North Africa, focusing on the implications of popular demands for democratic reform. In collaboration with local partners, we embarked on an in-depth analysis of actors' dynamics and the role of external partners in supporting reforms. With the Institute for Democracy and Electoral Assistance (IDEA), our team undertook a study and engaged in consultations exploring the political economics of reforms in North Africa.

The initial country focus was on Egypt, Morocco and Tunisia, from which ECDPM can draw useful lessons for its work on Sub-Saharan Africa. This body of work is particularly relevant to ECDPM's efforts to link country processes to support provided by the EU and other international partners.

The programme further facilitated reflections on the future of the Joint Africa-EU Strategy. These included the unavoidable question of funding, which has been a challenge from the start of this ambitious strategy in 2007. We collaborated with African and European institutions and states, providing 'food for thought' on the proposed Pan-African Programme, a dedicated financial envelop to support the strategy. We also engaged with civil society actors on the strategic orientation of the Africa-EU partnership.





Never in its independent history has Africa had the opportunity of choosing and working with so many partners to deliver on its own agenda. At the same time, Africa is scrutinising its various partnerships with a critical, pragmatic business lens. It seeks to build partnerships that deliver concrete, and timely, results.

Faten Aggad-Clerx
Programme Manager Africa's Change Dynamics



Key Outputs in 2012

A new work stream launched by the programme looked into the political and socio-economic dynamics of political reforms in North Africa (initially focusing on Egypt, Morocco and Tunisia). As a result of this work, we were invited to participate in several discussions on the European Endowment Fund, through which the EU will support political actors in the European Neighbourhood.

Our involvement in an internal evaluation of the African Development

Bank provided opportunity to explore ongoing efforts to build institutional capacity to deliver on governance reforms.

We continued to monitor progress in regional integration, particularly efforts to mobilise domestic resources for the work of the African Union.

ECDDPM contributed to several fora deliberating on new dynamics on the African continent. These included the Mo

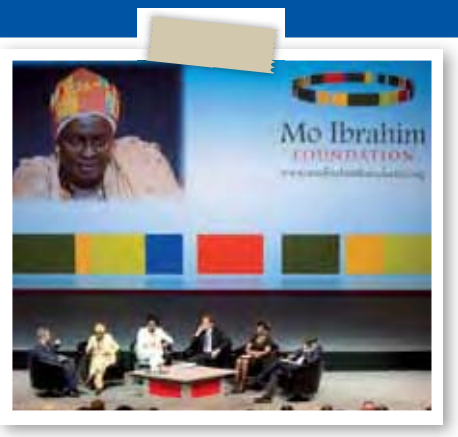
Ibrahim Foundation annual gathering on youth and development in Africa and a conference on governance trends in Africa organised by the AU Commission and Africa Governance Institute.

Building on our close relationships in the EU and Africa, we facilitated informal linkages to bring together the various streams of debate on the future of the Joint Africa-EU Strategy and on the Pan-African Programme as a dedicated financial instrument for the strategy.

Right, February 2012, we visited the NEPAD Planning and Coordination Agency in Midrand, South Africa.

From left to right: Ibrahim A. Mayaki, Davina Makhan, Paul Engel, Martin Bwalya, Francesco Rampa and Faten Aggad

Far right, The Mo Ibrahim Foundation annual forum, 'African Youth: Fulfilling the Potential', in Dakar on 11 November 2012



Enhancing food security through better markets and regional cooperation

Food insecurity affects some 1 billion people worldwide. In this regard, Africa, in particular, presents both a threat and an opportunity. The continent is a net importer of food and cannot currently feed its own people. Some would even argue that it has the potential to become a major food basket for the world. African governments and regional institutions, with an array of other development actors, would like to bridge this gap; while global dynamics, such as shortages of arable land elsewhere, are propelling external investments into Africa's agricultural sector. The bulk of Africa's production, processing and marketing remains in the hands of smallholders and small and medium-sized businesses. Most of these are ill equipped to benefit from expanding market opportunities. This creates a need for explicit policy focused on domestic entrepreneurship, local capacity and political leadership – enabling Africa to meet its food needs while laying a foundation for equitable development.

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ECDPM's food security programme supports the policy part of the food security equation. A major thrust in 2012 was development of regional approaches to food security, largely through the Comprehensive Africa Agriculture Development Programme (CAADP). CAADP aims to boost food security, in part, through 'regional compacts' (policies) and investment plans led by African regional economic communities (RECs).

To advance the CAADP plans, we provided analyses of various aspects of regional food security-related policies and investments. ECDPM facilitated dialogue looking at ways to align actions undertaken at the continental, regional and national levels and ways to build synergies for food security by linking trade and agricultural policies and programmes. We co-organised informal meetings in various African regions to strengthen the effectiveness and inclusiveness of CAADP processes.

Our support extended to CAADP's international development partners as well. In particular, we assisted the EU in adopting coherent and effective cooperation approaches to foster thriving agriculture markets and food security.

The strategic importance of CAADP's regional dimensions and linking of the different sectors received high-level endorsement at year's end with the first-ever AU Joint Conference of Ministers of Agriculture and Trade. The impact of ECDPM's engagement was also illustrated by resumption in 2012 of regional compact preparations in Eastern and Southern Africa

by COMESA (the Common Market for Eastern and Southern Africa), informed by ECDPM research.

Beyond CAADP, ECDPM supported key regional stakeholders, such as the AU Commission, the NEPAD Planning and Coordination Agency, the RECs and regional farmers' organisations. Dialogue partners discussed the potential for scaling up public-private partnerships for food security to the regional level, how to ensure that trade corridors consider the needs of smallholders, and ways to engage emerging economies in sustainable agriculture development.

By undertaking most of these activities in partnership with African actors we enhanced their capacity, ownership and clout in regional processes, hence shaping more effective policies. Our work also contributed to new insights on global issues that will likely take centre stage in the near future. One example is policy coherence, which is increasingly important not only among European countries, but for Africa and its other international development partners too.



Key Outputs 2012

We published five discussion papers (see www.ecdpm.org/dp128) on the CAADP processes under way: in COMESA (East and Southern Africa), ECOWAS (West Africa), IGAD (Horn of Africa), EAC (Eastern Africa) and SADC (Southern Africa). These analysed bottlenecks and opportunities for regional food security policies and investments, and synergies with other areas of regional cooperation (e.g., trade, infrastructure and natural resources management).

In Southern Africa, we undertook a joint study with FANRPAN on the role of regional corridors in solving market integration constraints and enhancing opportunities for smallholders.

ECDPM and the Eastern Africa Farmers Federation launched a study on business services and market information to facilitate farmers' access to regional markets. Another study looked at the role and impact of emerging economies in agriculture and food security in Africa.

We analysed institutional options for monitoring the effects of the EU's Common Agricultural Policy on developing countries.

To help advance the CAADP regional compact 'roadmaps', we made presentations and facilitated workshops on smallholder farmers' engagement in regional policymaking and implementation.

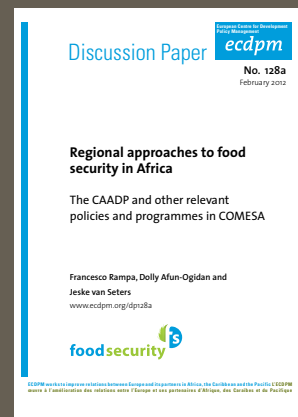
A highlight of the year was ECDPM's participation at the first-ever AU Joint Conference of Ministers of Agriculture and Trade, where we presented various findings.

We supported the African Union in establishing a platform for dialogue involving regional institutions, civil society, farmers and development partners, for the bridging of the food security, trade and infrastructure sectors.

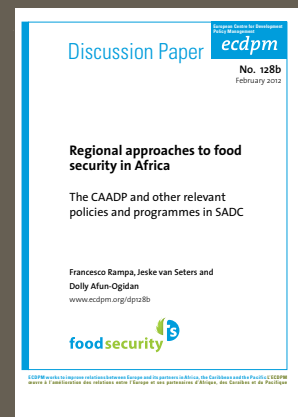


Sustainable agricultural development is crucial for achieving food security, especially in countries where the majority of the population depends on farming. Small-scale producers must be integrated into local and regional markets because trade enables these farmers to capitalise on their produce. That is what turns agriculture into an engine for income generation and inclusive growth.

Francesco Rampa
Programme Manager Food Security



ECDPM Discussion Paper no. 128a:
"Regional approaches to food security in Africa. The CAADP and other relevant policies and programmes in COMESA"



ECDPM Discussion Paper no. 128b:
"Regional approaches to food security in Africa. The CAADP and other relevant policies and programmes in SADC"

Knowledge Management and Communications

Building on the past and consolidating what has worked well for the Centre, we developed a new Knowledge Management and Communications Strategy for 2012-2016 aimed at better integrating four focal areas:

- external communications
- knowledge collaboration
- monitoring and organisational learning
- innovative use of information and communication tools

We improved our external communications, focusing on the strategic use of digital technologies, work with journalists and media, and an improved ECDPM website. The strategic objective of deepening the quality of policymaking processes remains the core of our communications. As a result, we saw increased use of our communication tools by colleagues and various readerships in 2012. We responded by capturing more of our policy knowledge in succinct texts. The *Talking Points* blog and social media, for example, significantly increased ECDPM's exposure.

With the launch of ECDPM's Information Management and Knowledge Exchange (IMAKE), we now have a practical interface for linking the Centre's four main themes and enhancing our knowledge exchange, networking and learning. IMAKE is a comprehensive, cloud-based information, communication and knowledge management platform. It includes a document management system, a reporting database, individual and group work spaces, web-to-print facilities, a contacts database and the website.

The IMAKE project has helped to reorient our information management, addressing information storage and retrieval problems and streamlining document production. The IMAKE team's effective consolidation of knowledge management, communications and IT expertise has made the project synonymous in-house with innovative strategic vision in the digital domain and successful change management.

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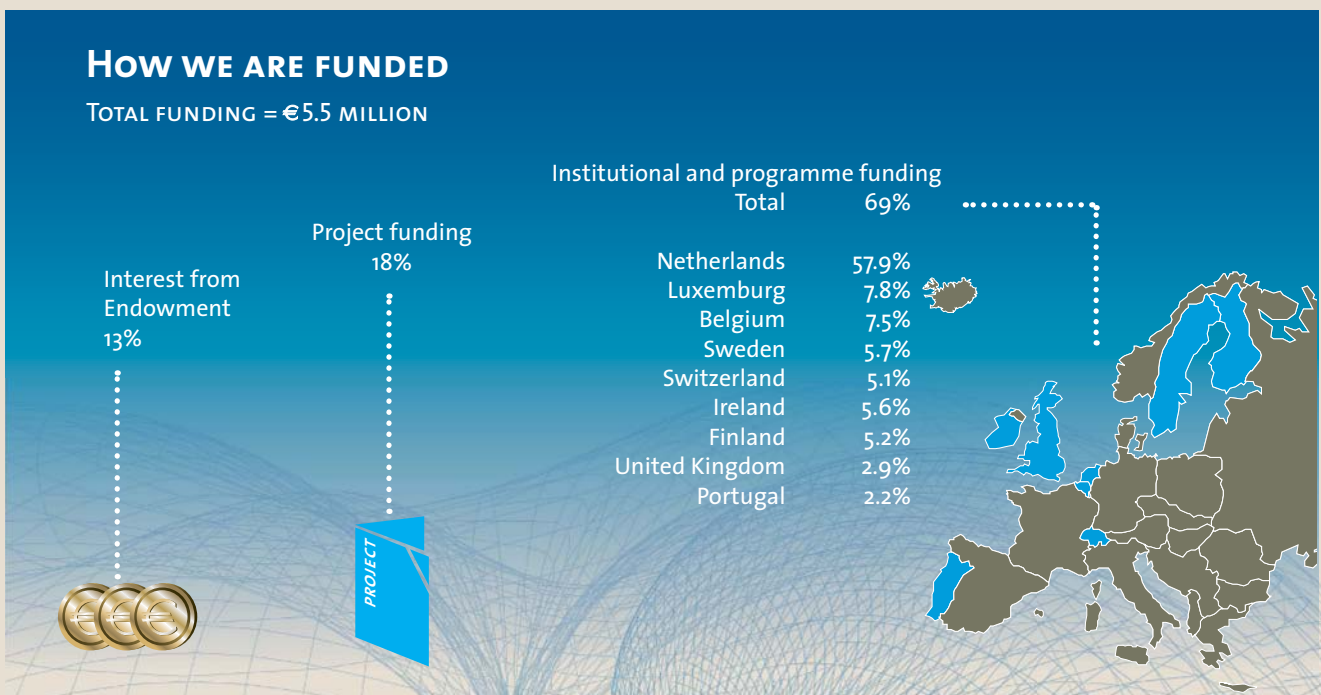
Finances

The Centre managed well in financial terms in 2012. Multi-annual unrestricted funding helped the Centre maintain its strong niche as a respected ‘think and do’ tank and as an independent broker in complex policy processes. It also allowed us to invest in long-term capacity building of institutions in the South, so that they can better define and advocate their own agendas. While the Centre’s core funding again fell due to the record-low interest rates, funding from other sources compensated for this loss and also for the 12.5% reduction by our key supporter, the Netherlands. The Dutch Ministry of Foreign Affairs extended support to ECDPM for another four years until 31 December 2016.

There were increases in funding from renewed agreements with Belgium and Luxembourg. Our agreement with Irish Aid was also renewed. As a result, we were able to preserve the important 2:1 ratio between unrestricted (core and institutional) and more restricted (programme and project) funding. ECDPM considers this balance essential to play

its independent, non-partisan brokerage role. In a time of financial crisis, this remarkable result reflects the importance that EU member states attach to the Centre’s independent research and knowledge brokering role.

A new strategy always brings opportunities and challenges. We embarked on work on a number of new themes and set up new programmes in 2012. For many of these adjustments, the Centre gave the reins to its most promising young professionals, affording them a chance to direct and manage the new areas with the help of experienced senior staff. Supported by an all-Centre training programme, the new managers set up ambitious but feasible programmes, where necessary, attracting financial support from diverse donors. Their success – ours, in fact – clearly demonstrates the wide appreciation for the quality of the Centre’s work. However, it is a challenge and a responsibility too, one that commits us at ECDPM to continue to meet the high standard set.



Board of Governors and Staffing

The ECDPM Board of Governors is composed of highly respected policymakers, practitioners and specialists from ACP countries and EU member states. The full Board convenes twice a year. From among its members, the Board chooses the Executive Committee and Programme Committee. For an introduction to our current board members, please visit www.ecdpm.org/board.

At the end of 2012, ECDPM had 47 core staff members, of whom 26 were women. The Centre employed 18 programme staff members and 11 junior programme staff and research assistants. It had a support staff of 18, or 16.6 full-time equivalents, working in administration, IT, communications, publications and human resources management.

ECDPM staff represents 20 nationalities: Algerian, American, Austrian, Belgian, British, Canadian, Dutch, Ethiopian, French, German, Hungarian, Italian, Mauritian, Mauritanian, Polish, Portuguese, South African, Spanish, Swedish and Swiss.

In addition to the regular staff, 8 programme associates and 1 research fellow collaborated closely with the Centre in 2012 but were not on the payroll. ECDPM further worked closely with a broad network of consultants.

The Centre strives to provide opportunities for young professionals, especially those from the ACP. In 2012, we awarded 4 internships, 7 research assistantships and 4 programme assistantships to university graduates to work in a highly stimulating environment and gain international exposure.



Our Board of Governors with our Director

Board of Governors

From Left to Right:

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Managing Director Global
Accountability BV.

Mr. R. Makoond
Executive Director
Joint Economic Council

Prof. P.H. Katjavivi, MP
SWAPO Party Chief Whip
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Ambassador of Guyana to
the ACP Group of States
and the European Union

Mr. D. Frisch
Former Director-General
for Development at the
European Commission

Mr. Paul Engel
Director of ECDPM

Not pictured:
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Member of the House of
Lords of the Parliament of
the United Kingdom

Mr. A.J. de Geus
Chairman and CEO of the
Bertelsmann Stiftung

Prof. L. Wohlgenuth
Guest Professor School of
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