

Annual Report 2019

ecdpm



ANNUAL REPORT 2019

- 02 From our Board Chair
- 03 From our Director

ABOUT US

- 04 Who we are and what we do
- 08 What sets us apart
- 09 Our programmes in 2019

A SNAPSHOT OF OUR YEAR

- 10 Highlights in 2019
- 14 A ‘geopolitical’ Commission: Positioning Europe for greater influence in the world and a new partnership with Africa
- 16 Exploring the challenges and opportunities for Africa’s continental free trade area
- 18 A ‘joined up’ approach to transnational security threats in the Horn of Africa
- 20 Grain by grain: Our work on rice value chains in West Africa
- 22 Climate change and its cascading impacts
- 24 Europe’s efforts on finance for development
- 26 Towards an EU strategy for fair and sustainable textiles
- 28 Supporting Belgium’s approach to safe and orderly migration

ECDPM in 2019

- 30 Learning and Quality Support
- 32 What we learned this year
- 34 Communications
- 36 Finances
- 40 Our people
- 42 Governance
- 44 Our partners
- 46 Sustainability





From our Board Chair
Adebayo Olukoshi



From our Director
Carl Michiels

Twenty-nineteen was another eventful year, both in global affairs generally and in Europe-Africa relations more specifically. As in 2018 and the years before, the complex and divisive issue of Brexit remained a major focus of policy and politics. It played full out in the United Kingdom (UK), but also dominated the inner circles of the European Union (EU), and refracted into the dynamics of the EU's relations with Africa, one of its biggest regional partners. In the UK we saw major changes, like the resignation of Theresa May, the emergence of Boris Johnson and the march to general elections.

In the rest of Europe too, politics shifted, with the elections for the European Parliament, the end of the Juncker Presidency of the European Commission and jostling around the composition of the new college of commissioners. Europe opened the debate towards a new strategy for its relations with Africa, while the international multilateral system continued to labour under the immense pressures caused by the unilateralism of the United States, including a trade war with China and Europe.

Amid all the uncertainties and doubts swirling around the international system, it fell to ECDPM to

work alongside like-minded institutions in Africa and Europe, including the African Union (AU) Commission and the European Commission, to help sustain a meaningful dialogue on the critical development issues and policies that merited attention. In line with its mandate, and as highlighted in the pages to follow, the Centre played its role by offering well-researched analyses and credible dialogue platforms to support key actors in the Africa-Europe relationship. ECDPM helped partners and the international community keep a strategic focus on the opportunities and challenges of the day, while retooling itself to tap into potentialities for future improvements in the content, method, outcomes and impact of its engagements.

The ECDPM Board continues to be proud to accompany the Centre's management and staff in performing this vital role, particularly to witness first-hand the results achieved in the various work domains. The commitment and professionalism of the personnel, the trust the Centre enjoys from various constituents and the demand for the Centre's work tell us that 'think and do tanks' like ECDPM perform a vital function that we must continue to nurture and defend. ■

In today's world, dominated by COVID-19 and its countless repercussions for global health, the world economy and international relations, 2019 seems like a distant past. But looking back at our work last year, we see that much of it prepares the ground for what was supposed to be the main focus of 2020: a renewed and reinvigorated Europe-Africa partnership that goes well beyond the aid-dominated relationship of the past. COVID-19 has shifted this focus, but it has not diminished the critical importance of the relationship between the two continents.

In this annual report, we take you on a tour of our 2019, zooming in on key junctures in our work on Africa and Europe and the many other areas where our continents' respective tectonic plates touch. The new European Commission launched an ambitious plan to become the most geopolitical Commission ever, (re)claiming Europe's place at the world's tables of influence. Never before has Africa figured so prominently in a Commission's policy documents and statements. The EU's commitment to Africa was reaffirmed by Ursula von der Leyen's choice of the African Union Commission headquarters in Addis Ababa as the destination of her first official travel outside Europe.

In Europe, we closely followed the European Parliament elections and the nomination and confirmation procedures for the new European Commission. We provided in-depth analyses on Brexit and on the negotiations for the EU's

next long-term budget for 2021-2027. We examined how global and domestic political change is impacting the EU's foreign and development policy and funding priorities, and identified potential improvements in EU policies for a more united external action and sustainable development, particularly towards Africa. We also offered evidence and advice on migration and asylum, crisis response, conflict prevention and peacebuilding, gender and climate concerns, and development finance.

In Africa, we looked at Paul Kagame and Donald Kaberuka's plans to strengthen the functioning and financing of the AU. We paid particular attention to the deepening debate on African ownership of peace and security issues on the continent, as well as to the links between gender and peace and security. Building on our political economy work, we investigated national-regional dynamics, regional value chains and transport corridor development in West and East Africa. In West Africa and the Sahel, we analysed sector-specific strategies and policy failures, to identify possible remedies, to broker knowledge and to facilitate networks for the development of sustainable agrifood value chains.

In 2020, our work will address the new challenges facing Africa, Europe and the world. In this, we will continue to focus on the moments when 'the rubber hits the road', when policies are implemented and intentions are forged in the fire of reality. ■

Who we are and what we do

ECDPM is a leading independent ‘think and do tank’ that wants to make European and African policies work for inclusive and sustainable development.

Good policies can lay a foundation for change and play a crucial part in making the global development and international cooperation agenda a reality for all. 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 also requires stepping off the sidelines. It means working closely with the people who design, implement or are impacted by policies. We bring different groups of people around the table, smooth the way for debate and make sure everyone’s voice is heard. We provide advice and training and, most importantly, design practical solutions together.

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

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



**Making policies work requires
stepping off the sidelines too.**

**It means working closely
with the people who create,
implement or are impacted by
policies.**

What we offer

Partnerships & dialogue

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

Expert information

We provide background information to our partners and the media.

Events

We organise and speak at debates, conferences and workshops.

Advice, training & support

We offer practical policy advice, training and support.

Research & analysis

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

What sets us apart



We are more than a think tank.

We are researchers and analysts – but we are also facilitators, advisers, evaluators and trainers. It's that combination of roles which sets us apart from other think tanks. To make policies effective we need solid knowledge of what works and what doesn't, but also to work with the people who are crucial in implementing those policies.



We are independent.

Our unique funding situation allows us to maintain operational autonomy and set our own, non-partisan agenda. We are not here to defend the interests of anyone – apart from the most vulnerable people in society.



We look beyond promises.

Whether policy change is good, bad or absent usually depends on a number of factors and people. That is why we look beyond policy statements and analyse what drives or prevents change. That means looking at all political constraints and incentives.



We know the African and European policy landscape inside out.

Africa-Europe relations is in our DNA. For over thirty years we have worked with institutions, governments and partners across both continents. This has resulted in a broad network, a solid institutional memory of what has and hasn't worked before and a knack for discerning how policy arenas will evolve.



We are in it for the long run.

We engage in policy processes from beginning to end and commit to long-term relationships with our partners – to jointly accomplish changes over time.

Our programmes in 2019

*Our work contributes directly to the Sustainable Development Goals (SDGs) set out in the 2030 Agenda for Sustainable Development, particularly **SDG 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 contributes to **SDG 1 (no poverty)**, **5 (gender equality)**, **9 (industry, innovation and infrastructure)**, **12 (responsible consumption and production)**, **13 (climate action)** and **15 (life on land)**.*

In 2019, we strategically focused our work through five interlinked programmes.

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 problems. We want to assist the EU institutions and member states in working towards coherent and effective foreign and development policy.

Migration

Migration and mobility can stimulate development as drivers of 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.

Economic and Agricultural Transformation

Economic and agricultural transformation is central to many African and European development strategies. It can create more and better jobs, stimulate economic growth and tackle inequality. We want to help accomplish these goals. We focus on trade, investment and finance, private sector engagement, and sustainable food systems.

African Institutions and Regional Dynamics

African countries and regions are taking steps to develop and implement policies to promote their own socio-economic development, but meaningful institutional reform is often undermined, hijacked or even reversed by groups or individuals operating according to particular interests and incentives. We study the actors and factors at play within different reform processes at the continental, regional and national levels.

Security and Resilience

African and European institutions are torn between managing urgent crises and tackling the structural causes and consequences of violent conflict. We explore more effective and sustainable ways to prevent conflict and build peace, and we promote strategic partnerships between African and European actors.

All our programmes jointly contribute 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, on gender and on youth.

The African Institutions and Regional Dynamics programme, created in 2019, is a merger between our former African Institutions programme and the regional integration work stream within the Economic and Agricultural Transformation programme. ■

Highlights in 2019

Below you can find our most memorable highlights from January through December. Pages 14 to 29 then zoom in on eight projects. These feature a selection of the work of our programmes throughout the year, demonstrating how we contributed to the 2030 Agenda for Sustainable Development and how all our work is connected.



ECDPM's Alexei Jones speaks at the launch of our annual Challenges Paper, hosted at the Permanent Representation of Finland to the EU in Brussels. Photo by Philipp Sanderhoff, ECDPM.



★ [Carl Michiels started as ECDPM's new director.](#)

Our annual [Challenges Paper](#) explored challenges and opportunities for Africa-Europe relations in 2019. We [presented this flagship publication](#) to European and African officials at the Permanent Representation of Finland to the EU in Brussels.

We participated in a public consultation workshop and expert roundtable organised by Irish Aid in Dublin, focusing on Ireland's next national action plan on women, peace and security. This was part of our research on [how the EU and the AU promote the women, peace and security agenda](#) in Africa.

At the request of the European Commission, we developed and facilitated a one-day training event on sustainable value chain development for EU delegation staff. Later, a short training video featuring one of our experts was produced for the DEVCO Academy, which is the online learning platform of the European Commission's Directorate-General for International Cooperation and Development (DG DEVCO).

With the African Center for Economic Transformation (ACET) and the Organisation for Economic Co-operation and Development (OECD), we organised an [event on the local dimension of blended finance at the OECD's Private Finance for Sustainable Development Week](#) in Paris.



ECDPM's Matthias Deneckere and Andrew Sherriff present our report on support to peacebuilding in times of change at the German Bundestag in Berlin. Photo by ECDPM.

Over the course of eight months, we trained some 180 staff of the European External Action Service (EEAS) in strategic programming.

We presented our [report on support to peacebuilding in times of change](#) during a breakfast meeting at the German Bundestag in Berlin, as well as at a civil society workshop hosted by the German Platform for Peaceful Conflict Management.

Our paper on the [European Fund for Sustainable Development Plus \(EFSD+\)](#) was one of our most-read papers of the year.

One of our experts participated in the Maria Sibylla Merian Institute for Advanced Studies in Africa (MIASA) fellowship programme on migration, mobility and forced displacement. Her research led to a [publication on how non-state actors shape migration policies in West Africa](#), published later in the year.



ECDPM's Anna Knoll at the United Nations Population Fund office in Dhaka during a field visit undertaken for an evaluation of external action on migration for the European Commission's DG NEAR. Photo by ECDPM.



ECDPM's Amanda Bisong with professor Joseph Teye, director of the Centre for Migration Studies at the University of Ghana, during an event organised in Legon by the Maria Sibylla Merian Institute for Advanced Studies in Africa. Photo by ECDPM.

We produced an advisory report for the European Partnership for Responsible Minerals (EPRM), and published the main findings in a [briefing note](#).

We wrote a [paper on research and innovation collaboration between Europe and Africa](#), focusing on perspectives from Cabo Verde, Ghana and South Africa. Later in the year, we published a [follow-up paper, focusing on how the EU could 'refresh and reload' the way Africa features into its priorities](#).

Our [paper on Africa-EU relations and the future EU-ACP partnership](#) answered some important, unresolved questions and laid out choices for African and European policymakers.

We published [our analysis of migration in the EU's next long-term budget](#), and presented it in October at a workshop organised by ARCI (Italy) with Profundo and ActionAid in Brussels.

We provided input on the design of a [seminar on European politics, policies and practices regarding refugees and migrants](#), and spoke at the event as well. It was organised by the Finnish Institute of International Affairs and the Finnish Ministry of Foreign Affairs to help broaden the debate on migration from Africa and generate interest across ministries and civil society in Finland.

We facilitated a one-day atelier with representatives from the Belgian government on a whole-of-government approach to migration in Belgium. See also page 28.

As the fraught negotiations on the next long-term EU budget unfolded, our ['must-have guide' on the topic](#) quickly became one of our most-read publications of the year.

With consortium partners, we started work on an evaluation of external action on migration for the European Commission's Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR). The evaluation will extend to the second half of 2020.

Building on our [past work on the topic](#), we reflected on the [implications of Brexit for EU and UK aid](#) in an article for Dochas, the Irish Association of NGOs. Earlier in the year, we looked at the [future of UK-EU development cooperation after Brexit](#) for the Dublin City University Brexit Institute.

We presented our study of the 28 EU member states' operational development systems and structures, prepared for the Practitioners' Network, at the Network's General Assembly in Paris. For the study, we also facilitated a meeting with member states and their operational agencies in Brussels to discuss future peer exchange among development practitioners.

With Chatham House, we organised a [meeting in Bellagio on global institutions and how to speed up progress towards SDG 2](#) on 'zero hunger'. At the end of the year, we [co-authored a paper on the topic](#), which will feed into preparations for the UN Global Food System Summit in 2021.

We co-chaired and provided inputs to a workshop for DG DEVCO and EEAS staff in Brussels on recent evaluations of EU support to regional organisations. Our role was to see how those findings linked to our own political economy findings on regional integration.

We participated in the Stockholm Forum on Peace and Development and organised [a session on the links between humanitarian aid, development and peacebuilding](#), based on a [study we conducted in Somalia](#).

ECDPM director Carl Michiels spoke at a side-event of the Tana High-Level Forum on Security in Africa in Bahir Dar. He focused on [lessons from the EU and AU on how economic integration affects a continent's security](#).

We published a [synthesis paper](#) concluding our two-year research project on the [political economy dynamics of regional organisations in Africa](#), funded by the German Ministry for Economic Cooperation and Development (BMZ).

JANUARY

FEBRUARY

MARCH

APRIL / MAY

ECDPM's Francesco Rampa with Klaas Osinga from LTO Nederland, Agriagenzia director Cristina Chirico, Tom Arnold, chair of the Task Force Rural Africa, and Tobias Gras from the Danish Agriculture & Food Council, at the Third AU-EU Agriculture Ministerial Conference in Rome. Photo by Sean Woolfrey, ECDPM.



At the AU's invitation, we presented [our work on the political economy of the African Continental Free Trade Area \(AfCFTA\)](#), looking at the cases of Nigeria and South Africa, at a meeting of African ambassadors in Brussels. Later in the year, we presented the work at the African Futures Conference in Paris, organised by the World Bank and the European Union Institute for Security Studies (EUISS). See also page 16.

We convened a group of thinkers and researchers in Tunis to discuss the political economy of economic reform, based on our two-year project combining political economy training of EU delegation staff in Tunis with research and programming.

As a member of the Stakeholder Advisory Council of amfori, a business association for open and sustainable trade with over 2,400 members, one of our experts participated in the annual 'Unleash Opportunity' conference, and provided advice to amfori throughout the year.

In response to a request from the PBL Netherlands Enterprise Agency, and in particular, its Centre for the Promotion of Imports from Developing Countries (CBI), we facilitated a staff workshop on strategic evolutions in EU development cooperation.

Quickly after the European elections, we published a [special edition of our Great Insights magazine with the European Think Tanks Group \(ETTG\)](#), in which contributors from around the globe reflected on steps the EU needs to take to remain an influential global player.

We facilitated a high-level side-event at the Third [AU-EU Agriculture Ministerial Conference](#) in Rome. The event focused on how to use climate finance to help smallholder farmers adapt to climate change.

At the UN High-Level Political Forum (HLPF) in New York, we contributed to several events related to policy coherence, with partners from the OECD and the United Nations Environment Programme (UNEP).

One of our experts co-edited a [VoxEU ebook bringing together different perspectives on the soft power of EU trade policy](#), in the context of ECDPM's participation in the Horizon 2020 [RESPECT](#) project. RESPECT stands for Realising Europe's Soft Power in External Cooperation and Trade.

We participated in an informal meeting of the EU Council's working parties on development cooperation, humanitarian aid and the Neighbourhood, Development and International Cooperation Instrument (NDICI), hosted by the Finnish Presidency of the EU Council in Helsinki. We provided expert input and support, particularly on the challenges and opportunities of putting the peace, security and development nexus into practice in the Horn of Africa.

At the request of the Dutch Ministry of Foreign Affairs, we wrote and presented a background paper on governance in Africa-Europe relations at an internal seminar organised by the ministry. An [adapted version of the paper](#) was later published.

As the new European Commission prepared to take office, the ETTG published an [agenda for Europe in the world](#), outlining concrete proposals for the EU leadership in nine domains. At the end of October, the agenda was officially launched at a panel in Brussels, with high-level policymakers and officials from Africa and Europe.

We organised a [workshop in Nairobi](#) to discuss the first report of our [Sustainable Agrifood Systems Strategies \(SASS\) project](#). The report analysed Kenya's southern Nakuru County food system, and [identified what is needed to improve it](#).

Ahead of the UN Climate Action Summit in New York, we published a [briefing note on climate financing and agriculture](#), with recommendations on how to be more effective in directing international funds to local actors. See also page 22.

ACET and the government of Côte d'Ivoire hosted a 'G20 Compact with Africa' peer-learning seminar on blended finance in Abidjan. At the event, we [provided inputs based on our paper on the topic](#).

We analysed [why progress on the 0.2% levy on eligible imports, one of the key elements in the AU's strategy to achieve financial independence, has been slow but real](#).

With the Security Sector Programme (ISSP) of IGAD, the Intergovernmental Authority for Development, we organised a workshop to validate the results of our analysis of IGAD member states' capabilities in countering transnational security threats. Delegations from all IGAD member states, except Eritrea, attended. See also page 18.

Go to ecdpm.org/2019 for all our events, publications, magazine issues and blog posts from the past year. If you are looking for particular categories, use the filters to narrow your search.

ECDPM's Fabien Tondel speaks at a workshop we organised with IPAR and LARES in Abidjan on rice sector development and trade policies in West Africa. Photo by Clarisse Blancher, ECDPM.



ECDPM's Koen Dekeyser moderates a workshop we organised in Nairobi at the Jomo Kenyatta University of Agriculture and Technology to discuss Kenya's southern Nakuru County food system. Photo by Silas Wanjala.



Group picture of the participants from the workshop on rice sector development and trade policies in West Africa. Photo by ECDPM.



With the Association of European Development Finance Institutions (EDFI), we organised a [closed-door roundtable in Brussels on the EU development finance architecture](#). The event brought together representatives of EU member states, development finance institutions, multilateral development banks, the European institutions and the wise persons group mandated to look at the financial architecture. See also page 24.

We facilitated a discussion between like-minded countries on Europe-Africa relations, organised by the Danish Ministry of Foreign Affairs in Copenhagen. Our report on strategic support to regional integration in Africa, also prepared for the ministry, fed into the discussions. Earlier in the year, we facilitated a meeting for like-minded countries on the role of the EU globally and in Africa, organised by the Polish Ministry of Foreign Affairs in Warsaw.

With two West African think tanks, IPAR and LARES, we organised a [closed-door workshop in Abidjan on rice sector development and trade policies in West Africa](#). See also page 20.

While the 74th session of the UN General Assembly was taking place in New York, we published [our paper on EU-UN cooperation](#). Later, we presented the work in Brussels to UN and EU officials at the Swedish Permanent Representation to the EU.

We presented our work mapping private sector engagement along the migration cycle at the Swiss Ministry of Foreign Affairs and discussed findings with officials from the Swiss Agency for Development and Cooperation (SDC) and the State Secretariat for Economic Affairs. [The study](#) was published in early 2020.

Days before the new European Commission took office, we [analysed the potential strategic implications of the new 'geopolitical' Commission for the EU-Africa relationship, also sharing recommendations on how to improve relations with Africa](#). Despite being published at the end of the year, it was one of our most-read papers. See also page 14.

We supported the Estonian Ministry of Foreign Affairs in developing an Africa strategy. We provided input at a seminar in Tallinn, during which we presented our [paper on the topic](#) (published in early 2020) and spoke with a range of government officials.

At the request of the UN Development Programme (UNDP), we played the role of discussion moderator at the [launch of the UNDP's 2019 Human Development Report](#) in Brussels.

With support from Oxfam-Magasins du monde, the Fair Trade Advocacy Office and the World Fair Trade Organization-Europe, we published our work exploring [how the EU can move towards an integrated EU strategy in support of fair and sustainable textile supply chains](#). See also page 26.

With the Belgian Ministry of Foreign Affairs, Foreign Trade and Development Cooperation and the National Centre for Development Cooperation (CNCD-11.11.11) we organised a [conference in Brussels](#) on our research on the shrinking space for civil society in partner countries. The event aimed to help the Belgian ministry and like-minded countries improve their policies to claim back civic space.

►► On 1 December 2019, a new European Commission under the leadership of Ursula von der Leyen took office. Early on, Von der Leyen announced her intention to make the Commission a ‘geopolitical’ one. By this she meant a Commission strongly focused on foreign policy, on strengthening Europe’s economy and security to compete with other great powers, and on finding a new partnership with Africa.

A ‘GEOPOLITICAL’ COMMISSION: POSITIONING EUROPE FOR GREATER INFLUENCE IN THE WORLD AND A NEW PARTNERSHIP WITH AFRICA

Talk of a more equal partnership between Europe and Africa is not new, but in reality the EU has never managed to substantiate its commitments. The European Commission’s ‘alliance with Africa’ from 2018, for instance, was reportedly written with little or no consultation outside Brussels. But the choices Von der Leyen made at the start of her tenure – renaming the Commission’s development portfolio ‘international partnerships’, outlining plans for a new strategy with Africa and choosing Addis Ababa as her first official travel destination outside Europe – suggest that this time the EU’s approach may be different.

As the new Commission prepared to take office, [we published a brief](#) that drew attention to the renewed focus on Africa, seeking to understand the vision of the partnership being put forward and pointing out past mistakes to avoid now. Released at a time when many in Europe and Africa were trying to decipher what the new Commission meant for them, the paper was highly read. We were invited to present the work at the Dutch, Danish and Irish ministries of foreign affairs, as well as to ECDPM’s Board and to a delegation of staff from the Dutch Parliament’s foreign affairs and trade committee.

In early 2020, [we presented an updated brief to European and African policymakers in Brussels](#) at an event organised with the Netherlands Permanent Representation to the EU. The work received many positive responses from officials at the EU institutions and from several member state representatives. The brief was complemented by a [blog post](#) just after the Commission took office and an [op-ed for EURACTIV](#) ahead of Von der Leyen’s trip to Addis Ababa.

In 2020, a crucial year for Africa-Europe relations with the sixth AU-EU Summit scheduled for October, we are building on this work. In early March 2020, we released a [discussion paper examining some of the core themes likely to feature in a new EU strategy with Africa](#) and where convergences and divergences on these themes lie between European and African policymakers, as well as policy solutions to help overcome some of the obstacles. ■

Want to know more about our work on Africa-Europe relations? Visit ecdpm.org/africaeurope or get in touch with Amanda Bisong, Chloe Teevan or Alfonso Medinilla via ecdpm.org/people.



►► The African Continental Free Trade Area (AfCFTA) is one of the key themes of the EU's new focus on Africa. In 2018 and 2019, 54 of the African Union's 55 member states signed the agreement establishing the free trade area, making it the world's largest in terms of membership numbers. With this, the AfCFTA marks a significant step forwards in African economic integration.

EXPLORING THE CHALLENGES AND OPPORTUNITIES FOR AFRICA'S CONTINENTAL FREE TRADE AREA

By creating a single continental market of over 1.2 billion people, the AfCFTA aims to stimulate trade, the structural transformation of economies, and sustainable and inclusive socio-economic development across Africa. Some European leaders see it as a potential step towards a continent-to-continent free trade area between Africa and the EU.

In early 2019, we published a paper on [how political economy dynamics in Nigeria and South Africa shape the AfCFTA's prospects](#), as well as a blog post on [the steps that need to be taken to achieve effective free trade area implementation](#). In November, we published a blog post on [the AfCFTA and the politics of industrialisation](#), coinciding with Africa Industrialisation Day.

Throughout the year, we responded to invitations to present our work on the AfCFTA at various events. For instance, we spoke about the prospects for an Africa-EU trade agreement at the [Annual Conference of the Alliance of Liberals and Democrats for Europe, Pacific, Africa and Caribbean \(ALDEPAC\)](#) in Cape Town and presented our analysis on the relevance of domestic dynamics for AfCFTA implementation at a workshop for AU ambassadors in Brussels. We took part in a [panel discussion on the AfCFTA during a seminar on trade for development](#), organised by the Dutch Ministry of Foreign Affairs and the World Bank in The Hague. We also presented at the [African Futures Conference](#), organised by the European Union Institute for Security Studies (EUISS) and the World Bank in Paris.

African states are meant to finalise negotiations on trade in goods and services during 2020, so that trading under the AfCFTA can begin. They are also meant to start the second phase of negotiations, on investment, competition and intellectual property rights. However, negotiations have slowed due to COVID-19, and the operationalisation of AfCFTA institutions, such as the AfCFTA Secretariat, has also been delayed.

We will continue to follow developments around the AfCFTA. In early 2020, we published an [AfCFTA edition of our Great Insights magazine](#), with contributions from experts in Africa and Europe. We are analysing the political economy of regional trade dynamics in East and West Africa, and one of our experts will take part in the [African Futures Task Force](#) convened by EUISS and provide AfCFTA-related input for the African Futures 2030 report. ■

Want to know more about our work on the AfCFTA? Visit ecdpm.org/afcfta or get in touch with Sean Woolfrey or Philomena Apiko via ecdpm.org/people.





►► Zooming out from the African continent and into the Horn of Africa brings us from continental to regional cooperation. The region faces a number of security threats, such as terrorism, the smuggling of goods and people, trade in illicit weapons, and drugs trafficking. These threats cross borders, so to effectively prevent and manage them, cooperation between countries is required. IGAD, the Intergovernmental Authority for Development, is the regional organisation mandated to coordinate this cooperation.

A 'JOINED UP' APPROACH TO TRANSNATIONAL SECURITY THREATS IN THE HORN OF AFRICA

Resources, such as legal frameworks, coordination mechanisms, equipment and training centres, are limited in the region. That is why IGAD wants to encourage greater exchange of experiences and resource sharing. This could allow member states to focus the limited resources they have on developing

their capacity to counter specific security threats, while relying on regional resources for other security threats.

To realise this vision and allow IGAD member states to tap into each other's comparative strengths, it is important to first know what members' respective capacities are. It is also important to know which member states place high importance on which issues, as the incentive for collaboration is generally higher if there is a shared sense of priority and urgency to address a particular transnational threat. To create an organic system for collaboration it is also useful to know how member states are already collaborating and where they see gaps. Not least, when it comes to possibilities for sharing resources, we cannot be oblivious to resource constraints.

Recognising these prerequisites, in 2019 IGAD asked us to look at the nature of the security threats in each IGAD member state, and the existing technical and legal frameworks for managing these threats. We also looked at what resources could be shared among member states, what preconditions could facilitate this, and what IGAD could do to push things forward. We travelled to all of the IGAD countries, except Eritrea, and spoke with stakeholders working directly and indirectly in law enforcement. This included officials in the police force and in the ministries of foreign affairs and justice. We also visited specialised regional organisations working on specific issues, such as the smuggling of small arms and light weapons. Finally, we spoke to civil society organisations, getting their observations as well.

On the basis of our study, IGAD is currently working on next steps towards a plan for supporting resource and capacity sharing among its member states. We are exploring possibilities for future collaboration with IGAD, as a follow-up to this study or in other thematic areas. ■

Want to know more about our work on the project? Get in touch with Lidet Tadesse Shiferaw or Volker Hauck via ecdpm.org/people.



►► Moving from the Horn of Africa to the other side of the continent, the call for stronger regional coordination within the Economic Community of West African States (ECOWAS) has gotten louder too, particularly when it comes to enhancing the region's economy and food security. One of the means to these goals is rice: a resource that already grows abundantly in the region, but still has untapped potential.



GRAIN BY GRAIN: OUR WORK ON RICE VALUE CHAINS IN WEST AFRICA

Rice value chains in West Africa have enormous potential to contribute to economic growth, job creation and food security. Currently, about half of the rice consumed in the region comes from abroad, though domestic production has increased considerably in recent decades. The launch of the Rice Offensive by ECOWAS back in 2014 shows how important rice production is in securing West African economic and food security. That is why we began looking into this particular value chain some years ago.

Last year, partnering with the Senegalese think tank IPAR (Initiative Prospective Agricole et Rurale) and with the support of German development agency GIZ, we embarked on a research project on the marketing and trade of rice in West Africa that will extend into 2020.

In October, we organised a [workshop in Abidjan](#) to share the preliminary results of our research with experts, practitioners and actors from the public and private sector in the region. The interesting exchanges between the workshop participants shed additional light on the importance of regional value chains as part of sustainable agrifood systems. They also fed into our work on [policy coherence](#), providing insights on how to put into practice the Africa-Europe policy agenda for rural transformation. We brought together the highlights of these discussions in a [blog post](#) and a report that is set to be published in the second half of 2020.

Our work on rice value chains in West Africa is an important aspect of our broader interest in regional trade and food security in Africa. In the coming years, we will continue to produce publications and work with local actors to facilitate dialogue and exchanges around effective reforms of the rice sector. ■

Want to know more about our work on the project? Visit ecdpm.org/ricewestafrica or get in touch with Fabien Tondel or Cecilia D'Alessandro via ecdpm.org/people.



►► The production of rice, like many food crops in Africa, is negatively affected by climate change and extreme weather. But the consequences of climate change are not only felt in food security. They spill over into other areas too, for example, exacerbating conflict and impacting migration and trade.

CLIMATE CHANGE AND ITS CASCADING IMPACTS

Though all countries in the world are feeling the impacts of climate change, Africa continues to be one of the continents hardest hit by its consequences. The Paris Agreement and the SDGs call for all nations to align their policies to fight climate-related threats. These threats can impact numerous areas, from food security to trade and migration, and they are all interconnected.

Recognising the growing impact of climate change in numerous policy domains – and the increasing need for policymakers to take climate impacts seriously – we created an in-house climate change task force to

work towards an ECDPM climate strategy, based on the challenges and opportunities facing Europe and Africa and revolving around the European Green Deal. The task force is also coordinating climate work within our own organisation.

In 2019, we published analyses on the [link between food systems and climate, including a paper on how to achieve SDG 2 on 'zero hunger'](#). Our work has also focused on the importance of [climate finance](#) and what European top financial institutions can do to curb the effects of climate change.

Furthermore, in late 2019, we published an issue of our [Great Insights magazine](#) completely dedicated to the

complex link between climate change and conflict. The issue featured articles from (all-female) contributors, including former EU foreign policy chief Federica Mogherini and authors from the United Nations and other important organisations. The issue was very well received. It was distributed during an event of the Belgian Ministry of Foreign Affairs, Foreign Trade and Development Cooperation attended by Alexander Decroo, Belgium's Minister of Finance and Development Cooperation.

We will continue our work on the multifaceted impact of climate change on people and the planet. In particular, we have joined the four-year [Cascading Climate Risks \(CASCADES\) project](#), funded through the European Commission's Horizon 2020 programme. Together with

eleven other organisations and universities across Europe, we will analyse the cross-border impacts of climate change on Europe, alongside the risks climate change creates for global trade, business, conflict and migration, and how Europe can adequately respond to these risks. ■



Want to know more about our work on climate change? Visit ecdpm.org/climatechange or get in touch with Hanne Knaepen or Pamella Ahairwe via ecdpm.org/people.

►► To tackle climate change and address other global challenges, we need enough financial resources. The Paris Agreement and the 2030 Agenda for Sustainable Development, both adopted in 2015, recognise this and put more emphasis on ways to mobilise private finance. To this end, the EU is reshaping its financial architecture for development.



EUROPE'S EFFORTS ON FINANCE FOR DEVELOPMENT

In 2017, the EU adopted its External Investment Plan (EIP), which stimulates blended finance – a combination of public and private resources. The EIP also seeks to create a favourable business and investment environment for development. For instance, it provides development finance institutions guarantees and grants for blended finance activities.

The coherence and impact of European endeavours can nonetheless be improved. In 2019, the European Council tasked a high-level group of wise persons to reflect on the future of Europe's financial architecture for development and the roles of the European Investment Bank (EIB) and European Bank for Reconstruction and Development (EBRD). Recommendations of the group included stronger policy guidance by the European Council and Commission, better branding of European development finance, better coordination among European actors and creation of a European climate and sustainable development bank – either as a new institution or as an offshoot of EBRD or EIB.

Building on our past work and in cooperation with our network, we played an active role in informing this debate. We [analysed the European Commission's proposal for a revised and extended EIP under the EU's next long-term budget](#) and facilitated informal dialogues on the topic among development finance institutions, EU institutions and member states.

We also provided direct input to members of the wise persons group, [explained their recommendations to a wider public](#) and helped development finance institutions, EU institutions and member states shape their views on the recommendations. For instance, with the Association of European Development Finance Institutions (EDFI), we organised a [closed-door roundtable in Brussels](#) for representatives of EU member states and institutions, development finance institutions, multilateral development banks and the wise persons group to informally discuss the recommendations. We then organised a similar event for EU member states only, which was particularly helpful for Finland's Presidency of the Council of the EU.

We will continue to work closely with institutional actors, particularly EDFI, EBRD and EIB, helping identify ways to strengthen cooperation, ensure policy coherence and maximise impact, as well as reflecting on the merits of a European development and climate bank. ■

Want to know more about our work on EU development finance? Visit ecdpm.org/developmentfinance or get in touch with San Bilal via ecdpm.org/people.



►► One of the main aims of the European financial architecture for development is to propel Europe to sustainability. One sector where sustainability is particularly lagging is textiles, as apparel and footwear production emits more greenhouse gasses than international flights and shipping combined. That is why part of the upcoming European Green Deal is completely devoted to the textile sector. Can it steer Europe to true progress in sustainability?

TOWARDS AN EU STRATEGY FOR FAIR AND SUSTAINABLE TEXTILES

Millions of people worldwide work in the textile sector. The majority of them are in developing countries in Asia, but textile jobs in Africa are also on the rise. Besides offering opportunities, the textile sector is known for its poor working conditions and violations of workers' rights. There is also growing recognition of the serious environmental impacts of textile value chains.

Even though the EU has put in place policies to address these challenges, more can and must be done. Stepping up EU efforts to contribute to sustainable textiles is timely and can be part and parcel of the European Green Deal. More broadly, it can support the EU's contribution to achieving the SDGs by 2030 and promote policy coherence for sustainable development.

Building on past work on due diligence and initiatives in the garment and textile sector, we published a [paper with insights for an integrated EU strategy in support of sustainable textile supply chains](#). It received positive feedback from various EU institutions, and we presented our findings at two workshops in Brussels with representatives of civil society organisations and the European Commission, and academics. In early 2020, a diverse coalition of civil society organisations inspired by our findings developed a proposal for an ambitious and integrated EU strategy for fair and sustainable textile supply chains.

Beyond textiles, we contributed to discussions on regulatory and voluntary measures to promote responsible business conduct. For example, we published [a paper on a smart mix of voluntary and legislative measures](#), and one of our experts is part of the Stakeholder Advisory Council of amfori, a business association for open and sustainable trade with over 2,400 members. We also participated in an event organised by Finland's Presidency of the Council of the EU on business and human rights, and in a consultation organised by the Dutch Ministry of Foreign Affairs on the Netherlands' policy framework to promote responsible business conduct in global value chains.

We will continue to look at responsible business conduct in textiles and other sectors, particularly voluntary and regulatory policy measures in the EU and member states, as well as dynamics and policies in African countries and regions. For instance, in 2020 we will be involved in a research programme with Maastricht University, the Ethiopian Economic Policy Research Institute and Hivos on wellbeing, women and work in Ethiopia, focusing on apparel and horticulture. ■

Want to know more about our work on textiles? Visit ecdpm.org/textiles or get in touch with Jeske van Seters or Nadia Ashraf via ecdpm.org/people.





►► **Boosting sustainable development can also be achieved through well-managed migration. Since 2015, the Belgian government has been committed to “facilitating orderly, safe and responsible migration and mobility of people”, in the words of SDG target 10.7. More recently, the Belgian foreign affairs ministry has been looking for pathways to strengthen its approach to respond to the challenges and benefits of migration.**

SUPPORTING BELGIUM’S APPROACH TO SAFE AND ORDERLY MIGRATION

In December 2018, Belgium adopted the UN Global Compact for Safe, Orderly and Regular Migration. In 2019, Alexander Decroo, the Belgian Minister of Finance and Development Cooperation, stressed the conviction that migration can boost sustainable development. These developments, alongside other efforts towards safe and orderly migration, created an opportunity for us to engage in a reflection process on the possibilities of a comprehensive whole-of-government approach to migration and development in the Belgian context.

The Belgian Ministry of Foreign Affairs, Foreign Trade and Development Cooperation asked us to explore how such an approach might look. We analysed five cases – Switzerland, Canada, Germany, Sweden and the European Commission – and applied our findings to Belgium. To communicate our findings and facilitate discussions on a way forward for Belgian actors, we organised a one-day workshop. This led to the ministry starting a consultation process to potentially devise a strategy on migration and development to guide Belgium’s international cooperation.

The ministry also commissioned us to map actors, interventions and projects financed by Belgium in the field of migration and development and to consult with Belgian NGOs and other non-government stakeholders on a strategy. The outcome of these two studies provided direct

input for the drafting of a new strategy on migration and development by the Belgian Special Envoy for Asylum and Migration.

The strategy is now being discussed within the foreign affairs ministry and with other ministries before the document is finalised. We will continue to follow these discussions, as well as to explore whole-of-government approaches to migration in other EU member states. ■

Want to know more about the project? Get in touch with Anna Knoll via ecdpm.org/people. For all our work on migration, visit ecdpm.org/migration.



Learning and Quality Support

ECDPM's Learning and Quality Support unit ensures that learning and quality are central in all our activities. That makes us more effective and maximises 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 give advice and support to raise the quality of our work and learning. Learning and review take place around theories of change, formulated to accompany implementation of the ECDPM 2017-2021 strategy.

Quality support

We develop and support methodologies for quality assurance, including a peer review system, as well as in-house training in cooperation with the human resources and communications teams.

Advice and support on research methodologies and cross-cutting issues

We help ECDPM programmes and partners refine their policy research approaches and methodologies. Examples are political economy analysis and policy coherence assessments. We also take part in ECDPM's dedicated task forces on gender issues, climate change and Europe-Africa relations.

OUR UNIT IN 2019

In 2019, we conducted a mid-term review of our 2017-2021 strategy, focusing on our work on Europe-Africa relations, our theory of change approach, our political economy analysis, and the integration of global challenges into our work streams. Following the review recommendations, we updated our theories of change. The mid-term review then provided a starting point for an internal assessment

in early 2020, in which all units across the organisation assessed their own performance. This led into an independent external evaluation set to be finalised in mid-2020. The conclusions of all these performance assessments will feed into our next five-year strategy.

Also in 2019, we completed our first round of programme learning sessions, reflecting on each of our work streams. We developed a mandatory system of peer review for ECDPM publications which will be piloted in 2020. We continued to advise colleagues on political economy analysis and facilitated an interactive ten-session course in political economy analysis for colleagues, led by external experts. We also continued our work on policy coherence, for instance, supporting initiatives undertaken for the Food and Agriculture Organization of the United Nations (FAO) and for the Horizon 2020 CASCADES project.

REPORTING

We report our monitoring data in line with the standards of the International Aid Transparency Initiative (IATI). Progress reports outline what we do, where, how much, with whom and to what effect. For each of our work streams, we report on budgets and expenditures, participating organisations, and geopolitical and sector spread. In terms of performance, we report on both outputs and outcomes for each work stream.

IATI seeks to provide clarity on how aid, development and humanitarian resources are spent, to increase the effectiveness of their use to tackle poverty. The voluntary initiative brings together donor and recipient countries, civil society organisations and other experts on aid information. ■

ecdpm





What we learned this year

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

CENTRE-WIDE

What we did well – Following up on an external management review in 2018, we initiated a process of change led by a small group of staff. The process, aimed at identifying solutions to a number of challenges facing the organisation, resulted in a clear action plan and was commended by staff and our Board of Governors for its inclusivity. Additionally, our mid-term review deemed our political economy approach particularly relevant and critical to the success of our work.

Where we can still grow – Following recommendations from the management review and change process, we will focus more on peer review, human resources and people

management, funding modalities, and management structures. Moreover, the mid-term review suggested that we fine-tune our theory of change approach to make it more useful.

EUROPEAN EXTERNAL AFFAIRS

What we did well – We produced and organised a wide array of publications and events related to core ECDPM topics, including the next long-term EU budget and the programming of EU aid, Europe-Africa relations, and the new European Commission. Many of our papers and blog posts were among the Centre's most-read publications of the year.

Where we can still grow – In 2019, we focused on a few major EU policy

processes. In 2020, we want to widen our lens to explore how global trends and events are influencing the EU's international cooperation system.

AFRICAN INSTITUTIONS AND REGIONAL DYNAMICS

What we did well – A restructuring gave birth to this programme, merging the former African Institutions programme with the regional integration team of the Economic and Agricultural Transformation programme. This produced a common narrative for our work on the political economy of regional integration and state-society relations, helping us to address the regional implications of country-level and continental processes in Africa.

Where we can still grow – Our multicultural team could be more consistent in taking non-European views and interests into account on the topics we research. This is a priority, especially when it comes to analysing African (continental) institutions, to avoid any ideological bias towards the European countries and partners that are dominant in funding our organisation.

MIGRATION

What we did well – We strengthened ties with a range of actors working on migration, while also initiating cooperation with partners from other domains. This broadened our network and provides rich potential for fruitful partnerships in the future.

Where we can still grow – We want to focus our work more strategically and limit the number of processes we follow to better accompany them over time. Work on African processes and with African actors will be

strengthened, as the processes we followed in 2019 were predominantly European. Finally, we want to increase our visibility, so our expertise is recognised and consulted by a wider range of policy communities, from migration to development and beyond.

SECURITY AND RESILIENCE

What we did well – Our engagement with the IGAD Security Sector Programme allowed us to partner directly and more closely with government officials and representatives from an African regional organisation working on peace and security. We also expanded our work on the link between conflict, climate change and resilience, with funding secured for the next three years in several projects.

Where we can still grow – Much of our 2019 work was focused on desk and field research as part of a range of assignments. Looking ahead, our

programme will seize opportunities for more outreach activities with policymakers and a broader audience, to feed our expertise and research into the public policy debate, especially in light of key events and relevant EU-Africa policy processes.

ECONOMIC AND AGRICULTURAL TRANSFORMATION

What we did well – The different teams within our programme – working on sustainable food systems, private sector engagement, and trade, investment and finance – successfully pooled their expertise to develop a comprehensive project approach to the development of more sustainable food value chains in selected African countries, together with FAO.

Where we can still grow – Building on experience from our project with FAO, we will work to improve cross-team collaboration. Particularly, we will better integrate the various work streams. ■

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 our audiences' trust in us.

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 2019

All our activities in 2019 upheld the four pillars of our communication strategy:

Coherent

Our research and communications are in line with ECDPM's overall strategy and complement what is done elsewhere in the Centre.

Bespoke

Our programme communications strategies target the specific needs and audiences of the individual programmes.

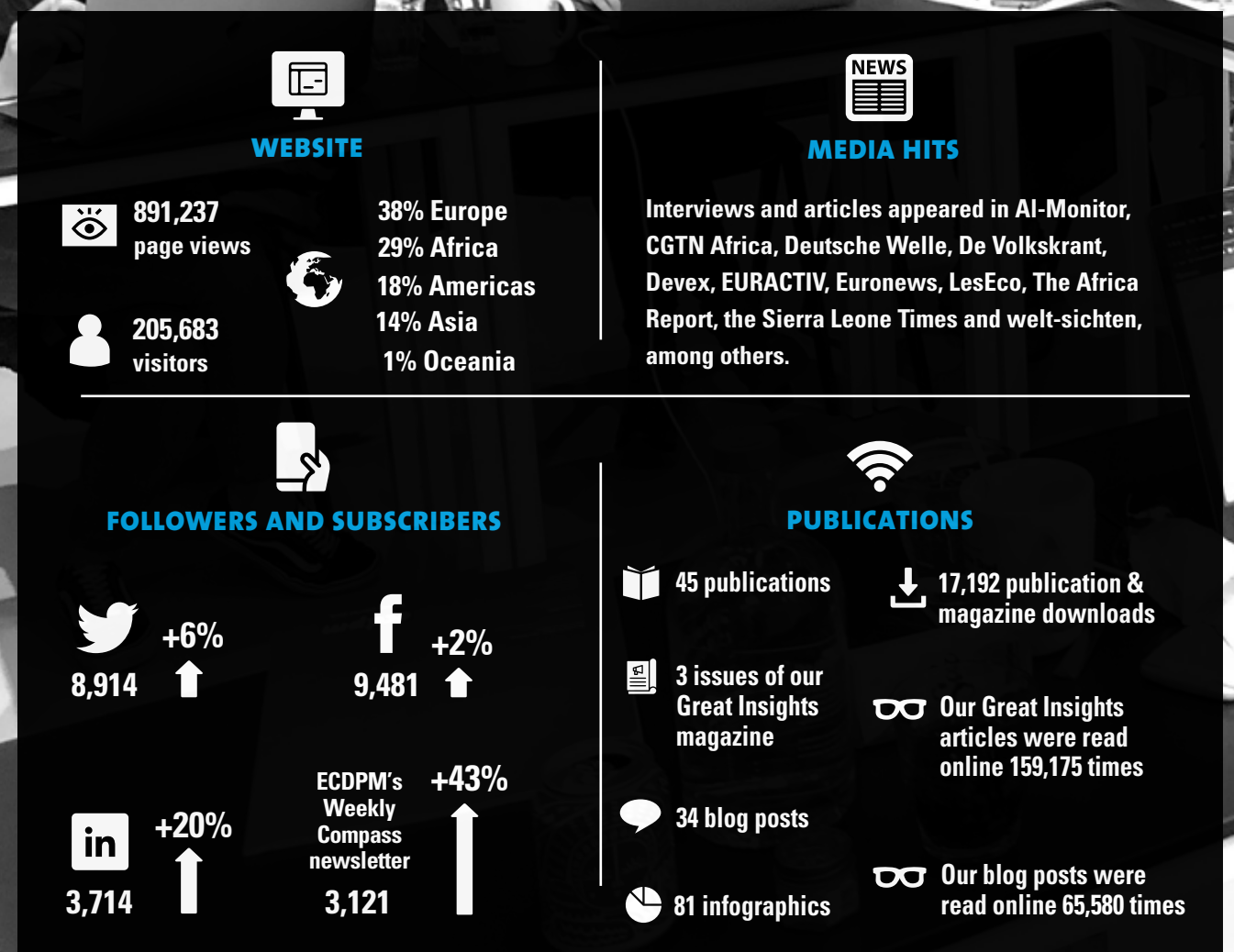
Integrated

Communication efforts are integrated into research processes from the start.

Long-term

Communication activities are planned and analysed with a medium to long-term policy change perspective.

On top of our regular activities to promote our publications and facilitation work and to provide training to colleagues, we developed strategic communication planning tools and created an internal newsletter that was very well received throughout the organisation. We paid particular attention to further increasing our readership, as our subscribers and registered contacts decreased significantly in mid-2018, after the new EU privacy law took effect. Because of an unforeseen loss of specialised capacity within the team, our media and multimedia work slowed somewhat in the second half of 2019. ■



Finances

The year 2019 continued a period of change for ECDPM. In mid-January, Carl Michiels started as our new director. He has carried on the organisational change process we initiated in 2018 – the aim being to position the organisation strongly for the future.

Finances is one of the areas closely examined in this process. We have long recognised that our current financial model is critical to the success of our organisation. This combines a generous and solid base of multi-year institutional funding with supplementary project and programme funding. However, that model has been increasingly put to the test.

Several factors played a role in this in 2019. First, due to Brexit, the UK Department for International Development was unable to continue its steady programme support for us. Our funding base also suffered from a lower fundraising intensity and delivery capacity in 2019, due to the extended sick leave of two senior staff members. In addition, it took longer than expected to formalise new funding agreements, and delivery on two larger contracts was postponed to 2020. On a positive note, several institutional funders increased their funding.

At the same time, our costs increased significantly and structurally. This was mainly due to changes in staffing, a hefty increase in salaries as a result of a new Dutch civil servants' collective labour law agreement, increased social security costs linked to our Brussels office, and increasing demands for accountability and control.

Overall, this led to a negative operational result of €460,000. However, in 2017 we invested a share of our liquid assets in a portfolio aimed at capital preservation, which in 2019 yielded a positive net result of €470,000. At the end of the year, we therefore closed our books with a modest surplus of €10,000.

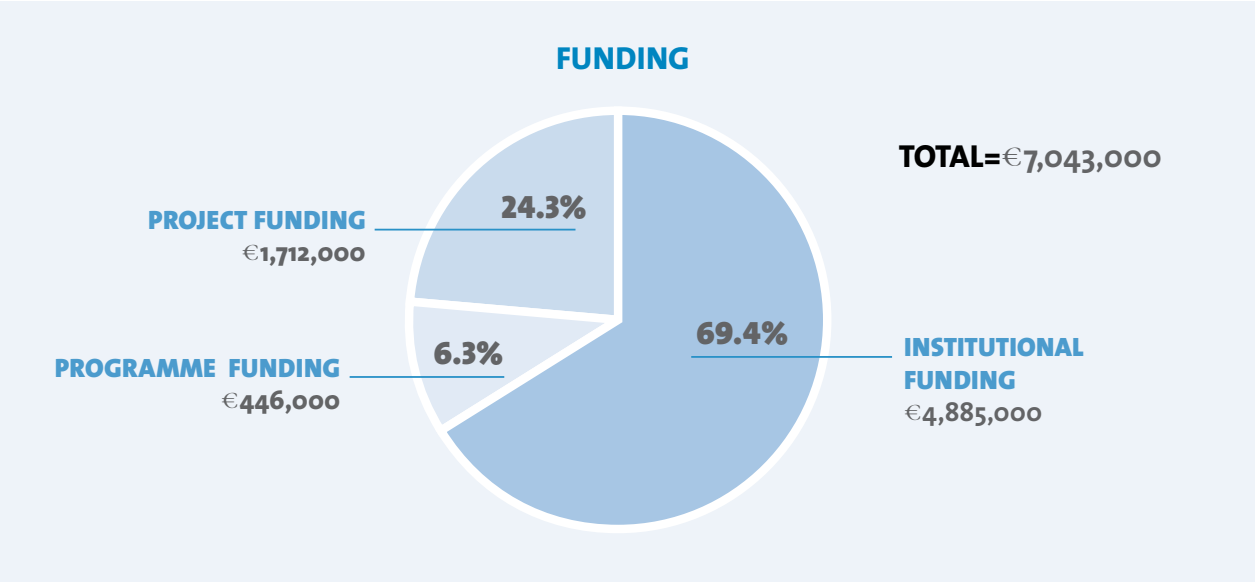
Despite this positive total result, it is clear that our operating model will have to be revised in 2020 and 2021 if we want to be well equipped for the next strategic period. Keeping the right balance between institutional funding and project and programme funding remains our priority, as a further increase in the share of project funds could alter the very nature of our work, making us more market-driven rather than strategy-driven.

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. Our current auditor, BDO, confirmed that our 2019 financial statements give a true and fair overview of the Centre's financial position.

Since 2014, Transparify has evaluated the financial transparency of think tanks around the world. ECDPM has been consistently awarded Transparify's maximum five-star rating. ■

For more information, visit transparify.org



INSTITUTIONAL FUNDERS

Netherlands Ministry of Foreign Affairs, the Netherlands
€2,700,000

Swedish Ministry for Foreign Affairs, Sweden
€538,082

Irish Aid, Ireland
€417,626

Swiss Agency for Development and Cooperation (SDC), Switzerland
€271,847

Luxembourg Ministry of Foreign and European Affairs, Luxembourg
€270,000

Belgian Ministry of Foreign Affairs, Foreign Trade and Development Cooperation, Belgium
€216,000

Finnish Ministry for Foreign Affairs, Finland
€195,000

Danish Ministry of Foreign Affairs, Denmark
€159,528

Austrian Development Agency (ADA), Austria
€98,220

Estonian Ministry of Foreign Affairs, Estonia
€18,750

PROGRAMME FUNDERS

Italian Ministry of Education, Universities and Research - Università degli Studi di Milano-Bicocca (UNIMIB), Italy
€147,886

UK Department for International Development (DFID PO: 40082120), United Kingdom
€84,511

Danish Ministry of Foreign Affairs, Denmark
€41,889

Swedish Ministry for Foreign Affairs, Sweden
€40,066

Belgian Ministry of Foreign Affairs, Foreign Trade and Development Cooperation, Belgium
€37,864

European Commission, Belgium
€32,160

Finnish Ministry for Foreign Affairs, Finland
€20,000

Irish Aid, Ireland
€15,414

Luxembourg Ministry of Foreign and European Affairs, Luxembourg
€12,805

Austrian Development Agency (ADA), Austria
€7,288

Estonian Ministry of Foreign Affairs, Estonia
€6,250

PROJECT FUNDERS

Bill & Melinda Gates Foundation, United States
€637,601

European Commission - Particip GmbH, Germany
€243,083

European Commission, Belgium
€193,325

Austrian Development Agency (ADA), Austria
€102,282

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Germany
€99,588

African Center for Economic Transformation (ACET), Ghana
€70,717

Agence Française de Développement (AFD), France
€68,736

European Investment Bank (EIB), Luxembourg
€41,615

Chatham House, United Kingdom
€27,174

European Commission - Change for Results EEIG (CHARE), Belgium
€22,359

European Institute of Public Administration (EIPA), the Netherlands
€19,238

European Commission - mediatEUR, Belgium
€18,265

Oxfam-Magasins du monde, Belgium
€15,000

Belgian Ministry of Foreign Affairs, Foreign Trade and Development Cooperation, Belgium
€14,636

MDF Training & Consultancy, the Netherlands
€11,234

TradeMark East Africa (TMEA), Kenya
€9,743

PBL Netherlands Environmental Assessment Agency, the Netherlands
€8,051

King Baudouin Foundation, Belgium
€7,894

The Netherlands Red Cross, the Netherlands
€6,589

NWO-WOTRO, the Netherlands
€6,570

Netherlands Enterprise Agency, the Netherlands
€6,423

Imani Development, South Africa
€5,240

Hivos, the Netherlands
€4,757

Ecorys Netherlands, the Netherlands
€4,634

FoodFIRST Coalition, Socires, the Netherlands
€4,132

Bertelsmann Stiftung, Germany
€2,500

Other funders < €2,500
Various €11,963

BALANCE SHEET

After allocation of result 2019, as per 31 December 2019

In thousands of euros

	31-12-2019	31-12-2018
ASSETS		
Intangible fixed assets	96	110
Tangible fixed assets	2,313	2,416
Financial fixed assets		
Investment portfolio with ABN AMRO	4,374	3,907
Participation in EDCS share fund	13	13
Total financial fixed assets	4,387	3,920
Current assets		
Payments in advance	152	57
Receivables	0	1
Debtors	925	559
Tax contributions	63	99
Cash	1,630	2,417
Total current assets	2,770	3,134
TOTAL ASSETS	9,566	9,580
LIABILITIES		
Current liabilities		
Creditors	36	158
Tax, pension and social security contributions	233	210
Current debts	1,346	1,282
Total current liabilities	1,615	1,649
Provisions	130	120
TOTAL LIABILITIES	1,745	1,769
EQUITY		
From annual turnover		
Operational results from income over current costs	2,519	2,971
Innovation fund	150	158
Subsidy from the Netherlands Ministry of Economic Affairs and Climate Policy for housing	2,269	2,269
From investment portfolio		
Realised capital gains from investment portfolio	2,883	2,413
TOTAL EQUITY	7,821	7,811
TOTAL LIABILITIES AND EQUITY	9,566	9,580

INCOME AND EXPENDITURE ACCOUNT

From 1 January until 31 December 2019

In thousands of euros

		Budget 2020	Results 2019	Budget 2019	Results 2018
INCOME					
I	Funding				
1.1	Institutional funding	4,769	4,885	4,595	4,676
1.2	Programme funding	688	446	930	718
1.3	Project funding	2,407	1,712	1,687	1,666
	Total funding	7,864	7,043	7,212	7,060
II	Investment portfolio results				
2.1	Interest and dividend	p.m.	49	p.m.	52
2.2	Result on sales	p.m.	22	p.m.	-21
2.3	Result on market value	p.m.	418	p.m.	-104
2.4	Banking costs	p.m.	-19	p.m.	-19
	Total result from investment portfolio	p.m.	470	p.m.	-92
TOTAL INCOME		7,864	7,513	7,212	6,968
EXPENDITURE					
III	Operational expenses	1,084	775	735	937
IV	Staff and office costs				
4.1	Salaries and other personnel costs	5,858	5,875	5,612	5,244
4.2	Accommodation expenses	233	213	240	227
4.3	General and administrative expenses	307	325	260	464
4.4	Small investments	7	3	7	4
4.5	Information technology	230	208	200	222
4.6	Depreciation	126	124	140	111
4.7	Miscellaneous	19	-20	18	12
	Total staff and office costs	6,780	6,728	6,477	6,283
TOTAL EXPENDITURE		7,864	7,503	7,212	7,220
UNFORESEEN		100	0	100	0
TOTAL RESULT		-100	10	-100	-252
	<i>Results from investment portfolio</i>	p.m.	470	p.m.	-92
	Operational result	-100	-460	-100	-160
ALLOCATION OF RESULT					
	<i>Withdrawal from the general reserves</i>	100	-18	100	235
	<i>Withdrawal from the innovation fund</i>	0	8	p.m.	17
	Total allocation of result	100	-10	100	252



Our people

ECDPM is home to some 70 policy, communications and support staff from more than 20 countries around the globe.

INVESTING IN OUR PEOPLE

We encourage our staff to grow professionally and allocate a yearly budget per staff member to facilitate this. This year, our staff took part in a range of training programmes to improve their skills and efficiency in a number of areas:

- Languages (French, Dutch and Arabic)
- Communications
- ICT
- Data protection and privacy
- First aid
- Labour law
- Salary administration
- Fundraising
- Personal growth and effectiveness
- Works council and confidential advisers

Staff also participated in training aimed at broadening their thematic knowledge, for example, on political economy analysis.

Our junior 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.

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 January 2018, a new works council was elected for a two-year period. Due to two members stepping down during the year and one member taking a medical leave of absence, three new members joined at a half-way point of the 2018-2019 term.

In 2019, the council was involved in multiple activities:

- Discussions on revised employment contracts
- Discussions on split contracts for staff dividing their time between the Brussels and Maastricht offices

- The organisational change process
- Revision of our leave policy
- Revision of our travel and expenses policy
- Recruitment of a new head of human resources
- Discussions on our budget and financial outlook
- Organisation of new works council elections

The works council had several formal meetings with management, and met with the Board during official Board meetings. It also took part in a one-day training session with an external adviser.

STAFF CONFIDENTIAL ADVISERS

In 2019, we had two confidential advisers whom staff could approach to discuss any concerns or difficulties they faced.

SICK LEAVE AT ECDPM

In 2019, our sick leave was 4.6%. This compares favourably with the average sick leave in the non-commercial services sector in the Netherlands, which was 5.3%, according to Statistics Netherlands.

OFFICE AND TRAVEL SAFETY

For over a decade, no incidents or accidents have occurred at ECDPM or during ECDPM travels. We are proud of this record. We continue to take all necessary steps to maintain it, in addition to the procedures and safety measures already in place:

- In 2018, our Brussels office was equipped with sit-stand desks and ergonomic chairs to minimise the occupational hazards associated with computer use. We are gradually moving to sit-stand desks and ergonomic chairs at our Maastricht office too.
- Our first aid officers completed their annual evacuation training.
- At the end of 2019, we updated our travel safety procedures and protocols as part of our new travel and expenses policy. ■

AT THE END OF 2019 WE HAD 70 ECDPM EMPLOYEES

EMPLOYEES



46 **24**

MAASTRICHT
the Netherlands



46

BRUSSELS
Belgium



10

MILAN
Italy



1

SPLIT THEIR TIME BETWEEN THE OFFICES



13

NO. OF NATIONALITIES



28

(including our programme associates)

Australian, Belgian, Bolivian, British, Canadian, Croatian, Dutch, Ethiopian, Finnish, French, German, Greek, Indian, Irish, Italian, Kenyan, Mauritanian, Nigerian, Pakistani, Polish, Portuguese, Russian, Rwandan, Saint Lucian, South African, Spanish, Swiss and Ugandan.



11

PROGRAMME ASSOCIATES

our staff worked with throughout 2019



64.7

FTE AVERAGE IN 2019

(including temporary staff hired via agencies)



2

TEMPORARY STAFF

hired via agencies at the end of 2019



3

INTERNS

throughout 2019

Governance

Members of our Board in 2019



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
Nigeria



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
Cabo Verde



Ibrahim Mayaki, (stepped down from the Board in mid-2019) CEO of the New Partnership for Africa's Development (NEPAD) and former Prime Minister of Niger
Niger



Jean-Claude Boidin, 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 of Development Policy and Practice at the Nelson Mandela School of Public Governance, University of Cape Town, and senior economic policy advisor to four 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



Richard Dohmen, (joined the Board in mid-2019) Partner at PricewaterhouseCoopers
The Netherlands

Honorary advisor to the ECDPM Board on



European external affairs: Dieter Frisch, former Director-General for Development, European Commission
Germany

Our management team in 2019



Carl Michiels
Director
Belgium



Geert Laporte
Deputy Director
Belgium

Iris Cremers

Head of Human Resources until August 2019
The Netherlands



Marleen Ackermans
Head of Human Resources since August 2019
The Netherlands



Virginia Mucchi
Head of Communications
Italy



James Mackie
Head of Learning and Quality Support
United Kingdom



San Bilal
Head of the trade, investment and finance team of ECDPM's Economic and Agricultural Transformation programme
Switzerland



Jeske van Seters
Head of the private sector engagement team of ECDPM's Economic and Agricultural Transformation programme
The Netherlands



Roland Lemmens
Head of Finance and Operations
The Netherlands

CHANGES IN OUR GOVERNANCE

In 2019, we made some changes to our operational management. In January, Carl Michiels took up his position as our new director after an extensive recruitment procedure involving ECDPM's Board, the works council and a staff selection committee. We



also recruited a new head of human resources, and a new programme manager was appointed to the management team, replacing a programme manager who had completed the two-year term. There were also changes in the composition of our Board. In mid-2019, Board member Ibrahim Mayaki stepped down and Richard Dohmen joined the Board.

ORGANISATIONAL CHANGE

In 2018, we commissioned an external review to identify present and future challenges facing our organisation and to suggest ways our Board and management could adapt governance and institutional procedures to prepare for the challenges and opportunities ahead. Late in 2018, we created a special change team to facilitate further discussion of the review recommendations among staff and management over the course of 2019. The team consisted of two representatives of management, two representatives of staff and one works council representative. Their task was to stimulate a bottom-up and collaborative approach to provide a compass for the future.

Throughout 2019, the change team organised workshops and collected

staff input. It focused on four areas: quality and learning, human resources and people management, finance, and management culture and structures. Based on staff input and the workshops, smaller working groups drafted recommendations for management to take on board. Towards the end of the year, management discussed, validated and prioritised the various propositions based on their expected impact and urgency. The result was a clear roadmap to be implemented in 2020. Staff members, management and the Board expressed their appreciation for the participatory spirit and the commitment of staff in the process.

Simultaneously, our gender task force raised awareness of gender and diversity issues both outside and within the organisation. In 2019, the task force worked towards an ECDPM strategy on diversity and inclusion. It will be finalised in 2020.

DATA PROTECTION: COMPLYING WITH THE NEW EU PRIVACY LAW

In May 2018, the General Data Protection Regulation (GDPR) – the EU's new privacy law – came into effect. To guide compliance with the law, in late 2017 we set up a

privacy team including members of different ECDPM departments: from ICT, finance and operations, human resources, communications, learning and quality support, and management. Throughout the process, the team was supported by an external legal adviser.

Preparing for the law placed big demands on our organisation in 2018. But the work did not stop there. In 2019, the privacy team continued to monitor internal processes, responding to requests from stakeholders and questions from colleagues, designing GDPR-compliant documents when the need arose, and supporting development of a new contacts database, which became operational in mid-2019.

To see our public privacy policy, visit ecdpm.org/privacy. ■



Are you interested in partnering with us? Get in touch with Geert Laporte or Sabine Mertens via ecdpm.org/people.

Our partners

Partnerships are at the heart of our work. Partners inspire new ideas and enable systematic exchanges of experiences and best practices. Most importantly, combined efforts are more powerful than any individual, uncoordinated actions could ever be.

ECDPM collaborates with a broad range of partners. They increase the value of our work. Our inputs, in turn, add value to work done by others. We also connect our partners, stimulating strategic collaboration among them towards common goals.

INSTITUTIONAL PARTNERS

(see also page 37 on funding)

Austrian Development Agency (ADA)
 Belgian Ministry of Foreign Affairs, Foreign Trade and Development Cooperation
 Danish Ministry of Foreign Affairs
 Estonian Ministry of Foreign Affairs
 Finnish Ministry for Foreign Affairs
 Irish Aid
 Luxembourg Ministry of Foreign and European Affairs
 Netherlands Ministry of Foreign Affairs
 Swedish Ministry for Foreign Affairs
 Swiss Agency for Development and Cooperation (SDC)

PROGRAMME PARTNERS

(see also page 37 on funding)

European Commission
 Italian Ministry of Education, Universities and Research

United Kingdom's Department for International Development (DFID)

INTERNATIONAL INSTITUTIONS

ACP Secretariat and ACP Committee of Ambassadors
 African Development Bank
 African Union Commission
 African Union Development Agency – New Partnership for Africa's Development (AUDA-NEPAD)
 European Bank for Reconstruction and Development (EBRD)
 European Economic and Social Committee (EESC)
 European External Action Service (EEAS)
 European Investment Bank (EIB)
 European Parliament
 Food and Agriculture Organization of the United Nations (FAO)

Organisation for Economic Co-operation and Development (OECD)
 Regional economic communities (RECs) in Africa, particularly COMESA (Common Market for Eastern and Southern Africa), ECOWAS (Economic Community of West African States), SADC (Southern African Development Community), UEMOA (Union Economique et Monétaire Ouest Africaine) and IGAD (Intergovernmental Authority on Development)

United Nations Economic Commission for Africa (UNECA)

World Bank Group

STRATEGIC PARTNERS

African Center for Economic Transformation (ACET)
 Bill & Melinda Gates Foundation
 Eastern Africa Farmers Federation (EAFF)
 Initiative Prospective Agricole et Rurale (IPAR)
 Institute for Peace and Security Studies (IPSS)
 Institute for Security Studies (ISS)
 South African Institute of International Affairs (SAIIA)
 TradeMark East Africa (TMEA)
 Wageningen University and Research (WUR)

COLLABORATED WITH

ADE Consulting Group
 AETS international consulting
 African Centre for the Constructive Resolution of Disputes (ACCORD)
 African Economic Research Consortium (AERC)
 African Minerals Development Centre (AMDC)
 African Studies Centre Leiden
 Agence Française de Développement (AFD)
 amfori
 Arnold-Bergstraesser-Institut (ABI), University of Freiburg
 Barefoot Law
 Bertelsmann Stiftung
 Center for Global Development (CGD)
 Centre Africain pour le Commerce, l'Intégration et le Développement (CACID)
 Centre for the Analysis of Regional Integration at Sussex (CARIS)
 Centre for Citizens' Participation on the African Union (CCPAU)
 Centre d'Etudes, de Documentation et de Recherche Économiques et Sociales (Cedres)
 Centre for Migration Studies (CMS), University of Ghana
 Centre for Poverty Analysis (CEPA)
 Chatham House
 Clingendael
 Commonwealth Secretariat
 CSR Europe
 Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
 DNA Economics
 Dublin City University Brexit Institute
 Ecorys Netherlands
 Egmont Institute
 EUROCHAMBRES
 European Council on Foreign Relations
 European Forum for International Mediation and Dialogue (MediatEUR)
 European Institute for Public Administration (EIPA)
 European Relocation Association (EurA)
 European Studies Association of Sub-Saharan Africa
 European University Institute
 Fair Trade Advocacy Office
 Foundation for Studies and Research on International Development (FERDI)
 Friedrich-Ebert-Stiftung (FES)
 Friends of Europe
 Friends of the Global Fund Europe
 German Federal Ministry for Economic Cooperation and Development (BMZ)
 GFA Consulting Group

Graduate School of Development Policy and Practice, University of Cape Town

Groupe ODYSSEE (Groupe Observation des Dynamiques Sociales, Spatiales & Expertise Endogène)

Heinrich-Böll-Stiftung, Senegal and Morocco offices

Hivos

Imani Development

Institute for Global Dialogue

International Food Policy Research Institute (IFPRI)

Jomo Kenyatta University of Agriculture and Technology

King Baudouin Foundation

Konrad-Adenauer-Stiftung (KAS)

Kreisky Forum for International Dialogue

Laboratoire d'Analyse Régionale et d'Expertise Sociale (LARES)

Maastricht Graduate School of Governance, Maastricht University, UNU-MERIT

Maria Sibylla Merian Institute for Advanced Studies in Africa (MIASA)

MDF Training & Consultancy

Naivasha Basin Sustainability Initiative

National Centre for Development Cooperation (CNCD-11.11.11)

Nelson Mandela University

Netherlands Enterprise Agency

Netherlands Institute for Multiparty Democracy (NIMD)

NWO-WOTRO

Oxfam-Magasins du monde

Particip

PBL Netherlands Environmental Assessment Agency

PeaceNexus

Polish Ministry of Foreign Affairs

Potsdam Institute for Climate Impact Research (PIK)

RAND Europe

Rift Valley Institute (RVI)

Slow Food Kenya

Stockholm International Peace Research Institute (SIPRI)

The Netherlands Red Cross

UK Trade Policy Observatory (UKTPO), University of Sussex

United Nations Development Programme (UNDP)

Università Cattolica del Sacro Cuore (UNICATT)

Università degli Studi di Milano-Bicocca (UNIMIB)

Università degli Studi di Pavia (UNIPV)

Università degli Studi di Scienze Gastronomiche (UNISG)

Utrecht University

Vienna Institute for International Dialogue and Cooperation (VIDC)

Vienna University of Economics and Business

Woord en Daad

World Economic Forum (WEF)

World Fair Trade Organization-Europe

World Resources Institute (WRI)

NETWORKS AND PLATFORMS

Association of Bilateral European Development Finance Institutions (EDFI)

CONCORD

Dutch Food & Business Knowledge Platform (F&BKP)

Dutch Knowledge Platform on Inclusive Development Policies (INCLUDE)

Dutch Knowledge Platform Security & Rule of Law (KPSRL)

European Association of Development Research and Training Institutes (EADI)

European Network of Political Foundations (ENOP)

European Peacebuilding Liaison Office (EPLO)

European Think Tanks Group (ETTG), comprising the German Development Institute (DIE), the Institute for Sustainable Development and International Relations (IDDRI), the Institute of International Affairs (IAI) and the Overseas Development Institute (ODI), in addition to ECDPM

FoodFIRST Coalition, Socires

FriEnt, the German Working Group on Peace and Development

Practitioners' Network for European Development Cooperation

Sustainability

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

INTEGRATING SUSTAINABILITY

We continued our 'Greening ECDPM' initiative, established in 2017. Its aim is to further integrate sustainability into our daily activities, for example, through energy efficiency measures and awareness raising among colleagues. In 2018, our first efforts included a switch to LED lights in our Maastricht office. Replacing our emergency lighting with LED produced a 56% decrease in wattage per light fixture.

In 2019, we continued the gradual switch to more energy-efficient lighting. We also continued to work with a supplier of green energy produced in the Netherlands. The supplier has the added advantage of compensating for customers' energy use by participating in forest protection projects.

We use environmentally-friendly cleaning products at both our offices, and have minimised the number of individual waste bins to reduce our consumption of bin liners.

TRAVEL

We incentivise public transportation, in particular by rail, to minimise our travel footprint. However, travel by plane is unavoidable, given the nature of our work. Therefore, we participate in the Bluebiz CO2ZERO service, which contributes to the reforestation project CO2OL Tropical Mix in Panama. The project holds a 'Gold Standard for the Global Goals' certificate. Nevertheless, we are reducing travel, not only between our offices in Maastricht and Brussels, but also to our partners, through intelligent use of electronic communications and video conferencing.

SUSTAINABLE SOURCING

Our purchasing policy emphasises sustainable products and services. Whenever possible, we work with local suppliers who stand by a commitment to sustainable sourcing. ■



CONCEPT:
Nina Thijssen, Virginia Mucchi
and Yaseena Chiu-van 't Hoff

TEXTS:
Nina Thijssen and Valeria Pintus

ART DIRECTION AND DESIGN:
Yaseena Chiu-van 't Hoff

*Thank you to Michelle Luijben
for providing editorial assistance
and to all ECDPM staff who
contributed to the report.*

PHOTO CREDITS

Front and inside cover
ECDPM's Amanda Bisong with professor Joseph Teye, director of the Centre for Migration Studies at the University of Ghana, during an event organised in Legon by the Maria Sibylla Merian Institute for Advanced Studies in Africa. Photo by ECDPM.

ECDPM's Geert Laporte speaks at a conference we organised in Brussels with the Belgian Ministry of Foreign Affairs, Foreign Trade and Development Cooperation and the National Centre for Development Cooperation (CNCD-11.11.11) on the shrinking space for civil society in partner countries. Photo by Belgian Ministry of Foreign Affairs, Foreign Trade and Development Cooperation.

ECDPM's Alexei Jones speaks at the launch of our annual Challenges Paper, hosted at the Permanent Representation of Finland to the EU in Brussels. Photo by Philipp Sanderhoff, ECDPM.

ECDPM director Carl Michiels speaks at the 2019 annual conference of the Austrian Development Agency (ADA). Photo by ADA.

ECDPM's Francesco Rampa talks to an urban farmer in Nairobi. Photo by Koen Dekeyser, ECDPM.

ECDPM's Philomena Apiko and Sophie Desmidt. Photo by Yaseena Chiu-van 't Hoff, ECDPM.

ECDPM's Jean Bossuyt and Paulina Bizzotto Molina at the 2019 European Development Days in Brussels. Photo by Nina Thijssen, ECDPM.

ECDPM's Anna Knoll speaks at a policy dialogue on migration, organised in Johannesburg by the University of Johannesburg's Institute for Pan-African Thought and Conversation (IPATC). Photo by IPATC.

Page 2
ECDPM Board chair Adebayo Olukoshi. Image taken from video by Clem Silverman, ECDPM.

Page 3
ECDPM director Carl Michiels speaks at the 2019 annual conference of the Austrian

Development Agency (ADA). Photo by ADA.

Page 5
ECDPM's Lidet Tadesse Shiferaw speaks at a workshop we organised with the IGAD Security Sector Programme (ISSP) in Entebbe. Photo by Volker Hauck, ECDPM.

ECDPM's Cecilia D'Alessandro and Paulina Bizzotto Molina with teacher Aminiel Wilnes Teete in Makumira School Garden, Watoto Foundation, Arusha. Photo by Veni Kuoko, Slow Food Tanzania.

ECDPM's San Bilal with Ed Brown and Rob Floyd from ACET and Kouakou Bruno Tano from the Ministry of Economy and Finance of Côte d'Ivoire at the 'G20 Compact with Africa' peer-learning seminar on blended finance in Abidjan, hosted by ACET and the government of Côte d'Ivoire. Photo by ECDPM.

Page 6 and 7
ECDPM's Francesco Rampa talks to an urban farmer in Nairobi. Photo by Koen Dekeyser, ECDPM.

Page 8 and 9
Maize field in Tanzania. Photo by Paulina Bizzotto Molina, ECDPM.

Page 14 and 15
The European Commission's Berlaymont building in Brussels at night. Photo by Andrew Sherriff, ECDPM.

Page 16
ECDPM's Francesco Rampa moderates a discussion on sustainable regional value chains in Africa at the Third AU-EU Agriculture Ministerial Conference in Rome. Photo by Sean Woolfrey, ECDPM.

EU commissioner Phil Hogan and ECDPM's Sean Woolfrey during a high-level side event on climate finance that ECDPM facilitated during the Third AU-EU Agriculture Ministerial Conference in Rome. Photo by Francesco Rampa, ECDPM.

Page 18 and 19
ECDPM's Volker Hauck and Tuemay Aregawi, former head of the Transnational Organised Crime Pillar at the IGAD Security Sector Programme (ISSP) at a workshop we organised with ISSP in Entebbe. Photo by IGAD Security Sector Programme.

ECDPM's Lidet Tadesse Shiferaw at the workshop. Photo by IGAD Security Sector Programme.

Group picture of the workshop participants. Photo by IGAD Security Sector Programme.

Page 20
A workshop on rice sector development and trade policies in West Africa we organised with IPAR and LARES at AfricaRice's headquarters in Abidjan. Photo by Clarisse Blancher, ECDPM.

Ivorian rice samples and brands at the Agence pour le Développement de la Filière Riz (Aderiz) office in Abidjan. Photos by Cecilia D'Alessandro and Clarisse Blancher, ECDPM.

Page 22 and 23
Woman in a rice field in Rwanda. Photo by Ferdinand Reus.

Page 24
ECDPM's San Bilal speaks at a closed-door roundtable we organised with the Association of European Development Finance Institutions (EDFI) in Brussels on the EU development finance architecture. Photo by Pamella Ahairwe.

Page 26
Market in Bamako, Mali. Photo by Ferdinand Reus.

Page 28 and 29
EU humanitarian aid for Sahrawi refugees in Algeria. Photo by Louiza Ammi, 2018 European Union.

People on a truck in Mali. Photo by Ferdinand Reus.

Page 31
ECDPM poster at the 2019 European Development Days in Brussels. Photo by Nina Thijssen, ECDPM.

Page 32
ECDPM's San Bilal speaks at a session organised by ENI during the 2019 European Development Days in Brussels on access to sustainable energy to reduce inequalities through new partnership models. Photo by Eoghan Regan, ECDPM.

ECDPM's Cecilia D'Alessandro moderates a workshop we organised in Milan with researchers from the Italian universities that are part of the

Sustainable Agrifood Systems Strategies project. Photo by Koen Dekeyser, ECDPM.

Page 33
ECDPM's Jean Bossuyt speaks at a conference we organised in Brussels with the Belgian Ministry of Foreign Affairs, Foreign Trade and Development Cooperation and the National Centre for Development Cooperation (CNCD-11.11.11) on the shrinking space for civil society in partner countries. Photo by Belgian Ministry of Foreign Affairs, Foreign Trade and Development Cooperation.

ECDPM's Virginia Mucchi speaks at the European Think Tanks Group's 'changemakers breakfast' for high-level EU policymakers, organised during the 2019 European Development Days. Photo by Eoghan Regan, ECDPM.

Page 35
ECDPM's Nina Thijssen, Valeria Pintus and Catarina Farinha at a communications team meeting. Photo by Jacquie Dias, ECDPM.

Page 40
ECDPM's Philomena Apiko and Sophie Desmidt. Photo by Yaseena Chiu-van 't Hoff, ECDPM.

Page 42
Photos of ECDPM staff by Yaseena Chiu-van 't Hoff, Tanit Parada-Tur, Clem Silverman and Maurice Bastings Photography.

Page 43
ECDPM director Carl Michiels speaks at the 2019 annual conference of the Austrian Development Agency (ADA). Photo by ADA.

ECDPM Board member Jean-Claude Boidin and Virginia Mucchi at the 2019 European Development Days. Photo by Nina Thijssen, ECDPM.

Page 44
ECDPM's Francesco Rampa moderates a workshop we organised in Nairobi at the Jomo Kenyatta University of Agriculture and Technology to discuss Kenya's southern Nakuru County food system. Photo by Silas Wanjala.

Page 47
ECDPM's office in Maastricht. Photo by Yaseena Chiu-van 't Hoff, ECDPM.

CONTACT US

ECDPM has two offices: in Maastricht (the Netherlands) and Brussels (Belgium).

We would love to hear from you. Contact us by telephone or email (info@ecdpm.org). If you would like to get in touch with any of our staff members directly, visit ecdpm.org/people for their individual contact details.

Maastricht office
The Pelican House (head office)
Onze Lieve Vrouweplein 21
6211 HE Maastricht, the Netherlands
+31 (0)43 3502900
info@ecdpm.org

Brussels office
Rue Archimède 5
1000 Brussels, Belgium
+32 (0)2 2374310

facebook.com/ecdpm
twitter.com/ecdpm
linkedin.com/company/ecdpm

ecdpm

European Centre for Development
Policy Management

ecdpm.org