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Throughout the world, 2017 was another eventful year which challenged established systems and processes and compelled us to ask questions afresh about the roots of sustainability and the future global order.

Narratives of despair all too frequently dominated the airwaves, from the continued cross-border flows of migrants for whom solutions still appear beyond the reach of political leaders and the escalation of extremist violence, to the seemingly intractable conflicts racking countries like Libya, Syria and Yemen, and claiming a huge toll in lives.

The problems besetting the global multilateral system have hardly helped matters. Resurgent populist pressures are, at the same time, forcing domestic political and policy realignments in many countries, with implications for inter-state relations. Evidence, widely publicised during the year, suggests that amidst persistent poverty, we are witnessing a deepening of inequality among citizens in countries everywhere.

Finding openings to help bridge differences and promote meeting points is one of the key niches and strengths of ECDPM. In times of uncertainty and doubt in global affairs, that role becomes ever more relevant and necessary. As illustrated in the pages that follow, through policy research and with facilitation of dialogues, ECDPM has continued, with success, to broker workable solutions to some of the pressing problems of the day.

Across a range of issues on which ECDPM has built expertise, especially those at the heart of the Africa-Europe relationship, the Centre has continued to challenge convention and easy assumptions. At the same time, it retained trust and an ability to goad political and policy actors to be more forward-looking in their approach to inter-state and inter-regional cooperation.

The Board takes pride in the crucial role played by the Centre in constantly reminding us, thinkers and practitioners alike, that when all is said and done, cooperation based on shared interests and benefits offers much better prospects to the world than other possible alternatives. It is a role that will be especially critical in the years ahead, as relations between Europe and Africa, as well as with the Caribbean and Pacific countries, undergo a new round of reconfiguration, and as the European Union braces itself for Brexit and adjusts to the threats of protectionism coming from the United States and elsewhere.

To help achieve the Global Goals, we will focus on making African and European policies work, while applying our distinctive combination of roles. It is exactly this focus and this way of working which sets us apart. We work in areas where we feel we can make a difference, and we use methods that have proven effective over the past thirty years.

Twenty-seventeen was an important year for us. It marked the start of a new strategy – the seventh since our founding father, François van Hoek, created ECDPM more than thirty years ago.

The ECDPM of today is not the ECDPM of thirty years past. The world has transformed, and with it our organisation. Since 1986, we have changed direction ever so slightly along the way, to make sure we keep steering the right course. Our new strategy re-positions us in a complicated global landscape. It builds on our principles of success and introduces new elements where needed.

One such new element is our connection to the 2030 Agenda for Sustainable Development. To manage global challenges, countries, organisations and people across the world need to work together. That is why, in the years to come, we will work towards this one universal development agenda, agreed on by global leaders in 2015.

To help achieve the Global Goals, we will focus on making African and European policies work, while applying our distinctive combination of roles. It is exactly this focus and this way of working which sets us apart. We work in areas where we feel we can make a difference, and we use methods that have proven effective over the past thirty years.

This annual report documents how these old and new strategy elements came together in 2017. We provide a bird’s eye view of the past year, starting with our most noteworthy activities and then zooming in on twelve exciting projects. The report makes clear how all our activities tie together and how, in 2017, we made our contribution towards the Global Goals of zero hunger; decent work and economic growth; reduced inequalities; peace, justice and strong institutions; and partnerships for the goals.

Behind these highlights and projects is a group of extremely dedicated people, both policy experts and the professionals supporting them. Their dedication is crucial to our success. Our work would also not be possible without the help of our Board, partners and the organisations that have continuously believed in us and provided longstanding financial support. That support saw the welcome addition of several new funders this year. I want to deeply thank all of them for their hard work, support and trust – and their commitment to making policies work for sustainable global development.

I hope you enjoy reading this report.
WHO WE ARE AND WHAT WE DO

ECDPM is a leading independent think tank that wants to make policies in Europe and Africa work for inclusive and sustainable development.

We believe good policies are extremely powerful. They can tackle society’s biggest problems at the root, lay a foundation for change, and play a crucial part in making the global development agenda a reality for all. That is why we want to help institutions and governments across Europe and Africa create policies that work.

Our independent policy experts contribute sharp analysis, thorough research and fresh ideas. But making policies work requires stepping off the sidelines too. It means working closely with the people who create, implement or are impacted by policies. We bring different groups around the table, smooth the way for debate and make sure everyone’s voice is heard. We provide advice and training and design practical solutions together.

We have over thirty years of experience in development policy and international cooperation and know the African and European institutions inside out. Our focus is on EU foreign policy and European and African policies related to conflict, migration, governance, food security, regional integration, business, finance and trade.

Our partners include officials from ministries and institutions, international organisations, think tanks, academia and social and economic actors from Africa, Europe and beyond.

WHAT WE OFFER

RESEARCH & ANALYSIS
We provide thorough policy research, sharp analysis and fresh ideas.

ADVICE & TRAINING
We provide practical policy advice, training and support.

EVENTS
We organise and speak at debates, conferences and workshops.

EXPERT INFORMATION
We provide background information to our partners and the media.

PARTNERSHIPS & DIALOGUE
We connect people, broker partnerships and create space for dialogue.

ECDPM’s Carmen Torres with Shida Mahenge Nestory in Arusha, Tanzania. Photo by Jovin Lwehabura (CIAT-SIIL).
Our independent policy experts contribute sharp analysis, thorough research and fresh ideas. But making policies work requires stepping off the sidelines too. It means working closely with the people who create, implement or are impacted by policies. We bring different groups around the table, smooth the way for debate and make sure everyone’s voice is heard. We provide advice and training and design practical solutions together.
OUR PROGRAMMES

Our work contributes directly to the Global Goals set out in the 2030 Agenda for Sustainable Development, particularly goal number 2 (zero hunger), 8 (decent work and economic growth), 10 (reduced inequalities), 16 (peace, justice and strong institutions), and 17 (partnerships for the goals). Indirectly, our work also contributes to goal number 1 (no poverty), 5 (gender equality), 9 (industry, innovation and infrastructure), 12 (responsible consumption and production), 13 (climate action), and 15 (life on land).

We strategically focus our work through five interlinked programmes. Our first two programmes revolve around the European and African institutions. Our other three programmes have a more specific thematic emphasis.

EUROPEAN EXTERNAL AFFAIRS
The EU is dealing with a number of challenges close to home, while at the same time seeking to play a more significant role in solving global development problems. We want to assist the EU institutions and member states in working towards coherent and effective foreign and development policy, while not shying away from critical reflection and analysis that helps hold them to account.

AFRICAN INSTITUTIONS
African institutions are taking major steps to create the governance structures needed to address changing societal dynamics. Despite that, the African continent still faces frequent social uprisings, electoral violence, corruption and financial dependence. We want to support African institutions in addressing the causes and consequences of weak governance.

MIGRATION
Migration and mobility can stimulate development by driving social and economic change, but they also pose significant challenges. We want to help tackle these challenges, making use of the potential of migration for global development and improving dialogue and cooperation on migration between Europe and Africa.

SECURITY AND RESILIENCE
African and European institutions remain torn between provision of long-term development assistance and humanitarian and crisis aid. We want to contribute to creation of better transitions from short-term responses to conflict, to long-term and sustainable development.

ECONOMIC AND AGRICULTURAL TRANSFORMATION
Economic and agricultural transformation is central to many African and European development strategies. It can create more and better jobs, end hunger and stimulate economic growth. We want to help accomplish these goals. We focus on the private sector, finance, trade, regional integration and sustainable food systems.

All our programmes contribute jointly to our work on Africa-Europe relations, on the relations between Europe and the African, Caribbean and Pacific (ACP) Group of States, on North Africa, on policy coherence for (sustainable) development, on climate change, and on gender and youth.
The next pages take you on a tour of our year. We start with a look back at our most memorable highlights from January through December. Pages 12 to 35 then zoom in on twelve projects. These highlights from January through December. Pages 12 to 35 then zoom in on twelve projects. These

We became a member of the Brussels Borderline, an initiative to improve diversity in policy debates. In early 2018 the group introduced a database of female experts working in different policy fields across Europe.

During the 2017 European Development Days we moderated and spoke at no less than six sessions related to peace and security, culture, tax justice, mining and business. We also organised our usual ‘Changemakers Breakfast’ with the European Think Tanks Group, where senior policymakers discussed the future of EU development policy.

We facilitated an informal meeting of the development and humanitarian aid council working party (ECODIV and COWPA) in Tallinn, under the Estonian EU Presidency. The meeting focused on the European Commission’s communication on resilience and its implications for the links between security and development and humanitarian aid and development.

During the 2017 European Development Days we took part in the final meeting of the Migration Strategy Group, which we joined in 2016 at the invitation of the Robert Bosch Foundation, the Bertelsmann Foundation and the German Marshall Fund of the United States. The group provided inputs to Germany in its role as co-chair of the 2017 Global Forum on Migration and Security Architecture.

ECDPM’s young staff hosted interactive workshops on climate-smart agriculture and Africa-Europe relations at the Malta 2017. In Maastricht, the Netherlands, Yves is a cultural and political event organized by and for young people.

Together with the United Nations Development Programme, ECDPM organized a conference in Brussels, where we discussed the political and economic challenges facing Central Africa, with representatives of ECCAS and CEMAC—two Central African regional organisations.

We facilitated a strategic workshop with the EU delegation in Addis Ababa, Ethiopia, to increase the team’s understanding of the delegation’s mandate, role and positioning in a high-profile and challenging context.

Ugandan organisation Banfford Law, winner of the 2016-2017 King Baudouin African Development Prize, shared its story during a session at our Brussels office, highlighting the importance of young people and technology for Africa’s future.

The Bill & Melinda Gates Foundation organised a high-level event with more than ten EU staff and invited us to join and discuss how to spread the Gates Foundation’s vision of an Africa-free world.

We launched a two-day training session on policy coherence for sustainable development for staff members of World Bank, GIZ and World Food Programme, the Netherlands Ministry of Foreign Affairs.

Academics and practitioners from more than ten African countries and regions participated in the Future Africa conference on how to best integrate policy coherence for sustainable development with the African Union.

We presented our innovative methodology on policy coherence and food security during a side event at the UN High Level Political Forum on the 2018 Agenda in New York.

With the African Institute for Security Studies (AISS), we facilitated a session for the Netherlands Ministry of Foreign Affairs, the Dutch embassy in Addis Ababa, the Dutch delegation to the UN, and the Ministry’s task force for the UN Security Council. The aim was to broaden their knowledge on the African Union and its peace and Security Council, and discuss how they would tackle emerging peace and security issues.

We worked on and released a website (www.europeanthinktanks.org) to engage the private sector in Africa, linkages with the pan-African Union to the EU; and Günter Nooke, former Director General of the German Ministry for Economic Cooperation and Development. Behind ECDPM is the Tunis-based Centre des Etudes Méditerranéennes (CARMEN), the African Capacity Building Foundation and the Truth and Reconciliation Commission.

We launched a call for proposals for the EU Sixth Environment and Climate Finance Indicators Framework, the Dutch Ministry of Foreign Affairs, the Dutch Ministry of Infrastructure and the Mobility, the Dutch Ministry of Agriculture and the Environment, the EU, and the Ministry of Agriculture, Nature and Food Quality of the Netherlands.

Together with the Ministry of Foreign Affairs of the Netherlands, we launched a newsletter on the future of the ACP-EU partnership, bringing together representatives of the EU institutions, European member states, ACP institutions and the African Union.

We compiled all our work on tax justice for development during the 2017 Global Forum on Illicit Financial Flows and Tax in Nairobi, Kenya.

With the European Parliament’s Committee on Development, we took part in the 2017 Global Forum on Illicit Financial Flows and Tax in Nairobi, Kenya.

Together with the Swiss Federal Office for Foreign Affairs, we launched a roundtable on the future of the ACP-EU partnership, bringing together representatives of the EU institutions, European member states, ACP institutions and the African Union.

With the Estonian EU Presidency we organized an event on the future of the ACP-EU partnership, bringing together representatives of the EU institutions, European member states, ACP institutions and the African Union.

We launched the first phase of a major study on the political economy dynamics of regional organisations in Africa, sponsored by the German Ministry for Economic Cooperation and Development. The project compiles information on 15 organisations and a wide range of policy options in one study. Our online dossier provides access to the first 15 reports and two innovative interactive tools.

To go to ecdpm.org/2017 for all our events, publications and blogs from the past year. If you are looking for particular categories, use the filters to narrow your search.
ACP-EU relations has been a key pillar of our work since 1986. The European Union (EU) and the African, Caribbean and Pacific (ACP) Group of States have governed their relationship since 1975 through a sequence of partnership agreements. The most recent, the Cotonou Partnership Agreement, expires in 2020. Although official negotiations on a new partnership will not start until 2018, the topic has already been widely debated for several years.

ACP-EU RELATIONS: WHERE ARE WE HEADING?

In 2015 and 2016, a major divergence of views emerged within the EU and parts of the ACP on continuation of the partnership. Critical questions were raised about the benefits and effectiveness of this partnership in a world that has changed so dramatically in the past 20 years. Did the Cotonou agreement deliver on what it set out to achieve? Does a new partnership still make sense? If so, what would a new partnership need to look like?

With two major studies, we provided the evidence base to help guide the contentious debate towards more realistic and workable solutions that could benefit all parties concerned. We looked at power relations, political and economic interests and the incentives and political traction of the current agreement, and analysed several scenarios for a future partnership.

Based on those studies, which found their way to the bookshelves of many European and ACP institutions and actors directly involved in the negotiations, this year we took a closer look at the EU’s ‘umbrella’ proposal, which includes separate agreements for the different ACP regions. We argued for a different way to approach this scenario, by placing the focus fully on the regions and fundamentally rethinking the role and set-up of the overarching ACP-EU framework.

We also continued to play our broker role by bringing different voices together, for example, during events with official and unofficial parties in Europe and Africa, including the Estonian Presidency and the African Union Commission. We worked, both formally and informally, with several EU member states on their positions in the debate.

In the negotiation phase we will work on the major areas of reform needed in ACP-EU relations, as well as the essential link between ACP-EU and Africa-Europe relations.

Want to know more about our work on ACP-EU relations or have thoughts to add to the debate? Visit ecdpm.org/acpeu or get in touch with Geert Laporte, Jean Bossuyt or Alfonso Medinilla via ecdpm.org/people.
AFRICA-EUROPE RELATIONS

A MESSAGE TO AFRICAN AND EUROPEAN LEADERS:
“MORE OF THE SAME IS NOT GOOD ENOUGH”

The last AU-EU Summit, which took place in 2014, saw many political promises and commitments. But the partnership has not delivered on its aspirations and ambitions. Ahead of the 2017 Summit, we wondered what issues European and African leaders would discuss and what topics they would steer clear of. What is the current status of the relationship, and how can it be strengthened? Will both parties be able to shake off past habits and vested interests?

Ahead of the Summit we analysed the current state of relations between the two continents and identified areas in which the partnership can realistically move forward. Through a political economy analysis, a series of blogs and a special issue of our Great Insights magazine we informed policymakers and tried to connect the high-level political world with a broader audience in Europe and Africa. Across all our publications, we stressed that more of the same is just not good enough this time around.

We also continued to stress the importance of connecting the AU-EU partnership to the negotiations on the ACP-EU partnership, since both partnerships are intrinsically linked. Regular interaction with the African Union Commission contributed to a growing awareness of the role of the African Union in the negotiations on the future ACP-EU partnership.

Throughout the year we organised and facilitated several events related to the Summit and the AU-EU dialogue, for example with the African Union Commission, with student delegations from Europe and Africa, and with former Nigerian President Obasanjo. Ahead of and after the Summit we were approached by a range of European and African media outlets to share our views on the key components of Europe’s partnership with Africa, particularly on migration.

Want to know more about our work on Africa-Europe relations? Visit ecdpm.org/africaeurope or get in touch with Geert Laporte or Jean Bossuyt via ecdpm.org/people.
‘Youth’ was the official theme of the AU-EU Summit. African and European leaders alike agreed that young people are a priority for both continents. They are important for economic growth and for social, technological and political innovation. Yet the youth faces an increasingly tough time in both Africa and Europe.

Youth: A shared priority for Africa and Europe

The African continent is getting younger by the day. Lack of job creation and skills gaps are of increasing concern to the continent’s young people. European societies, on the other hand, are ageing. Unemployment rates have never been higher and young people feel unsure about their future job and education prospects.

Although youth is not one of our main work streams, this year we wrote several articles on challenges and opportunities for young people. We also engaged in a range of youth initiatives. Our workshops during Yo!Fest 2017, for example, raised awareness on Africa-Europe relations and climate-smart agriculture among participants – young people across Europe – and helped us get a sense of how the youth of today views the issues we work on.

Ahead of the AU-EU Summit, we were invited to facilitate the AU-EU Youth Plug-in Initiative. It brought together 36 young Europeans and Africans working on ideas to pitch to leaders at the Summit. During their stay in Brussels we arranged a number of meetings for them with organisations in our network. Our experts also met with them for exchanges on issues relevant to Africa-Europe relations.

In a similar vein, we met with a group of young African and European leaders, representatives of the Danish Ministry of Foreign Affairs and members of the European External Action Service to discuss challenges and opportunities for young people, ahead of their meeting with the Danish Minister of Foreign Affairs and African Union Commissioner Moussa Faki.

In 2018, we plan to take a closer look at Africa’s youth agenda. We will explore what regional organisations in Africa are doing to address the challenges and opportunities for young people – including education, employment and political inclusion.

Want to know more about our work on youth or have thoughts to add to the debate? Get in touch with Kesaobaka Pharatlhatlhe or Kathleen van Hove via ecdpm.org/people.
Although youth was the official theme of the AU-EU Summit, migration monopolised much of the discussions. For several years, a stream of refugees and irregular migrants have arrived in Europe from or through African countries. Europe therefore continues to look to Africa to tackle the underlying drivers of these movements. Both continents have worked together to address the crisis, yet progress has been slow.

In 2017, we launched a new programme dedicated exclusively to migration. We have looked at how migration affects Africa–Europe relations and development cooperation, what African leaders are doing to tackle the issue, and what Europe has done and will do to regulate migration. Other analyses focused on North African countries and the link between food security, gender, nutrition and migration.

We were interviewed by several European media outlets in 2017 and asked to speak at and co-organise several high-level events. These included events organised by or with the European Parliament, the Global Initiative against Transnational Organized Crime and the Migration Strategy Group on International Cooperation and Development.

Our biggest piece of work was a major study examining the effects of the refugee crisis on European development cooperation with partner countries – particularly in Africa. We looked at official development assistance spending by Sweden, Denmark, the Netherlands, Germany and the European Commission between 2014 and mid-2016. The study, which was commissioned by the Swedish Expert Group for Aid Studies (EBA), was among the first to systematically map the effects of the refugee crisis on European development cooperation. Our presentation at the Swedish prime minister’s press room generated many requests for follow-up and media interviews. The study came out just in time for the migration summit in Malta.

In the coming year, we will continue to focus on implementation of EU migration frameworks, such as the EU Trust Fund for Africa, EU migration compacts, the Partnership Framework and the Valletta Action Plan; as well as African policy processes and practices related to migration and global developments, such as the Global Compact for Migration and the Global Compact on Refugees.

Want to know more about our work on migration or have thoughts to share? Visit ecdpm.org/migration or get in touch with Anna Knoll, Noemi Cascone or Tasnim Abderrahim via ecdpm.org/people.
CHANGING EUROPE: HOW DOES IT AFFECT PEACEBUILDING?

The changes in Europe’s political environment will likely have considerable implications for international and development cooperation, including peace and security priorities abroad, particularly in Africa. We therefore asked ourselves: “How are the changes across Europe affecting European countries’ political and financial support to peacebuilding and prevention of violent conflicts worldwide?” In early 2017 we approached Humanity United, a US-based foundation, to co-fund with us a research project aimed at finding an answer.

We analysed what drives support for peacebuilding in the EU institutions and in several member states, and why short-term thinking and crisis management seem to win out over prevention and long-term approaches to peace and security. That meant also looking at politics and bureaucratic incentives.

In the project we focused on the EU institutions, Germany, Sweden and the UK. We interviewed more than 60 people from ministries of foreign affairs, NGOs, development agencies and think tanks. Four case reports and a final report are set to be published in 2018. Throughout the course of the year, we produced several related blogs and video interviews, for instance, with the executive director of the European Peacebuilding Liaison Office and the head of the United Nations Liaison Office for Peace and Security.

So far, several European member states and civil society actors across the continent have shown interest in the project. Given that support for peacebuilding is an indicator of wider changes in foreign and development policy, our analysis lays the groundwork for a larger discussion. It provides an opportunity for the peacebuilding community, both in Europe and in the United States, to self-reflect and look hard at the factors that drive change.

Want to know more about the project or have thoughts to add to the debate? Visit ecdpm.org/peacebuildingeurope or get in touch with Andrew Sherriff, Pauline Veron, Matthias Deneckere or Volker Hauck via ecdpm.org/people.
The next EU budget needs to be set by 2020. That will be no easy task, and recent political developments only increase the complexity. In 2017, we closely followed the early stages of the process, much as we have done during the negotiations on previous EU budgets.

We were one of the first organisations to publish independent research and analysis on the new budget. Our focus has been on its implications for foreign policy, development cooperation and Africa-Europe relations. How strongly will domestic interests drive the allocation of resources to tackle migration at the European level? What prominence will be given to poverty eradication and the other Global Goals? What does all this entail for Africa-Europe relations?

We contributed to the discussions from very early on, and shared our analyses with a range of key policymakers, including delegates of EU member states, members of the European External Action Service and the European Commission. We also presented our work in several European capitals. Our principle of neutrality and non-partisanship has fostered trust in the Centre’s opinions on this sensitive issue, allowing our experts to interact with and draw information from networks otherwise difficult to access.

This has provided us opportunities to stress the need to achieve budget flexibility. Building in flexibility would enable Europe to remedy potential shortcomings and reflect not only Europe’s changing engagement with the rest of the world, but also the evolving relationships between EU policies at home and abroad.

In 2018 we will continue producing analysis, facilitating discussion and closely following the negotiations until the new budget is finally agreed.

Want to know more about our work on the EU budget or have thoughts to add to the debate? Visit ecdpm.org/mff or get in touch with Mariella Di Ciommo, Andrew Sherriff or Meritxell Sayós Monràs via ecdpm.org/people.

The changes in Europe’s political landscape will inevitably have implications for the EU’s next seven-year budget—a multiannual financial framework, or MFF. The current MFF totals just under €1.1 trillion and expires in 2020. This requires politicians to come to a new agreement on what is important for Europe and how to allocate resources accordingly.
Since the creation of the African Peace Facility, Europe has provided the African Union and regional economic communities in Africa more than €21.9 billion for the instrument. However, the changing geopolitical landscape of security makes one wonder whether the African Peace Facility is devoted to tackling Europe’s own security threats on the African continent rather than to empowering Africa. Questions of how much of its budget should be used for emergencies and what portion should be devoted to long-term capacity building are becoming increasingly pressing.

In 2017, we were invited to lead the European Commission’s evaluation of the African Peace Facility. The Commission wanted to better understand the initiative’s successes and learn lessons on where it could improve. How efficiently has the money been spent? What was the impact? How has it enabled Africa to tackle security on the continent?

Our established expertise allowed us to gather insights on both the European and African viewpoints, to understand how Europe allocates its budget and how Africa perceives the support it receives through the African Peace Facility. We talked to representatives of the European Commission, European delegations, the African Union Peace and Security Department, African regional economic communities, civil society and different peace support operations—trying to bring the various views together.

We also engaged directly with local actors in Africa. We travelled to Chad, to understand more about the ongoing African peace support operations in the fight against Boko Haram, and to Mali, where an African Union mission to stabilise security took place some years ago and has now been taken over by the United Nations. We also travelled to the United Nations headquarters in New York, United States, to Somalia, the Central African Republic and Guinea Bissau, and visited the African Union headquarters in Addis Ababa, Ethiopia, and the ECOWAS headquarters in Abuja, Nigeria. The final evaluation report of this one-year project was published in March 2018.

Want to know more about the evaluation or have thoughts to share? Visit ecdpm.org/apf or get in touch with Volker Hauck, Matthias Denckere or James Mackie via ecdpm.org/people.
AFRICAN FINANCIAL INDEPENDENCE: KABERUKA’S 0.2% LEVY

In 2016, Rwandan economist Donald Kaberuka suggested that African nations impose a 0.2% levy on eligible imports. The resulting revenues could be used to finance the African Union’s initiatives, including peace and security operations. We were one of the first think tanks worldwide to carry out and publish a thorough analysis of Kaberuka’s proposal.

We interviewed a range of key actors, including members of Kaberuka’s team. Our study examined progress towards implementation of the 0.2% levy. We also focused on the legality and universal applicability of the 0.2% levy – one of the contentious issues raised by African member states – and shared observations on the way forward for successful implementation. The work generated great interest and follow-up study requests.

While our work in 2017 was mainly behind the scenes and focused on research, we now look forward to actively participating in political decision-making fora. Many unanswered questions have inspired our continued engagement on this topic. How will this method of self-financing impact global financial agreements? Will Africa be able to speak with one voice in the World Trade Organization? How will Europe support this newly introduced levy?

Want to know more about our work on Kaberuka’s proposal or have thoughts to add to the debate? Visit ecdpm.org/02levy or get in touch with Philomena Apiko via ecdpm.org/people.

Peace and security operations in Africa rely heavily on financial contributions from external donors, such as the EU. Yet, these contributions are mainly linked to emergencies rather than structural programmes for prevention, reconstruction and good governance. Financial self-reliance could help the African Union address security-related issues more efficiently, and harmonise policies within and among its various peace and governance initiatives.
THE POLITICAL ECONOMY OF REGIONAL ORGANISATIONS IN AFRICA

In the many years that we have worked on regional integration in Africa, we have witnessed a growing frustration with the slow pace of progress and lack of results. While there is common agreement that countries need to work together, implementation of regional programmes often does not match the ambitions. In 2015 and 2016, we therefore aimed to find out what blocks or drives regional integration in Africa by looking at the political economy of six of Africa’s largest regional organisations.

Our latest project on the political economy dynamics of regional organisations in Africa (PEDRO) digs even deeper, looking at no less than 17 organisations. The project, carried out with support from the German Ministry for Economic Cooperation and Development (BMZ), runs from 2016 until 2018.

At the end of 2017, we launched a collection of 31 studies, providing a comprehensive overview of the current state of regional integration on the African continent. The studies cover numerous sectors and topics ranging from governance to migration, peace and security, youth employment, trade, industrialisation and food security. We also published an interactive online tool which allows people to more easily explore the history, priorities and members of all 17 organisations, supplemented by an interactive map highlighting which African countries belong to which regional organisations.

That work has been widely shared on social media and generated a lot of interest from various regional organisations and international stakeholders. Our work on this topic led to an invitation to join the SADC ministerial retreat in Swaziland to contribute to its new strategy. We co-organised a seminar with the United Nations Development Programme on two Central African regional organisations, and evaluated the implementation of the ECOWAS trade liberalisation mechanism locally. The World Bank and African Economic Research Consortium approached us for work in 2018. In the year to come, we will publish a new set of studies and policy briefs.

Want to know more about the project or have thoughts to add to the debate? Visit ecdpm.org/pedro or get in touch with Bruce Byiers or Jan Vanheukelom via ecdpm.org/people.
In 2017, we joined an Italian consortium of universities with the goal to create partnerships, knowledge and better policies for sustainable food systems. The two-year initiative, funded by the Italian government, involves experts from all disciplines and local stakeholders in Africa. What we bring to the table is our expertise on European and African policies for food security and our methodologies connecting research, policy and practice.

The project focuses on three geographical spaces, incorporating three fundamentally different food systems. The first is Lake Naivasha, a Kenyan area where farmers produce maize and flowers, though not without harmful effects on the environment. Our aim is to identify ways to make better use of natural resources and differentiate production. Second, in the Iringa district of Tanzania our work centres on economic sustainability. Third, also in Tanzania, we are looking at the social and nutritional impacts of agriculture around the city of Arusha. Although our activities are localised, the results of the project will have value at the national, regional and global levels.

In 2017, we focused on preparing the research design in close cooperation with our partners. In the coming year we will compile lessons on how to improve the economic, social and environmental sustainability of food systems, for instance, by better integrating staples like maize with traditional food value chains, such as legumes and vegetables.

Beyond this project, we continued our work on food security in Africa in 2017. We supported regional value chain development for rice and livestock in West Africa and led national consultations with the Food and Agriculture Organization of the United Nations to better connect trade and agriculture policies in Eastern and Southern Africa.

Want to know more about the project or have thoughts to add to the debate? Visit ecdpm.org/sass or get in touch with Francesco Rampa, Carmen Torres, Hanne Knaepen or Paulina Blizetto Molina via ecdpm.org/people.
We have looked at partnerships between civil society and the private sector for several years. Our case studies in the dairy and extractives sectors in Africa shed light on the drivers of and constraints to partnerships between businesses and CSOs, taking into account the diversity of interests and expectations of the actors involved.

Our work has provided governments and other development partners insights for better support to such partnerships. In 2017, we were invited to present and discuss this work with a range of actors, including the Luxembourg Ministry of Foreign Affairs, private sector representatives and civil society actors.

Also in 2017, we analysed and facilitated dialogue on sectoral multi-stakeholder initiatives in EU member states aimed at strengthening responsible business conduct in global value chains and exploring the potential for upscaling to the EU level. At the request of mining companies, we moderated discussions in Brussels between mining companies, CSOs and other stakeholders for more constructive and structural collaboration.

In the coming year, we will look closer at and support specific partnerships, likely including the European Partnership for Responsible Minerals. That partnership aims to increase the proportion of responsibly-produced minerals from conflict-affected and high-risk areas and is considered an accompanying measure in support of the EU Conflict Minerals Regulation. We will also continue to inform thinking and dialogue on the role of the EU in strengthening responsible business practices more generally.

**TURNING THE KEY OF CSO-BUSINESS PARTNERSHIPS**

Partnerships play a crucial role in our sustainable food systems project. The importance of cooperation for development is also recognised in the 2030 Agenda. One of the 17 Global Goals is dedicated entirely to partnerships. Coalitions between businesses and civil society organisations (CSOs) for instance are key to sustainable development. By helping the private sector ensure socially and environmentally responsible business practices, CSOs can improve developmental impacts.

Want to know more about our work or have thoughts to add to the debate? Visit ecdpm.org/csobusiness or get in touch with Jeske van Seters via ecdpm.org/people.
Unless doing business in Africa becomes more attractive for the private sector, investment will remain scarce, putting a break on creation of new jobs and opportunities. The European External Investment Plan (EIP), adopted in September 2017, leverages both public and private finance for development. It mobilises resources through the European Fund for Sustainable Development and stimulates a favourable business and investment environment.

From a European point of view, multilateral development banks and development finance institutions will need to play an important role in triggering sustainable investment, among other things by providing loans and guarantees that lower the risk for potential investors. But strengthening the role of local African actors is also crucial for sustainable results. Our work on the EU’s financial instruments for access to energy in sub-Saharan Africa drew lessons from an integrated approach, demonstrating how cooperation between European and African actors can be used more effectively.

By shining light on both the European and African perspectives, we played a significant brokering role in policy formulation in 2017. During the EIP legislative process, we participated in informal meetings and contributed to the debate on the framework design for the investment plan. For instance, we spoke at the public hearing and at a closed-door meeting on the proposal for the European Fund for Sustainable Development at the European Parliament. We interacted with African ambassadors and parliamentarians at public events and addressed the Joint ACP-EU Parliamentary Assembly. Besides our involvement in the discussions on policy design, other development agencies sought our guidance on the investment plan’s implementation.

In 2018 we will continue to focus on implementation of the investment plan, including in North Africa. We will also look at the European Investment Bank’s development finance subsidiary and the role of multilateral development banks and development finance institutions. This work will be complemented by research on broader questions regarding the EU’s development finance architecture.

Want to know more about our work or have thoughts to add to the debate? Visit ecdpm.org/eip or get in touch with San Bilal via ecdpm.org/people.
LEARNING AND QUALITY SUPPORT

ECDDM’s Learning and Quality Support unit ensures that learning, quality and innovation are central in all our activities. That makes us more effective, maximising our added value. Ultimately, the team aims to increase the impact of all ECDPM work.

The unit has four main responsibilities:

Planning and review – We lead the Centre’s operational planning, as well as regular reviews of progress made in the different policy processes we engage in.

Monitoring, evaluation, learning and reporting – We strengthen the Centre’s monitoring and reporting approaches and systems and provide advice and support for advancing the quality of our work and learning. Learning and review take place around theories of change, formulated to accompany internal reviews that take place around theories of change, formulated to accompany review.

Our unit in 2017

In 2017, we were involved in a range of activities. We produced ECDPM’s work plan for 2018, reviewed and updated our theories of change, and organised programme learning sessions. We worked to better align our internal systems and practices with new monitoring and reporting requirements, and initiated a process to strengthen ECDPM’s research methods and skill set.

We also advised colleagues on political economy analysis, continued our work on policy coherence for development and created a new task force dedicated to North Africa.

What we’ve learned this year

Learning is a crucial element of our new strategy. By integrating learning into our activities, we aim to create more valuable knowledge and practices, enhance our organisational efficiency, inform our strategic programming, and ensure that we deliver on our ambitions. Below we outline the main lessons we’ve learned this year, highlighting what we did well and where we still have room to grow.

CENTRE-WIDE

What we did well – Theories of change are an important new element of our 2017-2021 strategy. Internal reviews have highlighted the usefulness of theories of change in guiding our work. They provide a clear compass for old and new staff members, and are resilient – even when times change.

Where we can still grow – We reviewed our internal research methods and skill set and concluded that we have an impressive stock of expertise within the organisation. We now need to work towards better distribution of individual skills across our staff, particularly our more junior staff.

EUROPEAN EXTERNAL AFFAIRS PROGRAMME

What we did well – By closely following and analysing the negotiations on the future of ACP-EU relations and the next EU budget, we established relationships of trust among our partners and other stakeholders. They have commended us for our independent expertise and critical reflection on the two topics.

Where we can still grow – We would like to engage more on the Brexit negotiations, but our limited team capacity has restrained us from doing so. In 2018, with the negotiations reaching a point of greater clarity and with more team capacity, we will do more in-depth analysis on what the future EU-UK partnership might mean for development and Africa.

AFRICAN INSTITUTIONS PROGRAMME

What we did well – We contributed to deepening analysis of governance and conflict prevention frameworks in Africa, looking at continental and regional mechanisms and the relationship between the two. We also made timely inputs to debates related to African Union financing and the fight against illicit financial flows in Africa. Finally, we invested in building partnerships in North Africa, including with key think tanks working on relations between the EU and the Middle East and North Africa (MENA) region.

Where we can still grow – Considering the breadth and depth of some of the issues we work on, we need to focus even more on building partnerships, particularly in Africa. We would also like to expand our work on illicit financial flows and domestic resource mobilisation.

MIGRATION PROGRAMME

What we did well – We established ourselves solidly as a new programme.

Our work in 2017 was read by many policy and research experts and led to various follow-up requests, ranging from smaller assignments to bigger projects. We also teamed up regularly with other ECDPM programmes, effectively connecting migration to food security, peace, regional integration and EU external action.

ECONOMIC AND AGRICULTURAL TRANSFORMATION PROGRAMME

What we did well – Close collaboration between the programme’s four teams allowed us to better connect different policy fields, to reach a wider audience and respond to broader policy needs. We were successful in several big projects and extensively engaged with a range of actors, varying from high-level policymakers in Europe and Africa to private sector and local actors.

Where we can still grow – We have laid groundwork for more systematic engagement with the private sector in the years to come, to better leverage private sector interests for sustainability. From a food security point of view, this includes food companies and supermarkets. Moreover, we want to further ensure that our work is directly useful to policymakers and provide follow-up analyses to guide effective implementation of our recommendations.
COMMUNICATIONS

Communication is crucial for ECDPM to perform its role as a strategic broker for informed policy dialogue. Our mission is to stimulate dialogue with our partners and get ECDPM’s work and ideas to the right people, in the right way, at the right time. This builds understanding and capacity for more inclusive policies and practice. It also cements our legitimacy and reputation and fosters trust among our audiences.

Our team is a multidisciplinary one. We bring together expertise in social media, press relations, online communications, website development, writing and editing, multimedia and print publications, graphic design, and content curation.

OUR UNIT IN 2017

In 2017, our unit was led by a new head of communications, Virginia Mucchi, who brings more than 20 years of experience in communications, journalism and EU politics. On top of our usual activities, our year was characterised by creation of a new communications strategy; development of a new intranet, which was launched in early 2018; and redesign of all our main publications, including our Great Insights magazine, which is now a quarterly journal. Towards the end of the year we started preparations for compliance with new EU privacy regulations, which entered into force in May 2018.

ECDPM’s Virginia Mucchi; Gaspar Frontini, Head of Unit SDGs, Policy and Coherence at the European Commission’s Directorate-General for International Cooperation and Development (DG DEVCO); and Len Ishmael, former Ambassador of the Eastern Caribbean States to the EU and Permanent Representative to the WTO, at an ECDPM Adapting EU Engagement with Middle-income Countries and More Advanced Development Countries in Brussels, Belgium.
The year 2017 marked the start of a new five-year strategic period for ECDPM. It followed a year of transition and financial insecurity, in which management and staff rose to the challenge of delivering on the commitments and ambitions of our previous strategy, while carefully crafting a new one.

Thanks in part to our new strategy, the Netherlands Ministry of Foreign Affairs continued its financial support for the next five years. We were particularly gratified by that decision, taken in 2016, as it demonstrated appreciation of our organisation and trust in us at a time of political turbulence and declining levels of official development assistance.

Funding from some of our other institutional partners did succumb to increasing pressure. Portugal discontinued its financial support, and financial arrangements with a few other partners either ended in 2017 or were set to end in 2018. We were therefore all the more pleased that all of our core institutional partners continued their financial support for the years to come, with some even increasing their commitment to the organisation. We also welcomed Estonia as a new institutional partner.

Our programme and project funding outlook evolved positively as well. Despite the Brexit vote, the UK Department for International Development (DFID) decided to continue its programme support. We received a grant from the Italian government for a project of considerable size, as well as funding from the Bill & Melinda Gates Foundation, which provided a grant to the European Think Tanks Group via ECDPM. We also strengthened ties with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

Finally, we welcomed new funders, such as the US-based Humanity United foundation and the Food and Agriculture Organization of the United Nations (FAO).

Halfway through 2016, we put vacancies on hold until the end of the year. In 2017, to be able to deliver on our new strategy, we invested in our human capacity and recruited several new policy experts. We also made investments in information and communications technology (ICT), replacing a large share of our laptops and computers in pursuit of efficiency gains. With these additional investments, we closed the books with an operational deficit of €235,000.

We invested a share of our liquid assets in a portfolio aimed at capital preservation. We created an investment policy reflecting our duty of care obligation to funders and in line with ECDPM’s views on corporate social responsibility. We outsourced management of our investment portfolio to ABN AMRO, with a clear mandate to invest in accordance with environmental, social and governance standards. This rules out companies that generate revenue from products such as alcohol, tobacco, gambling and arms. It also limits investments to selected companies based on long-term economic, environmental and social criteria, as well as leadership, executive pay, audits and internal controls, and shareholder rights.

Overall we can conclude that compared to 2016, we are much better equipped financially to meet the challenges ahead. We are extremely grateful that our organisation’s future and independence is secured for the years to come.

ACCOUNTABILITY AND TRANSPARENCY

We continue to strive for the highest standards of accountability and transparency. Twice a year an auditor reviews our finances, financial procedures and internal control mechanisms. In 2017, our Board appointed a new auditor, BDO, which confirmed that our financial statements give a true and fair overview of the Centre’s financial position.


HOW WE WERE FUNDED IN 2017

For more information, visit ecdpm.org/funding.
### BALANCE SHEET

After allocation of result 2017, as per 31 December 2017

*In thousands of euros*

<table>
<thead>
<tr>
<th>31-12-2017</th>
<th>31-12-2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
</tr>
<tr>
<td>Intangible fixed assets</td>
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<td>Tangible fixed assets</td>
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<tr>
<td>Financial fixed assets</td>
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<tr>
<td>Investment portfolio with ABN AMRO</td>
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<tr>
<td>Participation in EDCS share fund</td>
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<tr>
<td>Total financial fixed assets</td>
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<td>Current assets</td>
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<td>Payments in advance</td>
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<td>Receivables</td>
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<td>Debtors</td>
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<tr>
<td>Tax contributions</td>
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<tr>
<td>Cash</td>
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<tr>
<td>Total current assets</td>
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<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>9,937</td>
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<tr>
<td><strong>LIABILITIES</strong></td>
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<tr>
<td>Current liabilities</td>
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<tr>
<td>Creditors</td>
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<tr>
<td>Tax, pension and social security contributions</td>
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<td>Current debts</td>
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<td>Total current liabilities</td>
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<td>Provisions</td>
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<td><strong>TOTAL LIABILITIES</strong></td>
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<td><strong>EQUITY</strong></td>
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<td>From annual turnover</td>
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<td>Operational results from income over current costs</td>
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<tr>
<td>Innovation fund</td>
<td>175</td>
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<tr>
<td>Subsidy from the Netherlands Ministry of Economic Affairs for housing</td>
<td>2,269</td>
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<tr>
<td>From investment portfolio</td>
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<tr>
<td>Realised capital gains from investment portfolio</td>
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<tr>
<td><strong>TOTAL EQUITY</strong></td>
<td>8,063</td>
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<tr>
<td><strong>TOTAL LIABILITIES AND EQUITY</strong></td>
<td>9,937</td>
</tr>
</tbody>
</table>

### INCOME AND EXPENDITURE ACCOUNT

*In thousands of euros*

<table>
<thead>
<tr>
<th></th>
<th>Budget 2018</th>
<th>Results 2017</th>
<th>Budget 2017</th>
<th>Results 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INCOME</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I Funding</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>1.1 Institutional funding</td>
<td>4,730</td>
<td>4,333</td>
<td>4,175</td>
<td>4,574</td>
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<tr>
<td>1.2 Programme funding</td>
<td>603</td>
<td>547</td>
<td>460</td>
<td>1,151</td>
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<tr>
<td>1.3 Project funding</td>
<td>1,879</td>
<td>1,375</td>
<td>1,735</td>
<td>1,166</td>
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<td>Total funding</td>
<td>7,312</td>
<td>6,255</td>
<td>6,370</td>
<td>6,891</td>
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<tr>
<td>II Investment portfolio results</td>
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<td></td>
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<tr>
<td>2.1 Interest</td>
<td>p.m.</td>
<td>13</td>
<td>p.m.</td>
<td>30</td>
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<tr>
<td>2.2 Result on sales</td>
<td>p.m.</td>
<td>-1</td>
<td>p.m.</td>
<td>-12</td>
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<tr>
<td>2.3 Result on market value</td>
<td>p.m.</td>
<td>-2</td>
<td>p.m.</td>
<td>0</td>
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<tr>
<td>2.4 Banking costs</td>
<td>p.m.</td>
<td>-2</td>
<td>p.m.</td>
<td>0</td>
</tr>
<tr>
<td>Total result from investment portfolio</td>
<td>p.m.</td>
<td>8</td>
<td>p.m.</td>
<td>18</td>
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<tr>
<td><strong>TOTAL INCOME</strong></td>
<td>7,312</td>
<td>6,263</td>
<td>6,370</td>
<td>6,909</td>
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<tr>
<td><strong>EXPENDITURE</strong></td>
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<tr>
<td>III Operational expenses</td>
<td>1,029</td>
<td>641</td>
<td>825</td>
<td>913</td>
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<tr>
<td>IV Staff and office costs</td>
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<td></td>
</tr>
<tr>
<td>4.1 Salaries and other personnel costs</td>
<td>5,254</td>
<td>4,928</td>
<td>4,847</td>
<td>4,813</td>
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<tr>
<td>4.2 Accommodation expenses</td>
<td>245</td>
<td>223</td>
<td>243</td>
<td>240</td>
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<tr>
<td>4.3 General and administrative expenses</td>
<td>379</td>
<td>384</td>
<td>286</td>
<td>293</td>
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<tr>
<td>4.4 Small investments</td>
<td>7</td>
<td>3</td>
<td>7</td>
<td>5</td>
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<tr>
<td>4.5 Information technology</td>
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<td>182</td>
<td>180</td>
<td>198</td>
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<tr>
<td>4.6 Depreciation</td>
<td>140</td>
<td>109</td>
<td>117</td>
<td>117</td>
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<tr>
<td>4.7 Miscellaneous</td>
<td>18</td>
<td>15</td>
<td>15</td>
<td>13</td>
</tr>
<tr>
<td>Total staff and office costs</td>
<td>6,183</td>
<td>5,847</td>
<td>5,695</td>
<td>5,679</td>
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<tr>
<td><strong>TOTAL EXPENDITURE</strong></td>
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<td>6,520</td>
<td>6,592</td>
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<tr>
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<tr>
<td>200</td>
<td>-225</td>
<td>-250</td>
<td>317</td>
<td></td>
</tr>
<tr>
<td>Results from investment portfolio</td>
<td>p.m.</td>
<td>8</td>
<td>p.m.</td>
<td>8</td>
</tr>
<tr>
<td>Operational result</td>
<td>0</td>
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<td>p.m.</td>
<td>309</td>
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<tr>
<td><strong>ALLOCATION OF RESULT</strong></td>
<td></td>
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<td></td>
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<tr>
<td>Addition to the general reserves</td>
<td>0</td>
<td>-225</td>
<td>-250</td>
<td>142</td>
</tr>
<tr>
<td>Addition to the innovation fund</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>175</td>
</tr>
<tr>
<td>Total allocation of result</td>
<td>0</td>
<td>-225</td>
<td>-250</td>
<td>317</td>
</tr>
</tbody>
</table>
OUR PEOPLE

ECDPM is home to over 60 policy, communications and support staff members from more than 20 countries around the globe.

67 employees

52 work in Maastricht, the Netherlands

15 work in Brussels, Belgium

20 junior staff members

2 interns

2 young international professionals (YIPs)

11 programme associates

58.3 FTE

23 nationalities

Algerian, Australian, Belgian, Botswana, British, Canadian, Costa Rican, Croatian, Dutch, Ethiopian, French, German, Icelandic, Italian, Kenyan, Mauritanian, Russian, South African, Spanish, Swiss, Portuguese, Tunisian and Ugandan

OUR BOARD IN 2017

Adebayo Olukoshi, Chair of the Board, Regional Director for Africa and West Asia, International Institute for Democracy and Electoral Assistance and former Director at the African Institute for Economic Development and Planning, Ethiopia

Koos Richelle, Vice-Chair of the Board, Chair of the Dutch Advisory Committee on Migration Affairs and former Director-General at the European Commission, first at DG AIDCO and DG Development, then at DG EMPL (Employment, Social Affairs and Inclusion), The Netherlands

Maria de Jesus Veiga Miranda, Ambassador and Permanent Representative of Cabo Verde to the United Nations Office and the other international organisations in Geneva, Permanent Mission of Cabo Verde

Ibrahim Mayaki, CEO of the New Partnership for Africa’s Development (NEPAD) and former Prime Minister of Niger

Jean-Claude Bodin, former EU Ambassador and former Head of Unit at DG International Cooperation and Development, European Commission, France

Betty Maina, Permanent Secretary for East African Affairs in Kenya, former Chief Executive at the Kenya Association of Manufacturers, and member of the UN High-level Panel on the Post-2015 Development Agenda, Kenya

Alan Hirsch, Professor at and Director of the Graduate School of Development Policy and Practice, University of Cape Town, and former senior policy advisor to three South African presidents, South Africa

Ruth Jacoby, former Director-General for International Development Cooperation at the Swedish Ministry for Foreign Affairs, member of the UN High-level Panel on System-wide Coherence, former Executive Director of the Board of the World Bank, and former Ambassador of Sweden to Germany and Italy, Sweden

Ibrahim Mayaki, Chair of the Board, Regional Director for Africa and West Asia, International Institute for Democracy and Electoral Assistance and former Director at the African Institute for Economic Development and Planning, Ethiopia

Alan Hirsch, Professor at and Director of the Graduate School of Development Policy and Practice, University of Cape Town, and former senior policy advisor to three South African presidents, South Africa

Ruth Jacoby, former Director-General for International Development Cooperation at the Swedish Ministry for Foreign Affairs, member of the UN High-level Panel on System-wide Coherence, former Executive Director of the Board of the World Bank, and former Ambassador of Sweden to Germany and Italy, Sweden

OUR MANAGEMENT TEAM IN 2017

Ewald Wermuth

Director

The Netherlands

Geert Laporte

Deputy Director

Belgium

Virginia Mucchi

Head of Communications

Italy

Faten Aggad

Head of African institutions programme

Algeria

James Mackie

Head of Learning and Quality Support

United Kingdom

Bruce Byers

Head of the Regional Integration team within the Economic and Agricultural Transformation programme

United Kingdom

Roland Lemmens

Head of Finance and Operations

The Netherlands

OUR GOVERNANCE

In November 2017, the Board and management undertook an evaluation of the Board’s performance, in line with ECDPM’s rules of procedure. Following that evaluation, it was decided that we should stimulate more regular interaction between staff members and members of the Board, and that members of the Board and management will discuss strategic orientations at key moments in ECDPM’s five-year planning cycle.

No changes to our Board composition were made in 2017, but we did make several changes in terms of our operational management. A new programme manager was appointed as a member of the management team, replacing a programme manager who had completed a two-year term. Early in 2017, we recruited a senior human resources officer and a new head of our communications department. The head of communications is now a member of the management team, in line with the recommendation of an external evaluation of ECDPM’s previous strategy.
Several staff members consulted our confidential staff advisors this year, but no incidents were reported. In May 2017, our Board of Governors approved our new governance regulations. These were developed the year before, with the works council and members of staff. The new governance code is available on our website.

Towards the end of the year we started preparations for compliance with the new EU privacy law: the General Data Protection Regulation (GDPR). The law, which took effect as of 25 May 2018, aims to better protect the personal data of all EU citizens. We created a privacy task force that includes members of different ECDPM departments: management, ICT, finance, operations, human resources, communications, and learning and quality support.

**OUR WORKS COUNCIL**

Our works council, created in 2014, represents staff on a variety of matters, especially issues regarding personnel policy and employment conditions. In 2017, the council was involved in multiple activities:

- follow-up on staff satisfaction survey;
- review of revised travel policy;
- discussions on the framework of cooperation for exchanges with the director;
- follow-up on new format of annual staff “progress and development” talks;
- revision of leave policy and exploration of flexibilisation;
- review of staff location, salary splits, and legal and fiscal status;
- implementation of new legislation on safety and health at the workplace;
- application of a whistle-blower scheme, including appointment of an integrity advisor.

In addition, the council discussed the ECDPM budget and financial outlook at its meetings with the director.

In 2017 the council continued its work with two vacancies, as two members had left in the second half of 2016. This placed a heavy workload on the remaining council members, making recruitment a priority. Elections were held on 16 January 2018, and a full council has been in place since. Indications point to a high level of commitment among staff to work towards a constructive and quality work environment.

**SICK LEAVE AT ECDPM**

In 2017, our sick leave was 1.6%. This compares favourably with the average sick leave in the non-commercial services sector in the Netherlands, which was 5%, according to Statistics Netherlands.

**INVESTING IN OUR PEOPLE**

Our staff took part in a range of training programmes to improve their skills and efficiency in a number of areas:

- languages (French and Dutch);
- communications;
- ICT;
- data protection and privacy;
- leadership and coaching;
- governance;
- financial and business management;
- purchasing and contract management;
- labour law;
- first aid;
- travel safety.

Staff also participated in training aimed at broadening their thematic knowledge, for example, on migration and microeconomics.

Our junior programme staff are assigned relatively high levels of responsibility, which allows them to quickly gain relevant experience. They also join more senior staff on field missions, which provides invaluable exposure.

**OFFICE AND TRAVEL SAFETY**

For over a decade, no incidents or accidents have occurred at ECDPM or during ECDPM travels. This is something we are quite proud of. To maintain that record, we took several steps:

- We welcomed three new colleagues to our team of first aid officers.
- We provided evacuation training to our first aid officers, both external and on-site.
- We provided all staff mandatory training on office and travel safety.
- We introduced a new travel policy and made the necessary changes to our internal travel system, so our staff members often travel to conflict-prone areas.

**YOUNG INTERNATIONAL PROFESSIONALS**

ECDPM’s young international professionals (YIP) programme offers young researchers from Africa an opportunity to join one of our policy teams for a period of six months to a year. The YIP programme aims to inspire dynamic exchanges of knowledge, views and networks.

What we offer is practical training in international cooperation and development policy research, particularly from an EU and Europe-Africa point of view. What our YIP researchers offer us is specific content expertise and a strong sense of how young people from Africa view the issues we are working on, to help challenge our views and habits.

The programme also builds and strengthens relationships with partner institutes in Africa. A number of YIP researchers are recruited in cooperation with African organisations and divide their time between ECDPM and our partner institute.

Since the programme was created in 2013, ten young professionals from Benin, Botswana, Burundi, Ethiopia, Kenya, Nigeria, South Africa and Tunisia have joined our policy teams. In 2017, we employed two young professionals:

- Tasnim Abderrahim from Tunisia joined the African Institutions team.
- Kesaobaka Pharatlhatlhe from Botswana joined the Regional Integration team.

Tasnim Abderrahim on her experience as a young international professional at ECDPM

Tasnim Abderrahim worked as a young international professional for ECDPM and the Tunisian Centre des Etudes Méditerranéennes et Internationales from October 2016 to November 2017. In November, Tasnim returned to ECDPM as a member of the African Institutions and Migration teams.

“My experience as a young international professional at ECDPM was very valuable. Not only in terms of broadening my knowledge of Europe-Africa relations, but also for having the space to grow professionally and improve my research skills.

As someone who was previously involved in academic research, I enjoyed working in a dynamic policy environment where I could link research with practice, not only looking at the past, but working with a view of the future and how it could be possible to build a more balanced Europe-Africa partnership.

People at ECDPM are very welcoming, and beyond the lovely conversations, I enjoyed the stimulating discussions with colleagues where we would exchange understandings of certain issues and learn from each other.

During my time at ECDPM, I tried to focus on the local dynamics in African countries and bring to the forefront local perceptions of rather highly polarising issues like migration that could be easily overlooked in the everyday media coverage of the issue. I could not be happier that I had the chance to come back to ECDPM and work as a junior policy officer.”

Are you interested in the YIP programme and want to see whether we have openings? Go to ecdpm.org/yip or get in touch with Kathleen van Hove via ecdpm.org/people.
ECDPM collaborates with a broad range of partners. They increase the value of our work. Our inputs, in turn, increase the value of the work done by others. We also connect our partners, stimulating strategic collaboration among them towards common goals.

INSTITUTIONAL PARTNERS
(SEE ALSO PAGE 46 ON FUNDCING)

Austrian Development Agency (ADA)
Belgian Ministry of Foreign Affairs
Danish Ministry of Foreign Affairs
Estonian Ministry of Foreign Affairs
Finnish Ministry for Foreign Affairs
Irish Aid
Luxembourg Ministry of Foreign and European Affairs
United Nations Industrial Development Organisation (UNIDO)
United Nations Economic Commission for Africa (UNECA)
United Nations Development Programme (UNDP)
World Bank

SUSTAINABILITY

ECDPM promotes better international policies that benefit sustainable global development. But making the planet a better place to live starts with ourselves. We recognise that given the nature of our work, all our efforts and activities inevitably impact the environment. We aim to minimise this environmental impact as much as possible, either through compliance with regulations and legislation or via our own initiatives. Integrating sustainability into all our daily activities is a learning process, but we eagerly work towards that goal.

CONSUMING LESS,
CONSERVING MORE

We closely monitor our carbon footprint and strive to consume less energy, save water and reduce waste. In 2019, ECDPM grew in size. While growth inevitably results in a larger carbon footprint, we managed to keep our consumption within range.

Our total waste increased by just 1%, and we reduced our waste per capita to 60 kilograms per FTE, compared to 75 kilograms per FTE in 2016. Energy consumption dropped by 4.5% compared to 2016. Our water usage increased by 13%. We avoided 150 kg in CO2 emissions and conserved 6% more raw materials than in 2016.

As of 2017, we started to multiply by rail, to minimise our travel footprint. However, due to the nature of our work, travel by plane is unavoidable. We offset our annual travel footprint by buying green certificates. Moreover, we are reducing travel, not only between our offices in Maastricht and Brussels, but also to our partners, through intelligent use of video conferencing.

TRAavel
We incentivise public transportation, in particular by rail, to minimise our travel footprint. However, due to the nature of our work, travel by plane is unavoidable. We offset our annual travel footprint by buying green certificates. Moreover, we are reducing travel, not only between our offices in Maastricht and Brussels, but also to our partners, through intelligent use of video conferencing.

SUSTAINABLE SOURCING
We work with local suppliers when possible. Our purchasing policy emphasises sustainable products and services. To ensure a more responsible supply chain, we seek out suppliers that are as committed to sustainable sourcing as ECDPM. When establishing new partnerships with suppliers, we request certificates of sustainable sourcing.

OUR NETWORK

• 20,389 people from 182 countries throughout the world
• 49% in Europe
• 37% in Africa (with an additional 5% in the Caribbean and Pacific)
• 8% civil society
• 9% government
• 17% intergovernmental
• 6% private sector

Are you interested in partnering with us? Get in touch with Giert Laporte or Sabine Mertens via ecdpm.org/people.
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ECDPM’s Carsten Torres with Sheila Mahenge Nsumbula in Arusha, Tanzania. Photo by Jovin Liehaka (C4ST-SL).

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ECDPM’s Anna Knoll in Shire, Ethiopia, with a research team of the Regional Protection and Development Programme evaluation. Photo by Tommaso Gamberoni.

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Top left
Women harvesting leafy vegetables at a farm in Arusha, Tanzania. Photo by Carmen Torres, ECDPM.

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Top right
ECDPM’s Faisal Baghd in a panel on consolidating unconstitutional changes of government, in Pretoria, South Africa. Photo by African Union Department of Political Affairs.

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Mid left
ECDPM’s James Macros and Lennart Leveti, former Ambassador of the Eastern Caribbean States to the EU and Permanent Representative to the WTO, during the launch of ECDPM’s 2017 ‘Challenges Paper’ at the Permanent Representation of Malta to the EU in Brussels, Belgium. Photo by Valeria Pintus, ECDPM.

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Mid right
ECDPM’s Giert Laporte is interviewed ahead of the All-EU Summit in Addis Ababa, Ethiopia. Photo by Virginia Mucchi, ECDPM.

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Bottom left
Children at a farm in Arusha, Tanzania. Photo by Carmen Torres, ECDPM.

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Top left
ECDPM’s Luchshyn Miyekandi speaks at a panel on tax justice for development during the 2017 European Development Days in Brussels, Belgium. Photo by Yaseena Chiu-van ‘t Hoff, ECDPM.

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ECDPM’s Sun Behl speaks at a panel on responsible mining during the 2017 European Development Days in Brussels, Belgium. Photo by European Union.

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ECDPM’s Karin Karaki and Sophie Dondi host a workshop on Africa-Europe relations at Yo!Fest 2017 in Maastricht, the Netherlands. Photo by Yaseena Chiu-van ‘t Hoff, ECDPM.

Page 24 and 25
ECDPM’s Volker Hausch speaks at a panel on the African Peace Facility during the 2017 European Development Days in Brussels, Belgium. Photo by European Union.

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ECDPM’s Volker Hausch speaks at a panel on the African Peace Facility during the 2017 European Development Days in Brussels, Belgium. Photo by European Union.

Page 28 and 29
Children at a farming training at the Watoto Shujaa wa Chakula) selling leafy vegetables from her peri-urban farm in Arusha, Tanzania. Photo by Andrew Sherriff, ECDPM.

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ECDPM’s Kesaobaka Pharatlhatlhe, Meritxell Flessenkemper, former UN policy advisor on conflict and development and the African Peace Facility during the 2017 ‘Challenges Paper’ to EU and ACP officials at an annual meeting in Rome, Italy. Photo by Giuseppe Carollesi, FAO.

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ECDPM’s Virginia Mucchi, Gaspar Fratini, Head of Unit SDGs, Policy and Coherence at the European Commissioner’s Directorate-General for International Cooperation and Development (DG DEVCO); and Len Ishmael, former Ambassador of the Eastern Caribbean States to the EU and Permanent Representative to the WTO, at an ECDPM debate on EU engagement with middle-income countries and more advanced development countries in Brussels, Belgium. Photo by Valeria Pintus, ECDPM.

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ECDPM’s Luchshyn Miyekandi speaks at a panel on tax justice for development during the 2017 European Development Days in Brussels, Belgium. Photo by Elinuru Pallangyo (also known as Mama Shukuru Shikulika) selling body vegetables from her peri-urban farm in Arusha, Tanzania. Photo by Carmen Torres, ECDPM.

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ECDPM’s Volker Hausch speaks at a panel on the African Peace Facility during the 2017 European Development Days in Brussels, Belgium. Photo by European Union.

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