



# Work plan 2020-2021

December 2019



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## LIST OF ACRONYMS

<b>AfCFTA</b>	African Continental Free Trade Agreement
<b>ASM</b>	Artisanal small-scale mining
<b>AU</b>	African Union
<b>COMESA</b>	Common Market for Eastern and Southern Africa
<b>DEVCO</b>	Directorate-General for International Cooperation and Development
<b>ECDPM</b>	European Centre for Development Policy Management
<b>EEAS</b>	European External Action Service
<b>EU</b>	European Union
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>GAP</b>	Gender Action Plan
<b>HR/VP</b>	Vice President and High Representative for Foreign Affairs and Security Policy
<b>SDG</b>	Sustainable Development Goal
<b>MFF</b>	Multiannual financial framework
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>PCSD</b>	Policy coherence for sustainable development
<b>REC</b>	Regional economic communities
<b>UK</b>	United Kingdom

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## 1. INTRODUCTION

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ECDPM's mandate focuses on Africa-Europe relations and the interface between the African and European continents. Our mission is to make policies work for sustainable and inclusive development. To accomplish that, we forge partnerships and inform and influence European, African and international policies.

This work plan outlines each of ECDPM's five programmes and their planned activities for 2020-2021. This is the final year of the ECDPM 2017-2021 Strategy. That strategy explains the changing global context of our work and the rationale underlying the four key impact areas to which Centre activities contribute:

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

**Our strategy implementation plan explains how ECDPM organises itself to deliver on its 2017-2021 strategy.**

**Essential building blocks are the following:**

- **The ECDPM way of engagement.** Our core roles, our focus on implementation, our way of thinking and working politically, our ability to bridge policy domains, and our experience in Africa-Europe relations. ECDPM is respected for its wide network of partners and privileged access to key stakeholders and policymakers in the foreign and development policy communities of Europe, Africa and beyond. Our partners come from ministries, institutions, international organisations, academia, social and economic agencies, and think tanks in Africa and Europe, like the members of the European Think Tanks Group.
- **Our organisational structure.** Five core programmes, alongside the Centre's horizontal support functions. The programmes are European External Affairs; African Institutions and Reform Dynamics; Migration; Security and Resilience; and Economic and Agricultural Transformation. That last programme has three teams: (i) trade, investment and financing for sustainable development; (ii) food systems, agricultural transformation and food security; and (iii) private sector engagement.
- **The ECDPM approach to strategic planning and learning, monitoring and evaluation.** We apply a theory of change approach, formulating specific theories of change for each of our work streams. This allows us to plan our work and take

advantage of opportunities in ways that are consistent with our strategy. Our theories of change are regularly reviewed, adapted and used as an input to our annual work plans.

The first year of the new European Commission and parliament will show us if the EU can be more “geopolitical” in today’s volatile, uncertain and complex world. It will also become clearer whether the EU can move beyond the issues that divide its member states, and appeal to younger generations that grew up with the benefits of EU membership, though without having witnessed the Union’s blood-drenched origins. In external policy, the challenge will be to develop the interest-based but value-driven agenda the EU announced some years ago.

The EU is now putting in place a number of key policies and instruments, such as the next long-term budget, the External Investment Plan and the proposed Neighbourhood, Development and International Cooperation Instrument (NDICI). ECDPM closely follows these. Other high priorities are migration, food security, conflict and resilience, and climate change. Already, the devastating effects of climate change are upon us. Scorching summers lead to overwhelming forest fires; and flash floods, droughts and lower water levels threaten millions, while undermining transport and energy. Ever scarcer resources can exacerbate existing conflicts and awaken slumbering security issues. Growing numbers of climate refugees will therefore likely continue to challenge the hospitality and solidarity mechanisms of host and transit countries, both in Africa and in Europe.

How will this affect the new partnership between Europe and Africa? Whatever the outcome of the post-Cotonou negotiations, Africa has clearly shown it wants to be part of elaborating a new relationship. In Africa, ECDPM will continue its work on the roll out of the African Union (AU) reforms and continental free trade area.

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## TO FOLLOW OUR WORK

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ECDPM's website offers content highlighting progress on all the activities described in this work plan:

- **Publications** (reports, papers and briefs) (<https://ecdpm.org/publications>)
- **Blog posts** (<https://ecdpm.org/talking-points>)
- **Our quarterly Great Insights magazine** (<https://ecdpm.org/great-insights>)
- **Events** (<https://ecdpm.org/events>)
- **Multimedia presentations** (<https://ecdpm.org/multimedia>)

Some of our topical work is collected in **special dossiers** (<https://ecdpm.org/dossiers>). If you are looking for work on a specific topic, try our search function (<https://ecdpm.org/search>). Use the filters to narrow your results.

We report our monitoring data in line with the standards of the **International Aid Transparency Initiative (IATI)**. Reports include overviews of our activities designed to generate politically informed, evidence-based and practical knowledge and to facilitate knowledge uptake by key public and private actors through dialogue, implementation support and smart communications. We also provide outcome narratives reflecting on the contributions we make to the changes envisaged in our specific theories of change.



## 2. EUROPEAN EXTERNAL AFFAIRS

Changing politics, economics and society in Europe and internationally are having a strong bearing on the EU and its foreign policy, affecting Europe's ability to play a more significant role in addressing global challenges. The European External Affairs programme supports the EU institutions and member states in working towards coherent and effective foreign and development policy, particularly with Africa.

The volatile geopolitical order, changing national politics and divergence within Europe will continue to influence foreign and development policy at the EU and member-state level. In 2020, the new European Commission will take office, accompanied by a new President of the European Council, a newly elected European Parliament, and a new Vice President and High Representative for Foreign Affairs and Security Policy (HR/VP). Both this new leadership and the volatile global environment will significantly influence the political direction the EU takes in the next five years. Negotiations around the post-Cotonou framework and the EU's next budget will continue, as will the necessity to make progress in implementing the Sustainable Development Goals (SDGs). Fallout from the United Kingdom's exit from the EU, will affect the Union's size and power, though without changing its fundamental structure.

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### 2.1 INTEGRATED EU EXTERNAL ACTION

We will work with stakeholders towards more coherent and integrated EU external action, including in multilateral fora. We will analyse how global and domestic political change in Europe impacts EU foreign and development policy, funding priorities and the balance struck between EU interests and values. Our work on Brexit will look at potential impacts on development, trade and international cooperation and the future EU-UK relationship. We will follow finalisation of the EU multiannual financial framework (MFF), particularly Heading 6, 'Neighbourhood and the World'.

We will focus on challenges and opportunities for a more united EU external action, particularly towards Africa. Here we will pursue improvements in EU policies and actions for sustainable development, in collaboration with ECDPM's 'Security and Resilience' and 'Migration' programmes. We will seek to better grasp the political dynamics in member states, but also the role of other states and private actors, and how these inform or hamper EU external action. We will follow the agenda of the new political leadership, particularly the objective to become more strategic, united and assertive, both generally and in the use of external financial instruments, as well as towards more coherence across policy areas and between internal and external aspects of EU engagement.

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## 2.2 EU DEVELOPMENT POLICY AND PRACTICE

We will address how EU policies and programmes are implemented in partner countries, and how the new MFF and other financing instruments impact development cooperation. Activities in these areas will be linked to an in-depth analysis of EU programming, a process that will gather momentum in 2020. EU programming defines the priority sectors and country allocations. These are increasingly political choices within the EU. One priority we will pursue is integration of the SDGs and gender into the EU programming cycle. We will do research and consult directly with African stakeholders on this.

We will work on joint engagement with EU institutions and member states, as well as on-the-ground linkages between development, humanitarian assistance, and peace and security. We will offer evidence and advice on key issues regarding financing for development, including both traditional funding instruments and new modalities, such as trust funds, blending and the EU External Investment Plan. We will approach this work with colleagues from the ECDPM Economic and Agricultural Transformation programme. We will also look at forms of collaboration that go beyond financing, for example, technical assistance, triangular cooperation and promotion of global public goods. A particular focus will be on opportunities offered by the new MFF and EU programming to modernise EU relations and sharpen EU tools for middle income and least-developed countries.

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## 2.3 AFRICA-EU RELATIONS AND PARTNERSHIPS

EU relations with Africa comprise a patchwork of historical partnerships, interests-driven cooperation and multiple diplomatic frameworks. Yet, governments and institutions on both sides have long been reluctant to move ahead to a new comprehensive and shared partnership structure for the two continents.

The new EU political leadership has been tasked to develop a renewed strategic partnership with Africa. This partnership will need to (i) reconcile new and old forms of cooperation; (ii) better respond to regional dynamics and developments in Africa; (iii) make use of opportunities in international relations and build stronger coalitions for tackling climate breakdown, global security, migration and forced displacement, and sustainable development.

Drawing on expertise from throughout ECDPM, we will seek greater understanding of the changing dynamics within and between Africa and the EU. We will inform EU and African policymakers through critical analyses focused on both partnership structures as well as their substance. We will produce feasible scenarios for future relations between the EU and the AU at the strategic and the operational levels. We will critically assess the role of the EU's foreign partnerships in general and the course taken by the incoming Commission, the new HR/VP and EU member states.

### 3. AFRICAN INSTITUTIONS AND REGIONAL DYNAMICS

African countries and regions are taking steps to develop and implement policies to promote their own socio-economic development. Peaceful political handovers, economic reforms and poverty reduction are happening. But progress is not linear. Meaningful institutional reform is often undermined, hijacked or even reversed by groups or individuals operating according to particular interests and incentives through a combination of formal and informal 'rules of the game'. Rather than discounting these as anomalies or as risks to be managed, the African Institutions and Reform Dynamics programme studies the actors and factors at work within different reform processes. It does this by analysing the political economy drivers and constraints to reform at the continental, regional and national levels.

At the continental level, 2020 will see continuation of the AU reform agenda and finalisation of negotiations on the African Continental Free Trade Agreement (AfCFTA). These developments raise many questions, both about implementation and regarding implications for co-existing regional arrangements and wider efforts to integrate African markets. Progress in regional processes is heavily dependent on political and economic institutions and dynamics at the national level. The numerous presidential elections set for 2020 therefore need to be understood in terms of the opportunities and risks they present for national and regional reforms. Long-term institutional change will only be possible with strengthened state-society relations and increased mobilisation of regional and national resources, among others.

The AU reform process stands out as a key ongoing institutional process. It must be understood, as it will offer opportunities for external partners to constructively support institutional strengthening, including in the area of improved governance for increased financial support to the AU from its members. This relates back to the AfCFTA too, because the negotiations and mechanisms set up to implement the continental free trade area will have important implications, reflecting the political economy of relations between countries and within states. Building on earlier ECDPM work within the PEDRO project (Political Economy Dynamics of Regional Organisations), the programme will look at the ongoing AU reforms, national-regional dynamics such as the changes around Ethiopia and the Horn of Africa, and transport corridor development in West and East Africa.

A key area of work will relate to the political economy of economic and political reforms in Tunisia. Our activities here will aim to disentangle the different local, national, regional and global factors that influence the way institutional reforms are undertaken. We will also seek to unravel the implications of these factors for actors such as the EU. We will assist the EU delegations in providing smart support to key societal players performing governance roles, such as media, think tanks and civil society organisations involved in accountability. We will also look at the implications of ongoing election processes for broader development policy reforms.

## 4. MIGRATION

**Migration and displacement pose major challenges. But they can also be a strong driver of social and economic change and sustainable development. Our work on migration provides an evidence base and fosters policy dialogue relevant to both European and African actors. The end goal is to foster a comprehensive and balanced approach to migration on both continents.**

Africa's policy agenda on migration got a boost with the AU's revised Migration Policy Framework for Africa and Protocol on the Free Movement of Persons. African countries are increasingly adopting measures to promote mobility within the continent, and pursuing harmonised approaches to implement the global compacts on refugees and migration and related African frameworks. This presents challenges, as political and social hurdles continue to slow domestic enactment of regional migration agreements and strategic policy frameworks on migration and development.

In Europe, the topic of migration and asylum continues to be a priority, especially for EU partnerships in Africa. In the MFF and post-Cotonou negotiations, Europe would like to see strong links between financial resources and EU migration objectives. Yet, EU member states remain deeply divided in their views on migration, including the aim of establishing pilot schemes for legal and circular migration from Africa. Europe will need to reconcile these narratives, and their policy implications, in its relations with Africa.

We will explore paths towards long-term, development-oriented migration policies in Europe, especially in the context of the MFF and EU programming processes. We will also consider EU strategy development towards Africa, as well as broader EU-Africa partnership frameworks. By participating in evaluations and conducting targeted research, we will analyse implementation of EU international cooperation in the areas of irregular and regular labour migration, and document lessons from approaches that integrate development cooperation and humanitarian assistance in situations of displacement.

We will conduct research on institutions, policy processes and practices related to migration and development in Africa. A special focus will be African governments' increasing interest in cooperation and joint actions on African mobility, asylum, return and reintegration. This research will include the AU and regional economic communities (RECs), but also focus on African states and the role of various stakeholders (diaspora, private sector) in relation to state-led processes. Research will also focus on implementation of agreed continental and global migration frameworks and joint initiatives between Africa and Europe. The team aims to highlight African perspectives concerning Africa-Europe processes on migration, as well as the implications of cooperation on migration for broader relations between the continents.

Research with other ECDPM programmes will bring out interlinkages between migration and broader concerns, including gender equality, private sector development, trade, security and sustainable agricultural practices. We will seek to feed relevant thematic policy dialogues and strengthen a cross-thematic approach towards addressing migration aspects.

## 5. SECURITY AND RESILIENCE

**Peace and security remains a salient topic on the agenda of African and European decision makers. African and European institutions are often confronted with a choice between focusing on short-term responses to violent conflict or investing in long-term, structural engagements that build sustainable peace and prevent further violent conflict. ECDPM's Security and Resilience programme contributes to institutionalised, inclusive, long-term peace and security responses.**

The AU has set ambitious goals in the area of peace and security for the next two years. In addition to its "Silencing the Guns by 2020" initiative, the broader AU reform agenda revisits the principle of subsidiarity between the AU and regional organisations (RECs and regional mechanisms). The AU has also agreed to secure predictable funding for AU-mandated peace and security operations on the continent.

Within Europe, too, momentum continues to grow for strategic engagement to prevent and respond to violent conflicts abroad. Recent migration developments, Brexit, the Trump presidency and various geopolitical trends are driving the EU towards a more pragmatic, strategically autonomous approach to foreign policy. This raises the question of how the EU can reconcile an interest-driven security policy with its commitment to uphold values and build sustainable peace. Progress on this will influence the future orientation of the EU-Africa partnership on peace and security.

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## 5.1 PROMOTING INTEGRATED EU APPROACHES TO CONFLICT

We will continue to respond to the rising demand within the EU institutions and member states for information and facilitation processes to support policies and practice on peace and security, especially in relation to Africa. We will pursue development and implementation of more integrated EU frameworks, policies, tools and financing mechanisms to prevent and respond to violent conflict, including partnership modalities with the AU and other international and regional organisations.

In the MFF debate, we will closely follow financing for peace and security in conflict-prone countries. Part of this effort will be geared towards EU engagement in security sector capacity building through the new European Peace Facility. A related topic is the functioning of the EU Common Security and Defence Policy (CSDP) and the future role of civilian crisis management missions and operations in EU external action. For this, we will build on our involvement in the Horizon 2020-funded CIVILnEXt project.

Another focus will be on EU activities in conflict prevention, mediation and peacebuilding, expanding on our work under the EEAS framework contract on conflict prevention and mediation support. This is expected to be on the EU's agenda in 2020 and will have long-term effects on EU approaches to peace and security abroad, particularly in Africa.

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## 5.2 CONTRIBUTING TO DISCUSSIONS ON AFRICAN PEACE AND SECURITY

There is a growing call for African ownership of African peace and security issues. We will follow developments in this direction, partnering with organisations based in Addis Ababa and elsewhere on the continent to add value in various thematic areas, including gender in relation to peace and security. We will contribute to African-led, institutionalised responses to conflicts on the continent by monitoring and assessing the impact of the African Peace and Security Architecture and regional processes and frameworks pursued through the RECs.

We will pursue greater cross-fertilisation between our extensive experience in European decision-making processes and our growing understanding of African peace and security dynamics. We will apply our knowledge of and proximity to European security discussions to address the needs of African stakeholders, who rarely get to fully collaborate and feed into European political processes, despite being affected by them. By brokering knowledge in two directions, we hope to advance an informed Europe-Africa security partnership.

We will engage on connective topics, such as women and peace and security, looking at how European gender policies have unfolded in Africa. Building on our work in the Horizon 2020-supported CASCADES project, we will investigate how climate change is affecting peace and conflict dynamics in Northern Africa and the Sahel.

# 6. ECONOMIC AND AGRICULTURAL TRANSFORMATION

Economic and agricultural transformation is central to most African and European development strategies. The aim of such transformation is to create more and better jobs, to end hunger and to stimulate sustainable economic growth. We want to help accomplish these goals. The Economic and Agricultural Transformation programme focuses on the private sector, finance, trade, regional integration and sustainable food systems.

## 6.1 TRADE, INVESTMENT AND FINANCING FOR SUSTAINABLE DEVELOPMENT

Stimulating investment for decent job creation and sustainable growth is at the core of the Africa-Europe partnership. The objective is to better harness private sector initiatives and finance towards sustainable economic transformation, with a specific attention to fragile and poorer countries. Indeed, investment is crucial to achieve the global 2030 Agenda and the AU's Agenda 2063. With the establishment of the European External Investment Plan and a proposed plan to extend the European Fund for Sustainable Development to all developing countries (EFSD+), rapid changes are ahead in Europe's financial architecture. These, combined with other international initiatives, such as the G20 Compact with Africa, will impact on Africa's ability to sustainably finance its development.

### Trade

The work stream on trade will focus on coherence between the EU's trade architecture, policies and sustainable development objectives, and enhanced partnerships with African and ACP trade, integration and transformation objectives. Promoting more sustainable value chains, through appropriate trade and investment initiatives, has become a central concern of the EU and of many developing countries in their efforts towards economic transformation.

We will continue to work with top European universities and think tanks under the Horizon 2020 RESPECT project to achieve more coherent EU trade policy. This includes non-trade policy objectives such as standards, sustainability and development, giving special consideration to articulation of the EU's soft power in the trade policy arena. We will accompany this with a parallel emphasis on the need to foster more integrated regional markets.

The conclusion of the initial stages of the African Continental Free Trade Agreement (AfCFTA) has marked a major shift in Africa's focus regarding effective continental integration for structural transformation. ECDPM will seek to inform the implementation of the AfCFTA, by focusing on the interaction between national and

regional dynamics, institutional arrangements for AfCFTA implementation and the role of the private sector and enhancement of productive capacities to take advantage of new intra-African trade opportunities.

ECDPM will also continue to be an active member of the Joint Consultative Committee of the Caribbean-EU economic partnership agreement (EPA).

### **Financing**

The programme will continue to focus on Europe's rapidly changing financial architecture and implications for developing countries, particularly in Africa. We will analyse the development potential – in terms of job creation and gender inclusion – and implementation challenges of the EU External Investment Plan, its extension to all developing countries with the enhanced European Fund for Sustainable Development (EFSD+) under the new MFF, and the reshaping of development finance institutions' engagement, in particular the European Bank for Reconstruction and Development and European Investment Bank. We will look at synergies among them and the merits of setting up a dedicated European development bank.

As part of the Horizon 2020-supported CASCADES project, we will work on climate and green finance, collaborating with leading universities and institutes. As part of the AgrInvest initiative, we will collaborate with the Food and Agriculture Organization of the United Nations (FAO) on the financing of sustainable value chains. We will also investigate ways to strengthen the local dimension and ownership of blended finance in Africa, with the OECD, the G20 Compact with Africa, the African Center for Economic Transformation, and several development finance institutions and multilateral development banks. We will also consider the gender dimension of blended finance.

### **Resource-based industrialisation**

The programme will focus on efforts to promote better governance and linkages between the mining sector and the rest of the economy, towards resource-based economic transformation and industrialisation. Special attention will be given to artisanal small-scale mining (ASM), as a major source of employment. We will continue to examine the political economy dynamics of ASM in Burkina Faso, to identify reforms and transformation opportunities, fostering a multi-stakeholder approach.

While local context matters, sectoral differences – such as between mining, oil and gas – are also important, as well as diversity within sectors. We will continue our efforts towards partnership approaches for resource-based industrialisation.



## 6.2 FOOD SYSTEMS, AGRICULTURAL TRANSFORMATION AND FOOD SECURITY

World hunger has increased during the past four years, reaching levels unseen in almost a decade. This is partly due to greater climate variability and more frequent extreme events. These have caused severe food crises, especially in Africa, which already has the worst undernourishment. Yet, undernutrition now coexists with obesity in low-income countries. This exposes the inefficiency and unsustainability of our food systems, which are depleting resources and polluting the globe, while generating income inequality and falling short in nourishing two thirds of the world's population.

For food systems to simultaneously serve the needs of people, planet and profit, availability and consumption of diverse and nutritious foods must urgently increase. Environmentally sustainable production, investment and trade are the way to achieve this. We will therefore work on food systems sustainability and climate resilience, focusing on improved food and nutrition security in Africa, particularly through effective food value chains, private investment and intra-regional trade.

### **Sustainable food systems**

Our work stream on the economic, social and environmental sustainability of food systems will focus on transformation and diversification of food value chains in Africa, to make them more efficient, nutritious, climate resilient and inclusive. Here, we will work with governments, RECs, farmer organisations and other private sector organisations, as well as development partners.

In 2020, we will finalise the 'Sustainable Agrifood Systems Strategies' programme, which involves numerous partners, especially Italian and African, in building multidisciplinary knowledge, policy dialogue and partnerships for more sustainable food systems. From this work, we will derive recommendations for policies and action-oriented partnerships to better integrate indigenous vegetables into East African food systems, given their nutritional value, climate resilience, role in women's empowerment and increased demand.

We will also contribute to the new collaboration between ECDPM's Economic and Agricultural Transformation team and the FAO AgrInvest initiative. This seeks to create multi-stakeholder frameworks for dialogue and partnership between public and private actors for increased private investment in sustainable agrifood systems in Eastern and Western Africa.

We will continue to support the sustainable food systems processes of the Rome-based agencies, particularly FAO, including exploring with global partners better use of climate finance for food and agricultural sector adaptation.

### **Regional value chains in West Africa**

In West Africa and the Sahel, ECDPM will continue to support regional policy processes for the development of inclusive and resilient value chains and regional trade, particularly in the agrifood sector. Our knowledge products will provide a better understanding of policy failures within and across sectors, and help identify politically feasible remedies. To promote reforms in specific sectors, such as rice and livestock products, ECDPM will broker knowledge among policymakers; farm, industry and trade actors; and West African knowledge organisations. Through a partnership with the FAO AgrInvest initiative, we will engage in processes to promote sustainable investment in specific agrifood sub-sectors in Burkina Faso and Niger. ECDPM will also continue to advise European and international development and economic partners seeking to facilitate regional agrifood trade and the development of local enterprises. More generally, we will promote coherent policies for sustainable economic development in West Africa, in line with the SDGs.

### **Sustainable agri-food value chains in Eastern and Southern Africa**

In Eastern and Southern Africa we will participate in efforts to promote the development of sustainable agrifood value chains and regional trade in agrifood products, including through collaboration with FAO on the AgrInvest initiative, particularly in Ethiopia and Kenya. We will also support COMESA in establishing a regional dairy platform in East Africa. We will conduct research and analysis and consult with local stakeholders to identify major obstacles to the development of selected value chains and potential solutions to these challenges, as well as to identify and analyse contextual factors likely to influence efforts to support value chain development.

We will work with local, regional and international partners to support the establishment of inclusive multi-stakeholder frameworks. These frameworks will be designed to facilitate dialogue between relevant stakeholders, including farmer representatives, agribusinesses, public authorities and financial institutions, in order to build trust, foster partnerships and spur coordinated action to address the main obstacles to development of the value chains. Particular attention will be paid to obstacles related to financing and investment, barriers to trade and sustainability concerns, such as value chains' environmental, social and economic impacts.

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## 6.3 PRIVATE-SECTOR ENGAGEMENT

Leveraging and fostering private sector contributions for sustainable development remains high on the agendas of European and African governments. It will feature prominently in EU-Africa relations too, in the spirit of the 2030 Agenda for Sustainable Development. With the new European Consensus on Development, the EU and its member states have committed themselves to increasing cooperation with the private sector for job creation. They also agreed to support responsible business practices and conscientious management of local, regional and global supply chains, while also pursuing economic diplomacy. The new EU political leadership will play a key role in further shaping and implementing the EU's approach to engaging with the private sector for more sustainable value chain development.

This work stream will contribute to more effective European and African policies, approaches and instruments to leverage and foster the private sector for sustainable development in Africa.

We will pay particular attention to public-private dialogue, including as part of the third pillar of the European External Investment Plan, and to multi-stakeholder cooperation. Following our recent emphasis on EU and EU member state policies and instruments, we will now take Africa more as our starting point. With other ECDPM colleagues, FAO and local stakeholders, we will examine and contribute to private sector engagement for socially and environmentally sustainable development of specific agrifood value chains in Burkina Faso and Ethiopia. We will do this in a politically aware and smart way, taking into account the interests of all sides, from local industrialists to foreign companies, governments and farmers.

We will examine the role of the private sector in delivering economic development and, ultimately, structural transformation. This will include small and medium-sized enterprises and their contributions to value addition and export performance. The aim here is outlining opportunities for greater support by national governments and development partners like the EU.

We will engage in policy coherence for sustainable development (PCSD), for example, building on a 2019 analysis of EU regulatory and voluntary measures to enhance the sustainability of textile value chains.

# 7. CROSS-CENTRE **WORK**

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## **7.1 EUROPE-AFRICA RELATIONS TASK FORCE**

The Europe-Africa relations task force provides a facilitating platform for the Centre to build a strong, coordinated approach to partnership between the continents. This will offer a base for combining practical analysis, dialogue and actions to contribute to more coherent and effective continent-to-continent relations. In view of the post-Cotonou negotiations and in preparation for the Joint Africa-Europe summit in early 2021, the task force will encourage and build on research exploring the dynamics between the continents and how the quality of the partnership increasingly shapes relationships in existing and new policy areas. This work will be an important opportunity to work with African think tanks, civil society organisations and networks. Our objective in this case, as elsewhere, is to learn from them on changing dynamics in Africa and support them in building their knowledge and understanding of European cooperation processes impacting on Africa.

We will also shed light on new thinking regarding the implications of programming for EU-Africa relations. This will include suggestions for ways to achieve different programming outcomes, considering inputs derived from the regionally focused PEDRO project (Political Economy Dynamics of Regional Organisations) and PERIA studies (Political Economy of Regional Integration in Africa). ECDPM will continue to act as an independent broker, providing inputs to help Europe and Africa design new ways of interest-driven cooperation.

In 2020 the Europe-Africa task force will also take over the role of coordinating the Centre's work on North Africa from the former North Africa Task Force. This will allow for a more integrated approach and help ensure greater relevance, efficiency and impact. We will continue to strive for the mobilisation of existing expertise from the various programmes so as to facilitate nexus approaches (bringing together security, trade or governance challenges). Where appropriate, the task force will support EU policy frameworks seeking to strengthen linkages between North Africa and sub-Saharan Africa.

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## 7.2 GENDER TASK FORCE

The gender task force will continue working to shift the organisational culture towards greater gender sensitivity. Building on previous scoping activities, including a staff survey, a centre seminar on gender and workshops, we will develop a 'diversity and inclusion strategy' and a 'gender action plan' detailing short, medium and long-term ECDPM objectives and indicators to measure progress.

At the programme level, the task force would like to increase its knowledge on gender-responsive research methods in cross-programmatic work. We will follow development of a new EU Gender Action Plan (GAP) to follow GAP II, 2016-2020, and envisage creation of a joint gender-focused publication. We will continue to support research on the interlinkages between gender and ECDPM's core themes regarding trade, governance, food security, climate change, migration, peace and security, and the EU external agenda. Avenues to pursue here include facilitation of experts' visits to the Centre for targeted advice and exchanges with the different teams.

In 2020, we will continue to focus on three areas: (i) strengthening staff capacities to integrate gender into their respective work areas, (ii) increasing participation in targeted events and (iii) establishing a body of work that contributes to policy discussions on women, gender and development within Africa-Europe relations.

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## 7.3 CLIMATE CHANGE TASK FORCE

A new climate change task force will be created in 2020. It will be the Centre's coordination and communication mechanism for mainstreaming climate change issues into ECDPM's various thematic focuses. The task force will also be a vehicle for strategic thinking in defining ECDPM's specific niche in the climate change arena, not least by linking it to Europe-Africa cooperation. The aim here is to identify new working areas and provide new insights on where we can have an impact, based on ECDPM's research, expertise and methodology.

In 2020, the task force will explore avenues for funding and partnership-building for climate change related work. It will also be involved in concrete climate change projects, among others, in the centre-wide Horizon 2020-supported CASCADES project.

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## 7.4 POLICY COHERENCE FOR SUSTAINABLE DEVELOPMENT

The Centre will continue to manage the Policy Coherence Community of Practice. This involves organisation of two annual meetings bringing together policy coherence ‘focal points’ from several foreign affairs ministries and interested ECDPM institutional partners. Each meeting will tackle specific thematic, strategic areas from a policy coherence perspective, while also looking at methodological issues in policy coherence for sustainable development (PCSD).

Following a dialogue co-organised with the Southern Voice network and the German Development Institute, we will jointly initiate research on how countries around the world, particularly in Europe and Africa, are seeking to promote PCSD in the framework of the 2030 Agenda. The aim here is to provide a stronger conceptual and empirical basis for PCSD as a means towards implementation. We will then plough the results of this work back into the global discussion on implementation of the SDGs. Various communication channels and activities will be used for this, such as side events at the annual High-Level Political Forum at the United Nations in New York. In parallel we will contribute to the Horizon 2020-supported CASCADES project on the implications of climate change for Europe’s economy and security, and for the promotion of a coherent policy response.

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## 7.5 TERRITORIAL APPROACHES TO DEVELOPMENT

ECDPM has worked intensively with the EU to foster territorial approaches to local development, contributing to a DEVCO reference document on the topic. The challenge in the coming years will be to promote the effective uptake and implementation of these approaches, particularly at the level of the EU delegations. The Centre will seek to participate in DEVCO facilities and tenders, to provide Centre expertise on territorial approaches to local development in selected countries and in related support to local authorities.

We will also deepen our partnership and collaboration with global and regional associations of local authorities that seek to influence EU external action around the challenges involved in localising the SDGs and ensuring more strategic EU engagement strategies with local authorities. This work will be inspired by the ongoing evaluation by ECDPM of EU support to local authorities in the EU’s southern and eastern neighbourhood as well as in the Balkans. ECDPM is a participant in that evaluation.

## 8. CENTRE MANAGEMENT

The year 2020, the fourth year of our current strategy, will challenge us to both deliver on our current strategic objectives and, at the same time, prepare ECDPM for the next strategic period, 2022-2026.

Management work in the coming year will be dominated by three major tasks:

- An internal assessment to prepare ourselves for the external evaluation to mark the end of the current five year strategy (2017-2021)
- Preparation of the next five year strategy (2022-2026) and the grant request to the Dutch government for renewed institutional funding
- Continued efforts to increase project and programme funding, while securing the level of institutional funding

The multi-annual institutional partnership with the Netherlands and nine other European states has been a cornerstone of ECDPM's way of working. These partners have subscribed over multiple years to ECDPM's mandate, strategy and work plans. This has made it possible for us to perform our role as facilitator, information and analysis provider, non-partisan broker, capacity builder and networker. The year 2020 will show an institutional funding level of 61% (2019: 64%). The other 39% of our funding consists of programme and project funding. Notwithstanding the end of financial support from the UK Department for International Development as a result of the Brexit process, the overall outlook for programme and project funding is positive.

Programme related operational costs are budgeted conservatively, and to ensure that we meet commitments to our funders. General and administrative costs are based largely on contractual agreements and past experience. Centre personnel costs have increased somewhat, due to changes in the collective labour agreement applying to Dutch civil servants, as this is the basis for our own salary scheme. The overall size of our staff in the coming year is expected to be close to the 2019 level.

ECDPM's total budget is set at €8.0 million, which includes a small provision for unexpected developments, aiming to limit any possible deficit to €0.1 million.



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