



External Evaluation of ECDPM

2016-2020

Vol 2: Annexes

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Francesca Cook
Amagoin Keita
George Mukundi Wachira
Peter Wolff

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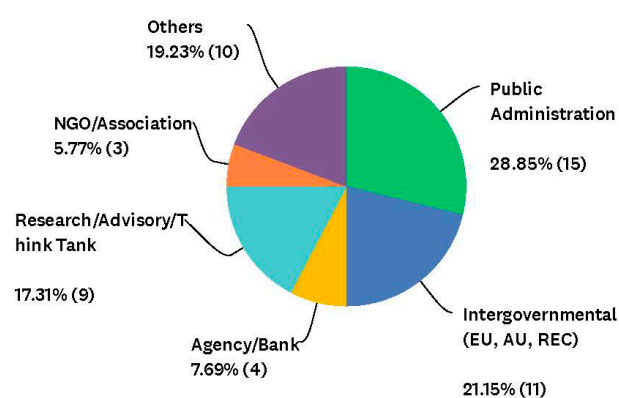
Annex I: Evaluation Survey Responses

ECDPM EXTERNAL EVALUATION 2020

SurveyMonkey

Q1 Type of your institution

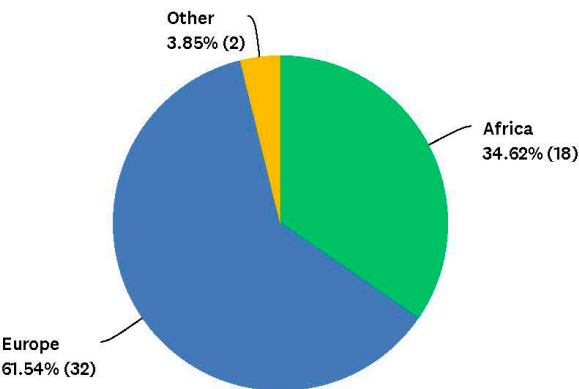
Answered: 52 Skipped: 0



ANSWER CHOICES	RESPONSES	
Public Administration	28.85%	15
Intergovernmental (EU, AU, REC)	21.15%	11
Agency/Bank	7.69%	4
Research/Advisory/Think Tank	17.31%	9
NGO/Association	5.77%	3
Others	19.23%	10
TOTAL		52

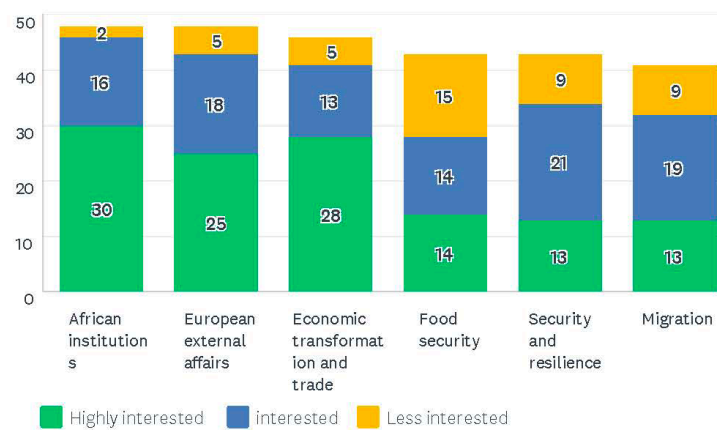
Q2 Location

Answered: 52 Skipped: 0



Q3 Which of ECDPM's areas of work are you particularly interested in?

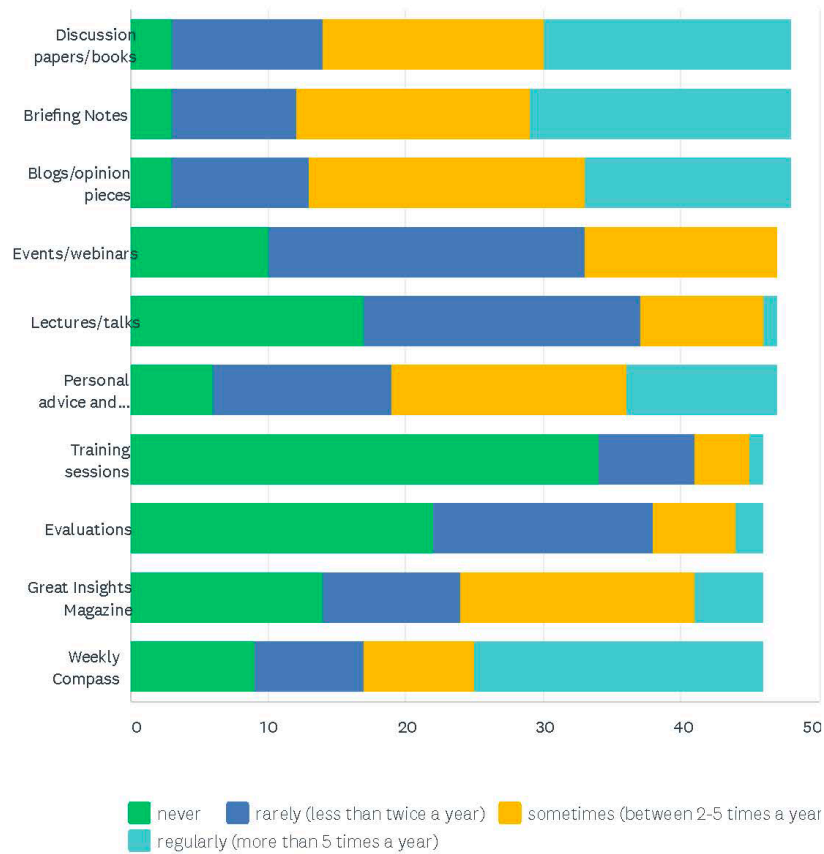
Answered: 52 Skipped: 0



	HIGHLY INTERESTED	INTERESTED	LESS INTERESTED	TOTAL RESPONDENTS
African institutions	63.83% 30	34.04% 16	4.26% 2	47
European external affairs	53.19% 25	38.30% 18	10.64% 5	47
Economic transformation and trade	60.87% 28	28.26% 13	10.87% 5	46
Food security	32.56% 14	32.56% 14	34.88% 15	43
Security and resilience	30.95% 13	50.00% 21	21.43% 9	42
Migration	31.71% 13	46.34% 19	21.95% 9	41

Q4 To what extent are you using the services of ECDPM?

Answered: 52 Skipped: 0



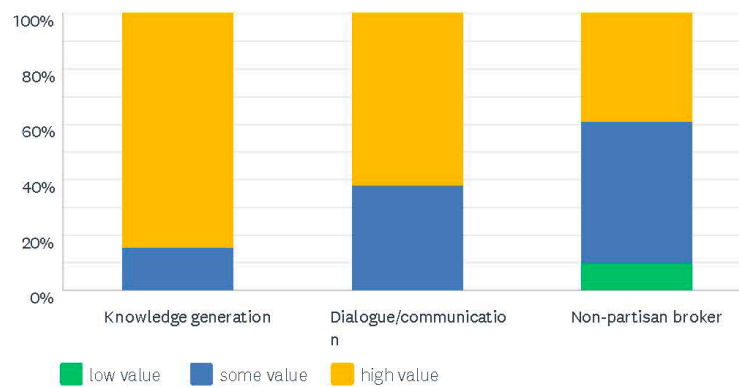
ECDPM EXTERNAL EVALUATION 2020

SurveyMonkey

	NEVER	RARELY (LESS THAN TWICE A YEAR)	SOMETIMES (BETWEEN 2-5 TIMES A YEAR)	REGULARLY (MORE THAN 5 TIMES A YEAR)	TOTAL RESPONDENTS
Discussion papers/books	6.25% 3	22.92% 11	33.33% 16	37.50% 18	48
Briefing Notes	6.25% 3	18.75% 9	35.42% 17	39.58% 19	48
Blogs/opinion pieces	6.25% 3	20.83% 10	41.67% 20	31.25% 15	48
Events/webinars	21.28% 10	48.94% 23	29.79% 14	0.00% 0	47
Lectures/talks	36.17% 17	42.55% 20	19.15% 9	2.13% 1	47
Personal advice and dialogue	12.77% 6	27.66% 13	36.17% 17	23.40% 11	47
Training sessions	73.91% 34	15.22% 7	8.70% 4	2.17% 1	46
Evaluations	47.83% 22	34.78% 16	13.04% 6	4.35% 2	46
Great Insights Magazine	30.43% 14	21.74% 10	36.96% 17	10.87% 5	46
Weekly Compass	19.57% 9	17.39% 8	17.39% 8	45.65% 21	46

Q6 How do you value the different roles of ECDPM as a think and do tank?

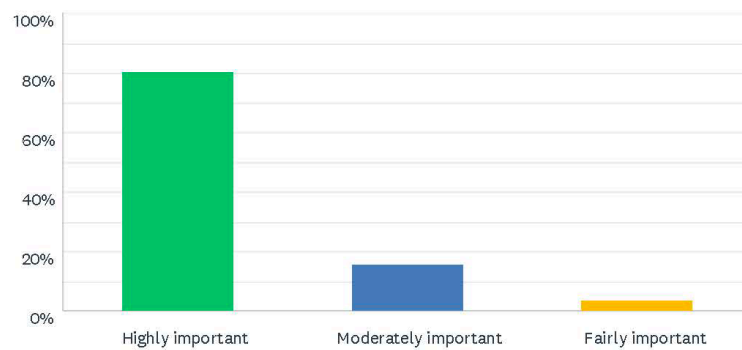
Answered: 52 Skipped: 0



	LOW VALUE	SOME VALUE	HIGH VALUE	TOTAL	WEIGHTED AVERAGE
Knowledge generation	0.00% 0	15.38% 8	84.62% 44	52	2.85
Dialogue/communication	0.00% 0	38.00% 19	62.00% 31	50	2.62
Non-partisan broker	10.20% 5	51.02% 25	38.78% 19	49	2.29

Q7 Compared to other sources of research and advice on EU - Africa relations, how important is ECDPM's contribution in this area?

Answered: 51 Skipped: 1



ANSWER CHOICES	RESPONSES	
Highly important	80.39%	41
Moderately important	15.69%	8
Fairly important	3.92%	2
Total Respondents: 51		

Annex II: Recommendations and Options for each of the 17 Judgement Criteria

This annex groups together the detailed options for consideration that were devised by the Evaluation Team for each of the 17 judgement criteria. These were used to draw the main recommendations contained in the "Conclusions and Recommendations" chapter of this Final Evaluation Report. These options are retained in Annex, as they may at times be useful points of reflection for ECDPM as it moves forwards towards a new strategy.

Options for JC1.1. Extent to which the Centre adapted its Strategy 2017-2021 to the evolving general political, institutional and financial context in which think tanks such as ECDPM operate, by making appropriate strategic choices regarding 'the what' (i.e. adaptations and innovations) and 'the how' (i.e. approaches, working methods and modalities).

External interviews and internal strategic reflection processes focused on what the Centre's future strategic priorities and strategic approaches might focus on. This has already been reflected thoroughly in internal papers and debates during retreats in preparation for the new Strategy 2022-26.

New aspects, to be considered further in preparation of the next strategy include:

- Consider how to match programming structures with strategic priorities;
- Consider how to best track delivery against priorities;
- Consider further the context and the effects of the EU's external policies (beyond Africa) and bring realism to the debate on the geopolitical aspirations of the EU.¹
- Work with actors in EU member states (not only governments) on teasing out the influence of EU's internal diversity on its external policies. Extend the ETTG to eastern and southern Europe as a research and dialogue platform for the development of coherent EU-policy concepts.
- Embed the work on development policy and development assistance more solidly into the concept of „Global Sustainable Development“.
- Develop an integrated view on MFF, EU financial architecture and private sector role for high-profile research and advisory outputs for the EU Commission and beyond. This is a Unique Selling Point of the Centre, since it has developed strong knowledge base and networks (trust) in MFF and EU Financial Architecture and there will be considerable demand as to the implementation of the EU's aspirations regarding its financial firepower and economic clout, which relates strongly to its geopolitical aspirations.
- Assess the EU's climate policy (Green Deal) with a global perspective, e.g. the EU's and MS' role in global climate policies and in multilateral fora, as well as in relation to Africa.
- Focus on socio-economic and political transformations (and promote what ECDPM excels at, namely, a focus on the „Nexus issues“). Team up with technical and geographic experts to enhance credibility and capture different continental perspectives.
- Consider how to reinforce the Centre's capacity to credibly address relations between EU and Africa, including by expanding towards increased co-creation with African actors; and more permanent presence in Africa; but also including a tracking system to identify instances that influenced relations, and how they did so; or at least a tracking system that identifies the actions and output that intended specifically to influence those relations. This links up with a clearly articulated "theory of change" approach to the Africa-EU relations dimensions.

¹ An excellent example for a critical analysis on the EU's global reach is the recent study on „The EU's role in global health in the era of COVID-19“ by Pauline Veron and Mariella Di Ciommo, ECDPM Discussion Paper No. 282, October 2020

Options for JC1.2 Extent to which the various theories of change (at all-Centre and specific programme levels) were realistic in the light of the evolving context for international cooperation.²:

Options for JC1.3 Extent to which the Centre has been able to incorporate new policy issues or challenges that became pressing after 2017 and after the formulation of its 5-year plan:

- Reinforce the importance of core institutional funding as a crucial element in strengthening the Centre's unique selling points as a "think and do tank" able to react in real-time to shifting contexts and circumstances.
- Reinforce the Centre's ability to work in a "matrixed" fashion and to pull in external technical and geographic expertise, as needed.

Options for JC2.1 Extent to which ECDPM has managed to find an effective 'niche', ensure a coherent package of activities and be a credible actor (for instance compared to other think tanks and institutes) in its various engagements?:

- Consider how the Centre's strengths will fit into the evolving environment, and whether some of these, and niche areas it can fill in future, may need to be branded differently, moving forward.
- Consider stronger emphasis on the Centre's ability to provide a "nexus angle" to strategic issues and themes, as part of its unique 'niche'.
- Seize and address emerging priorities and diversity in Africa and Europe
- Reflect these dynamics in the Centre's institutional and organisational structures.
- Consider instating an African focused pillar/strategy, with a substantial budget, with a focus on better ensuring that African perspectives, priorities, interests and interlocutors (also to help ensure this "nexus angle" is strong) are integrated across the Centre's work; including as a result of far more co-creation.
- Consider more co-creation with actors beyond the Centre to reinforce credibility, and effective uptake.

Options for JC2.2. Extent to which the various programmes and workstreams have been able to consolidate or to establish (new) partnerships, facilitate joint research, mobilise additional funding and ensure effective uptake of the knowledge produced

- Recognise that for some smaller programmes, partnerships are essential to credibility, but additional resources may not be able to be mobilised; but also that financing may not be the main impediment.
- Consider adapting the fundraising modalities of the Centre, and how core resources including human resources are deployed to strengthen strategically and position and finance work with Africa.
- Consider representation in Africa, and fundraising from Africa³.
- Enhance the partnership strategy for the next planning cycle (new/additional topics added in future with more or less constant staff capacities will require acquisition of knowledge that is not readily available internally); this will require a more comprehensive, consolidated approach.
- Work assiduously with strategic partners in Africa including think tanks, the AU and RECs.
- Focus more on fellowships, and associates (and associated costs), as one way to enhance and to diversify the knowledge base of the Centre. Ideally, those funds could be spent on a group of associates/non-resident fellows engaged with the Centre on a long-term basis, and across geographies.
- Recognise that partnering or collaboration or co-creation requires additional fundraising for joint projects with partners. Alternative: Institutional funders recognize the value of partnerships (e.g. with African partners) and provide additional funding. "ring fenced" for such partners.

² This JC is treated in a different section of the reported, dedicated to theory of change.

³ International IDEA is a good example of how this can be concretely effective.

Options for JC2.3 Extent to which the Centre put in place the adequate processes, tools and methods to align its work to innovations such as the commitments to think and act politically and to integrate gender analysis in its programmes.

- Consider integrating a gender advisor, a political analysis advisor, to supply the expertise to help work with staff to integrate key issues and analyses appropriately and with enough depth.
- Consider whether these should have dedicated financial resources, or whether it is possible to consider ring-fencing resources in order to call on (external) expertise in these areas (possibly through the establishment of "chairs" or associates specifically for these purposes).
- Consider re-vamping the approach to upskilling staff's analytical skills in a fit-for-purpose way.
- Consider how to more meaningfully activate discussions on why an absence of a focus on these issues can be justified for any workstream.
- Consider human resources implications on the need to "think and act politically".

Options for JC2.4 Extent to which the specific strategies, measures, initiatives undertaken by the Centre to strengthen its cooperation in and with Africa during the period were valuable and adequate for achieving this strategic priority, and their relative level of success.:

- Consider establishing an explicit theory of change and change strategy for Africa, with a dedicated financing strategy.
- Consider what a "strategy" for Europe-Africa relations would look like, and how "success" would be defined and tracked.
- Consider establishing physical representation across Africa, starting with Addis.
- Consider the need to have a "senior Africa advisor" (if not an "Africa initiative") at the Centre, coupled with a dynamic strategy for much more geographic diversity in staff, associates, (if re-instated) fellows, and consultants.
- Consider how to ensure workstreams explicitly consider the relevance of "Africa dimensions" and devise strategies for ring-fencing required resources.
- Consider how to create meaningful and sustained collaborations with think tanks and institutions across Africa (including early dialogue at the (pre)conceptual stages of a workstream area).

Options for JC2.2 and JC5.4

- Ensure new Strategy considers key linkages between
 - a. building trust, voice and reputation
 - b. how and when outreach takes place (for knowledge gathering and knowledge uptake)
 - c. languages products are in
 - d. products that are fit-for-audience.
- Integrate communications and outreach advisors within each workstream, and from pre-conception, to help identify key audiences and key product needs, to shape outreach and communications, and to ensure these take place across the workstream time-frame, not at its end.
 - a. If the Centre continues to focus on "theory of change", the advisors can help workstreams to identify what that change would look like and help ensure the messaging, product, format focus on that change-impact?
- In that role, help ensure that the Africa-EU bridge is foremost in considerations of audience, and embedding necessary perspectives (African, European, etc) in the workstream conceptualisation and delivery.
- Invest in a new website and platform that is modern, uses agile on-line tools and search functions, is mobile-friendly and more dynamic, with commensurate resources to ensure it is effective; and ensure products and output are cross-referenced and "search friendly" in a sophisticated way so as not to lose visibility.

- In that investment, continue to increase EDCPM ability to jump into, and to contribute to, debates taking place (on social media in particular) in key audience arenas, to ensure visibility of ECDPM, and encourage uptake of its knowledge in already established arenas.
- Investigate use of AI programmes to (cheaply) translate key documents into other relevant languages (French, Arabic, Portuguese, Spanish) – and investigate multi-lingual internet interfaces.
- Continue to simplify and “modernise” formats, use infographics, videos, coherent corporate “look” – and provide executive summaries that are summaries of key conclusions and recommendations – not film trailers.
- Continue with the “knowledge provision functions” exemplified by the Weekly Compass and Insights – as signature products of ECDPM.
- Ensure Executive Summaries capture key conclusions and recommendations; and, for policy makers, ensure policy briefs are fit-to-audience both in terms of use (dialogue-tool) and length.

Options for JC3.1 Extent to which the various programmes and workstreams have optimally exploited (through specific working processes and methods) the Centre’s three main roles, were able to engage in relevant “do-work” for enhanced uptake of knowledge, effective implementation and the development of innovative practices.:

To properly perform its support functions, ECDPM should ensure that it does at least the following two things:

- Develop internal expertise for support. It is necessary to distinguish in the teams those who are focused on the work of reflection and analysis and those who are focused on the support of the actors of implementation.
- Mobilize more local external expertise to gain a more detailed understanding of the subtleties and nuances of local issues. Mastery of local languages is a significant added value that local expertise also brings.

Options for JC3.2 Extent to which the availability of core/institutional funding proved to be a critical condition for ECDPM to perform its role effectively in a flexible manner and ensure its sustainability

- Review financial structure and allocations to ensure priorities are adequately and systematically funded, including integration of African voices, gender analysis, and other “cross cutting” issues
- Consider centralising financial allocation overview to the Director's office
- Review co creation and fundraising dilemmas
- Review further centralising fund raising functions
- Review financing allocations and long-term strategies for “presence and credibility” in Africa/with Africa
- Increase upskilling and cross-centre collaborative mentoring for fundraising
- Develop an engagement strategy aimed at impressing upon the EU and European donors the imperative of core-funding for think tanks' ability to guarantee independent, non-partisan, and quality products

Options for JC3.3 Extent to which the support and contributions made by ECDPM add value to the work and mandates of its partners, institutional funders and other stakeholders (in Europe and Africa

- Consider ensuring teams that include members with field experience and members able to drive politically savvy analysis and advice, and practical knowledge needed to create feasible and realistic policy making.

Options for JC4.1 Extent to which various programmes and workstreams have plausibly contributed to the all-Centre theory of change outcomes and the four impact areas.:

- In choosing its impact goals, the Centre will need to balance the imperative to be seen to be linked closely to the Sustainable Development Goals and international cooperation imperatives, with imperatives to include priorities more specific to Europe and to Africa.
- In internal reporting, it could be helpful to ensure systematic and harmonized identification, for each workstream, on which outcomes will be the centre of focus, which impact goals are likely to be influenced; and include a follow-up verification.

- Equally, in choosing language, the Centre may want to consider using the term "Influence" rather than "Impact", when it presents its Results framework; notwithstanding IATI requirements, and aid agency expectations that the (mostly project relevant) term "impact" be utilized.
- (and, as discussed in the next section, consider whether the Centre should spend more time reflecting on how the use of a theory of change approach can help lead to a strong focus on how the Centre can influence. This is particularly important given that, as a think tank, it is rarely responsible for effecting "change" as opposed to influencing it. .

Options for JC4.2 (further down)

Options for JC4.3 (further down)

Options for EQ5

EQ 5: How relevant and efficient were specific organisational choices made in the Strategy 2017-2021 for attaining the Centre's core objectives and ensuring outcomes?

JC 5.1 Extent to which the Centre is organised in an efficient, relevant and flexible manner that provides incentives for multidisciplinary teams to better integrate cross cutting issues across work streams (including through clusters, task forces and facilitation role of LQS).

JC 5.2 Extent to which the Centre has made serious and appropriate efforts to achieve a level of diversity / gender equity in the programme teams, management and Board - taking into account the constraints it is facing.

JC 5.3 Extent to which the creation of the Learning and Quality Support unit contributed to strengthening ECDPM's internal learning and quality processes.

JC 5.4 Extent to which the Communication approach responded to stakeholder knowledge and information needs, adequately embedded at programme level from an early stage and helped to enhance outreach, knowledge uptake and impact

- Restructure the Centre to reflect the thematic and strategic choices, towards perhaps a simplified structure and a more flexible matrixed approach to workstream teams.
- Consider establishing an "Africa" pillar, and - or - a Senior Africa advisor and presence in Africa through representation.
- Strengthen the office of the Director toward an integrated vertical and horizontal decision making.
- Embrace and seize emerging opportunities buoyed by the decolonisation of knowledge and BLM movements to address Diversity concerns and issues across the Centre and to diagnose the underlying structural issues that go beyond race, gender, generational and geography (the 3Gs) – and link to corporate culture.
- Among others that may entail proving a holding environment, possibly facilitated by external actors with leadership from the board, with clear diagnosis of the issues, targets and metrics for progress tracking.
- Focus on ensuring future 3G approach to any Board additions, and (given the excellent input provided by these currently and in the past) remember the pool of (former) Ambassadors to the EU (African and European) as one potential source.
- Retain and strengthen the LQS unit to support internal quality control improvement and accountability and peer learning. It should
 - focus on using innovative management and communications tools and
 - consider how to continue to streamline processes so as to ensure they are as efficient and fit-for-purpose as possible
- Retain and strengthen the Institutional Relations and Partnership unit and consider how to:
 - further consolidate/accelerate centralisation of fund raising,

- increase the Director's decision making role in driving the budget allocation system,
- devise a clear partnership strategy that encompasses partners in the knowledge sense and partners in the financial sense - in this vein - consider devising a clear strategy for where and how the Centre can be most effective; moving forward, in the "Africa-EU relations" dimensions.

EQ2/JC2.2 and EQ5/JC5.4

This section regroups recommendations pertaining to knowledge uptake and communications (pertaining to portions of EQ2 and EQ5)

Knowledge and Uptake

- EQ2/JC 2.2. Extent to which the various programmes and workstreams have been able to ensure effective uptake of the knowledge produced. (this is *part* of JC2.2)
- EQ5/JC 5.4 Extent to which the Communication approach responded to stakeholder knowledge and information needs, adequately embedded at programme level from an early stage and helped to enhance outreach, knowledge uptake and impact.

Options for JC2.2 and JC5.4

- Ensure new Strategy considers key linkages between
 - a. building trust, voice and reputation
 - b. how and when outreach takes place (for knowledge gathering and knowledge uptake)
 - c. languages products are in
 - d. products that are fit-for-audience.
- Integrate communications and outreach advisors within each workstream, and from pre-conception, to help identify key audiences and key product needs, to shape outreach and communications, and to ensure these take place across the workstream time-frame, not at its end.
 - a. If the Centre continues to focus on “theory of change”, the advisors can help workstreams to identify what that change would look like and help ensure the messaging, product, format focus on that change-impact?
- In that role, help ensure that the Africa-EU bridge is foremost in considerations of audience, and embedding necessary perspectives (African, European, etc) in the workstream conceptualisation and delivery.
- Invest in a new website and platform that is modern, uses agile on-line tools and search functions, is mobile-friendly and more dynamic, with commensurate resources to ensure it is effective; and ensure products and output are cross-referenced and “search friendly” in a sophisticated way so as not to lose visibility.
- In that investment, continue to increase EDCPM ability to jump into, and to contribute to, debates taking place (on social media in particular) in key audience arenas, to ensure visibility of ECDPM, and encourage uptake of its knowledge in already established arenas.
- Investigate use of AI programmes to (cheaply) translate key documents into other relevant languages (French, Arabic, Portuguese, Spanish) – and investigate multi-lingual internet interfaces.
- Continue to simplify and “modernise” formats, use infographics, videos, coherent corporate “look” – and provide executive summaries that are summaries of key conclusions and recommendations – not film trailers.
- Continue with the “knowledge provision functions” exemplified by the Weekly Compass and Insights – as signature products of ECDPM.
- Ensure Executive Summaries capture key conclusions and recommendations; and, for policy makers, ensure policy briefs are fit-to-audience both in terms of use (dialogue-tool) and length.

EQ1/JC.1.2 and EQ4/JC4.2 JC4.3:

This section regroups responses concerning Theory of Change related to questions and judgement criteria, as follows from EQ1 and EQ4:

EQ1/JC 1.2	Extent to which the various theories of change (at all-Centre and specific programme levels) were realistic in the light of the evolving context for international cooperation.
EQ4/JC4.2	Extent to which the existence of an all-Centre theory of change and the use of theories of change in the various programmes and workstreams helped to produce relevant outcomes.
EQ4/JC4.3	Extent to which the Centre's overall results framework and its Theory of Change process is adequate in guiding the Centre to achieve its agreed outcomes and in helping staff to identify key enabling factors and potential obstacles to avoid so as to achieve impact.

Options for - JC1.2, JC4.2 and JC4.3 on Theory of Change

- Reassess the aspirations for effectuating change and develop an adjusted template for project planning.
- Consider adopting a results framework for workstreams with focus on inputs (staff, funding, partnerships, communication concept,...), outputs and pathways to outcome/impact.
- Consider moving towards "theories of influence", and de-emphasise political and other changes that are beyond the remit of the Centre.
- Consider adopting one "theory of influence" per programme, towards which workstreams would aim.
- Consider dropping the "theory of change, theory of influence" altogether and focus on pathways to outcomes.
- Consider integrating more early consultations with audience and stakeholders to better ensure full-rounded interpretation of political and other change dynamics, needs and perspectives, to anchor contextual analysis even more deeply, so as to ensure that workstreams are aimed at targets that realistically could influence positive change.
- Recognise that "thinking politically" may need to be boosted by another vehicle, not the theory of change 'model'.

Annex III: ECDPM Results Framework 2018-2021

<https://ecdpm.org/publications/strategy-implementation-plan-2018-2021/>

RESULTS FRAMEWORK

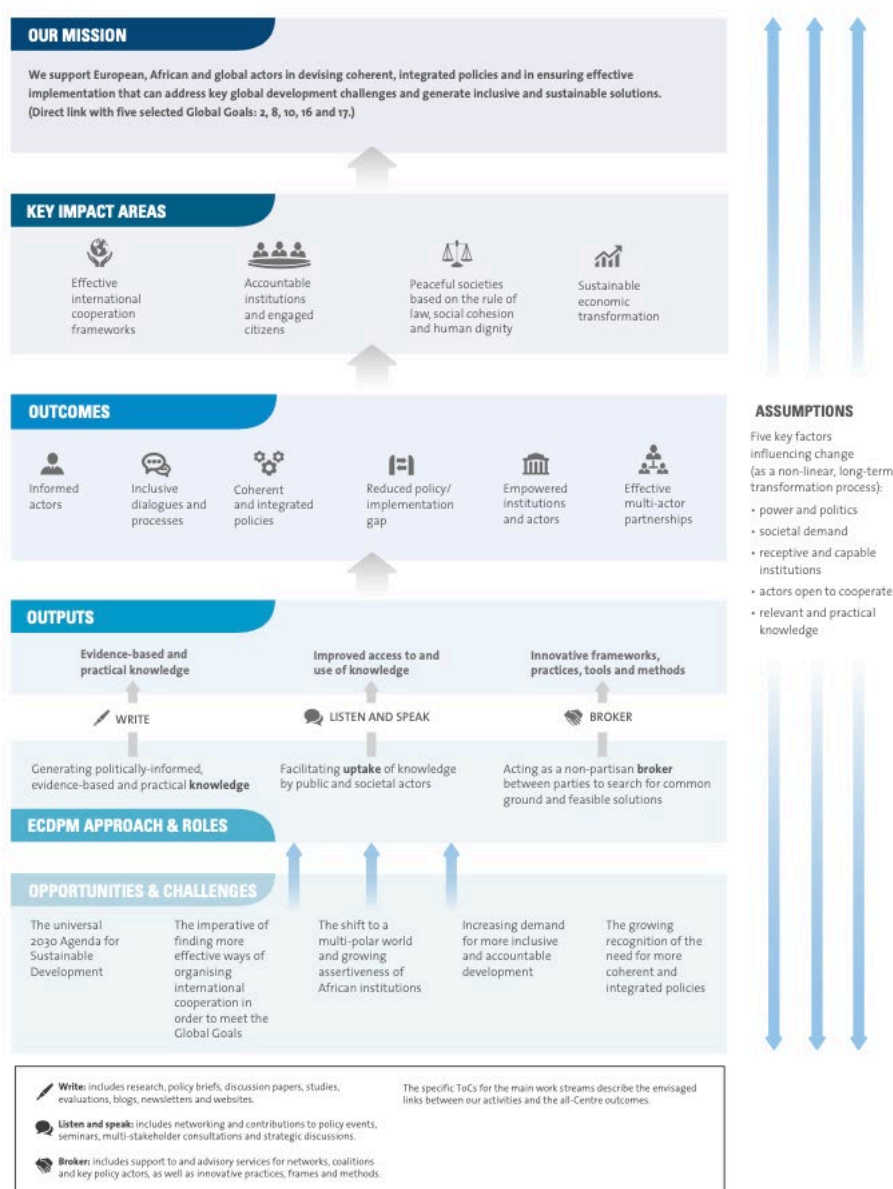
OUR MISSION	ECDPM APPROACH & ROLES	ACTIVITIES	OUTPUTS	INDICATORS	OUTCOMES	COMMON QUALITATIVE POINTERS	KEY IMPACT AREAS
Pathways to change: the main steps and actions envisaged are detailed in specific ToCs for the main work streams					The specific outcomes are detailed in specific ToCs for the main work streams		
We support European, African and global actors in devising coherent, integrated policies and in ensuring effective implementation that can address key global development challenges and generate inclusive and sustainable solutions. (Direct link with five selected Global Goals: 2, 8, 10, 16 and 17)	1) Write: generating politically-informed, evidence-based and practical knowledge	Practical policy-oriented research and strategic knowledge and information services	Evidence-based and practical knowledge	# policy briefs, discussion papers, studies, evaluations, blogs, newsletters and websites	Knowledge: informed actors	- Enhanced availability and access to policy-oriented knowledge and information (incidence of changed perceptions attributed – in part – to ECDPM's work) - Practical use of policy-oriented knowledge and information (number of actors using materials, frames and approaches resulting from ECDPM's work)	Effective international cooperation frameworks Accountable institutions and engaged citizens Peaceful societies based on the rule of law, social cohesion and human dignity Sustainable economic transformation
	2) Listen and speak: facilitating uptake of knowledge by public and societal actors	Promoting the use of knowledge and initiating, informing and framing multi-actor dialogue processes	Improved access to and use of knowledge	# discussions, consultations and workshops	Inclusiveness: inclusive dialogues and processes	- More effective participation in policy-processes by a range of public and private actors from Europe and Africa (incidence of actors viewing things from different angles) - Winning trust of policy partners so as to be able to play a facilitating role in (sensitive) policy processes - Inputs of weaker actors are taken more seriously (priorities are recognised and made part of the negotiation process)	
	3) Broker: Acting as a non-partisan broker between parties to search for common ground and feasible solutions	Accompanying processes and inputs in policy and implementation processes	Innovative frameworks, practices, tools and methods	# inputs, support and tools	Policies: coherent and integrated policies	- Contributions to alternative or enhanced policy choices or designs (incidence of changed policies attributed – in part – to ECDPM's work) - Contributions to more evidence-based and realistic policy-making (incidence of knowledge gaps being filled by ECDPM)	
					Implementation: reduced policy/ implementation gap	- Contributions to enhanced, alternative and innovative ways of managing development policy and practices (incidence of changed behaviour attributed – in part – to ECDPM's work) - Contributions to a narrower gap between policy-making and implementation (incidence of innovation uptake attributed – in part – to ECDPM's work)	
					Institutions: empowered institutions and actors	- Enabling processes that support the development of institutional capacity - Applying political economy analyses to support institutional development and change	
					Partnerships: effective multi-actor partnerships	- Rebalancing power relationships and building mutual trust and respect - Encouraging collective action for effective implementation (among other things by identifying mutual interests) - Encouraging mutual accountability	

Figure 3. ECDPM results framework

Annex IV: ECDPM Theory of Change

<https://ecdpm.org/publications/strategy-implementation-plan-2018-2021/>

ANNEX 1: ECDPM THEORY OF CHANGE

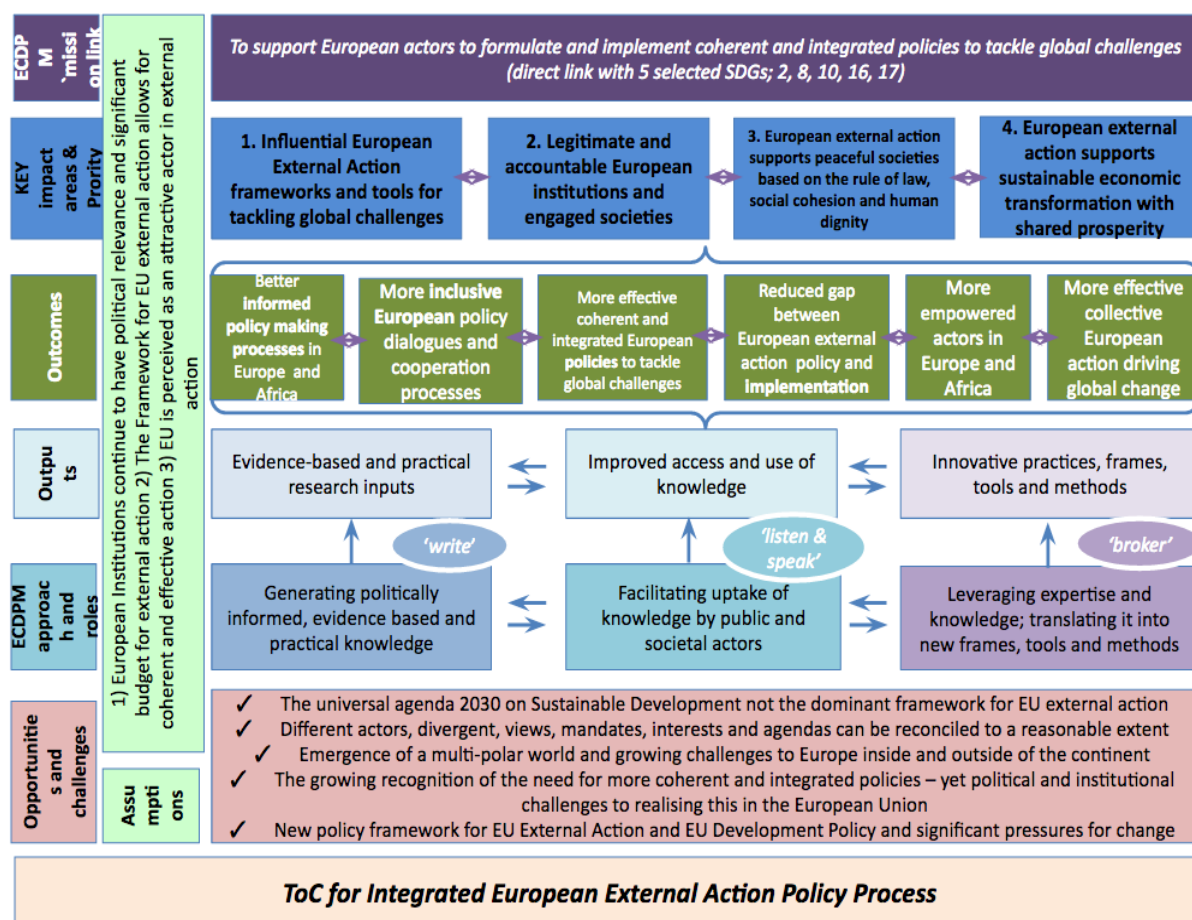


Annex V: List of the Individual Theories of Change 2019-2021

- ToC 1. Integrated European External Action
- ToC 2. EU Development Policy and Practice
- ToC 3. Migration
- ToC 4. EU conflict response, prevention, peacebuilding
- ToC 5. African conflict responses
- ToC 6. Private sector engagement
- ToC 7. Trade and Investment Policy
- ToC 8. Institutions, Markets and Regional Integration
- ToC 9. (Resource-based) industrialisation and economic diversification
- ~~ToC 10. Economic diplomacy~~
- ToC 11. Financing for Sustainable Development
- ~~ToC 12. Citizens and civil society empowerment as drivers for inclusive and sustainable development~~
- ~~ToC 13. Inclusive regional responses to governance-related sources of instability in Africa~~
- ToC 14. Regional vc Eastern and Southern Africa
- ToC 15. Regional vc West Africa
- ToC 16. PCSD
- ToC 17. EU-ACP
- ~~ToC 18. Territorial approaches to development~~
- ~~ToC 19. North Africa~~
- ToC 20. Sustainable Food Systems
- ~~ToC 21. DRM, tax, illicit financial flows~~
- ~~ToC 22. Financing for African Development~~

A List of ToC was provided to ET by ECDPM LQS

Annex VI: An example (among others) of a specific Theory of Change



The programmes produced individual interpretations on how to visually present their programme specific results framework/theory of change. This is a particularly compelling example, amongst others.

Annex VII: Examples of Output and Outcomes

The below is an illustration of examples of evidence of output and outcomes. These were beautifully provided in the ECDPM Annual Report 2019 found at: <https://ecdpm.org/wp-content/uploads/ECDPM-2019-Annual-Report.pdf>. They represent points the evaluation team was able to verify via interviews and internet verification.

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.

Presentation/Event/Workshop

Meeting/Partnership

Publication/Research

Video

JANUARY

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.

FEBRUARY

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 (MASA) 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.

MARCH

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-AfCFTA 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 ActonAid 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 **stelter** with representatives from the Belgian government on a whole-of-government approach to migration in Belgium. See also page 28.

APRIL / MAY

As the freight negotiations on the next long-term EU budget unfolded, our **Insight team 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 Bread 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 Belgium 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 Bahr 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).

ECDFM's Francesco Rampa with Klaus Gunga from ILO's International Labour Office, director of the Task Force on Rural Africa, and Tobias Goss from the Danish Agriculture & Food Council at the Third AU-EU Agriculture Ministerial Conference in Rome. Photo by Sean Woolley/ECDFM.



Go to ecdfm.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.

ECDFM's Fabrice Tondel speaks at a workshop organised with IFAD and LARES in Abidjan on rice sector development and trade policies in West Africa. Photo by Clarisse Blanchet/ECDFM.

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

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 (EUISSI). 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 amlor, 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 amlor throughout the year.

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

Quickly after the European elections, we published a special edition of our *Global 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.

As the new European Commission prepared to take office, the ETG 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 (SASSI)* 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 0.7% 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.

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, IFAD 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 78th 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-Magasin 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 (ONCD-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 civil space.

JUNE

JULY / AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER

Annex VIII: Overview of ECDPM's Partners

ECDPM Annual Report 2019 presents a list of its main partners. This is reproduced below.



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

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 (ALIDA-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 ICAD (Intergovernmental Authority on Development)

United Kingdom's Department for International Development (DFID)

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 (EAFI)

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)

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

amfori

Arnold Bergstrasser-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 Economiques 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

Ecomys Netherlands

Egmont Institute

EUROCHAMBERES

European Council on Foreign Relations

European Forum for International Mediation and Dialogue (MediatUv)

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 (NCDC-n.n.n)

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

Wood 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&BKFP)

Dutch Knowledge Platform on Inclusive Development Policies (INCLUIDE)

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 (EPLLO)

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

FoodFIRST Coalition, Societies

FrEnt, the German Working Group on Peace and Development

Practitioners' Network for European Development Cooperation

Annex IX: Communications and Outreach Overview

The ECDPM Annual Report 2019 reveals facts and figures pertaining to communications and outreach. There are reproduced here.

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. ■



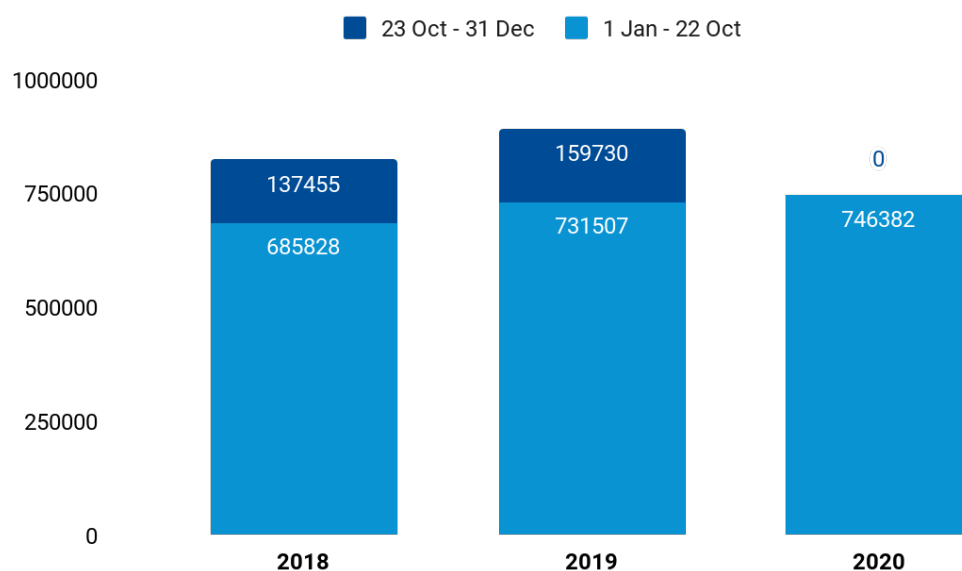
Annex X: ECDPM Readership and Followers - 2018-2020⁴

This Annex, provided by ECDPM, illustrates high level of readership and followers from 2018-2020.

Website page views

- **When looking at the full year for 2018 and 2019 – and 2020 up to now**
For 2018 (1 January - 31 December 2018): 823,283
For 2019 (1 January - 31 December 2019): 891,237
For 2020 so far (1 January - 22 October 2020): 746,382
- **When comparing the 2020 period to the same period in 2018 and 2019**
For 2018 (1 January - 22 October 2018): 685,828
For 2019 (1 January - 22 October 2019): 731,507
For 2020 (1 January - 22 October 2020): 746,382

Page views ecdpm.org

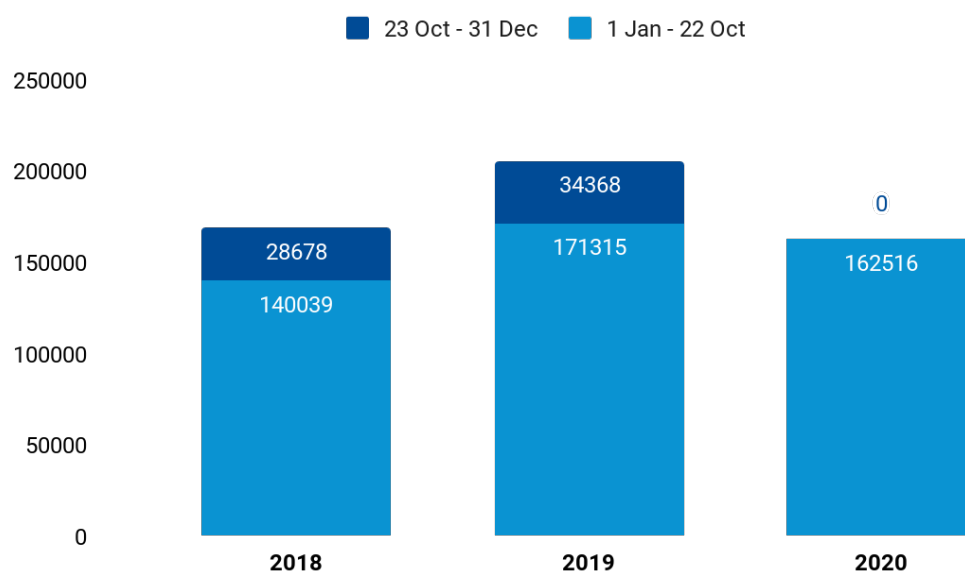


⁴ This Annex presents data from 2018 as this is the date from which new GDPR rules were enacted.

Website visitors

- **When looking at the full year for 2018 and 2019 – and 2020 up to now**
For 2018 (1 January - 31 December 2018): 168,717
For 2019 (1 January - 31 December 2019): 205,683
For 2020 so far (1 January - 22 October 2020): 162,516
- **When comparing the 2020 period to the same period in 2018 and 2019**
For 2018 (1 January - 22 October 2018): 140,039
For 2019 (1 January - 22 October 2019): 171,315
For 2020 (1 January - 22 October 2020): 162,516

Visitors ecdpm.org

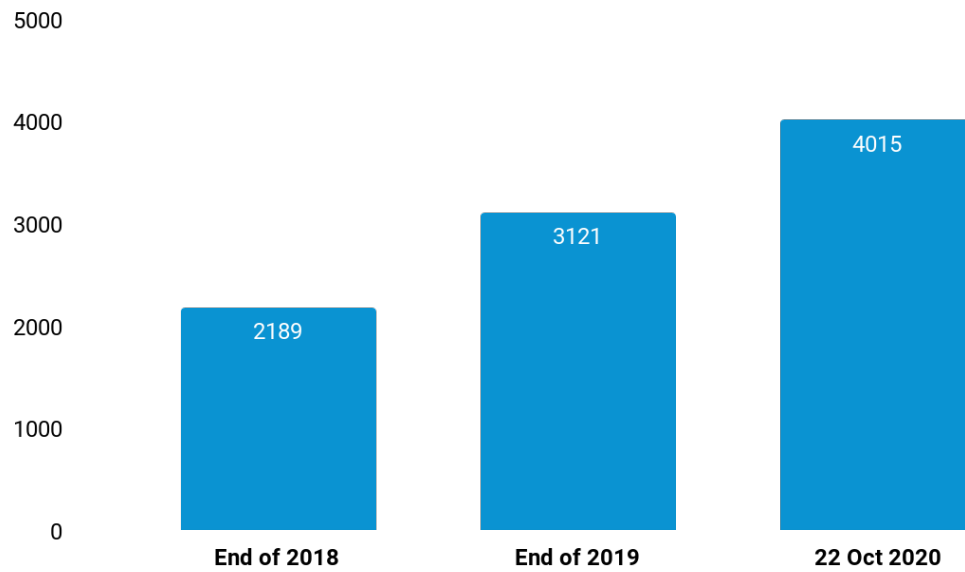


Weekly Compass newsletter

Subscribers at the end of 2018: 2,189
Subscribers at the end of 2019: 3,121
Subscribers on 22 October 2020: 4,015

Note: To prepare for the new EU privacy law (GDPR) that took effect in May 2018, we asked our subscribers to reconfirm their subscription. That logically meant a decrease in subscribers compared to 2017. The number of subscribers has increased steadily since.

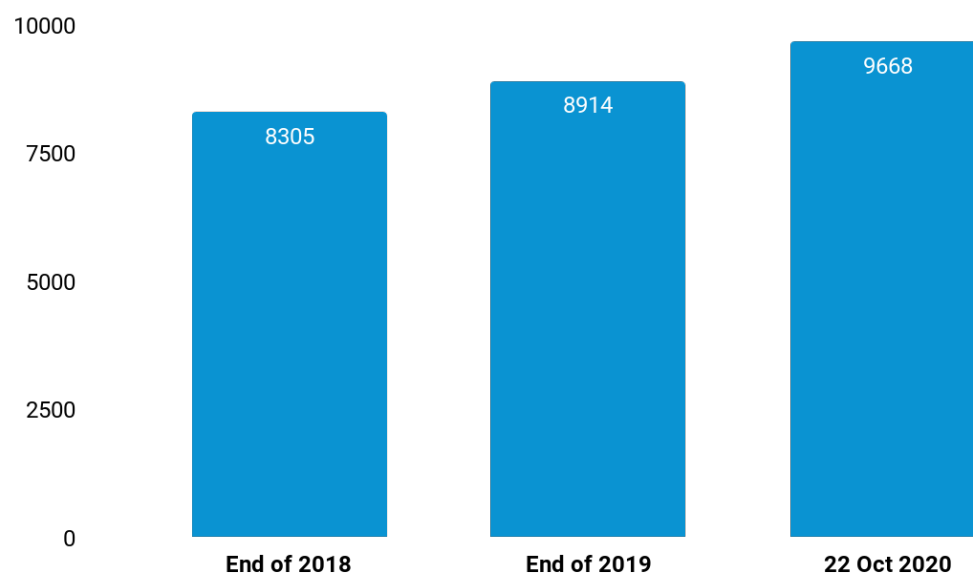
Weekly Compass newsletter subscribers



Twitter

Followers at the end of 2018: 8,305
Followers at the end of 2019: 8,914
Followers on 22 October 2020: 9,668

Twitter followers



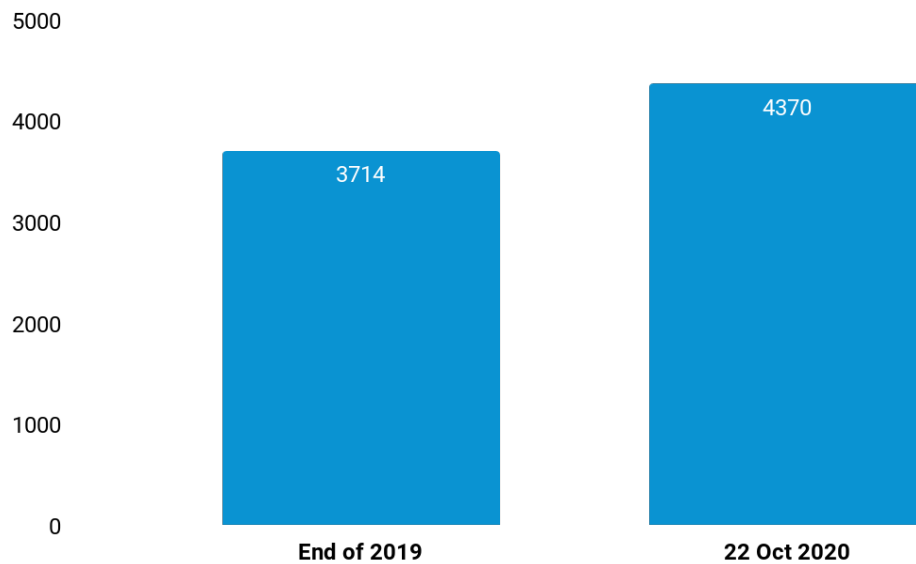
LinkedIn

Followers at the end of 2018: *No data available**

Followers at the end of 2019: 3,714

Followers on 22 October 2020: 4,370

LinkedIn followers



**We have no statistics for this as we can only go back in time for one year and did not include LinkedIn in our annual report readership overviews before 2019.*

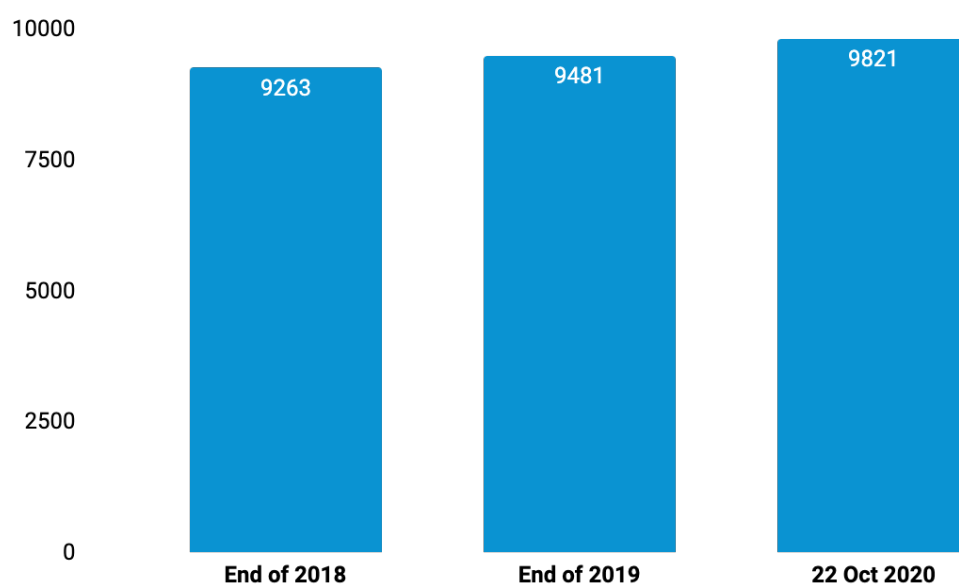
Facebook

Followers at the end of 2018: 9,263

Followers at the end of 2019: 9,481

Followers on 22 October 2020: 9,821

Facebook followers



Media outreach in 2018, 2019 and 2020 can be found at ecdpm.org/media.

Annex XI: List of References/ Resources for the Evaluation

ECDPM Publications and Other Output

Covid-19

Covid-19 dossier: <https://ecdpm.org/dossiers/covid-19-international-cooperation/>
Sophie Desmidt and Ashley Neat, COVID-19 in Africa: Driver of conflict, or too early to tell? ECDPM brief, June 2020
San Bilal and Lidet Tadesse, The China-Africa summit on COVID-19: Geopolitical and economic considerations, ECDPM blog, 22 June 2020
Geert Laporte, The AU-EU Summit didn't prove immune to COVID-19 – but that may be a blessing in disguise, ECDPM commentary, 14 September 2020
The EU's role in global health in the era of COVID-19" by Pauline Veron and Mariella Di Ciommo, ECDPM Discussion Paper No. 282, October 2020

Brexit

Brexit and Intl Coop Dossier <https://ecdpm.org/dossiers/brexit-international-cooperation/>

European External Affairs

Investing in Europe's global role: The must-have guide for the negotiations of the Multiannual Financial Framework 2021-2027 <https://ecdpm.org/publications/investing-europe-global-role-must-have-guide-negotiations-multiannual-financial-framework-2021-2027/>
Blogs, presentations, seminars
The Multiannual Financial Framework Dossier <https://ecdpm.org/dossiers/multiannual-financial-framework-mff/>
Supporting peacebuilding in times of change <https://ecdpm.org/dossiers/peacebuilding-europe-change/>
Changing Europe How Does it Affect Peace? (interactive tool) <https://indd.adobe.com/view/b554776a-882c-417e-99b7-bdf48381a053>
Mission possible? The Geopolitical Commission and the partnership with Africa <https://ecdpm.org/publications/mission-possible-geopolitical-commission-partnership-africa/>
A necessary shake-up: EU programming for international cooperation <https://ecdpm.org/publications/necessary-shake-up-eu-programming-international-cooperation/>
<https://ecdpm.org/talking-points/state-negotiations-long-term-eu-budget-after-summit-ends-black-smoke/>
What we can learn from Sweden on promoting sustainable peace
Pauline Veron and Andrew Sherriff, ECDPM blog, 11 December 2017 (blog)
Rethinking Germany's peace policy: From crisis management to sustainable peace?
Matthias Deneckere and Andrew Sherriff, ECDPM blog, 9 June 2017 (blog)
Europe's response to violent conflict: Shifting priorities in a changing world?
Andrew Sherriff, Pauline Veron and Matthias Deneckere, ECDPM blog, 24 May 2017 (blog)
What role can Europe play in international development in 2030? Using scenario-planning to understand and influence European development policy
Alexei Jones, Niels Keijzer, Ina Friesen and Pauline Veron: EU development cooperation with sub-Saharan Africa 2013-2018: policies, funding, results. ECDPM & DIE, May 2020

African Institutions and Reform Dynamics

Jan Vanheukelom and Sophie Desmidt, Regional peace architectures in Africa: a reality check. ECDPM discussion paper n° 249. March 2019
Regional integration dynamics in Africa (Great Insights Volume 5, Issue 4, July/August 2016)
Jan Vanheukelom, Bruce Byiers and Alfonso Medinilla, Rewiring support to African continental and regional organisations, ECDPM paper, April 2020
Bruce Byiers, Poorva Karkare and Luckystar Miyandazi, A political economy analysis of the Nacala and Beira corridors, ECDPM paper, July 2020
Philomena Apiko, The African Union's search for homegrown solutions ECDPM blog, 24 February 2020

The political economy dynamics of regional organisations in Africa (PEDRO) Dossier <https://ecdpm.org/dossiers/political-institutional-dynamics-regional-organisations-africa/>
The political economy of regional integration in Africa (PERIA) Dossier <https://ecdpm.org/dossiers/political-economy-regional-integration-africa-peria/>

Migration

Protecting migrants and refugees in North Africa: Challenges and opportunities for reform. <https://ecdpm.org/publications/protecting-migrants-refugees-in-north-africa-challenges-opportunities-reform/>
Focus on Migration: Moving backward, moving forward? (Great Insights, Volume 7, Issue 1, Winter 2018)
Amanda Bisong, Will COVID-19 change migration cooperation between European and African countries? ECDPM brief, October 2020
Migration Dossier <https://ecdpm.org/dossiers/migration-international-cooperation/>
ECDPM Great Insights, Focus on Migration: moving backward, moving forward? VOLUME 7 - ISSUE 1 WINTER 2018
Insights from whole-of-government responses to migration - lessons learned and cross cutting issues for the Belgian context", 2019

Security and Resilience

The future of EU security sector assistance: Learning from experience <https://ecdpm.org/publications/future-eu-security-sector-assistance-learning-experience/>
Volker Hauck, The latest on the European Peace Facility and what's in it for the African Union ECDPM brief, September 2020
Jan Vanheukelom and Sophie Desmidt, Regional peace architectures in Africa: A reality check, ECDPM paper, March 2019
Peace and security in Africa: Drivers and implications of North Africa's southern gaze <https://ecdpm.org/publications/peace-security-africa-drivers-implications-north-africas-southern-gaze/>
Women in Mediation in Africa (APSA AGA) <https://ecdpm.org/publications/women-mediation-africa-apsa-aga/>
Evaluation of the APF <https://ecdpm.org/publications/evaluation-african-peace-facility/>
Economic and Agricultural Transformation
The African Continental Free Trade Area: From agreement to impact (Insights) <https://ecdpm.org/great-insights/african-continental-free-trade-area-agreement-impact/>
Rice trade and value chain development in West Africa: An approach for more coherent policies (October 2020) <https://ecdpm.org/publications/rice-trade-value-chain-development-in-west-africa-approach-more-coherent-policies/>
Partnerships between businesses and civil society Dossier <https://ecdpm.org/dossiers/business-civil-society-partnerships/>
Saving Africa's private sector jobs during the coronavirus pandemic <https://ecdpm.org/publications/saving-africa-private-sector-jobs-during-coronavirus-pandemic/>
Towards an EU global COVID-19 response 2.0: Boosting smarter finance <https://ecdpm.org/publications/towards-eu-global-covid-19-response-2-0-boosting-smarter-finance/>
Strengthening the Local Dimension of Blended Finance <https://ecdpm.org/publications/strengthening-local-dimension-blended-finance/>
Sustainable Agrifood Systems Strategies Dossier <https://ecdpm.org/dossiers/sustainable-agrifood-systems-strategies/>
Leveraging private finance Dossier <https://ecdpm.org/dossiers/leveraging-private-finance/>

Gender Equality

Gender and international cooperation Dossier <https://ecdpm.org/dossiers/gender-international-cooperation/>
Women in mediation in Africa <https://ecdpm.org/publications/women-mediation-africa-apsa-aga/>

Europe-Africa Relations

The African Continental Free Trade Area: From agreement to impact (Great Insights, Volume 9, Issue 1, 2020)
Dear Europe...Letters from around the world (Great Insights, Volume 8, Issue 2&3 Spring/Summer 2019 Special Edition)
Africa-Europe relations: Time to reboot (Great Insights Volume 6, Issue 5, November/December 2017)

The future of ACP-EU relations Dossier <https://ecdpm.org/dossiers/dossier-future-acp-eu-relations-post-2020/>
 Africa-Europe relations Dossier <https://ecdpm.org/dossiers/africa-europe-relations/>
 Changing relation between Europe and North Africa Dossier <https://ecdpm.org/dossiers/changing-relations-europe-north-africa/>
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 Geert Laporte, Governance in Africa-Europe relations: Modesty, realism and working politically, ECDPM brief, October 2019

Climate Change

Climate Change and International Cooperation Dossier <https://ecdpm.org/dossiers/climate-change/>

Policy Coherence for Sustainable Development (PCD/PCSD)
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<https://ecdpm.org/publications/promoting-policy-coherence-lessons-learned-eu-development-cooperation/>
 (Policy Brief)

Political Economy

The political economy of regional integration in Africa <https://ecdpm.org/dossiers/political-economy-regional-integration-africa-peria/>
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Non-ECDPM publications

Direction générale de la coopération internationale et du développement Commission européenne : Soutenir décentralisation, gouvernance locale et développement local au travers d'une approche territoriale. Document de référence n° 23. Décembre 2016
 Memorandum submitted by leading international/regional associations of local authorities (AIMF, CEMR/PLATFORMA, CLGF, UCLG, UCLG-AFRICA) : time for a more ambitious political partnership between the European Union and cities / local and regional governments in the external action of the Union
 Empowering Africa's Most Vulnerable" <https://www.nrc.no/expert-deployment/2016/2020/report-launch-empowering-africas-most-vulnerable/>
<https://www.iom.int/southern-africa>
<https://www.unhcr.org/statistics/country/5a8ee0387/unhcr-statistical-yearbook-2016-16th-edition.html>
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 Information Practices for Sustainability: Information, Data and Environmental Literacy Gobinda Chowdhury and Geoff Walton Northumbria University, Newcastle upon Tyne, UK, Serap Kurbanoğlu and Yurdagül Ünal Hacettepe University, Ankara, Turkey. Joumana Boustany Université Paris Descartes, Paris, France.
 Shaxson and Gwynn (2010) "Developing a strategy for knowledge translation and brokering in public policymaking" paper from Knowledge Translation and Brokering workshop, Montreal, Canada, 20 October 2010
 Jones, B. (2011) Linking Research to Policy: The African Development Bank as a Knowledge Broker, African Development Bank Group, Tunisia
 Knowledge Brokering and Intermediary concepts Analysis of an e-discussion on the Knowledge Brokers' Forum Catherine Fisher Impact and Learning Team Institute of Development Studies
<https://datareportal.com/reports/digital-2020-ethiopia>
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 Think Tank Initiative: Stories of Influence : TTI's Methodology for Stories of Influence: IDRC's Categories of Influence and ODI's RAPID"
<http://www.thinktankinitiative.org/sites/default/files/TTI%20Sol%20Methodology%20070513.pdf>

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From <https://www.theoryofchange.org/what-is-theory-of-change/>

Internal ECDPM documents

Learning, Planning, and Quality Support

Management Response to Independent Institutional Evaluation ECDPM 2012-2015
Institutional Evaluation, 2012 - 2016, Final report, 25 February 2016
LQS Foundational Document
2019_Revised structure of PMG learning sessions
Mid Term Review 2017-2021 ECDPM Strategy Final summary report, September 2019
MTR individual papers for MTR (ToC, PE, Global Challenges, Europe Africa relations, PEA in the Centre
LQS ToC Guidance Notes and individual ToCs
PMG Learning sessions (and corresponding notes for each ToC 1-20 and CChange)
Internal Assessment Notes (all Notes) and Synthesis 2020
ECDPM's outcome narratives cycle I: 2017-2019, also published in IATI
ECDPM Annual Reports 2018, 2019
ECDPM Results Framework 2017-2021
ECDPM All Centre ToC
ECDPM Annual Work Plans 2018-19, 2019-20
ECDPM Strategy 2017-2021
ECDPM Strategy Implementation Plan 2018-2010
MT and Strategic Retreat Report 2018

Communications and knowledge uptake

Communication Strategy 2017-2018
Great Insights Magazines
Weekly Compass newsletters
Blogs, LinkedIn, other social media
Participation in webinars and meetings (virtual) with ECDPM, etc

The Institutional Relations and Partnerships

Reporting to funders (service delivery reports, all countries)
SDC Outputs first semester 2019
Existing MOUs between ECDPM and Institutions
Work for EU Presidencies 2017-2020
Proposal strategic cooperation between the Netherlands MFA & ECDPM 2017-2021
ETTG Website (<https://ettg.eu/>)

Human Resources

Work Force Overview 2017-2020
List of ECDPM Staff since 2017

Finance

ECDPM Finance Strategy 2017-2021
ECDPM Fundraising Strategy 2017-2021
Multiyear analysis trends 2012-2020
Programme Financials 2017-2019
Management Letter Interim Audit 2019
Financial report 2018
Number of total travels per region per year
Consultants 2017-2019

Annex XII: List of Interview Respondents

For GDPR reasons, this list is not available to the public, but ECDPM management have a copy.

The evaluation team conducted 75 formal external interviews, 6 informal interviews and received responses to 52 external Survey respondents. These "externals" were from intergovernmental and regional institutions, the EU, delegations to the EU and to the AU, in-country delegations, think tanks, research bodies, NGOs, INGOs, governments (etc) in Africa and in Europe.

Internally, the evaluation team spoke with staff and managers from all units, task forces, programmes, and "focus area" teams, as well as former staff and associates, as well as 5 members of the Board, the Director of ECDPM, and senior management staff.

Annex XIII: The Evaluation Team

Ms Francesca Cook^o (Team Leader) combines aid policy, project management and evaluation experience. At the OECD she led DAC policy work and donor groups on conflict and peace; governance; gender equality; humanitarian peer review; capacity development in the environment; security; fragility. Whilst with UNDP she was a Senior Policy advisor for governance and conflict; and also worked on private sector and financial reform programmes with the Regional Bureau for Africa. As an analyst and evaluator she has worked on a broad number of sectors and themes, for bi and multilateral agencies (including the EU DGREA, EEAS, DEVCO, ECHO); think tanks (ODI, ECDPM); consulting services; and governments. In-country experience in 25 countries in Asia, Africa, Latin America, Europe. She holds a DESS in environmental management (Paris-Diderot); a MA in political science (I.E.P. – Paris); and a certificate in corporate social responsibility from Copenhagen Business School. She was part of the ECPDM External Evaluation 2016; and led the evaluation team for the current 2020 exercise.

Mr Amagoin Keita is the Executive Director of Groupe ODYSSEE, an action – research organisation based in Bamako, Mali. He specializes in issues such as Governance, Decentralization, and State reforms. He did several consultancy assignments in West Africa (Ghana, Benin, Cote d'Ivoire, Niger, Mali) and in France. He combines experiences as researcher and development practitioner. He has contributed to publications focusing on governance and decentralisation. He was part of the team which set up the legal and institutional framework of decentralisation in Mali (1995-2002), and later worked as technical advisor at the Ministry in charge of decentralisation. He also worked with SNV, Netherlands Development Organisation, as country director in Benin and Ghana (2005-2013).

Dr George Mukundi Wachira is the CEO, Maendeleo Group (Pty) Ltd an Africa focussed strategy and advisory firm on law, democratic governance, peace and security. <https://www.maendeleogroup.net/> He also serves as an Adjunct Professor, Public Law, University of Cape Town, South Africa. He was the founding head of the African Governance Architecture (AGA) Secretariat, Department of Political Affairs, African Union Commission. He holds Master (LLM) and Doctor (LLD) of Law Degrees from the University of Pretoria, South Africa and a Master of Public Administration (MPA) Degree from Harvard University.

Dr Peter Wolff is an Associate Researcher at the German Development Institute / Deutsches Institut für Entwicklungspolitik (DIE) in Bonn, where he headed the department „World Economy and Development Finance“ until 2018. He worked for many years in international development cooperation and development research. He holds a PhD in Economics from the Freie Universität Berlin for a thesis on the World Bank's and IMF's structural adjustment lending in the 1980s. His areas of interest include global economic governance, development financing, financial market development, regional economic integration, sustainable infrastructure, development co-operation. He was economic advisor in the framework of German-Vietnamese development co-operation at the Central Institute for Economic Management (CIEM), Hanoi, from 1997 – 2000 and played a major role in the establishment of the Think20 group, the research and policy advice network for the G20.

Annex XIV: Final Evaluation Questions, Methodology and Terms of Reference

Final Evaluation Questions and Judgement Criteria

1. CONTEXT AND STRATEGIC CHOICES OF THE CENTRE

EQ 1 : How relevant were the strategic choices made by the Centre in its 2017-2021 Strategy considering the evolving EU / international agenda / environment for cooperation?

JC 1.1 Extent to which the Centre adapted its Strategy 2017-2021 to the evolving general political, institutional and financial context in which think tanks such as ECDPM operate, by making appropriate strategic choices* regarding ‘the what’ (i.e. adaptations and innovations) and ‘the how’ (i.e. approaches, working methods and modalities) (Box 1 and footnote).

JC 1.2 Extent to which the various theories of change (at all-Centre and specific programme levels) were realistic in the light of the evolving context for international cooperation.

JC 1.3 Extent to which the Centre has been able to incorporate new policy issues or challenges that became pressing after 2017 and after the formulation of its 5-year plan.

*The term ‘strategic choices’ is understood here in the broad sense. It includes the new ‘strategic priorities’ (Box 1) as well as other choices ECDPM made as summarised in the different boxes in the ToR with extracts from the Strategy. Some of these involved choosing to continue with institutional lessons learnt in the past, such as on ECDPM’s three core roles (Box 2) or putting great emphasis on new directions such as making good use of political economy analysis (Box 4) or ensuring a gender lens is applied both in our work (Box 3) and in the staffing of the Centre (Box 6). It also includes a decision to formulate theories of change for all our workstreams (Strategy, section on Main Changes).

**(Box 10 is also helpful as it outlines the results of the previous evaluation and ECDPMs reactions in relation to those recommendations.)

2. IMPLEMENTATION ISSUES

EQ 2: How effective was the implementation of the Strategy across the programmes, workstreams, task forces and at all-Centre level, particularly with regard to the ‘new strategic priorities’ (Box 1) and other innovations introduced in 2017?

JC 2.1 Extent to which ECDPM has managed to find an effective ‘niche’, ensure a coherent package of activities and be a credible actor (for instance compared to other think tanks and institutes) in its various engagements? (Box 2, Box 3)

JC 2.2 Extent to which the various programmes and workstreams have been able to consolidate or to establish (new) partnerships, facilitate joint research, mobilise additional funding and ensure effective uptake of the knowledge produced.

JC 2.3 Extent to which the Centre put in place the adequate processes, tools and methods to align its work to innovations such as the commitments to think and act politically and to integrate gender analysis in its programmes.(Box 3, Box 4)

JC 2.4 Extent to which the specific strategies, measures, initiatives undertaken by the Centre to strengthen its cooperation in and with Africa during the period were valuable and adequate for achieving this strategic priority, and their relative level of success. (Box 1, Box 6, Box 9)

3. USING OUR ASSETS AND DELIVERING ADDED VALUE

EQ 3: How has the Centre used its specific assets, including its three main roles and different types of funding to achieve optimal outreach and enhance chances of producing positive effects as a non-partisan foundation working in the medium term on change processes?

JC3.1. Extent to which the various programmes and workstreams have optimally exploited (through specific working processes **(Box 6)** and methods **(Box 3)** the Centre's three main roles **(Box 2)**, were able to engage in relevant "do-work" for enhanced uptake of knowledge, effective implementation and the development of innovative practices.

JC. 3.2 Extent to which the availability of core/institutional funding proved to be a critical condition for ECDPM to perform its role effectively in a flexible manner and ensure its sustainability.

JC 3.3 Extent to which the support and contributions made by ECDPM add value to the work and mandates of its partners, institutional funders and other stakeholders (in Europe and Africa).

(Box 7 Key Methods, Box 8 Operational Principles, Box 9 Approaches to Partnerships, are relevant for this question.)

4. OUTCOMES AND IMPACT

EQ 4: How successful was the Centre in achieving the various types of outcomes and contributing to the four impact areas it has defined?

JC4.1 Extent to which various programmes and workstreams have plausibly contributed to the all-Centre theory of change outcomes **(Box 4)** and the four impact areas **(Box 5)**.

JC4.2 Extent to which the existence of an all-Centre theory of change and the use of theories of change in the various programmes and workstreams helped to produce relevant outcomes.

JC4.3 Extent to which the Centre's overall results framework and its Theory of Change process is adequate in guiding the Centre to achieve its agreed outcomes and in helping staff to identify key enabling factors and potential obstacles to avoid so as to achieve impact.

5. ORGANISATIONAL AND PROGRAMMATIC MATTERS

EQ 5: How relevant and efficient were specific organisational choices made in the Strategy 2017-2021 for attaining the Centre's core objectives and ensuring outcomes?

JC 5.1 Extent to which the Centre is organised **(Box 6)** in an efficient, relevant and flexible manner that provides incentives for multidisciplinary teams to better integrate cross cutting issues across work streams (including through clusters, task forces and facilitation role of LQS).

JC 5.2 Extent to which the Centre has made serious and appropriate efforts to achieve a level of diversity / gender equity in the programme teams, management and Board - taking into account the constraints it is facing. **(Box 6, Box 10)**

JC 5.3 Extent to which the creation of the Learning and Quality Support unit contributed to strengthening ECDPM's internal learning and quality processes. **(Box 6, Box 10)**

JC 5.4 Extent to which the Communication approach responded to stakeholder knowledge and information needs, adequately embedded at programme level from an early stage and helped to enhance outreach, knowledge uptake and impact. **(Box 6, Box 10)**

Boxes Used by the Evaluation Team

1 New Strategic Priorities in 2017–2021 (ToR Box 1)

(i) We will remain engaged in cooperation between the EU and the African, Caribbean and Pacific (ACP) Group of States, in accordance with our original mandate; yet **our primary focus will be on Europe-Africa relations**.

(ii) We will **fully incorporate North Africa** into our geographic remit. This will complement our work in other regions of the continent and help us to foster more effective and mutually beneficial forms of cooperation between Europe and the whole of Africa.

(iii) To adequately reflect the multi-actor nature of the 2030 Agenda, we will **deepen our engagement with government, intergovernmental and diplomatic actors, with private-sector actors and interest groups, and with farmers' associations, civil society networks and local authorities**. We recognise that development challenges need to be addressed with these actors at different levels – global, regional, national and local. To avoid the risk of spreading our efforts too thinly, we will seek to identify the right mix of actors and appropriate levels of engagement for each of our policy processes.

(iv) The prevailing political and economic conditions in Europe compel us to consider more deeply the **internal factors that shape European external action outcomes**. Foreign affairs is 'coming home', so to speak. As a European foundation, ECDPM is well placed to analyse core aspects of the domestic policy arena, at both the EU institutional & EU member state level. We will also engage more with non-traditional players that intervene in European external action.

ToR for External Evaluation ECDPM 2020

2 ECDPM's Three Core Roles (ToR Box 2)

(i) **Generating knowledge** that is politically informed, evidence-based and practical

(ii) **Facilitating uptake of knowledge** by key public and private actors through dialogue, implementation support and smart communication

(iii) **Acting as a non-partisan broker**, leveraging our expertise, knowledge and network in Europe and Africa

Terms of Reference for the External Evaluation

3 ECDPM's Added Value Descriptors (ToR Box 3)

Our focus on implementation

We combine the three core roles, keeping a watchful eye on implementation to help ensure that policies work. ECDPM is a 'think and do tank' because we look at what works and what does not. ECDPM has a track record of providing actionable insights and recommendations. This work 'in the kitchen' of policy making and policy implementation requires relationships based on trust, regular dialogue and a willingness to engage over a long period of time.

Our way of thinking and working politically

Our political economy analysis approach is a major asset in considering power relations (including gender), political and economic interests, institutions and incentives. It adds value to our brokerage role, though this often means covering

sensitive ground. Our internal quality processes encourage the use of common analytical frameworks and take account of cross-cutting issues such as gender and climate change

Our ability to bridge different policy domains

In our approach we bridge different policy domains, given their frequent interdependencies or overlapping and competing interests. We link domains, focusing on the nexus between themes and sectors. This requires multi-actor dialogue processes and a joint search for feasible solutions adapted to contextual realities. ECDPM maintains a multidisciplinary staff. Our people are experienced in facilitating synergies across policy areas, fostering multi-stakeholder dialogues and promoting coherence across different levels of intervention, while navigating complex institutional and political environments.

Our 30 years of experience in Africa-Europe relations

Consecutive external evaluations have concluded that our knowledge of African and European institutions is a distinguishing quality. We have strong links with and expertise on African and European states and organisations, the business community, civil society and development partners. This sets us apart from organisations working in the same field. North Africa is now fully incorporated into our geographic remit.

Terms of Reference for the External Evaluation

4 ECDPM Outcome Areas and 14 Common Qualitative Pointers (ToR Box 4)

(i) Informed actors;

- Enhanced availability and access to policy-oriented knowledge and information (incidence of changed perceptions attributed – in part – to ECDPM's work)
- Practical use of policy-oriented knowledge and information (number of actors using materials, frames and approaches resulting from ECDPM's work)

(ii) Inclusive dialogue and processes;

More effective participation in policy-processes by a range of public and private actors from Europe and Africa (incidence of actors viewing things from different angles)

- Winning trust of policy partners so as to be able to play a facilitating role in (sensitive) policy processes
- Inputs of weaker actors are taken more seriously (priorities are recognised and made part of the negotiation process)

(iii) Coherent and integrated policies;

- Contributions to alternative or enhanced policy choices or designs (incidence of changed policies attributed – in part – to ECDPM's work)
- Contributions to more evidence-based & realistic policy-making (incidence of knowledge gaps being filled by ECDPM)

(iv) Reduced policy-implementation gap;

- Contributions to enhanced, alternative and innovative ways of managing development policy and practices (incidence of changed behaviour attributed – in part – to ECDPM's work)
- Contributions to a narrower gap between policy-making and implementation (incidence of innovation uptake attributed – in part – to ECDPM's work)

(v) Empowered institutions and actors;

- Enabling processes that support the development of institutional capacity
- Applying political economy analyses to support institutional development and change

(vi) Effective multi-actor partnership;

- Rebalancing power relationships and building mutual trust and respect
- Encouraging collective action for effective implementation (among other things by identifying mutual interests)
- Encouraging mutual accountability

Terms of Reference for the External Evaluation

5 The Impact Areas and Their Specific Objectives (2017-2021) (ToR Box 5)

(1) effective international cooperation frameworks & tools for tackling global challenges:

- (i) Helping the EU deliver more coherent and integrated external action
- (ii) Addressing the link between migration and development
- (iii) Modernising key policy frameworks for managing international partnerships
- (iv) Supporting the consolidation of continental and regional processes in Africa
- (v) Adapting the toolbox for international cooperation

(2) legitimate and accountable public institutions and engaged societies:

- (i) Understanding when and how capacity can be developed in a sustainable way
- (ii) Exploring the 'demand side' within societies for legitimate and accountable institutions in terms of interactions and bargaining processes involving public authorities
- (iii) Analysing the key role played by political and other institutions in change processes
- (iv) Sensitising donors to risks of technocratic approaches for 'fixing' formal institutions
- (v) Promoting political economy approaches to support institutional change

(3) peaceful societies based on the rule of law, social cohesion and human dignity

- (i) Consolidating African processes and mechanisms for addressing peace, security, governance and development concerns in a coherent and integrated manner
- (ii) Strengthening the EU's overall capacity for responding to situations of conflict and fragility through more comprehensive approaches
- (iii) Promoting democratic and economic governance conditions for peaceful societies
- (iv) Fostering territorial approaches to local development and democracy

(4) sustainable economic transformation with shared prosperity and decent jobs.

- (i) Making agriculture & regional and global value chains in natural resources (mining & extractive industries) work for economic transformation, 'green' growth & inclusive development
- (ii) Promoting economic diversification & transformation through industrialisation and development of services
- (iii) Supporting trade and promising regional integration dynamics
- (iv) Creating a business-friendly climate for the private sector, particularly at the domestic level
- (v) Unleashing the development potential of territories, complementing national and regional efforts

Terms of Reference for the External Evaluation

6 How ECDPM organises to deliver its strategy

How ECDPM organises to deliver its strategy (ToR Box 6)

(i) We will organise our work in **multidisciplinary** and more **flexible delivery structures**. We will also seek to better integrate cross-cutting issues into our various work streams, to strengthen the rigour of our analyses and the relevance of our engagement. This applies particularly to gender, cultural sensitivity, environmental sustainability (including climate change) and policy coherence for (sustainable) development. NB: ECDPM also agreed to devise and use Theory of Change – for the whole Centre – and for each workstream; and to reflect this in the Results Framework, as outlined in the current Strategy, in the section “Main Changes”.

(ii) We will **prioritise learning, accountability and transparency** in order to strengthen organisational efficiency. We will establish a Learning and Quality Support unit to assist all programme staff and the Centre as a whole with monitoring and evaluation and learning. Moreover, a renewed results framework and theories of change will guide all our future work, to strengthen our results orientation and maximise our development impact.

(iii) We will further **strengthen our cooperation in and with Africa at different levels**.

(iv) Partnerships form a crucial element of the 2030 Agenda. We will invest more in a select group of **partners and strategic alliances** at the European, African and global levels for greater relevance, outreach and impact.

(v) The scope and depth of our engagement on our four priority areas will depend on our ability to mobilise financial resources. We will **strengthen our fundraising efforts** by a range of measures.

(vi) Our organisation has always been very diverse, housing over 25 nationalities. This promotes creativity and flexibility and stimulates discussion, which is why diversity will continue to be a priority. We will pay particular attention to achieving more **diversity and gender balance** in our management and on our Board.

(vii) Our investments in communications and knowledge management in the 2012–2016 strategy period have paid off, helping us deliver better results. In the coming years we will build on this so that **communications and knowledge management** work even better for our programmes and for the Centre as a whole.

[Terms](#) of Reference for the External Evaluation: 10

7 ECDPM's Key Methods

Key Methods (ET Box 7)

- (i) Research, analysis and expertise
- (ii) Advice and training
- (iii) Knowledge transmission, communication and advocacy
- (iv) Partnership and dialogue
- (v) Expert information (to stakeholders and the media)

*This Box is created by the ET as a useful point of reference in the Evaluation.
It is drawn from the Strategy 2017-2021 and Implementation Plan document [ECDPM Strategy Implementation Plan](#)*

8 ECDPM's Operational Principles

ECDPM Operational Principles (ET Box 8)

ECDPM presented, in its strategy 2007-2011, its operational principles as follows. These are a useful reference point for the evaluation team, even if these are not explicitly outlined in the current strategy:

- (i) Operational autonomy as an "honest broker" (and inclusive and not partisan approach to stakeholder participation)
- (ii) Long-term engagement with key stakeholders in the policy process
- (iii) Open-ended dialogue and networking
- (iv) Linking policy makers, practitioners and experts in policy processes
- (v) Promoting diversity, innovation, creativity (and not exclusivity and existing patterns)
- (vi) Facilitating flexible partnerships
- (vii) Ensuring full transparency, open communications, good corporate governance.

*This Box is created by the ET as a useful point of reference in the Evaluation.
It is drawn from the Strategy 2007-2011*

9. ECDPM's Approaches to Partnerships

ECDPM Approaches to Partnerships (ET Box 9)

According to the ECDPM internal assessment note on institutional arrangement (2020), ECDPM focuses on three types of partnerships:

(i) Alliances with institutional partners

EU Institutions such as DEVCO, EEAS, EP, Council Secretariat, EU Member States, EU Presidencies.
9 EU Member States are long-term institutional partners
African Union and Regional Economic Commissions

(ii) Knowledge driven partnerships in Europe and in Africa

Think tanks, knowledge platforms, change-makers, influencers
HLR of the AUC, African Ambassadors to Brussels days
Tony Elumelu Foundation (Nigeria), Barefoot Law (Uganda)
ECDPM hosts ETTG (European Think Tanks Group) Secretariat

(iii) Pragmatic partnerships

UEMOA Think Tanks Network, SAIIA, IPSS, ACET, TMEA, Horizon 2020 projects RESPECT and CASCADES
ONE, Open Society, Bill and Melinda Gates Foundation

ECDPM internal assessment note on institutional arrangements (2020)

Key Recommendations from the 2016 External Evaluation (ET Box10)⁵

The previous strategic evaluation of ECDPM was completed in early 2016 and covered the strategic period of 2012-2015. The recommendations can be found in Annex. Below is a brief re-capture of main areas. The Evaluation will take up the extent to which the recommendations were acted on.

1) "Continue to adapt ECDPM's systems, policies and processes to the Centre's current size"

The management believes that any further growth will have to be carefully monitored not least to ensure the Centre's non-partisan, independent nature and niche are maintained. As a knowledge Centre with high quality, and well-motivated staff, ECDPM values promoting entrepreneurship, innovations, flexibility and autonomy. Yet we accept that the management in collaboration with key programme staff using existing systems such as the new Strategy process and Bi-Annual Planning, need to adopt a more proactive approach to taking clear decisions on major new initiatives. Our new Learning and Quality Support unit will also work with programme staff to track processes against commitments.

2) "Accelerate the depth and breadth of the Centre's ability to 'think and act politically' by integrating political analysis in both the planning and delivery of its programmes"

The management believes a further effort is needed to institutionalise the 'thinking and acting politically'. We also need to ensure that expertise and learning are incentivised to do this in a structured manner. As the evaluation has indicated our "ability to think and act politically" is made possible by institutional funding.

3) "Expand the Centre's strategic approach to gender dimensions more systematically in its programmatic work".

The new ECDPM Strategy will have a commitment to gender as a cross-cutting issue, that will be included in programme design and developed in our results framework. The management will seek to engage in peer learning with other institutions and institute an internal task force on this issue. We recognise that progress in this area is both necessary and challenging and that this will require us to develop our staff capacity and expertise through training, guidance and support.

4) "Deepen investment in partnerships as a clear means to delivering ECDPM's goals, rather than as an end in itself", with increased pragmatism as to the ways in which ECDPM works to bolster partner capacity.

A limited number of strategic partnerships and alliances that are driven by common interests and mutual benefits on content and complementary network will be prioritised. Linking our partnerships strategy to the strategic outcomes that ECDPM could not deliver alone, rather than partnerships themselves, will be our driving rationale in the next strategic period.

5) "Ensure that ECDPM's next mission statement, long term objectives, all-Centre and programmatic Theories of Change, results frameworks, and systems for planning and accountability and decision-making at all levels are fully aligned".

The management agrees and sees a specific opportunity for increased coherence in the fact that ECDPM is currently developing a new mission statement, 5-year strategy, and an all-Centre Theory of Change to be put to the Board for approval. In addition, we will be utilising the new Learning Quality and Support Unit and forums like the Programme

⁵ This Box and boxes 7,8 and 9 are created by the ET as a useful point of reference in the Evaluation. It is drawn from the "Management Response to Independent Institutional Evaluation of ECDPM 2012-2015".

Management Group to ensure learning and accountability throughout the period. The Management Team will take particular responsibility for ensuring alignment and coherence.

- 6) “Reduce the current overall number of work streams to ensure a connecting narrative and to have space to embrace a small number of new fields of focus”

The management recognises this is an issue for our effectiveness. Through the on-going strategy process we will seek to reduce the number of workstreams by closer aligning them to our niche. As noted we will use the processes just described to pursue this end.

- 7) “Seek to consolidate long term institutional funding from the EU and its Member States, while continuing to diversify income streams”.

Our flexible institutional funding from multiple European states is central to the success of the organisation and we will work hard to retain it ensuring a good and on-going dialogue with those states on its importance and value. Our recent dialogue with institutional partners was an important step to gaining support for our new Strategy and insight into our partners current concerns. We continue to seek funding from the EU institutions that would not impact upon our independence. We will be looking to restructure our Institutional Relations and Partnership Unit to make it more responsive to fundraising demands and supportive to programmatic fundraising including looking for new and diversified sources. We believe that fundraising should however remain a responsibility and expectation from all senior programme staff and that all funding initiatives have to be aligned to our strategy otherwise they can be counter-productive and lead to fragmentation and loss of focus.

- 8) “Further strengthen external communication by paying more attention to stakeholder information needs, investing in better usage analytics, and improving planning and implementation of communication activities”.

The management accepts the recommendation, however we believe we need to step up urgently the level of our communication effort to address challenging issues, such as a more strategic approach to the supporting role communications can play in key policy processes we engage in and stronger visibility and communication in the Netherlands.

- 9) “Further improve knowledge management by giving increased priority to critical applications, making the Reporting System easier to use, and intensifying engagement towards a change in organizational culture”.

In line with this recommendation we will build our monitoring and reporting processes around our new Strategy and work plans. We will also seek to incentivise their use by making them more user friendly and more appropriate for encouraging an internal learning culture. We will work with our donors on strengthening the alignment and harmonisation of our reporting in order to cut transaction costs.

From “Management Response to Independent Institutional Evaluation of ECDPM 2012-2015”.

Evaluation Methodology and Terms of Reference

Four-Step Methodology

To evaluate the Centre as “a whole” the evaluation requires a comprehensive approach that is not a series of individual performance assessments of the five core programmes, the support units and the task forces. Rather, in fulfilling the requests laid out in the ToR, it is necessary to draw examples from the various workstreams, methods and processes; to analyse and triangulate qualitative and quantitative data; and to gather anecdotes and stories of influence and change to therefore be able to illustrate the successes and challenges of the Centre. This approach will help to identify / highlight intended and unintended areas of influence, change and concrete outcomes along the main axes of the evaluation, and respond to the overall goal of the evaluation: Has ECDPM adequately and successfully implemented its current Strategy and achieved relevant outcomes?

The complexities of assessing ECDPM are considerable, not least considering pointers raised in the section “limitations”. A great deal of monitoring information and data is available from ECDPM and this covers much of the data needed to respond to the evaluation questions, which must then pass through a triangulation process with other key stakeholders/partners.

The Evaluation Team proposes to apply an iterative, participatory and consultative approach designed to take into account issues needed to assess relevance, effectiveness, added-value, whilst it assesses context and strategic choices; role and niche as a knowledge institution; outcomes (and where feasible impact); organisational and programme structure. The Team will select some of the Centre’s work streams, programmes and processes for deep dives. It will combine methods (desk reviews, surveys, open-ended and semi-structured interviews, data trawls, learning/exchange sessions).

Following agreement by the Board and with guidance from the Reference Group, a four-step methodological approach is suggested as follows. The methodology refers to boxes 1-10. These are presented in Annex One:

Step 1. Measure performance in relation to context and efforts (ECDPM capacities) (multi-layered desk reviews).

Focus on:

- a. Outputs
- b. Outcomes
- c. Impact (as feasible, establishing causal or contribution links between outputs/outcomes and impact – has the ToC approach as used by ECDPM been proven to be a valid and practical tool?)

In order to:

- ⇒ Assess the workstreams (five programmes, task forces, teams and units) based on a common methodology:
 - To what extent have the new strategic priorities (**Box 1**) been implemented?
 - Have realised outputs in selected workstreams delivered on generic outcomes (**Box 4**)?
 - To what extent have outcomes contributed to the four key impact areas identified in the 2017-2021 Strategy (**Box 5**)?

Step 2. Triangulate data and further assess institutional development of ECDPM as a knowledge (and a “do”) institution – interchanges with board, staff, stakeholders and other informants.

Focus on:

- a. Perceptions of board, management and staff on evolving context and strategic choices after the 2016 evaluation; outcomes; influence; impact

- b. Assessment of needs/expectations and ECDPM experience of stakeholders
- c. Assessment of internal communication and external formats and pathways to influence⁶

In order to:

- ⇒ Survey internal and external stakeholders based on common interview guidelines, using questionnaires, surveys, phone and in-person chats to answer:
 - To what extent have the conclusions of the 2016 evaluation (recommendations and management response) been implemented (**Box 6, Box 10**)?
 - To what extent have ECDPM's three core roles (**Box 2**) been performed and met with stakeholders' expectations? (also **ET Box 7**)
 - To what extent has the perceived added value of ECDPM's approach (**Box 3**) been recognized / used by stakeholders? (**ET Box 9** and other stakeholders)
 - To what extent has the **Theory of Change** framework and the Results Framework easily coincided?
 - To what extent has **political economy analysis** and **gender analysis** been integrated into the workstreams/output/dialogue etc
 - To what extent have the **organisational structure and work processes** helped to consolidate and enhance the strengths of ECDPM? (**Box 6, ET Box 7, ET Box 8**)

Step 3. Consolidate results of 1. & 2. into a first judgement on the five evaluation questions.

Focus on results of 1 and 2. In order to:

- ⇒ Produce and consolidate preliminary findings, using data and triangulation results gathered
- ⇒ Validate Initial findings with the Centre (June)
- ⇒ Continue analytical and triangulation process (July August)
- ⇒ Discuss further findings in team work in-depth session (September)
- ⇒ Validate results in a learning/exchange session with ECDPM (and reference group and/or Board as warranted) (September).

Step 4. Finalise Evaluation Report including Recommendations and Pointers.

Focus on results of 1, 2 and 3: In order to:

- ⇒ Draw conclusions from performance assessment, stakeholder views and perceived changes of context
- ⇒ Draft Final Evaluation Report, including recommendations for new strategy
 - draft final evaluation report
 - discuss with Reference Group , LQS team and staff, and refine
 - present draft Final Report to the Board
 - integrate results and finalise Evaluation Report

The Methodology uses the Evaluation Questions (and their relevant judgement criteria) as follows:

- Step 1: Box 1,4,5 (10) and therefore EQ 1, EQ2, EQ4
- Step 2: Box 2,3,6 (7,8,9) and therefore EQ2, EQ3,EQ5

⁶ As a knowledge institution, how knowledge is communicated is a crucial part of understanding pathways to influence, and general impact. The comms also relates to the institutional development focus.

Evaluation Resources, Tools and Processes

Data Collection Methods and Tools

The team envisages the following main tools and data collection:

- a. Desk review of documents and outputs
- b. Desk review of monitoring and quantitative data and qualitative narratives collected by LQS (drawn from internal monitoring framework)
- c. Virtual and in-person interviews (semi-structured) with internal and external stakeholders/informants
- d. Surveys (electronic) (external stakeholders/informants)
- e. Learning sessions / exchanges with ECDPM (and within the team).
- f. Analytical grids. Please refer to Annex Two. This contains analytical reminders such as a contribution analysis framework; a spectrum of knowledge functions; a spectrum of knowledge communications activities; and a simple diagram on the use of outcome mapping to determine theories of change. These are intrinsic to the team's interpretation of the data, narratives and interview/survey results and the approach to interactive dialogue with informants. (These are external resources not created by the team).

Interviews and surveys will mostly triangulate the monitoring data, documents and other output, and seek narratives/influence stories from stakeholders and partners.

The learning exchange sessions (with ECDPM and within the team) will consolidate and validate findings; and serve to gather additional data.

The Monitoring and Data Base

The Evaluation Team will launch the evaluation, and seek to answer the evaluation questions, using a broad set of monitoring and database elements. Some key information sources are briefly described below.

Terms of Reference "Boxes"

The boxes detailed in Annex One (and mostly taken from the ToR for this evaluation) present essential dimensions of ECDPM and constitute important "ready-made" data points for the evaluation questions and the evaluation methodology. These boxes outline:

Box1: ECDPM's New Strategic Priorities 2017-2021

Box2: ECDPM's Three Core Roles

Box3: ECDPM's Added Value Descriptors

Box4: ECDPM's 6 Outcome Areas and 14 Qualitative Pointers

Box5: ECDPM's 4 Impact Areas and their 19 Specific Objectives

Box6: How ECDPM Organises to Deliver its Strategy

Three additional boxes, created by the evaluation team, will help the team analytically, and assist triangulation processes. These contain the team's preliminary understanding of the Centre's:

Box7: Key Working Methods

Box8: Main Operational Principles

Box9: Partnerships Approaches

Key Recommendations of the Previous External Evaluation 2016

ECDPM's previous evaluation was completed in early 2016 and covered the strategic period 2012-2016. The Evaluation will examine the extent to which the recommendations, that were agreed in the Management response to the recommendations, were addressed. The overall recommendations suggested to formalise systems, policies and processes, commensurate with a flexible and fast-moving think and do tank. Other recommendations focused on niche and outcomes, partnerships, coherence, funding, external communications, programme structure, gender, and knowledge management. The recommendations can be found in a Box 10, a dedicated box created by the Evaluation Team (ET Box10, Annex One).

Mid Term Review 2019 Results

ECDPM conducted an internal mid-term review, led by the Learning and Quality Support Unit. This was finalised in September 2019. It reviewed 4 main themes. Its conclusions feed into the Evaluation Team's data and monitoring base of information. It also helped to shape the preliminary evaluation questions suggested by ECDPM. It reviewed:

- a. ECDPM's cooperation in and with Africa at different levels (one of the key new strategic priorities was to strengthen ECDPM focus in this area).
- b. Theory of Change approach (the 2017-2021 Strategy proposed to change how it organised itself, and to design and implement a theory of change).
- c. The Political Economy Approach (the 2016 External Evaluation recommended to accelerate the depth and breadth of the Centre's ability to think and act politically).
- d. Global challenges that shape outcomes, notably climate change.

Internal Assessment Notes and Synthesis Note

ECDPM launched, in early 2020, an "Internal Assessment Note" process. These contain an internal assessment and analysis on the overall work done by each work stream, in light of the ambitions spelled out in the Strategy 2017-2020.

Teams led by programme managers, heads of support units, and task forces, reviewed the performance of the programme, unit or task force during the period 2017-2020. The individual Internal Assessment Notes (IANs) clarify operational or strategic choices made during implementation, explain possible adjustments and re-orientations, give the Centre's view on outcomes achieved, and provide background information. The narratives focus on both the strategic choices they made, and the main lessons learnt. In addition, the programmes' internal assessments also look into specific examples in each of the main work streams, reviewing the underlying assumptions of their consecutive specific theories of change (ToCs), and identifying main outcomes and impact on the processes they addressed.

These IANs were pulled together into a synthesis report by ECDPM LQS. The notes assess what was achieved, based on evidence collected, and draws lessons for future strategic and operational choices. The IA synthesis report was the Centre's key briefing to the external evaluation team. Together with the underlying reports written by ECDPM's programmes, support units and task forces, it shares observations regarding key evaluation questions as listed in the Evaluation ToR, and brings together the lessons learned for the organisation as a whole.

The internal assessment notes and synthesis report thus complement existing monitoring and reporting data from ECDPM, including the 2019 mid-term review, IATI reporting, and back to office reporting.

IATI reporting⁷, Back-To-Office Reports

In addition to the above elements, the Evaluation Team will also consult the quarterly IATI output lists, outcome narratives via the dashboard of D-portal⁸; and the internal back-to-office (BTO) reporting system.

Stakeholder Interviews, Questionnaires/Surveys

To compensate for travel-related restrictions due to COVID-19, electronic interviews (zoom, telephone) and stakeholder surveys will constitute an important source of triangulated data and influence narratives.

ECDPM Output

The Centre' output is vast and categorized in 3 output types, i) written products, ii) public events (reported as outputs in IATI), and iii) the behind-the-scenes work (reported internally, as either 'advice' or 'internal' work). Some 160 written products are hence accompanied by other activities (training, dialogue, workshops etc). These are key sources of information and data, essential for the evaluation. A selection (only) of the vast trove of documents and other "output" will be reviewed, mostly through desk review and supported by interview or survey questions.

⁷ For IATI, refer to: <http://dashboard.iatistandard.org/publisher/ecdpm.html> or to below footnote

⁸ D-portal direct link: http://www.d-portal.org/ctrack.html?reporting_ref=NL-KVK-41077447#view=main

The Team and Management

The evaluation will be conducted by a multidisciplinary team of 4 expert evaluators balanced for familiarity with ECDPM's 5 programme areas and other workstreams; balance for gender, African and European expertise/nationalities.

A Team Leader will manage the team and the process, but given experience of team, the approach aims to be collaborative with a "flat" management approach.

Although each team member is responsible for 1 (or more) programme/work stream areas in relation to desk review and interviews, the evaluation questions themselves will guide the team. This step of the process will allow team members to bring concrete examples to illustrate the Team's response to the Evaluation Questions themselves. The team will not assess each programme, nor will it produce specific programme-related chapters, as the aim is to strategically assess the Centre as a whole.

Main outputs are managed in a team approach, with the Team Leader responsible for final drafts and presentations; timeline; overall quality. Team members will draft sections, collate information, produce questionnaires (division of labour and questionnaires/surveys to be determined). A team overview is available in the Annex. The distribution of tasks, topics, & responsibilities across the Evaluation Team is available in Annex.

Governance, Oversight and Quality Control

The Evaluation Team will consult continually with ECDPM LQS unit; utilise the Reference Group (formed by ECDPM/the Board) as a sounding board; receive guidance from Board; validate results with ECDPM (staff, management team), the Reference Group, and the Board. The team will document its work, questionnaire/survey results, interview results etc to ensure transparency and an evaluation data set.

Processes

- a) Initial (and continued) multi-layered desk-review with a range of elements:
 - Monitoring and planning data: ECDPM strategy and implementation plan, ToCs (Centre and work streams), programme work plans, reporting, knowledge products (for example: ECDPM Strategy 2017-2021; Implementation Plan 2018-2021; Organigram; communications strategy/plan; LQS plan; monitoring and evaluation database produced by ECDPM such as: the results framework, IATI reporting, internal assessment notes 2020; mid-term review, etc -- (see Annex).
 - A selection of "knowledge products", illustrations of "policy processes" and anything that illustrates ECDPM's approach and core roles; illustrations of activities and outputs; and outcomes (using JCs).
- b) Identification of relevant informants for interviews including "in the field" and at ECDPM (initial list to be verified with programme/workstream teams).
- c) Design of questionnaires, surveys, interview guides, interview plans.
- d) Send surveys and conduct interviews (telephone, in-person); field-visits (as feasible).
- e) Gather narratives from informants using "stories of change" methodology (request for simple stories or narratives illustrating what selected informants consider to be the 'most significant change' resulting from ECDPM input/output).
- f) Collate and analyse data and narratives, identify any further indicators for analysis, inform the design of any further information-gathering, including additional field visits, and interviews.
- g) Verify and validate findings: Team verification session(s), as feasible, or simple e-communications and virtual conversations, as IT permits, to draw together the (overall) results, analytical conclusions, and validate findings, including with ECDPM. This is followed by first draft report and final draft report.

Risks

Risk	Risk Impact	Risk mitigation
Independence of the evaluation team vis-à-vis stakeholders,	Low	None of the team members have been employed by ECDPM recently. No apparent conflicts of interest are apparent. If any were to arise, they would be addressed openly and transparently.
Lack of access to relevant information / data	Medium	Much of the documentation and data are available through ECDPM. Other information emanating from interviews and surveys may be challenging due to Covid , poor survey response, and the summer holiday months over which the ET is expected to interact with informants. We would work constructively to address such difficulties in collecting needed data points. Travel and face-to-face team working sessions, validation/learning sessions with ECDPM may not be possible. virtual and electronic versions of these.
Team dysfunctions and lack of performance	Low	By applying a proactive approach based on open and continuous communications and consultations we can closely monitor progress, team interaction and delivery, and identify warning signals.
Delays (foreseen and unforeseen)	Medium to Low	Trusting and transparent dialogue with all stakeholders provides a basis for identifying possible delays and to allow for adjustment of timelines. Delays caused by a long inception phase are aimed to be caught up.
External risks; Covid-19, natural disasters, conflict, political climate	High	The degree to which COVID-19 will affect the availability of informants or opportunity for evaluators to travel to the field and to ECDPM is high, particularly across Africa and from Africa to Europe. We aim to counterbalance this by ensuring quality technical solutions for conference calls and data gathering, and actively following up attempts to interview informants & encourage surveys to be filled out.
ECDPM disagreement with evaluation findings and conclusions	Low	First findings learning sessions in June, followed by a further learning/validation session in September will help to triangulate findings and validate them with end-users. This will help ensure the evaluation's "utilisation focused approach "to the process..

Terms of reference

1. General evaluation objective

The European Centre for Development Policy Management (ECDPM) is an independent ‘think and do tank’ working on international cooperation and development policy in Europe and Africa. ECDPM is a think tank that wants to make policies in Europe and Africa work for inclusive and sustainable development. Every five years, the ECDPM Board submits the work of the Centre to an external evaluation. **Like its predecessors, the evaluation is of a strategic and institutional nature, focusing on the Centre “as a whole”.** This has major implications for the evaluation methodology to be adopted and the profile of the evaluators required.

The evaluation serves both learning and accountability purposes. We see the evaluation as a **learning** opportunity for the Centre as well as a complementary **accountability** tool vis-à-vis the Board, our institutional partners, in particular the Netherlands Ministry of Foreign Affairs, the Centre’s main institutional funder, and our wider group of stakeholders.

The overarching purpose of the evaluation is to reach a judgement on whether, given the evolving context in which it operates, ECDPM has adequately and successfully implemented its Strategy 2017-2021 and achieved relevant outcomes during the evaluation period.

The Board expects the present evaluation to i) critically review the context and performance of the Centre during the period 2016-2020; ii) to assess how the Centre is evolving as a knowledge institution; iii) to provide independent insights on the patterns of outcomes and impact that emerge in relation to the Centre’s efforts; and iv) to contribute to a strategic long-term view on the Centre for the development of a new strategy for the period 2022-2026.

2. ECDPM mission

Our mission is to promote forms of international cooperation that can effectively address key global development challenges and generate inclusive and sustainable solutions. We support European, African and global actors in devising coherent, integrated policies and in ensuring effective implementation. We partner with and support responsive institutions and engaged societies, working together to establish innovative cooperation frameworks and tools.

For an organisation like ECDPM, working on complex change dynamics and policy processes heavily influenced by a multitude of actors and factors (e.g., the political environment), it is very difficult to ‘claim impact’ or a causal link between impacts and Centre inputs. Our contributions are much harder to demonstrate, given the contextual and causal complexities of change dynamics. In order to assess and measure processes leading to impacts, we apply our theory of change approach, guided by the Learning and Quality Support unit. For a greater clarity of thinking and sense of purpose, the Centre has devised theories of change for the Centre as a whole and for each of our main work streams. In line with good practices, we see theories of change as a ‘living thing’, owned by all staff and allowing closer scrutiny of envisaged contributions to change dynamics and policy processes. The main tools for assessing impact in the current strategy period are the mid-term review in 2019, the internal assessment and the external evaluation in 2020.

3. ECDPM's strategic choices and focus

As spelled out in the 2017-2021 Strategy document, our ambition is to remain a leading European 'think and do tank' working for sustainable global solutions. The Strategy clarifies how we plan to effectively position ourselves in the rapidly evolving context of international cooperation, particularly at the European level and in relation to the widening global development agenda.

3.1 New strategic priorities

ECDPM plans its work according to a five-year strategy that sets out its key strategic choices, building on the Centre's past experiences as an independent foundation. In preparation for our 2017–2021 Strategy we assessed our performance in the previous five year period and asked a team of independent evaluators to do the same. The results of these performance assessments encouraged us to develop a strategy that guarantees the continuity of our current activities. Yet, it must also equip us to adapt, to remain a credible and effective actor in the complex and rapidly evolving global context. Our 2017–2021 Strategy therefore introduces some new priorities, see [Box 1](#). This Box 1 and also Box 6 contain various items that emerged from our previous external evaluation in 2016.

Box 1 New strategic priorities in 2017–2021

- (i) We will remain engaged in cooperation between the EU and the African, Caribbean and Pacific (ACP) Group of States, in accordance with our original mandate; yet **our primary focus will be on Europe-Africa relations**.
- (ii) We will **fully incorporate North Africa** into our geographic remit. This will complement our work in other regions of the continent and help us to foster more effective and mutually beneficial forms of cooperation between Europe and the whole of Africa.
- (iii) To adequately reflect the multi-actor nature of the 2030 Agenda, we will **deepen our engagement with government, intergovernmental and diplomatic actors, with private-sector actors and interest groups, and with farmers' associations, civil society networks and local authorities**. We recognise that development challenges need to be addressed with these actors at different levels – global, regional, national and local. To avoid the risk of spreading our efforts too thinly, we will seek to identify the right mix of actors and appropriate levels of engagement for each of our policy processes.
- (iv) The prevailing political and economic conditions in Europe compel us to consider more deeply the **internal factors that shape European external action outcomes**. Foreign affairs is 'coming home', so to speak. As a European foundation, ECDPM is well placed to analyse core aspects of the domestic policy arena, at both the EU institutional and EU member state level. We will also engage more with the non-traditional players that intervene in European external action.

[[ECDPM Strategy 2017-2021](#): 9-10]

3.2 Core roles and added value of ECDPM

The added value of ECDPM rests on several assets that we have cultivated over time to maintain the Centre as a credible and effective actor in the complex and rapidly evolving global context.

We go beyond policy research and analysis to offer independent advice to policymakers and practitioners. ECDPM's engagement, activities and outputs centre on three core roles, see [Box 2](#).

Box 2 ECDPM's three core roles

- (i) **Generating knowledge** that is politically informed, evidence-based and practical
- (ii) **Facilitating uptake of knowledge** by key public and private actors through dialogue, implementation support and smart communication
- (iii) **Acting as a non-partisan broker**, leveraging our expertise, knowledge and network in Europe and Africa

[[ECDPM Strategy 2017-2021](#): 11]

ECDPM is known for its in-depth knowledge of the approaches and views of actors in Europe and Africa. We are respected for our non-partisan and knowledge-based approach and wide network of partners with privileged access to key stakeholders and policymakers in the foreign and development policy communities of Europe, Africa and beyond, see [Box 3](#).

Box 3 ECDPM's added value

Our focus on implementation

We combine the three core roles, keeping a watchful eye on implementation to help ensure that policies work. ECDPM is a 'think and do tank' because we look at what works and what does not. ECDPM has a track record of providing actionable insights and recommendations. This work 'in the kitchen' of policy making and policy implementation requires relationships based on trust, regular dialogue and a willingness to engage over a long period of time.

Our way of thinking and working politically

Our political economy analysis approach is a major asset in considering power relations (including gender), political and economic interests, institutions and incentives. It adds value to our brokerage role, though this often means covering sensitive ground. Our internal quality processes encourage the use of common analytical frameworks and take account of cross-cutting issues such as gender and climate change

Our ability to bridge different policy domains

In our approach we bridge different policy domains, given their frequent interdependencies or overlapping and competing interests. We link domains, focusing on the nexus between themes and sectors. This requires multi-actor dialogue processes and a joint search for feasible solutions adapted to contextual realities. ECDPM maintains a multidisciplinary staff. Our people are experienced in facilitating synergies across policy areas, fostering multi-stakeholder dialogues and promoting coherence across different levels of intervention, while navigating complex institutional and political environments.

Our 30 years of experience in Africa-Europe relations

Consecutive external evaluations have concluded that our knowledge of African and European institutions is a distinguishing quality. We have strong links with and expertise on African and European states and organisations, the business community, civil society and development partners. This sets us apart from organisations working in the same field. North Africa is now fully incorporated into our geographic remit.

[[ECDPM Strategy Implementation Plan](#): 8-9]

ECDPM seeks to provide a selection of public goods and services to policymakers and practitioners in particular in Africa and the EU and in both official and non-official circles (including government, intergovernmental, diplomatic, private sector actors, farmers' associations, interest groups, civil society organisations, networks, local authorities) and as further specified for each of the main workstreams in the Strategy Implementation Plan 2017-2021:

- Research and analysis: We provide thorough policy research, sharp analysis and fresh ideas.
- Advice and training: We provide practical policy advice, training and support.
- Events: We organise and speak at debates, conferences and workshops.
- Partnerships and dialogue: We connect people, broker partnerships and create space for dialogue.
- Expert information: We provide background information to our partners and the media.

3.3 ECDPM Strategy: expected outcomes and impact

Centre-wide theory of change

The Centre-wide theory of change paints the bigger picture of how ECDPM seeks to achieve impact and fulfil its mission, given the key opportunities and challenges identified. ECDPM fulfils core roles and realises outputs so as to deliver on generic outcomes that should ultimately contribute to the four key impact areas identified in our 2017-2021 Strategy, taking into account a number of key assumptions.

Centre-wide results framework

To support Centre-wide monitoring and evaluation, we designed a five-year results framework which translates the Centre-wide theory of change into results pursued by through the 2017-2021 Strategy.

The diagram is built up as a logical framework, though we know that intervening in complex policy arenas is not as straightforward as such a diagram might suggest. As a tool, the diagram supports monitoring and evaluation routines. Given the complexity of policy processes, the outputs and outcomes listed in the results framework, must necessarily remain general, not least to keep our monitoring and evaluation processes practical and manageable.

Specific theories of change and outcomes

Specific theories of change for each of our main work streams were formulated by the Centre's five programmes. Their expected contributions to change trajectories and to outputs and outcomes are consistent with the Centre-wide theory of change. The specific theories of change, furthermore, present detailed assumptions and choices aligned with the specificities of each work stream. The theory of change process involves participatory and critical assessments of envisaged changes, as well as of change trajectories and the contextual factors underpinning them.

The specific theories of change for each of our main work streams bridge the gap between generic outcomes and the actual complexity of our work. The specific theories of change formulated for each of our work streams at the start of the strategic period form our baseline. As we engage in policy processes that are invariably complex, multi-actor, non-modular and contingent, our strategic planning must be flexible and adaptive. Specific theories of change allow us to better articulate and question the assumptions underlying our strategies and approaches. Using the theories of change approach, we aim to become more explicit about likely linkages between our planned activities and the envisaged outcomes of the results framework. The specific theories of change are as explicit as possible regarding how the various work streams pursue specific intermediate outcomes and contribute to the generic Centre-wide outcomes, see [Box 4](#).

Box 4 ECDPM generic outcome areas and common qualitative pointers

i) Informed actors;

- Enhanced availability and access to policy-oriented knowledge and information (incidence of changed perceptions attributed – in part – to ECDPM's work)
- Practical use of policy-oriented knowledge and information (number of actors using materials, frames and approaches resulting from ECDPM's work)

ii) Inclusive dialogue and processes;

More effective participation in policy-processes by a range of public and private actors from Europe and Africa (incidence of actors viewing things from different angles)

- Winning trust of policy partners so as to be able to play a facilitating role in (sensitive) policy processes
- Inputs of weaker actors are taken more seriously (priorities are recognised and made part of the negotiation process)

iii) Coherent and integrated policies;

- Contributions to alternative or enhanced policy choices or designs (incidence of changed policies attributed – in part – to ECDPM's work)
- Contributions to more evidence-based and realistic policy-making (incidence of knowledge gaps being filled by ECDPM)

iv) Reduced policy-implementation gap;

- Contributions to enhanced, alternative and innovative ways of managing development policy and practices (incidence of changed behaviour attributed – in part – to ECDPM's work)
- Contributions to a narrower gap between policy-making and implementation (incidence of innovation uptake attributed – in part – to ECDPM's work)

v) Empowered institutions and actors;

- Enabling processes that support the development of institutional capacity
- Applying political economy analyses to support institutional development and change

vi) Effective multi-actor partnership;

- Rebalancing power relationships and building mutual trust and respect
- Encouraging collective action for effective implementation (among other things by identifying mutual interests)
- Encouraging mutual accountability

[ECDPM results framework, [ECDPM Strategy Implementation Plan](#): 30]

Contributing to four impact areas

The 2017-2021 Strategy defines four transformational priorities that will help make the Global Goals for Sustainable Development (the 2030 Agenda) a reality for all:

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

In doing so, we will contribute directly to Global Goals 2 (zero hunger), 8 (decent work and economic growth), 10 (reduced inequalities), 16 (peace, justice and strong institutions) and 17 (partnerships for the goals).

Our 2017–2021 Strategy is embedded in four major areas of transformation which are vital for progress on the global development agenda and will play a major role in Africa-Europe relations, see [Box 5](#).

Box 5 The ECDPM Strategy 2017-2021 specific objectives for each of the four impact areas

(1) effective international cooperation frameworks and tools for tackling global challenges:

- (i) Helping the EU deliver more coherent and integrated external action
- (ii) Addressing the link between migration and development
- (iii) Modernising key policy frameworks for managing international partnerships
- (iv) Supporting the consolidation of continental and regional processes in Africa
- (v) Adapting the toolbox for international cooperation

(2) legitimate and accountable public institutions and engaged societies:

- (i) Understanding when and how capacity can be developed in a sustainable way
- (ii) Exploring the ‘demand side’ within societies for legitimate and accountable institutions in terms of interactions and bargaining processes involving public authorities
- (iii) Analysing the key role played by political and other institutions in change processes
- (iv) Sensitising donor agencies to the risks of technocratic approaches for ‘fixing’ formal institutions
- (v) Promoting political economy approaches to support institutional change

(3) peaceful societies based on the rule of law, social cohesion and human dignity

- (i) Consolidating African processes and mechanisms for addressing peace, security, governance and development concerns in a coherent and integrated manner
- (ii) Strengthening the EU’s overall capacity for responding to situations of conflict and fragility through more comprehensive approaches
- (iii) Promoting democratic and economic governance conditions for peaceful societies
- (iv) Fostering territorial approaches to local development and democracy

(4) sustainable economic transformation with shared prosperity and decent jobs.

- (i) Making agriculture and regional and global value chains in natural resources (mining and extractive industries) work for economic transformation, ‘green’ growth and inclusive development
- (ii) Promoting economic diversification and transformation through industrialisation and development of services
- (iii) Supporting trade and promising regional integration dynamics
- (iv) Creating a business-friendly climate for the private sector, particularly at the domestic level
- (v) Unleashing the development potential of territories, complementing national and regional efforts

[[ECDPM Strategy 2017-2021](#): 14-18]

3.4 Strategy implementation

The 2016 independent external evaluation concluded that we performed well but also highlighted areas of improvement. The 2017-2021 introduces therefore several changes in the way we organise ourselves to deliver results, see [Box 6](#).

Box 6 How we will organise ourselves to deliver our strategy

- (i) We will organise our work in **multidisciplinary** and more **flexible delivery structures**. We will also seek to better integrate cross-cutting issues into our various work streams, to strengthen the rigour of our analyses and the relevance of our engagement. This applies particularly to gender, cultural sensitivity, environmental sustainability (including climate change) and policy coherence for (sustainable) development.
- (ii) We will **prioritise learning, accountability and transparency** in order to strengthen organisational efficiency. We will establish a Learning and Quality Support unit to assist all programme staff and the Centre as a whole with monitoring and evaluation and learning. Moreover, a renewed results framework and theories of change will guide all our future work, to strengthen our results orientation and maximise our development impact.
- (iii) We will further **strengthen our cooperation in and with Africa at different levels**.
- (iv) Partnerships form a crucial element of the 2030 Agenda. We will invest more in a select group of **partners and strategic alliances** at the European, African and global levels for greater relevance, outreach and impact.
- (v) The scope and depth of our engagement on our four priority areas will depend on our ability to mobilise financial resources. We will **strengthen our fundraising efforts** by a range of measures.
- (vi) Our organisation has always been very diverse, housing over 25 nationalities. This promotes creativity and flexibility and stimulates discussion, which is why diversity will continue to be a priority. We will pay particular attention to achieving more **diversity and gender balance** in our management and on our Board.
- (vii) Our investments in communications and knowledge management in the 2012–2016 strategy period have paid off, helping us deliver better results. In the coming years we will build on this so that **communications and knowledge management** work even better for our programmes and for the Centre as a whole.

[ECDPM Strategy 2017-2021](#): 10

4. Preliminary evaluation questions

ECDPM proposes to focus the evaluation on five questions. In forming a judgement on them the evaluation team are invited to use a number of judgement criteria (JC) proposed by ECDPM for each evaluation question. Alternative suggestions for JCs can be proposed in the Inception Report if deemed necessary. These can then be discussed and agreed with ECDPM. In the final report, the evaluation team is expected to globally address all the JCs retained for each EQ.

1. RELEVANCE

How relevant were the strategic choices made by the Centre in its 2017-2021 Strategy considering the evolving EU / international agenda / environment for cooperation?

JC1.1 The Centre has been adapting to the evolving general **political, institutional and financial context in which think tanks such as ECDPM operate**. by making appropriate strategic choices regarding work streams, institutions/actors targeted and activities deployed to achieve outcomes.

JC1.2 The specific theories of change were **realistic in terms of their direction, purpose and the underlying assumptions**, considering the evolving context.

JC1.3 The Centre has demonstrated a **capacity to adequately adapt by integrating new policy issues or challenges** that arose during the implementation period 2016-2020 in its work.

2. EFFECTIVENESS

How effective was the implementation of the Strategy across the specific theories of change, the programmes, the task forces and all Centre, particularly with regard to the ‘new strategic priorities’ (Box 1) introduced in 2017?

JC2.1 ECDPM has managed to find an **effective ‘niche’, ensure a coherent package of activities** and is considered as a **credible actor** in the various work streams in which it engaged.

JC2.2 The **specific contribution of the Centre** in relation to the work and approaches of other relevant policy actors and/or service providers in the same policy process is appropriate and complementary.

JC2.3 The **‘new strategic priorities’** worked out much as expected and for the reasons the Centre predicted.

3. ADDED VALUE

To what extent and how did the Centre make an optimal use of its specific assets, including its different types of funding, and added value as a non-partisan foundation working in the medium term on change processes (Box 2 and 3)?

JC3.1. The various programmes, workstreams and task forces were effective in contributing to and combining the **diverse ECDPM roles (Box 2)** and applying the **specific approaches and methods**, including on gender (**Box 3**), noted to be key to ECDPM’s performance and impact.

JC3.2. The various work streams sought to engage (where possible) in relevant **“do-work”** (“in the kitchen”) and were effective in facilitating the uptake of knowledge, effective implementation as well as the development of innovative practices.

JC3.3 Extent to which the availability of core/institutional funding proved to be a critical condition for ECDPM to act as an effective **process facilitator/honest broker**

4. OUTCOMES AND IMPACT

How successful was the Centre in achieving the various types of outcomes (Box 4) and contributing to the four impact areas it has defined (Box 5)?

JC4.1 **Extent to which the existence of an all-Centre theory of change** and the **use of a theory of change approach** in the various workstreams helped to produce relevant outcomes and impact? .

JC4.2 The **outcomes** of the various specific theories of change, followed by the programmes and the task forces have contributed in a coherent manner to the all-Centre theory of change outcomes (**Box 4**) and the four **impact areas (Box 5)**

JC4.3 The Centre’s overall results framework is adequate in guiding the Centre to achieve its agreed outcomes and in helping staff to identify key enabling factors and potential obstacles to avoid so as to achieve impact.

5. ORGANISATIONAL ISSUES

How relevant and efficient were specific organisational choices related to primary processes – particularly the changes in how we organised ourselves to deliver our 2017-2021 Strategy (Box 6), – for attaining the Centre’s strategic objectives?

5.1 The Centre is organised (Box 6) in an efficient and relevant manner that makes a good use of core resources. It was able to mobilise appropriate **multidisciplinary teams** building on the **programme structure, including with the use of clusters and task forces**, as adopted by the Centre in 2017 to enhance its performance and/or capacity for innovation.

5.2 The creation of the **Learning and Quality Support unit** contributed to strengthening ECDPM’s internal learning and quality processes. A good balance was achieved between the diversity of individual programmes and individual ToCs, combined with adequate centre-steering for overall Centre coherence in pursuit of the Centre Strategy. The Centre’s systems for ensuring **quality support** and progress review effectively promoted the quality of the Centre’s research and the innovative character of its policy advice.

5.3 The **Communication approach** worked well and helped to enhance outreach and impact. A suitable proportion of core resources was devoted to Communication in relation to other budget needs.

5. Key results expected in the evaluation process

Building on the Centre’s mid-term review (2019), the internal assessment (2020) as well as existing records regarding our activities, theory of change approach and outcomes, the evaluation will make a global assessment of the pertinence, effectiveness, efficiency (in relation to the areas included under evaluation question 5) and impact of the Centre’s work in particular from the point of view of its diverse stakeholder groups. The evaluation will highlight strong and weak points as well as relevant dilemmas the Centre faces.

The Evaluation Report will feed into the next Centre strategy. It will also contribute to the Centre’s reporting obligations to our main funder, the Netherlands MFA: for which the Centre has to submit a final analytical narrative progress overview, by June 30, 2022, as an attachment published in the IATI standard. In formal terms this is expected to consist of ‘the final annual report, the external evaluation report and the management response’.

To serve these purposes the final evaluation report should provide recommendations that address, among others, the following issues:

- How to improve the Centre’s pertinence, responsiveness and effectiveness within the framework of evolving EU relations with key partners (such as in the EU, the African Union, etc.) and shifts in international cooperation.
- How to adapt to the changing funding environment, giving insights and guidance towards the next institutional funding application.
- How to improve the effectiveness and efficiency of primary processes covered by this evaluation (i.e. programme structure, LQS, Communications, Institutional Relations).

The evaluation team is expected to submit the following products:

- An Inception Report (IR) outlining the proposed approach and methodology for conducting the evaluation

(April 2020). More specifically the IR should include:

- An overall assessment of the clarity and feasibility of the proposed EQs and various JCs - with the possibility to suggest relevant changes
 - An explanation of the various methodologies that will be used to answer the various EQs (including possible limitations)
 - A work plan and timetable including proposed field visits
 - A list of principal sources and contacts for proposed interviews
 - A first draft Table of Contents for the final evaluation report
- A presentation/powerpoint with the overall approach to the evaluation, to be presented to the Board in October (April 2020).
 - A presentation to ECDPM management on emerging findings on 23 June 2020
 - A draft and final report of the evaluation (September and October 2020).
 - A presentation of the draft report to MT / Centre / Board (September 2020).
 - A presentation of the final report to the Board (November 2020).

6. Methodology, management and timing

The evaluation is targeted at **ECDPM as an institution**. This requires a comprehensive approach that goes beyond a performance assessment of each of the five core programmes. A key methodological challenge will be to ensure a feasible focus to the evaluation, taking the **five** above mentioned evaluation questions as a starting point.

During the inception phase it will be important that the evaluation team identifies, on the basis of a number of criteria, a limited and **representative set of work streams** (across the board) that they want to assess as well as key stakeholders from different walks of life to be interviewed. Another methodological challenge will be to agree on adequate **judgment criteria** to evaluate the quality of complex roles performed by ECDPM (such as knowledge broker, process facilitation, political facilitation, etc.).

The external evaluation will be conducted by a **multidisciplinary team** of 3 or 4 members, representing a mix of expertise to cover the various institutional, thematic and organisational aspects mentioned above. Essential assets of the evaluation team members include:

- Experience in evaluation, institutional evaluations especially
- Experience in evaluation of knowledge organisations
- Balance in terms of gender and European/African nationalities
- Strong team working skills; team members are expected to (be given the space to) contribute to the analysis
- Strong writing skills, especially for the evaluation team leader.
- Thematic experience relevant to ECDPM's programmes; European External Affairs; African Institutions and Reform Dynamics; Migration; Security and Resilience; Economic and Agricultural Transformation, which works on i) Trade, investment and financing for sustainable development, ii) Food systems, agricultural transformation and food security and iii) Private sector engagement.
- Experience with ECDPM's institutional partners, like the African Union and the regional economic communities in Africa, knowledge-driven partnerships, like knowledge platforms that connect a number of African and EU actors, and/or European institutes specialising in Africa and our strategic partnerships with leading African centres of excellence, private sector organisations and civil society networks.

Experience has demonstrated the critical importance for the evaluators to work as a genuine team all along the evaluation process. This is consistent with the institutional nature of the evaluation (as opposed to evaluating a number of programmes). Though some task division will be necessary, it is key that the whole team participates in drafting the inception report and can meet regularly to ensure a coherent evaluation approach across the board. In the same logic, the report is meant to be a collective product in which all team members are involved to optimally use all expertise and ensure a focus on the Centre as a whole.

To further ensure the quality of the evaluation process, a **Reference Group** will be formed. It will be composed by a maximum of 3 external experts/stakeholders. They will act as a sounding board that can be consulted by the Board, management or the evaluation team at critical stages of the process (i.e. during the inception phase, when preparing the preliminary findings or the draft final report).

To ensure full independence, the **Board of ECDPM will be playing a key role in the evaluation process**. To this end, the following steps are foreseen:

- the draft ToR for the evaluation will be commented upon by Board members;
- the final version of the ToR will be approved by the Board (through its Chair);
- the Board Executive Committee will approve the selection of the evaluators proposed by ECDPM;
- the Board will formally commission the work from the selected evaluators;
- the Evaluation Team will have dialogue opportunities with the Board to discuss the evolving evaluation process and possible questions Board members may have;
- by October 2020, the evaluation team will send the final report to the Board. From its side, the Centre's MT will send a management letter responding to the recommendations of the evaluation team.

Key reference material

[ECDPM Strategy 2012-2016](#)

[ECDPM Strategy 2017-2021](#)

[ECDPM Strategy Implementation Plan 2018-2021](#)