

# 18

## Annual Report 2018



*ecdpm*

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**Annual Report 2018**



**Adebayo Olukoshi**

Board Chair

## From our Board Chair

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Twenty-eight was another eventful year for ECDPM, a leading think tank working at the interface of European Union (EU) relations with Africa, including the African Union (AU). As in preceding years, Africa-Europe relations were an important part of the contemporary international stage. A long history of interactions and the geographical proximity between Africa and Europe continued to shape the two continents' economic ties, the tenor of their political dialogues and the content of their shared strategic concerns.

As a specialist institute wholly invested in a comprehensive understanding of the dynamics of EU-Africa relations, ECDPM is at the forefront of independent analysis of the changing content, context and direction of policy and politics in Europe and Africa. ECDPM goes about its work with a view to identifying points of convergence that can be built upon in the interest of both sides, and areas of divergence for which honest conversations towards greater mutual understanding can be attained.

In 2018, ECDPM worked on a variety of themes at the heart of the EU-Africa relationship. Key among these was development of a new partnership between the EU and the African, Caribbean and Pacific (ACP) Group of States. ECDPM staff members offered valuable insights that helped advance thinking among policy officials and political leaders, while simultaneously documenting the state of play and seeking to advance action on major issues – to create a sustainable and balanced basis benefitting both sides.

ECDPM maintained engagement at the highest political levels of the AU and the EU to help ensure adequate focus on the right kinds of questions. The Centre's successes in delivering on its plan of work for the year, as reported in the pages to follow, offer assurance that, amidst persistent challenges to the global multilateral system, and despite the adverse pressures of nationalist populism and radical extremism, Europe and Africa working together with a commonality of purpose can be a force for good in a time of turbulence and deep uncertainty in global affairs. ■



**James Mackie**

Acting Director  
from June to December 2018

## From our Acting Director

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To tackle global challenges and achieve the Sustainable Development Goals (SDGs), countries need to work together and create effective policies. That is no easy task. When a lack of coordination and inclusion of the right people, a short-term approach and competing interests come into play, new policies are never enough on their own to drive real change.

Making policies work is therefore a central element of our strategy. Our research and analysis, for example, looks at what works and what doesn't. We look at what obstacles, or perhaps which actors, hamper progress. We also support implementation, by offering advice and training and working closely with the

people who create, implement or are impacted by policies. We engage in policy processes from beginning to end, bridge policy domains and connect different groups of people in our extensive network in Africa, Europe and beyond.

In this annual report, we take you on a tour of our 2018. We focus on 12 projects and highlight our most memorable activities of the year, demonstrating how these contributed to making policies work.

For example, our work on the negotiations between the EU and African, Caribbean and Pacific countries reflects what has and hasn't worked in past partnership agreements. We also explored the practical inconsistencies of the EU managing its relations with Africa through multiple overlapping frameworks. After all, its key partner in Africa, the AU, has asked the EU to 'treat Africa as one'. Similarly, our work on the EU's next long-term budget highlighted the practical dilemmas involved in reorganising the EU budget into fewer instruments. This move may seem to make sense in management terms, but it brings monitoring and accountability difficulties and increases the need for greater trust between the EU institutions.

Our study on EU support to peacebuilding and our evaluation of the African Peace Facility both focused on improving policies to support peace, which is vital for development. Our work on the cashew nut value chain in Côte d'Ivoire helped farmers and the government fine-tune their policies in support of economic production. In a similar vein, our study on the AU's 0.2% levy on imports sought to help policymakers improve a key aspect of the AU's institutional development: raising its own funds from African sources, to enhance AU independence and freedom of manoeuvre. Finally, our work on policy coherence, on sustainable agrifood systems, on value chains and trade, and on migration, was all geared towards encouraging debate on how to make policies work better in practice.

We hope you enjoy reading the report. ■

*In June 2018, Ewald Wermuth stepped down as director of ECDPM, after more than three years of service, to focus on his health. The Board, management and staff thank him for his dedication and commitment to the organisation.*



**Carl Michiels**

New Director in 2019

## Introducing our new Director

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Carl Michiels took office as ECDPM's new director in January 2019. He has over three decades of experience in the field of international relations and development. Prior to joining ECDPM, he was head of ENABEL, the Belgian Development Agency.

"I am very proud to be part of a team of people I admire. ECDPM occupies a unique position as a think tank that through robust research is able to foster mutual understanding among relevant actors and broker a consensus around the themes that shape our world today and tomorrow." ■

## Who we are and what we do

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

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

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

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

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

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ECDPM's Luckystar Miyandazi and Joram Tarusarira from the University of Groningen in a panel discussion at the African Students Community Annual Symposium 2018 in Groningen, the Netherlands.



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## What we offer

### Research & analysis

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

### Advice & training

We provide practical policy advice, training and support.

### Partnerships & dialogue

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

### Expert information

We provide background information to our partners and the media.

### Events

We organise and speak at debates, conferences and workshops.





ECDPM's Paulina Bizzotto Molina picking sukuma wiki together with Naomi Lembris Meigaru in Oldonyowas in the peri-urban area of Arusha, Tanzania.



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**Making policies work requires stepping off the sidelines too. It means working closely with the people who create, implement and are impacted by policies. We bring different groups around the table, smooth the way for debate and make sure everyone's voice is heard. We provide advice and training and design practical solutions together.**

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# What sets us apart



## **We are more than a think tank.**

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



## **We are independent.**

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



## **We look beyond**

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



## **We know the ins and outs of the African and European policy landscape.**

Africa-Europe relations is our main focus. For over thirty years we have worked with institutions, governments and partners across Africa and Europe. That has resulted in a broad network, a solid institutional memory of what has and hasn't worked before, and a knack to foresee how policy arenas will evolve. ■



## **We are in it for the long run.**

Making policies work cannot happen overnight. We engage in policy processes from beginning to end and commit to long-term relationships with our partners, to jointly accomplish changes over time. ■



Crowd watching a children's soccer match in Hitsats refugee camp, Tigray, Ethiopia.

# Our programmes in 2018

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

*In 2018, we strategically focused our work through five interlinked programmes. Our first two programmes revolve around the European and African institutions. Our other three programmes have a more specific thematic emphasis.*

## European External Affairs

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

## African Institutions

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

causes and consequences of weak governance.

## Migration

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

## Security and Resilience

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

## Economic and Agricultural Transformation

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

*All our programmes contribute jointly to our work on Africa-Europe relations, on the relations between Europe and the African, Caribbean and Pacific (ACP) Group of States, on North Africa, on policy coherence for (sustainable) development, on climate change, and on gender and youth. ■*





# Highlights

Join us on a tour of our 2018. We start with a look back at our most memorable highlights from January through December. Pages 12 to 33 then zoom in on 12 projects. These feature 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.



Felix Fernandez-Shaw, Shada Islam, Ambassador Baso Sangqu, Barbara Pesce-Monteiro and ECDPM's Geert Laporte during the launch of ECDPM's Challenges Paper in Brussels, Belgium.

ECDPM's Francesco Rampa and the other members of the Task Force Rural Africa present the task force's final report to the European and African Union Commissions in Brussels, Belgium.



ECDPM's Lidet Tadesse, who wrote a blog for our series dedicated to Africa Day 2018.



Our annual Challenges Paper took a look at the challenges and opportunities for Africa-Europe relations in 2018. We presented this flagship publication to European and African officials at the Permanent Representation of Luxembourg to the EU in Brussels, Belgium.



Our paper outlining the key choices and possible implications for all actors involved in the ACP-EU negotiations became our most-read publication of the year. The paper, which also linked the negotiations to the EU's next long-term budget, was widely cited and used. Ahead of the AU summit later in the year, we published another paper on the ACP-EU negotiations.



During an event in 'The Best of the European Think Tanks' series organised by BOZAR and the Association of European Journalists, ECDPM's Geert Laporte shared the stage with Friends of Europe's Shada Islam and the Egmont Institute's Johan Verbeke to discuss the place of the EU and European think tanks in the geopolitical arena.



A special migration edition of our *Great Insights* magazine explored the complex challenges and opportunities that human mobility brings for development. It quickly became our most downloaded magazine issue of the year.



The African Economic Research Consortium invited us to write a paper dedicated to rethinking regional integration, and to participate in a seminar on the topic in Entebbe, Uganda. This allowed us to share key messages from our project on the political economy of regional organisations in Africa with high-level policymakers and to engage with the African research community.



We participated in the Tana High-Level Forum on Security in Africa in Bahir Dar, Ethiopia. Ahead of the forum, we were interviewed by Deutsche Welle Radio (in English, translated into Amharic) on the future of financing for peace and security cooperation in Africa.



We published our paper investigating whether the AU's 0.2% import levy can fund peace and security in Africa and whether it breaches regulations of the World Trade Organization. We also updated our 2017 paper on the 0.2% import levy, which was used as a reference document for the Tana High-Level Forum and featured on the cover of *The East African*.



We kicked off a project on the political economy of the business environment and governance reforms in Tunisia. This is part of a two-year programme combining political economy training of EU delegation staff in Tunis with research and programming.



As a member of an OECD-led advisory group on blended finance we joined two coordination meetings in Paris, France, and Washington, DC, United States, which led to adoption of the 'Tri Hita Karana Roadmap for Blended Finance'. We also published two briefs on the EU External Investment Plan. Later in the year, we co-organised a debate on the topic for representatives of the European Commission and the Association of bilateral European Development Finance Institutions.



We presented our research on the role of women in conflict prevention and resolution, focusing on mediation processes and election observation missions, at a policy dialogue meeting at the Institute for Peace and Security Studies in Addis Ababa, Ethiopia.



In our blog series inspired by and dedicated to Africa Day, three of our young colleagues explained what being African means to them.



We presented the findings of our evaluation of the African Peace Facility at a European Commission InfoPoint event in Brussels. This followed presentations at the European Council's Africa Working Party (COAFR) and several discussions earlier in the year with the Netherlands Ministry of Foreign Affairs; the Belgian Ministry of Foreign Affairs; and the Irish Department of Foreign Affairs and Trade, Irish Aid and the Permanent Representation of Ireland to the EU.



We were invited to a meeting of the Southern African Development Community development partners to discuss work on the political economy of regional industrialisation strategies, carried out with the World Bank.



ECDPM's Francesco Rampa joined the Task Force Rural Africa. This is a group of 11 experts sharing information on job creation and sustainable development in Africa's agroindustrial sector with the European Commission. At the high-level AU-EU forum in Vienna, Austria, the group presented recommendations on a range of topics.

JANUARY

FEBRUARY

MARCH

APRIL

MAY

ECDPM's Jeske van Seters and consultant Dieu-donné Konnon interview the President and Secretary of the Association Nationale des Pépiniéristes Professionnels d'Anacarde de Côte d'Ivoire (ANPPACI) in Abidjan, Côte d'Ivoire.



ECDPM's Anna Knoll and Amanda Bisong in Marrakech, Morocco, ahead of the UN global migration compact conference.



Bill Gates speaking at a public debate organised by the European Think Tanks Group and the European Parliament in Brussels, Belgium.



ECDPM's Andrew Sherriff presents our study on the changing nature of support to peacebuilding during a panel moderated by Dan Smith, director of the Stockholm International Peace Research Institute (SIPRI) in Stockholm, Sweden.



We launched the final report of our study analysing what drives peacebuilding support in the EU institutions and in Germany, Sweden and the United States, capturing the key messages in an online interactive tool. We presented the study in Berlin, Germany, together with FriEnt; at PeaceCon 2018 in Washington, DC, United States; with Humanity United; and with the Stockholm International Peace Research Institute in Stockholm, Sweden. We also briefed the Swedish Ministry for Foreign Affairs, the Swedish International Development Cooperation Agency and the Folke Bernadotte Academy at a meeting chaired by the Swedish ministry's Director-General for International Development Cooperation.



With Southern Voice and the German Development Institute, we organised a two-day workshop and public debate on policy coherence for sustainable development and the 2030 Agenda in Brussels and Maastricht.



We published one of the first comprehensive independent analyses of the proposed future EU budget for external action. The paper was appreciated and used by a range of European institutions. It was one of our many analytical pieces dedicated to the negotiations on the EU's next long-term budget.



With the other members of the European Think Tanks Group and the European Parliament, we organised a public debate in Brussels with Bill Gates and Federica Mogherini, focusing on innovation in development and the future of EU international cooperation. The day after, we hosted a closed-door workshop on the same topic.



We presented our study on how gender aspects are incorporated in the EU's response to irregular migration through the EU Emergency Trust Fund for Africa at the Member States Gender Experts meeting organised by the Gender Unit of the European Commission's Directorate-General for International Cooperation and Development (DG DEVCO). Later in the year, we presented the study at an internal event organised by the Permanent Representation of Sweden to the EU.



Ahead of the UN global migration compact conference in Marrakech, Morocco, we co-organised an official side-event on the links between trade and migration policies. We reported back to our readers from Marrakech on the topic and debunked the myths surrounding the compact in a highly-viewed video.



We developed a methodological guide for five private sector development indicators with the Donor Committee on Enterprise Development. The guide helps donors better monitor and measure the performance of their projects.



With the World Vegetable Centre, Oikos East Africa and the other members of the Sustainable Agrifood Systems Strategies (SASS) project, we organised a workshop in Arusha, Tanzania. Together with local stakeholders, we discussed challenges, ideas and solutions to make local food systems more sustainable.



During the 2018 European

Development Days in Brussels, we organised our usual 'changemakers breakfast' with the European Think Tanks Group, where senior policymakers discussed the future of EU development policy.



Transparify, an initiative to promote the financial transparency of think tanks around the world, awarded ECDPM its maximum possible five-star rating for the fourth time in a row.



We helped the Swiss Agency for Development and Cooperation organise and moderate their international stakeholders conference on sustainable and small-scale mining in Geneva, Switzerland. We also organised a consultation roundtable on the 'Responsible Gold Mining Principles' in Brussels. These principles are being developed by the World Gold Council.



We took a closer look at

the cashew nut value chain in Côte d'Ivoire, aiming to share lessons learned with other countries. We discussed our paper on the topic with local stakeholders in Benin, who have continued to use it when engaging with their government on policies and approaches for cashew nut production and processing.



►► To manage global challenges, countries have to work together. No organisation or institution can bring about change alone. That is why partnerships are the cornerstone of our work. This year, one partnership was particularly key to our work: the European Think Tanks Group.



Simon Maxwell, Alex Thier, Bill Gates, Federica Mogherini, Nathalie Tocci and ECDPM's James Mackie at a public debate organised by the European Think Tanks Group and the European Parliament in Brussels, Belgium.



## THE EUROPEAN THINK TANKS GROUP: A STRONGER VOICE FOR EU DEVELOPMENT AND FOREIGN POLICY

The EU carries considerable weight in global cooperation as the world's largest trade bloc and foremost contributor of development assistance. That is also in its own interest – to ensure stability and economic growth at home, global issues have to be tackled head on. But the EU institutions and member states cannot deliver on their global commitments, challenges and partnerships alone. Their policies and actions must be informed by sound research and advice. That is exactly where think tanks come in.

The European Think Tanks Group was created in 2010. By combining efforts, the think tanks – each located in a different EU member state – hope to gain a stronger voice on EU development and foreign policy. Currently, the group comprises the German Development Institute (DIE) in Bonn, Germany; the Institute for Sustainable Development and International Relations (IDDRI) in Paris, France; the Institute of International Affairs (IAI) in Rome, Italy; the Overseas Development Institute (ODI) in London, United Kingdom; and ECDPM in Maastricht, the Netherlands, and Brussels, Belgium.

Twenty-eight marked a productive period for the group. We published a range of articles and papers on topics related to major EU processes, such as the EU's next long-term budget, the 2030 Agenda, and Africa-Europe and ACP-EU relations. A lot of these resources ended up in the hands of EU policymakers and in official EU documents.

We also organised many events throughout the year. Together with the European Commission's Directorate-General for International Cooperation and Development (DG DEVCO), we organised the 'Frontiers in Development Policy' event series. During the 2018 edition of the European Development Days in Brussels, we organised our usual 'changemakers breakfast' to discuss the EU's next long-term budget with senior policymakers, EU officials, researchers and NGO representatives. Our joint efforts this year culminated in a two-day conference in Brussels dedicated to innovation and development and the future of EU international cooperation. The first day of the event saw a highly popular public debate with no less than Bill Gates and EU foreign policy chief Federica Mogherini, co-organised with the European Parliament. This led to further engagement with the Bill & Melinda Gates Foundation and the European External Action Service.

In 2019, the group will continue to produce research and organise events on its three main themes. A big area of work will revolve around the new European Commission and Parliament due to take office. ■

***Want to find out more about the European Think Tanks Group?  
Visit [ettg.eu](http://ettg.eu) or get in touch with Giulia Maci or Geert Laporte via  
[ecdpm.org/people](http://ecdpm.org/people).***





Participants of a three-day workshop on policy coherence organised by ECDPM, DIE and Southern Voice in Maastricht, the Netherlands.

►► **We need partnerships to manage global challenges, but we also need coherent policies. By 2030, all nations must deliver on the Sustainable Development Goals. That will only be possible if policies work in harmony across different domains. Goal 17 therefore calls for policy coherence for sustainable development. All policies need to take account of the positive and negative effects they have on other policies. Trade and climate policies, for example, should not undermine each other, but rather create a greater combined effect.**



## POLICIES MUST WORK IN HARMONY TO TACKLE THE WORLD'S BIGGEST CHALLENGES

The idea behind policy coherence for sustainable development is not new. European policymakers have talked about policy coherence for development for over twenty years. It even has a legal base, in Article 208 of the Treaty on the Functioning of the EU. The difference is that Goal 17 puts policy coherence on the global map,

and extends the original concept beyond development to encompass all policies, in all domains. But we still have a long way to go. Policy coherence is a political matter, progress is difficult to measure, and there is little evidence to help us quantify whether policies are more or less coherent.

ECDPM has been working on policy coherence for over two decades. We have raised awareness and increased knowledge on the topic, and organised meetings and training sessions for and together with policymakers. In 2018, we combined these years of work in an online dossier. We presented our work at an expert meeting at CIDOB in Spain, and some of our papers were used as learning materials in an online course on policy coherence for sustainable development led by the Organisation for Economic Co-operation and Development (OECD). Similarly, our work on the political economy of policy coherence fed into the OECD's flagship report on the topic.

Three years ago, we created an online community of practice on policy coherence, bringing together policymakers from different European countries, the European Commission and the OECD. In 2018, we organised our seventh and eighth workshops for the group. Two new events will take place in 2019, to meet the continuing demand. Members of the community used the platform to formulate a common response to the OECD's latest recommendations on policy coherence for sustainable development.

We also kicked off a project with Southern Voice (a network of think tanks from Africa, Asia and Latin America) and the German Development Institute (DIE). Together, we are collecting evidence on what motivates policymakers to be aware of policy coherence for sustainable development and how they implement it in various fields and countries. We started the project with a two-day workshop in Maastricht and a public debate in Brussels. In 2019, we will publish a first methodological paper, paving the way for our case studies. ■

***Find out more about our work on policy coherence at [ecdpm.org/policycoherence](https://ecdpm.org/policycoherence), or get in touch with James Mackie, Fabien Tondel, Eunike Spierings or Martin Ronceray via [ecdpm.org/people](https://ecdpm.org/people).***





►► When countries decide to pursue their own goals, common solutions and coherent policies become even more difficult to achieve. Throughout 2018, the world watched the Brexit negotiations with bated breath. Not only is there a lot of unclarity about the future relationship between the UK and EU, Brexit also raises many questions among the EU's and the UK's international partners. How will the UK-EU split impact international cooperation?



People's Vote march against Brexit.  
Photo by TeaMeister via Flickr.com.

## BREXIT AND INTERNATIONAL COOPERATION: WHAT HAPPENS BEYOND THE UK AND EU?

Brexit leaves no field untouched. Though often presented as a matter between the UK and EU, Brexit is much more than that. Elements of its breeding ground can be observed throughout the world, and its impact will be felt far beyond Europe. But 2018 brought little clarity on what Brexit means for the EU and UK, let alone the impact it will have on development, trade and international cooperation.

That is why we have dedicated time and resources to engage in these discussions, drawing possible scenarios for the future in the hope of providing useful tools to policymakers in Europe and beyond. In a special issue of our *Great Insights* magazine, entirely dedicated to Brexit and international cooperation, we gathered the opinions of a range of international experts. We also wrote several articles and a paper on the topic, including some specifically for African audiences in *Jeune Afrique* and *International Trade Forum*. These were all highly read.

We organised several events on the topic. For example, we held an informal meeting with participants from the EU's Working Party on Development Cooperation, Barnier's Advisory Board, the UK Representation to the EU, as well as Brexit coordinators from EU member states and other experts from Africa and Europe. Later in the year, we co-hosted an event with the Dublin City University Brexit Institute, involving the Irish Minister of State for International Development and the Chair of the European Parliament's Development Committee. This was the first public event to bring together political perspectives on development cooperation and Brexit.

Finally, we submitted written evidence on the future of UK-EU collaboration in development cooperation to the UK House of Lords, which was published on their website.

In the years to come, we will continue to provide analysis to facilitate dialogue on how Brexit impacts development cooperation and trade, and its implications for Africa. In the same spirit of the work done in 2018, we will keep looking into this topic through a non-partisan lens and broker dialogue among those who are engaged in the negotiations, putting all available options on the table. ■

**Find out more about our work on Brexit at [ecdpm.org/brexit](https://ecdpm.org/brexit), or get in touch with Andrew Sherriff or San Bilal via [ecdpm.org/people](https://ecdpm.org/people).**







Cityscape of Accra, Ghana.

►► After Brexit, the EU will be losing an important champion and significant resources when it comes to cooperation with international partners. These partners include middle-income countries, a group that is of growing importance to the EU. While the group still faces a number of development challenges, its members are potential allies on important regional and global political agendas.





## THE EU'S FUTURE COOPERATION WITH MIDDLE-INCOME COUNTRIES

Middle-income countries, including nations as diverse as Kenya, China and Brazil, can be EU allies on important regional and global agendas, such as migration and the fight against climate change. While their relevance in the world is growing, they still face a number of issues of their own, such as poverty and great inequality. How can

the EU best engage with them, considering the potential these nations hold and the challenges they face?

In 2018, we published two reports on EU cooperation with middle-income countries. The first offers an overview of the EU's engagement with middle-income and more advanced developing countries. The second zooms in on collaboration in tackling climate change. To reach a wide audience within the EU's partner middle-income countries, we translated a summary of the first report into four different languages and shared these with various embassies in Brussels.

We also created an online tool that gives a complete overview of our research on the topic, including a variety of multimedia resources such as videos and infographics. This was well received by many, including representatives of the EU institutions. Our work in this area ties into ongoing policy debates on middle-income countries, the negotiations on the EU's next long-term budget and pursuit of more strategic approaches to the programming of EU international resources.

We were invited by the Bulgarian EU Presidency to present our research to the European Council's Working Party on Development, and our work was widely disseminated via the EU internal newsletter. We organised a seminar to discuss the findings of our report with representatives of the European Commission, partner countries and civil society. Our work also featured in the DAC-OECD's Peer Review of the European Union. Beyond Europe, we participated in the EU-India conference on development, which enabled us to take our research to a new audience and gain their feedback.

We will continue exploring the relationship between the EU and middle-income and more advanced developing countries. In 2019, we will look at how African middle-income countries and the EU collaborate on research and innovation. We will undertake a scoping exercise to gather the views of African actors on such collaboration, and look at the EU's research and innovation programmes, including in the context of the negotiations on the EU's next long-term budget and programming. ■

**Find out more about our work on middle-income countries at [ecdpm.org/eumic](http://ecdpm.org/eumic), or get in touch with Mariella Di Ciommo and Sanne Thijssen via [ecdpm.org/people](http://ecdpm.org/people).**





▶▶ Almost all North African countries are middle-income countries, a group with which the EU seeks increased engagement. But the EU's partnership with North Africa is a special one, as North Africa and Europe are closely linked by history and geography.



ECDPM colleagues, programme associates and external consultants working on an ECDPM project in Tunis, Tunisia.

## NORTH AFRICA AND EUROPE: HOW IS THEIR PARTNERSHIP EVOLVING?

The revolutionary wave that spread through most North African countries during the 'Arab Spring' in 2010 and 2011 marked the beginning of a period of change and uncertainty in the region. Some North African countries are undergoing an arguably successful transition, while others remain unstable and continue to struggle with deeply-rooted political, ideological and socio-economic differences.

More recently, the growing wave of migration that has made North Africa a 'gateway' to Europe for refugees and migrants has significantly altered the socio-political landscape of the region. Meanwhile, Europe is facing a number of big challenges at home. Terrorist attacks, migration, the rise of populist and nationalist political parties and Brexit have rapidly changed the political environment.

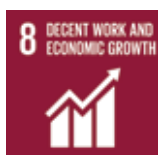
All these factors have inevitably impacted relations between Europe and North Africa. Both sides have struggled to translate their effects into a coherent set of policies and partnership agreements. For a better partnership, it is essential that the actors better understand each other's history, societal dynamics, and political and economic interests.

Much like in 2017, we dedicated a big part of our 2018 work on the two regions to migration. We looked, for example, at the joint African, European and international response to the migration crisis in Libya, as well as at how the EU and Tunisia are cooperating to tackle the issue. Throughout the year we were interviewed on the topic by several news outlets, including *The New Arab*, *Jeune Afrique*, *Arab News* and Al Jazeera.

In 2018, we dedicated the autumn edition of our *Great Insights* magazine to North Africa. In it, we explored what is left of the popular uprisings that shook North Africa eight years ago. Experts from North Africa and Europe shared their reflections on a host of burning issues. We also looked at North Africa's integration with the rest of the African continent, and did the groundwork for two papers exploring how North Africa's dual outreach to Europe and to the rest of Africa is influencing Africa-Europe relations more broadly. These papers were published in early 2019.

Finally, we kicked off a project on the political economy of business environment and governance reforms in Tunisia. This is part of a two-year programme that combines political economy training of EU delegation staff in Tunis with research and programming. ■

***Find out more about our work on the changing relations between Europe and North Africa at [ecdpm.org/eunorthafrica](http://ecdpm.org/eunorthafrica), or get in touch with Jean Bossuyt or Lidet Tadesse via [ecdpm.org/people](http://ecdpm.org/people).***





Refugees in Chad. Photo by Dominique Catton, European Union, via EU Civil Protection and Humanitarian Aid Operations at Flickr.com.

►► Migration remains high on the political agenda in Europe, North Africa and the rest of the African continent. In Europe, the EU Emergency Trust Fund for Africa is one of the main financial instruments through which the EU engages with African partners to address migration and displacement. The trust fund commits to addressing gender inequality as well. But how is that working out in practice?

## GENDER AND MIGRATION UNDER THE SPOTLIGHT: ANALYSING THE EU'S AFRICA TRUST FUND

The EU has expressed its commitment to promoting gender equality and the empowerment of women and girls. To achieve this in its external relations, the EU put in place its Gender Action Plan 2016-2020. In 2018, halfway through the action plan's mandate, we took a closer look at gender in the EU Emergency Trust Fund for Africa. It is through this instrument that the EU engages with African partners on migration.

Using the action plan as a point of departure, we analysed how – and how effectively – the programmes funded by the trust fund truly promote gender and women's empowerment. We engaged with a number of practitioners through interviews ahead of the publication of our study, and afterwards presented our findings to the Gender Unit of the EU's Directorate-General for International Cooperation and Development (DG DEVCO)

and a number of practitioners from the German and Swedish development agencies, among others.

Our research highlights a number of setbacks and successes, and shares suggestions on what could be done better in the future. In 2019, we plan to continue research in this area. We intend to look at the implementation of the gender action plan and, eventually, at the creation of a new gender action plan after 2020.

We will also keep an eye on how gender-responsive approaches are integrated into migration governance in Europe and Africa, including in implementation of the two UN global compacts on migration and refugees. ■

***Want to know more about the study or have thoughts to share? Visit [ecdpm.org/gendermigration](https://ecdpm.org/gendermigration) or get in touch with Anna Knoll or Noemi Cascone via [ecdpm.org/people](https://ecdpm.org/people).***





►► **Not only Europe is stepping up efforts to increase gender equality in its policies, tools and processes, so too is Africa. The AU, for example, wants to increase women's involvement in mediation activities. But research shows that women are still struggling to find a seat at the table, and even more to lead the discussions when it comes to mediation and conflict prevention.**

## WOMEN IN CONFLICT PREVENTION AND MEDIATION IN AFRICA

Since non-inclusive processes are more likely to fail, representation of women in mediation is paramount to achieve greater peace on the African continent. Women can play a crucial role before, during and after conflicts. The AU and regional organisations in Africa recognise this and have made remarkable progress in increasing women's participation in mediation and conflict prevention. This includes, for example, creation of a network of female African mediators: FEMWISE-Africa. But the path to an inclusive and participatory approach is still long.

In 2018, we took a closer look at the African Peace and Security Architecture (APSA) and the African Governance Architecture (AGA). Particularly, we examined what avenues these could provide to promote the role of women in mediation processes and election observation in Africa. Building on our work on the APSA and AGA in the past few years, we explored how women participate in high-level diplomacy, conflict mediation and election observation

missions – particularly in countries with a high risk of electoral violence. We joined forces with the Institute for Peace and Security Studies, where we presented our findings to an audience that included AU staff, experts and other Addis Ababa-based policymakers.

Our research results show that there is still work to be done to achieve greater inclusion of women in mediation processes. In 2019, we will investigate how the EU has supported the women, peace and security agenda in Africa. We will look at the implementation of UN Security Council Resolution 1325 on women, peace and security in both Europe and Africa. We will also continue to follow European and African commitment to women's inclusion in mediation and conflict prevention processes, in the hope of contributing to the ongoing discussions with our analysis. ■

*Find out more about our study on women in conflict prevention and mediation at [ecdpm.org/womenmediation](https://ecdpm.org/womenmediation) or get in touch with Sophie Desmidt or Philomena Apiko via [ecdpm.org/people](https://ecdpm.org/people).*



Pregnant woman in Kampala, Uganda. Photo by Edward Echwalu, EU/ECHO, via EU Civil Protection and Humanitarian Aid Operations at Flickr.com.







Traders in West Darfur. Photo by Albert González Farran, UNAMID, via Flickr.com.

## REGIONAL INTEGRATION: AFRICA WORKING TOGETHER

Once fully implemented, the African Continental Free Trade Area could boost intra-African trade and industrial competitiveness across the continent. But despite promising first steps, there is a long way to go before an integrated continental market truly exists. As the AU's various regional economic communities can attest, while various trade agreements have been agreed to in the past, African countries have a history of not fully implementing their stipulations. This is mainly due to domestic dynamics and a lack of accountability. As a result, regional trade is

still hampered by high tariffs and numerous non-tariff barriers.

For the past few years, we have looked at what blocks or drives regional integration in Africa. ECDPM's latest project on the political economy dynamics of regional organisations in Africa (PEDRO), carried out with support from the German Federal Ministry for Economic Cooperation and Development (BMZ), presented a comprehensive overview of the 17 most relevant regional organisations in Africa. At the end of 2017, we launched a collection of 31 studies covering numerous sectors and topics, ranging from governance to migration, peace and



►► Peace and security issues still affect the whole African continent, and therefore remained high on the AU's agenda in 2018. Another major issue on its agenda this past year was the African Continental Free Trade Area. Most African member states signed the agreement, marking 2018 as a milestone in African regional integration.



security, youth employment, trade, industrialisation, and food security.

In 2018, we completed the project, releasing a set of ten additional publications that were published at the end of the year or in early 2019. Five thematic papers explored the policy dynamics around regional electricity networks (power pools), regional industrialisation, river basin organisations, youth, and peace and security operations. Four further case studies offer deeper analyses of regional value chains in West Africa, the African Continental Free Trade Area, the AU reform process and governance of transboundary waters in West Africa. The final synthesis

report offers a comprehensive overview of our findings in the two-year project. These regional issues will remain the focus of our work in 2019. ■

*Find out more about our work on the political economy dynamics of regional organisations in Africa at [ecdpm.org/pedro](http://ecdpm.org/pedro) or get in touch with Bruce Byiers or Jan Vanheukelom via [ecdpm.org/people](http://ecdpm.org/people).*





►► Illicit financial flows is another issue that the AU is tackling, and on which African countries need to work together. In 2018, Paul Kagame, Rwanda's president and then chairperson of the AU, stressed that Africa should be included in international discussions on fighting illicit financial flows, arguing the continent is losing billions.



Market in Bamako, Mali

## AFRICA AND EUROPE'S FIGHT AGAINST ILLICIT FINANCIAL FLOWS

Over the past two decades, illicit financial flows have emerged as a key issue in discussions on international taxation and development. The significant loss of resources for public use has become a matter of urgency everywhere, not least because it hinders achievement of the Sustainable Development Goals. To fight illicit financial flows, African and European actors are discussing how to collaborate in pursuit of coherent solutions at the global level.

In 2018, we analysed the evolving policymaking landscape in this area, at both the international and the regional level in Africa and Europe. We took stock of past European and African approaches to illicit financial flows, and offered a set of recommendations on how Africa and Europe might tackle the issue.

Our research found no unanimous definition of what illicit financial flows are, despite the issue's prominence on the international stage. Yet, defining what we mean is an important first step, as it influences the way we talk about illicit financial flows, their legal qualification, the data available to better understand the phenomenon and, ultimately, the impact of efforts to fight the problem. Our study therefore maps the different kinds of illicit financial flows, sharing recommendations to promote policy coherence in this area.

We brought our research to Africa, presenting the study at the Tax Justice Network Africa annual conference in Kenya and sharing our findings with the Addis Tax Initiative. We also presented our findings in Europe on several occasions, including in France, Austria and Montenegro.

The search for solutions to fight illicit financial flows is still ongoing, so we will continue this line of research in 2019. We will particularly focus on how some African nations are dealing with the problem of illicit financial flows for greater domestic resource mobilisation. Tanzania is a case in point. ■

***Find out more about our work on illicit financial flows at [ecdpm.org/illicitfinancialflows](https://ecdpm.org/illicitfinancialflows) or get in touch with Luckystar Miyandazi or Martin Ronceray via [ecdpm.org/people](https://ecdpm.org/people).***





►► In his call to tackle illicit financial flows, Paul Kagame also stressed that Africa needs to depend less on the goodwill of others. Europe, the biggest aid donor to Africa, this year committed to a renewed partnership between the continents: one that is more equal, focused less on aid and more on investment that complements Africa's own initiatives and institutions.



ECDPM's San Bilal moderates a roundtable on economic relations between Africa and the EU, organised by the Hanns Seidel Foundation in Brussels, Belgium.

## EUROPE AND AFRICA: A PARTNERSHIP FOR SUSTAINABLE INVESTMENT AND JOBS

By including the new Africa-Europe Alliance for Sustainable Investment and Jobs in his 2018 State of the Union address, EU Commission President Jean-Claude Juncker sent a strong signal of Europe's desire for a renewed political partnership with Africa. Particularly the pledge to transform the current donor-recipient relationship into an equal partnership, building on Africa's own dynamics, initiatives and institutions, is something many African partners have been waiting for.

The main objective of the new alliance is support for structural transformation and creation of up to ten million decent jobs on African soil. This is to be achieved by stimulating private sector investment and a more conducive investment climate. The EU External Investment Plan, which mobilises resources through the European Fund for Sustainable Development, is Europe's main existing instrument to achieve this. Once the EU's next long-term budget is in place, the European Fund for Sustainable Development is set to be enhanced and will provide an open system of guarantees of up to €60 billion, covering all developing countries.

But considering its European origin, it remains to be seen whether full implementation of the mechanisms of the Africa-Europe Alliance for Sustainable Investment and Jobs can bring about a real partnership with Africa.

In 2018, ECDPM informed and facilitated the broader debate around development finance instruments. In a set of two papers, we untangled what the EU External Investment Plan is really about, and pointed out some of the challenges that need to be addressed to make it a real game changer for sustainable development. The spring issue of our *Great Insights* magazine covered the challenges in development finance from different angles.

Over the course of 2018, we participated in various panel discussions and meetings to help shape the policy discourse. Twenty-nineteen will be a critical year for elaboration of the EU's next long-term budget and the reshaping of the EU financial architecture for external investment. We will continue to closely monitor the process, and how it is or can be anchored to initiatives in Africa. ■

***Want to know more about our work or have thoughts to add to the debate? Visit [ecdpm.org/financeinvestment](https://ecdpm.org/financeinvestment) or get in touch with San Bilal via [ecdpm.org/people](https://ecdpm.org/people).***







Tailoring classroom at the Youth Education Package Center in Hitsats refugee camp, Tigray, Ethiopia.

►► Investment can stimulate economic growth and job creation, but unfortunately, not everyone benefits equally from it. Responsible business conduct can put an end to miserable working conditions and environmental pollution, resulting in prosperous, more inclusive and sustainable societies and economies.





## PROMOTING SOCIALLY AND ENVIRONMENTALLY SUSTAINABLE BUSINESS PRACTICES

The private sector is a key actor in sustainable development, given the positive contributions it can make to economic, environmental and social progress. At the same time, if enterprises fail to act responsibly, they risk contributing to human rights violations, poor labour conditions and

negative environmental impacts through their own operations or supply chains.

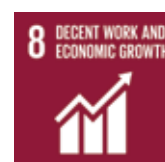
The EU has put in place a range of instruments and policies to promote responsible business conduct among European companies operating in global supply chains. The aim is to encourage positive contributions and minimise negative impacts in Africa and beyond. Several policies have been adopted in recent years: the Non-financial Reporting Directive, which requires large corporations to disclose information about the social and environmental dimensions of their operations; the Public Procurement Directives, which broaden the scope for incorporating sustainability concerns; and the Conflict Minerals Regulation, which requires importers of tin, tantalum, tungsten and gold originating in conflict-affected and high-risk areas to carry out due diligence in their supply chains as of 2021.

These interventions at the EU level have been complemented by steps taken by EU member states. Different models for legally-binding due diligence requirements are emerging at the national level, such as the Modern Slavery Act in the United Kingdom and the Loi de la Vigilance in France. Other countries have opted for voluntary measures, such as the Netherlands with its sectoral multi-stakeholder initiatives.

In 2018, we contributed to the ongoing search for ways to promote responsible business practices. We took a closer look at the Dutch Agreement on Sustainable Garments and Textiles and the German Partnership for Sustainable Textiles. Furthermore, the spring edition of our *Great Insights* magazine brought together various experts to paint a broader picture of the current challenges and approaches to sustainability in private sector development.

We contributed to thinking and advancements on the topic by co-organising, speaking at and participating in several events involving representatives of the public and private sector, civil society and knowledge institutes. In 2019, we will continue to provide evidence-based analysis and contribute to dialogue on approaches to promote responsible business practices.■

*Find out more about our work on sustainable business practices at [ecdpm.org/responsiblebusiness](https://ecdpm.org/responsiblebusiness) or get in touch with **Jeske van Seters**, **Poorva Karkare** or **Nadia Ashraf** via [ecdpm.org/people](https://ecdpm.org/people).*





▶▶ Small-scale farming provides most food in Africa. As diets dominated by staple crops are often nutritionally inadequate, increased diversification of agriculture can provide healthier diets and more resilient agricultural landscapes, offering economic, social and environmental benefits to producers and consumers.



Naomi Lembris Meigaru in Oldonyowas picking sukuma wiki in the peri-urban area of Arusha, Tanzania.



## INDIGENOUS VEGETABLES: AFRICA'S FORGOTTEN TREASURES

Food systems should provide a fresh, nutritious and affordable diet for everyone. Besides profit, they must take into account the needs of people and the planet. One way to achieve this is with diversification of the food produced and consumed locally. Particularly promising in this regard is support for indigenous vegetables that have been cultivated for centuries in small quantities, but are typically 'neglected' by policymakers and researchers. Species such as spider plant, a green leafy vegetable also known as 'African cabbage', are high in protein, vitamins and other micronutrients, making them valuable contributors to a more balanced diet. In addition to being highly nutritious, some indigenous vegetables are also extraordinarily drought resistant, making them more resilient to the effects of climate change.

To demonstrate the benefits of these neglected species, we are leading a multidisciplinary research consortium for the Sustainable Agrifood Systems Strategies (SASS) project, funded by the Italian government. Together with four Italian universities and local partners, we are mapping and analysing the local food systems in three areas of Kenya and Tanzania. In preparation for the final research reports, we organised three multi-stakeholder workshops in 2018 to validate our findings and connect the various local stakeholders, including farmers, entrepreneurs, government officials, researchers and consumers.

To broker the lessons learnt from our work in Kenya, Tanzania and beyond, we co-organised the FoodFIRST Conference. That event brought 'Dutch Diamond' actors (government, research institutions, businesses and civil society organisations) together with African farmers and 'agripreneurs' and international food and agricultural organisations.

Furthermore, ECDPM's Francesco Rampa was appointed to the Task Force Rural Africa, an expert group established by the European Commission to make recommendations for strengthening Europe's partnership with the African food and farming industry. This will allow us to feed our knowledge directly into key EU-Africa policy processes.

In 2019, we will complete our project on sustainable food systems in Kenya and Tanzania and publish the final research reports and video documentaries. ■

***Find out more about our work at [ecdpm.org/sass](https://ecdpm.org/sass) or get in touch with Francesco Rampa, Paulina Bizzotto Molina and Hanne Knaepen via [ecdpm.org/people](https://ecdpm.org/people).***



# Learning and Quality Support

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

The unit has four main responsibilities:

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

**Monitoring, evaluation, learning and reporting** – We strengthen the Centre's monitoring and reporting approaches and systems and provide advice and support for advancing the quality of our work and learning. Learning and review take place around theories of change, formulated to accompany implementation of the ECDPM 2017-2021 strategy.

**Internal and external knowledge management** – We oversee internal knowledge management, including organisational workflows and data systems. We also stimulate learning across a wider audience through communities of practice, content curation and knowledge and dialogue platforms.

**Advice and support on research methodologies and cross-cutting issues** – We assist ECDPM programmes and partners in refining policy research approaches and methodologies, such as political economy analysis and policy coherence assessments. We are also involved in ECDPM's dedicated task forces on gender issues, North Africa and Europe-Africa relations.

## OUR UNIT IN 2018

In 2018, we produced ECDPM's work plan for 2019, reviewed and updated our theories of change, and organised programme learning sessions. We also prepared for a mid-term review of ECDPM's five-year strategy, which will take place in 2019. Furthermore, we were involved in assisting an external review that provided suggestions to improve the management of our organisation and the quality of our work. For more information about the review, see page 47.

We continued to advise colleagues on political economy analysis and facilitated an interactive ten-session course on the topic for 25 colleagues, led by external experts. We also continued our work on policy coherence. For more information on our work on this, see page 14.

## REPORTING

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

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





ECDPM's Sean Woolfrey facilitates a research workshop for students from Erasmus University Rotterdam.



## What we've learned this year

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

### CENTRE-WIDE

**What we did well** – We commissioned an external management review to identify present and future challenges for the organisation and ways to adapt governance and management to address these. This resulted in a useful set of recommendations, on which a dedicated team is now facilitating further discussions towards implementation. Second, we prepared for compliance with the new EU privacy law, using it as an opportunity to overhaul our data records.

**Where we can still grow** – While we made efforts to integrate sustainability into our processes, we

can still do better in the years to come. Second, integration of learning into all ECDPM's activities can be challenging, especially when pressure to deliver is high. We need to find ways to minimise the time and effort our learning processes demand of staff.

### EUROPEAN EXTERNAL AFFAIRS

**What we did well** – We established ourselves as the go-to experts on the EU's next long-term budget. The European Parliament, a number of European member states, the European Court of Auditors, the European Economic and Social Committee and civil society organisations invited us to brief them on the topic throughout the year.

**Where we can still grow** – We started analysing how changing geopolitics, European politics and domestic politics are impacting foreign and development policy. In the years to come, we would like to expand this work, while not losing sight of consequences for Africa.

### AFRICAN INSTITUTIONS

**What we did well** – Our ambition in 2018 was to expand our work on illicit financial flows. We therefore dove deeper into the topic. While analysing how Africa and Europe can work together to address illicit financial flows, we realised there is not yet consensus on a definition. Our study thus took the essential first step of contributing to a common meaning.





**Where we can still grow** – As we are based in Europe, we tend to look at things from a Eurocentric point of view. We want to develop a better understanding of how our work can better serve the AU as an institution.

## MIGRATION

**What we did well** – We effectively positioned ourselves in several migration-related debates, including on the EU's next long-term budget, the UN migration compact and the politics of migration in North African countries. We also worked on gender and migration, which helped us connect to a new policy community. More broadly, we increased our network beyond development and migration actors, which allowed us to inform debates in other sectors affected by migration.

**Where we can still grow** – Keeping up with the fast-paced migration policy landscape in Europe and in Africa with just a small team has been demanding. In 2019, we would like

to provide more in-depth analysis of core ECDPM topics from a migration angle. We also hope to look more systematically at African regional and continental policy processes and politics related to migration, and see how and where European policies can complement these.

## SECURITY AND RESILIENCE

**What we did well** – We positioned ourselves well on the topic of women, peace and security with research and outreach on the role of women in mediation and conflict prevention. We also worked on a set of projects that further deepened our understanding and analysis of peace and security architectures and instruments in Africa.

**Where we can still grow** – Conflicts are becoming increasingly complex and tied up with environmental challenges. In 2018, we aimed, but did not yet manage, to work on the links between climate and security, and the effect of climate change on

conflict dynamics in Africa. In the years to come, we want to increase our expertise and capacity on this topic.

## ECONOMIC AND AGRICULTURAL TRANSFORMATION

**What we did well** – Besides working with high-level policymakers in Europe and Africa, we focused on interactions with local stakeholders, such as farmers, entrepreneurs, government officials and consumers, to better understand their concerns. This made our work even more directly useful to policymakers, and enabled us to link our analysis to practice.

**Where we can still grow** – We would like to better integrate our various work streams. To this end, we are developing an approach to support development of specific cross-border agrifood value chains in West and East Africa, based on multi-stakeholder participatory processes. ■

# Communications

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

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

## OUR UNIT IN 2018

All our activities in 2018 followed the four pillars of our communications 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 ECDPM publications and the Centre's brokerage and facilitation work, we organised a number of high-level events with partners and developed a media and partnerships plan to expand our outreach. We provided communications training to staff, created new themed covers for our publications, published an internal visual and language style guide, expanded on the interactive online tools we started developing last year, and produced our first-ever short documentary – on sustainable food systems in Kenya's Lake Naivasha area.

## THE NEW EU PRIVACY LAW

Towards the end of 2017, ECDPM started preparations for compliance with the new EU privacy law that took effect in May 2018. On page 47 we explain in more detail how this work affected the organisation. With our legal adviser, we concluded that in our situation, asking our subscribers and contacts to reconfirm their subscription was the most judicious approach. That logically meant a decrease in subscribers and registered contacts. However, subscription statistics indicate a significant increase in reader engagement. Our readership is also growing very quickly again, with an average of 180 new subscribers each month. Increasing our readership further will be a priority for our team in 2019. ■





ECDPM's communications team shoots a video interview with Lidet Tadesse.

WEBSITE



**823,283** page views  
**168,717** visitors

**38%** Europe  
**33%** Africa  
**15%** Americas  
**12%** Asia  
**2%** Oceania

FOLLOWERS AND SUBSCRIBERS



**+10.4%**  
**8,305**  
Twitter followers



**+2.6%**  
**9,263**  
Facebook followers



**2,189** subscribers to our  
**Weekly Compass newsletter**  
(after the new EU privacy law took effect; our readership is growing quickly, with an average of 180 new subscribers each month)

MEDIA HITS



Interviews and articles appeared in Africa Intelligence, Al Jazeera, Al-Monitor, Canvas, CGTN, Devex, De Volkskrant, Der Spiegel Online, Deutsche Welle, EURACTIV, France 24, Jeune Afrique, Klara, NOS, OmVärld, Sahel Standard, The East African, The New Arab, Tunisie Focus and ZDF – among others.

PUBLICATIONS AND MULTIMEDIA



**45**  
publications



**17,994**  
publication and magazine  
downloads



**34**  
blogs



**65,334**  
number of times  
our blogs were  
read online



**4** issues of our  
*Great Insights* magazine



**206,050**  
number of times our  
magazine articles  
were read online



**18** videos



**20,500**  
number of times  
our videos were  
viewed



**60** infographics

# Finances

The year 2018 marked a period of transition for ECDPM. Early in this second year of our five-year strategy, after years of steady growth, it became evident that some organisational and management changes may be needed to position the organisation strongly for the future. The Board, in agreement with management, therefore decided to invest in an external management review. The final report identified present and future challenges for the organisation and provided a basis for a solid internal change process over the years ahead. In a similar vein, we invested in an external analysis to lay the foundation for a strategy on diversity and inclusiveness.

Halfway through the year, our director of three-and-a-half years stood down for health reasons. A recruitment process for a new director was launched and by year's end, a new appointment was made to start in mid-January 2019. In the meantime, a member of the senior management team assumed the role of acting director.

We recruited several new policy experts this year, but did not immediately fill all vacancies, allowing us to rethink priorities. Because of this, staff numbers increased only slightly in 2018.

Our institutional funding base, which allows us to anticipate major policy debates and keep our independence in sometimes highly political or polarised contexts, remained solid in 2018. We are extremely grateful to our longstanding institutional partners,

in particular the Netherlands Ministry of Foreign Affairs, for their continued support and trust. Throughout the year, a number of multi-annual institutional funding contracts were successfully renewed. Thanks to this, our institutional funding continued to grow – slowly, yet steadily.

Our programme funding outlook evolved positively as well. Total programme funding for 2018 outperformed the target set for the year by €15,000. Although no major new programme funding agreements were signed this year, we strengthened our ties with a number of potential funding partners. At the same time, because of Brexit it is unsure whether the UK Department for International Development, despite its steady programme support in 2018, will be able to continue funding us in the future.

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

controls, and shareholder rights. Results on this portfolio will be evaluated in several years' time. In line with general stock market performance in 2018, the net result this past year was negative (-€92,000).

At the end of our year, we closed the books with an operational deficit of €160,000. Most of that amount was withdrawn from the Centre's reserves. Funding for the Centre strategy on diversity and inclusion was withdrawn from ECDPM's innovation fund.

## ACCOUNTABILITY AND TRANSPARENCY

We continue to strive for the highest standards of accountability and transparency. Twice a year an auditor reviews our finances, financial procedures and internal control mechanisms. Our current auditor, BDO, confirmed that our financial statements for 2018 give a true and fair overview of the Centre's financial position.

*See our auditor's report at [ecdpm.org/auditor-report-2018](https://ecdpm.org/auditor-report-2018).*

In July 2018, Transparify, an initiative to promote the financial transparency of think tanks around the world, awarded ECDPM its maximum possible five-star rating for the fourth time in a row. ■

*Learn more at [transparify.org](https://transparify.org).*



## Our funders

### INSTITUTIONAL FUNDERS

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

**Swedish Ministry for Foreign Affairs**, Sweden €545,793

**Swiss Agency for Development and Cooperation (SDC)**, Switzerland  
€355,074

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

**Belgian Ministry of Foreign Affairs**, Belgium €198,000

**Irish Aid**, Ireland €180,000

**Danish Ministry of Foreign Affairs**, Denmark €160,244

**Finnish Ministry for Foreign Affairs**, Finland €155,000

**Austrian Development Agency (ADA)**, Austria €92,746

**Estonian Ministry of Foreign Affairs**, Estonia €18,750

### PROGRAMME FUNDERS

**Italian Ministry of Education, Universities and Research - Università degli Studi di Milano-Bicocca (UNIMIB)**, Italy €308,652

**UK Department for International Development (DFID PO: 40082120)**, United Kingdom €216,786

**Swedish Ministry for Foreign Affairs**, Sweden €35,151

**Danish Ministry of Foreign Affairs**, Denmark €29,509

**Austrian Development Agency (ADA)**, Austria €25,129

**Luxembourg Ministry of Foreign and European Affairs**, Luxembourg  
€24,063

**Irish Aid**, Ireland €23,602

**Finnish Ministry for Foreign Affairs**, Finland €20,000

**Belgian Ministry of Foreign Affairs**, Belgium €18,136

**Estonian Ministry of Foreign Affairs**, Estonia €6,250

**Swiss Agency for Development and Cooperation (SDC)**, Switzerland €6,057

**Camões - Instituto da Cooperação e da Língua**, Portugal €3,193

**French Ministry of Europe and Foreign Affairs - Institut du Développement Durable et des Relations Internationales (IDDRI)**, France €2,398

### PROJECT FUNDERS

**Bill & Melinda Gates Foundation**, United States €700,680

**European Commission - Particip GmbH**, Germany €243,846

**Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)**, Germany €214,290

**European Commission**, Belgium  
€75,784

**Food and Agriculture Organization of the United Nations (FAO)**, Ghana  
€71,493

**Humanity United**, United States  
€69,059

**RAND Europe**, United Kingdom  
€59,148

**European Commission - Change for Results EEIG (CHARE)**, Belgium  
€44,244

**MDF Training & Consultancy**, the Netherlands €36,165

**European Relocation Association (EurA)**, Germany €29,005

**World Bank**, United States €25,240

**DEDRAS ONG**, Benin €24,555

**Finnish Ministry for Foreign Affairs**, Finland €16,350

**IBF International Consulting**, Belgium €13,311

**African Economic Research Consortium (AERC)**, Kenya €10,531

**Technical Centre for Agricultural and Rural Co-operation (CTA)**, the Netherlands €8,250

**German Marshall Fund of the United States (GMF)**, United States €6,870

**Centre for Poverty Analysis (CEPA)**, Sri Lanka €6,838

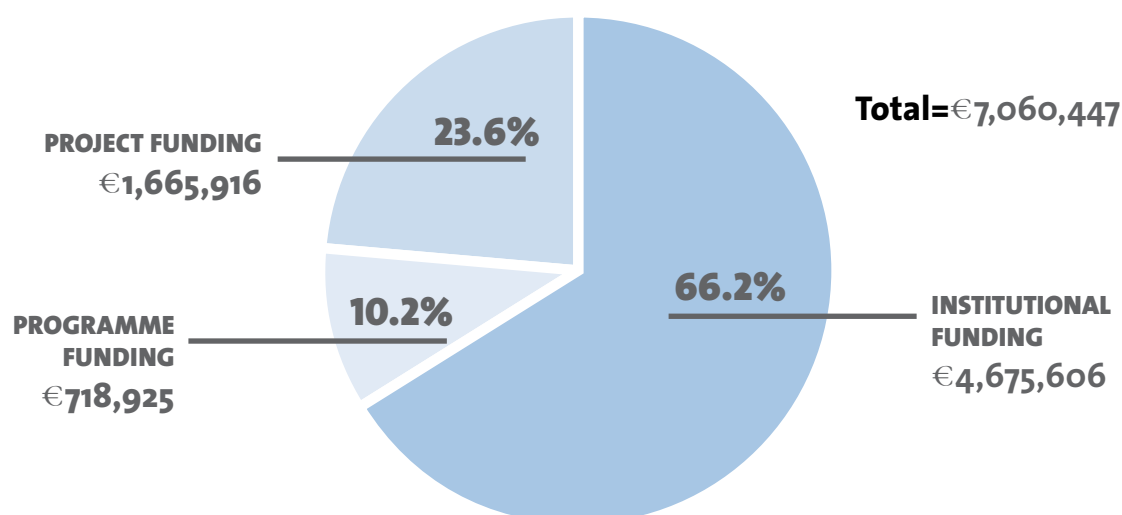
**Luxembourg Ministry of Foreign and European Affairs**, Luxembourg €4,269

**Commonwealth Secretariat**, United Kingdom €2,513

**Austrian Development Agency (ADA)**, Austria €1,950

**Other funders < €2,500**  
Various €1,525

## Funding



## BALANCE SHEET

After allocation of result 2018, as per 31 December 2018

*In thousands of euros*

	31-12-2018	31-12-2017
<b>ASSETS</b>		
Intangible fixed assets	110	109
Tangible fixed assets	2,416	2,491
Financial fixed assets		
Investment portfolio with ABN AMRO	3,907	3,999
Participation in EDCS share fund	13	13
<b>Total financial fixed assets</b>	<b>3,920</b>	<b>4,012</b>
Current assets		
Payments in advance	57	43
Receivables	1	2
Debtors	559	1,009
Tax contributions	99	7
Cash	2,417	2,264
<b>Total current assets</b>	<b>3,134</b>	<b>3,325</b>
<b>TOTAL ASSETS</b>	<b>9,580</b>	<b>9,937</b>
<b>LIABILITIES</b>		
Current liabilities		
Creditors	158	140
Tax, pension and social security contributions	210	246
Current debts	1,282	1,393
<b>Total current liabilities</b>	<b>1,648</b>	<b>1,779</b>
Provisions	120	95
<b>TOTAL LIABILITIES</b>	<b>1,768</b>	<b>1,874</b>
<b>EQUITY</b>		
From annual turnover		
Operational results from income over current costs	2,971	3,114
Innovation fund	158	175
<b>Subsidy from the Netherlands Ministry of Economic Affairs for housing</b>	<b>2,269</b>	<b>2,269</b>
From investment portfolio		
Realised capital gains from investment portfolio	2,413	2,505
<b>TOTAL EQUITY</b>	<b>7,811</b>	<b>8,063</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>9,580</b>	<b>9,937</b>



# INCOME AND EXPENDITURE ACCOUNT

From 1 January until 31 December 2018

*In thousands of euros*

		Budget 2019	Results 2018	Budget 2018	Results 2017
<b>INCOME</b>					
<b>I</b>	<b>Funding</b>				
1.1	Institutional funding	4,595	4,676	4,730	4,333
1.2	Programme funding	930	718	603	547
1.3	Project funding	1,687	1,666	1,979	1,375
	<b>Total funding</b>	<b>7,212</b>	<b>7,060</b>	<b>7,312</b>	<b>6,255</b>
<b>II</b>	<b>Investment portfolio results</b>				
2.1	Interest and dividend	p.m.	52	p.m.	13
2.2	Result on sales	p.m.	-21	p.m.	-1
2.3	Result on market value	p.m.	-104	p.m.	-2
2.4	Banking costs	p.m.	-19	p.m.	-2
	<b>Total result from investment portfolio</b>	<b>p.m.</b>	<b>-92</b>	<b>p.m.</b>	<b>8</b>
<b>TOTAL INCOME</b>		<b>7,212</b>	<b>6,968</b>	<b>7,312</b>	<b>6,263</b>
<b>EXPENDITURE</b>					
<b>III</b>	<b>Operational expenses</b>	<b>735</b>	<b>937</b>	<b>1,029</b>	<b>641</b>
<b>IV</b>	<b>Staff and office costs</b>				
4.1	Salaries and other personnel costs	5,612	5,244	5,254	5,026
4.2	Accommodation expenses	240	227	245	223
4.3	General and administrative expenses	260	464	319	286
4.4	Small investments	7	4	7	3
4.5	Information technology	200	222	200	182
4.6	Depreciation	140	111	140	109
4.7	Miscellaneous	18	12	18	18
	<b>Total staff and office costs</b>	<b>6,477</b>	<b>6,283</b>	<b>6,183</b>	<b>5,847</b>
<b>TOTAL EXPENDITURE</b>		<b>7,212</b>	<b>7,220</b>	<b>7,212</b>	<b>6,488</b>
<b>UNFORESEEN</b>		<b>100</b>	<b>0</b>	<b>100</b>	<b>0</b>
<b>TOTAL RESULT</b>		<b>-100</b>	<b>-252</b>	<b>0</b>	<b>-225</b>
	<i>Results from investment portfolio</i>	p.m.	-92	p.m.	8
	<b>Operational result</b>	<b>-100</b>	<b>-160</b>	<b>0</b>	<b>-233</b>
<b>ALLOCATION OF RESULT</b>					
	<i>Withdrawal from the general reserves</i>	100	235	0	225
	<i>Withdrawal from the innovation fund</i>	p.m.	17	p.m.	0
	<b>Total allocation of result</b>	<b>100</b>	<b>252</b>	<b>0</b>	<b>225</b>

# Our people

*ECDPM is home to over 60 policy, communications and support staff from more than 25 countries around the globe.*

## EMPLOYEES



39

24

## MAASTRICHT

The Netherlands



43

## BRUSSELS

Belgium



8

## SPLIT THEIR TIME BETWEEN THE OFFICES



12

## JUNIOR STAFF MEMBERS



16

Junior  
staff



2

Young  
international  
professionals



1

Intern

## PROGRAMME ASSOCIATES



11

## FTE AVERAGE in 2018



61.6

## NO. OF NATIONALITIES



29

Algerian, Australian, Belgian, Bolivian, Botswana, British, Canadian, Costa Rican, Croatian, Dutch, Ethiopian, Finnish, French, German, Indian, Italian, Kenyan, Mauritanian, Nigerian, Pakistani, Polish, Portuguese, Russian, Scottish, South African, Spanish, Swiss, Tunisian and Ugandan.



## YOUNG INTERNATIONAL PROFESSIONALS

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

In 2018, we employed two young professionals. Since the programme was created in 2013, eleven young professionals from Benin, Botswana, Burundi, Ethiopia, Kenya, Nigeria, South Africa, Tunisia and Uganda have joined our policy teams. A number of these researchers were recruited in cooperation with African organisations and divided their time between ECDPM and the partner institute.

## INVESTING IN OUR PEOPLE

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

- languages (French and Dutch)
- communications
- knowledge management
- ICT
- data protection and privacy
- first aid
- travel safety
- governance
- labour law
- human resources
- coaching
- personal growth and effectiveness

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

economy analysis, migration and taxation.

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

## OUR WORKS COUNCIL

Our works council, created in 2014, represents staff on a variety of matters, especially issues regarding personnel policy and employment conditions. In January 2018, a new works council was elected for a two-year period. Due to two members stepping down during the year and one member taking a medical leave of absence, three new members joined the council during the year.

In 2018, the council was involved in multiple activities:

- revision of leave policy and exploration of flexibilisation of staff working hours
- analysis of and discussions on staff location, salary splits, and legal and fiscal status
- implementation of a new policy on safety and health at the workplace
- recruitment of a new director
- discussions on budget and financial outlook
- discussions on revised employment contracts

The works council had several formal meetings with management, and met with the Board during official Board meetings.

In June 2018, the works council took part in a one-day training session with an external adviser. Following on this training and feedback from

staff, the council initiated efforts to improve its communications with staff and management.

## STAFF CONFIDENTIAL ADVISERS

In 2018, we had two confidential advisers whom staff could approach to discuss any concerns or difficulties they faced.

## SICK LEAVE AT ECDPM

In 2018, our sick leave was 1.5%. This compares favourably with the average sick leave in the non-commercial services sector in the Netherlands, which was 5.3%, according to Statistics Netherlands.

## OFFICE AND TRAVEL SAFETY

For over a decade, no incidents or accidents have occurred at ECDPM or during ECDPM travels. We are proud of this record. To maintain it, we took several steps in 2018, in addition to the procedures and safety measures already in place:

- Our Brussels office was equipped with sit-stand desks and ergonomic chairs to minimise the occupational hazards associated with computer use. In the next few years, we will be gradually moving to sit-stand desks and ergonomic chairs at our Maastricht office too.
- We provided reanimation training to our 14 first aid officers. Upon completing the training, all obtained reanimation certification.
- We organised a travel safety training facilitated by an external advisor, as our staff members often travel to conflict-prone areas. We plan to review our travel safety procedures and protocols in 2019. ■

# Governance

## Members of our Board in 2018



**Adebayo Olukoshi, Chair of the Board**, Regional Director for Africa and West Asia, International

Institute for Democracy and Electoral Assistance and former Director at the African Institute for Economic Development and Planning  
*Nigeria*



**Koos Richelle, Vice-Chair of the Board**, Chair of the Dutch Advisory Committee on Migration

Affairs and former Director-General at the European Commission, first at DG AIDCO and DG Development, then at DG EMPL (Employment, Social Affairs and Inclusion)  
*The Netherlands*



**Maria de Jesus Veiga Miranda**, Ambassador and Permanent Representative of Cabo

Verde to the United Nations Office and the other international organisations in Geneva, Permanent Mission of Cabo Verde  
*Cabo Verde*



**Ibrahim Mayaki**, CEO of the New Partnership for Africa's Development (NEPAD)

and former Prime Minister of Niger  
*Niger*



**Jean-Claude Boidin**, former EU Ambassador and former Head of Unit at DG International

Cooperation and Development, European Commission  
*France*



**Betty Maina**, Permanent Secretary for East African Affairs in Kenya, former Chief Executive at the

Kenya Association of Manufacturers, and member of the UN High-level Panel on the Post-2015 Development Agenda  
*Kenya*



**Alan Hirsch**, Professor at and Director of the Graduate School of Development Policy and

Practice, University of Cape Town, and former senior policy advisor to three South African presidents  
*South Africa*



**Ruth Jacoby**, former Director-General for International Development Cooperation

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



**Honorary advisor to the ECDPM Board on European external affairs:**  
**Dieter Frisch**, former

Director-General for Development, European Commission  
*Germany*

## Our management team in 2018

**Ewald Wermuth\***

Director until June 2018  
*The Netherlands*



**James Mackie\***

Head of Learning and Quality Support until June 2018, Acting Director from June to December 2018  
*United Kingdom*



**Geert Laporte**

Deputy Director  
*Belgium*



**Virginia Mucchi**

Head of Communications  
*Italy*



**Faten Aggad\***

Head of African Institutions programme  
*Algeria*



**San Bilal\***

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



**Bruce Byiers**

Head of the regional integration team within the Economic and Agricultural Transformation programme  
*United Kingdom*



**Roland Lemmens**

Head of Finance and Operations  
*The Netherlands*



**Jan Vanheukelom\***

Interim Head of Learning and Quality Support from June to December 2018  
*Belgium*





## **Iris Cremers**

### **Head of Human Resources**

*The Netherlands*

*\*From June to December 2018, James Mackie assumed the role of acting director after Ewald Wermuth stepped down as director for health reasons. During that period, James Mackie's role as head of the Learning and Quality Support unit was filled by Jan Vanheukelom. Faten Aggad left ECDPM in June 2018. San Bilal replaced her as a member of the management team.*

## **CHANGES IN OUR GOVERNANCE**

No changes to our Board composition were made in 2018, but we did make several changes in terms of our operational management. As Ewald Wermuth stepped down as director halfway through the year for health reasons, in August we started the recruitment process for a new director. After a thorough procedure involving ECDPM's Board, the works council and a staff selection committee, Carl Michiels was appointed as our new director effective January 2019.

## **ORGANISATIONAL CHANGE**

In early 2018, we commissioned an external review to identify present and future challenges facing the organisation, and to suggest ways our Board and management could adapt governance and management to prepare for the challenges and opportunities ahead. The final report made recommendations in a number of areas, from people management to organisational structures and funding strategies.

In late 2018, we created a special change team to facilitate further

discussions of the recommendations among staff and management and to guide their implementation over the next two years. The team consists of two management representatives, two staff representatives and one works council representative. It aims to stimulate a bottom-up and collaborative approach towards achievement of a clear roadmap.

Simultaneously, our gender task force embarked on a process to raise more awareness of gender and diversity issues both outside of and within the organisation. Its work in 2018 culminated in a workshop open to all staff, organised by an external expert on diversity and gender. In 2019, the task force will work towards an ECDPM strategy on diversity and inclusiveness.

## **DATA PROTECTION: COMPLYING WITH THE NEW EU PRIVACY LAW**

Towards the end of 2017, we started preparations for compliance with the new EU privacy law which came into effect on 25 May 2018: the General Data Protection Regulation (GDPR). We set up a privacy team including members of different ECDPM departments, from ICT to finance and operations, human resources, communications, learning and quality support, and management. Throughout the process, the team was supported by an external legal adviser.

Compliance with the new regulations meant a big overhaul of our systems and processes. A first step entailed a mapping of all our data flows and an audit of our data collection, storage and processing. Based on this, we devised a new general privacy policy, outlining what personal data we

collect and process from stakeholders, why and on what legal grounds we do so, and what our stakeholders' rights are. We also created an internal privacy policy, setting out guidelines and rules to be followed by all ECDPM staff. A number of information sessions were organised to brief staff on the new regulations.

A major area of work involved our contacts database and newsletter subscription lists. With our legal adviser, we concluded that in our situation, asking our subscribers and contacts to reconfirm their subscription was the most judicious approach. That logically meant a decrease in subscribers and registered contacts. However, subscription statistics indicate significantly increased reader engagement. Moreover, our readership is growing very quickly again, with an average of 180 new subscribers each month.

Other GDPR requirements tackled by the team were revised employment and funding contracts, data processing agreements with partners and suppliers, creation of a data breach registry and protocol, additional technical security measures, and a number of templates – varying from interview consent forms to new event registration forms.

Preparing for the new EU privacy law demanded a big effort from the organisation, and the work did not stop in 2018. The privacy team continues to monitor internal processes, to deal with requests from stakeholders and questions from colleagues, to design GDPR-proof documents whenever the need arises, and to support development of a new contacts database. ■



## 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, increase the value of the work done by others. We also connect our partners, stimulating strategic collaboration among them towards common goals.

### INSTITUTIONAL PARTNERS

(see also page 41 on funding)

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

### PROGRAMME PARTNERS

(see also page 41 on funding)

Camões - Instituto da Cooperação e da Língua  
 French Ministry of Europe and Foreign Affairs  
 Italian Ministry of Education, Universities and Research

UK Department for International Development (DFID)

### INTERNATIONAL INSTITUTIONS

ACP Secretariat and ACP Committee of Ambassadors  
 African Union Commission  
 European Commission  
 European Court of Auditors  
 European External Action Service (EEAS)  
 European Investment Bank (EIB)  
 European Bank for Reconstruction and Development (EBRD)  
 European Economic and Social Committee (EESC)  
 European Parliament  
 Food and Agriculture Organization of the United Nations (FAO)  
 Organisation for Economic Co-operation and Development (OECD) and OECD Development Centre  
 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) and UEMOA (Union Economique et Monétaire Ouest Africaine)  
 Planning and Coordinating Agency of NEPAD (The New Partnership for Africa's Development)  
 United Nations Development Programme (UNDP), Regional Bureau for Africa

United Nations Economic Commission for Africa (UNECA)

United Nations Industrial Development Organization (UNIDO)  
 World Bank Group

### STRATEGIC PARTNERS

Africa Center for Economic Transformation (ACET)  
 Bill & Melinda Gates Foundation  
 Humanity United  
 Institute for Security Studies (ISS)  
 Institute for Peace and Security Studies (IPSS)  
 International Food Policy Research Institute (IFPRI)  
 Regional farmer organisations in Africa, particularly EAFF (Eastern Africa Farmers Federation), ROPPA (Network of Farmers' and Agricultural Producers' Organisations of West Africa), and SACAU (Southern African Confederation of Agricultural Unions)  
 South African Institute of International Affairs (SAIIA)

### 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

Amfori

Barefoot Law

Center for Global Development (CGD)

Centre Africain pour le Commerce,  
l'Intégration et le Développement  
(CACID)

Centre for the Analysis of Regional  
Integration at Sussex (CARIS)

Centre for Citizens' Participation on the  
African Union (CCPAU)

Centre d'Etudes, de Documentation et  
de Recherche Économiques et Sociales  
(Cedres)

Centre for Poverty Analysis (CEPA)

Chatham House

Clingendael

Commonwealth Secretariat

Council on Foreign Relations

CUTS International

DAI

DEDRAS ONG

Deutsche Gesellschaft für  
Internationale Zusammenarbeit (GIZ)

Donor Committee for Enterprise  
Development (DCED)

DNA Economics

Dublin City University Brexit Institute

Egmont Institute

EUROCHAMBRES

European Institute for Public  
Administration (EIPA)

European Relocation Association (EurA)

European Studies Association of Sub-  
Saharan Africa

European University Institute

Friedrich-Ebert-Stiftung (FES)

Friends of Europe

Friends of the Global Fund Europe

German Federal Ministry for Economic  
Cooperation and Development (BMZ)

German Marshall Fund of the United  
States (GMF)

GFA Consulting Group

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

Hanns Seidel Foundation

Hivos

IBF International Consulting

ICCO Cooperation

Imani Development

International Organization for  
Migration (IOM)

Institute for Global Dialogue

Jomo Kenyatta University of Agriculture  
and Technology

King Baudouin Foundation

Konrad-Adenauer-Stiftung (KAS)

Korea International Cooperation Agency  
(KOICA)

Kreisky Forum for International  
Dialogue

Oxfam International

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

MDF Training & Consultancy

Naivasha Basin Sustainability Initiative

Nelson Mandela University

Netherlands Institute for Multiparty  
Democracy (NIMD)

Particip

RAND Europe

Saana Consulting

Stockholm International Peace Research  
Institute (SIPRI)

Technical Centre for Agricultural and  
Rural Co-operation (CTA)

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)

Woord en Daad

World Economic Forum (WEF)

World Resources Institute (WRI)

United Nations Liaison Office for Peace  
and Security

## NETWORKS AND PLATFORMS

Alliance for Peacebuilding

Association of bilateral European  
Development Finance Institutions (EDFI)

Dutch Food & Business Knowledge  
Platform (F&BKP)

Dutch Knowledge Platform on Inclusive  
Development Policies (INCLUDE)

Dutch Knowledge Platform Security &  
Rule of Law (KPSRL)

European Association of Development  
Research and Training Institutes (EADI)

European Network of Political  
Foundations (ENOP)

European Peacebuilding Liaison Office  
(EPLO)

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

FriEnt, the German Working Group on  
Peace and Development

*Are you interested in partnering with  
us? Get in touch with Geert Laporte or  
Sabine Mertens via [ecdpm.org/people](mailto:ecdpm.org/people).*

# Sustainability

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

## INTEGRATING SUSTAINABILITY

At the end of 2017, we started the 'Greening ECDPM' initiative. In it, we aim to further integrate sustainability into our daily activities, for example, by taking energy efficiency measures and raising awareness among colleagues. Last year, our first efforts included a switch to LED light sources in our Maastricht office. Replacing our emergency lighting with LED produced a 56% decrease in wattage per light fixture.

In 2018, we made improvements to insulation in parts of our head office, and replaced some of our electrical appliances with more energy-efficient alternatives. Thanks to these efforts, our energy consumption in Maastricht dropped by 4% compared to 2017. At the end of 2018, we switched to a supplier of green energy produced in the Netherlands. This supplier compensates for the energy use of its clients by participating in forest protection projects. Finally, compared to 2017, water usage at our head office decreased by 13%.

An area where we did less well this year is waste. Our total waste in Maastricht increased by 12% compared to last year. This was largely due to a clean-out of three years' worth of financial archives, leading to a 60% increase in paper waste. Our waste production is expected to decrease again in 2019.

In 2018, we started using environmentally-friendly cleaning products at both our offices. We also minimised the number of individual waste bins, leading to less consumption of waste bin liners.

*Numbers on water usage, energy consumption and waste production reflect our Maastricht office only. For our Brussels office, which we share with other organisations, we only receive average numbers based on collective water usage, energy consumption and waste production.*

## TRAVEL

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

## SUSTAINABLE SOURCING

Our purchasing policy emphasises sustainable products and services. Whenever possible, we work with local suppliers who are committed to sustainable sourcing. ■





**Concept by Nina Thijssen, Virginia Mucchi and Yaseena Chiu-van 't Hoff**

**Texts by Nina Thijssen, Valeria Pintus and Philipp Sanderhoff**

**Art direction and design by Yaseena Chiu-van 't Hoff**

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

## PHOTO CREDITS

### Front and inside cover

Djabal secondary school students going home after school in Djabal, Eastern Chad. Photo by Dominique Catton, European Union, via EU Civil Protection and Humanitarian Aid Operations at Flickr.com.

### Page 4 and 5

ECDPM's Luckystar Miyandazi and Joram Tarusarira from the University of Groningen in a panel discussion at the African Students Community Annual Symposium 2018 in Groningen, the Netherlands. Photo by ECDPM.

### Page 6

ECDPM's Paulina Bizzotto Molina picking sukuma wiki together with Naomi Lembris Meigaru in Oldonyowas in the peri-urban area of Arusha, Tanzania. Photo by Zacharia Izrael, Oikos East Africa.

### Page 8 and 9

Crowd watching a children's soccer match in Hitsats refugee camp, Tigray, Ethiopia. Photo by Anna Knoll, ECDPM.

### Page 10

Felix Fernandez-Shaw, Shada Islam, Ambassador Baso Sangqu, Barbara Pesce-Monteiro and ECDPM's Geert Laporte during the launch of ECDPM's Challenges Paper in Brussels, Belgium. Photo by Philipp Sanderhoff, ECDPM.

ECDPM's Lidet Tadesse, who wrote a blog for our series dedicated to Africa Day 2018. Photo by Virginia Mucchi, ECDPM.

ECDPM's Francesco Rampa and the other members of the Task Force Rural Africa present the task force's final report to the European and African Union Commissions in Brussels, Belgium. Photo by Cornelia Smet, European Union 2019.

### Page 11

ECDPM's Jeske van Seters and consultant Dieu-donné Konnon interview the President and Secretary of the Association Nationale des Pépiniéristes Professionnels d'Anacarde de Côte d'Ivoire (ANPPACI) in Abidjan, Côte d'Ivoire. Photo by ECDPM.

ECDPM's Anna Knoll and Amanda Bisong in Marrakech, Morocco, ahead of the UN global migration compact conference. Photo by ECDPM.

Bill Gates speaking at a public debate organised by the European Think Tanks Group and the European Parliament in Brussels, Belgium. Photo by Nina Thijssen, ECDPM.

ECDPM's Andrew Sherriff presents our study on the changing nature of support to peacebuilding during a panel moderated by Dan Smith, director of the Stockholm International Peace Research Institute (SIPRI) in Stockholm, Sweden. Photo by Alexandra Manolache, SIPRI.

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Simon Maxwell, Alex Thier, Bill Gates, Federica Mogherini, Nathalie Tocci and ECDPM's James Mackie at a public debate organised by the European Think Tanks Group and the European Parliament in Brussels, Belgium. Photo by Nina Thijssen, ECDPM.

### Page 14 and 15

Participants of a three-day workshop on policy coherence organised by ECDPM, DIE and Southern Voice in Maastricht, the Netherlands. Photo by Philipp Sanderhoff, ECDPM.

### Page 16

People's Vote march against Brexit. Photo by TeaMeister via Flickr.com.

### Page 18 and 19

Cityscape of Accra, Ghana. Photo by Cecilia Gregersen, ECDPM.

### Page 20

ECDPM colleagues, programme associates and external consultants working on an ECDPM project in Tunis, Tunisia. Photo by Martin Ronceray, ECDPM.

### Page 22

Refugees in Chad. Photo by Dominique Catton, European Union, via EU Civil Protection and Humanitarian Aid Operations at Flickr.com.

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Pregnant woman in Kampala, Uganda. Photo by Edward Echwalu, EU/ECHO, via EU Civil Protection and Humanitarian Aid Operations at Flickr.com.

### Page 24 and 25

Traders in West Darfur. Photo by Albert González Farran, UNAMID, via Flickr.com.

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Market in Bamako, Mali. Photo by Paulina Bizzotto Molina, ECDPM.

### Page 28

ECDPM's San Bilal moderates a roundtable on economic relations between Africa and the EU, organised by the Hanns Seidel Foundation in Brussels, Belgium. Photo by Hanns Seidel Foundation Brussels.

### Page 30 and 31

Tailoring classroom at the Youth Education Package Center in Hitsats refugee camp, Tigray, Ethiopia. Photo by Anna Knoll, ECDPM.

### Page 32 and 33

Naomi Lembris Meigaru in Oldonyowas picking sukuma wiki in the peri-urban area of Arusha, Tanzania. Photo by Zacharia Izrael, Oikos East Africa.

### Page 35

ECDPM's Sean Woolfrey facilitates a research workshop for students from Erasmus University Rotterdam. Photo by Yaseena Chiu-van 't Hoff, ECDPM.

### Page 36

ECDPM's Alexei Jones speaks at a workshop on external financing instruments, organised by the European Parliament in Brussels, Belgium. Photo by European Parliament photographer, European Union 2018.

ECDPM's Andrew Sherriff presents our study on the changing nature of support to peacebuilding during a panel moderated by Dan Smith, director of the Stockholm International Peace Research Institute (SIPRI) in Stockholm, Sweden. Photo by Alexandra Manolache, SIPRI.

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ECDPM's Virginia Mucchi listens to a public debate organised by the European Think Tanks Group and the European Parliament in Brussels, Belgium. Photo by Nina Thijssen, ECDPM.

ECDPM's Luckystar Miyandazi, Kesaobaka Pharatthathe and Philomena Apiko with Wiebe Nauta from Maastricht University at the African Students Community Annual Symposium 2018 in Groningen, the Netherlands. Photo by ECDPM.

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ECDPM's communications team shoots a video interview with Lidet Tadesse. Photo by Nina Thijssen, ECDPM.

### Page 44

ECDPM colleagues having lunch in our Brussels office. Photo by Valeria Pintus, ECDPM.

### Page 48

Giulia Maci, Imme Scholz, Bill Gates, Linda McAvan, Simon Maxwell and Federica Mogherini at a public debate organised by the European Think Tanks Group and the European Parliament in Brussels, Belgium. Photo by Nina Thijssen, ECDPM.

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ECDPM's Lidet Tadesse at the Knowledge Platform Security & Rule of Law (KPSRL) annual conference in The Hague, the Netherlands. Photo by Mariska Kerpel, KPSRL.

ECDPM's Geert Laporte speaks at a panel debate on the future of aid, organised by the Hanns Seidel Foundation in Brussels, Belgium. Photo by Hanns Seidel Foundation Brussels.

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ECDPM's office in Maastricht. Photo by Ernst van Loon.

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