

ANNUAL REPORT 2017 | *ecdpm*



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FROM OUR BOARD CHAIR



Adebayo Olukoshi
BOARD CHAIR



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



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

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

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

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

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

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

FROM OUR DIRECTOR



Ewald Wermuth
DIRECTOR



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



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

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

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

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

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

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

I hope you enjoy reading this report. ■

WHO WE ARE AND WHAT WE DO

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

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

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

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

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

WHAT WE OFFER

RESEARCH & ANALYSIS

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

ADVICE & TRAINING

We provide practical policy advice, training and support.

EVENTS

We organise and speak at debates, conferences and workshops.

PARTNERSHIPS & DIALOGUE

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

EXPERT INFORMATION

We provide background information to our partners and the media.

ECDPM's Carmen Torres with Shida Mahenge Nestory in Arusha, Tanzania.
Photo by Levin Twehabura (CIAT-SIL).

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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 that 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.

ECDPM's Anna Knoll in Shire, Ethiopia, with a research team of the Regional Protection and Development Programme evaluation.

OUR PROGRAMMES

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

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

EUROPEAN EXTERNAL AFFAIRS

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

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.

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.

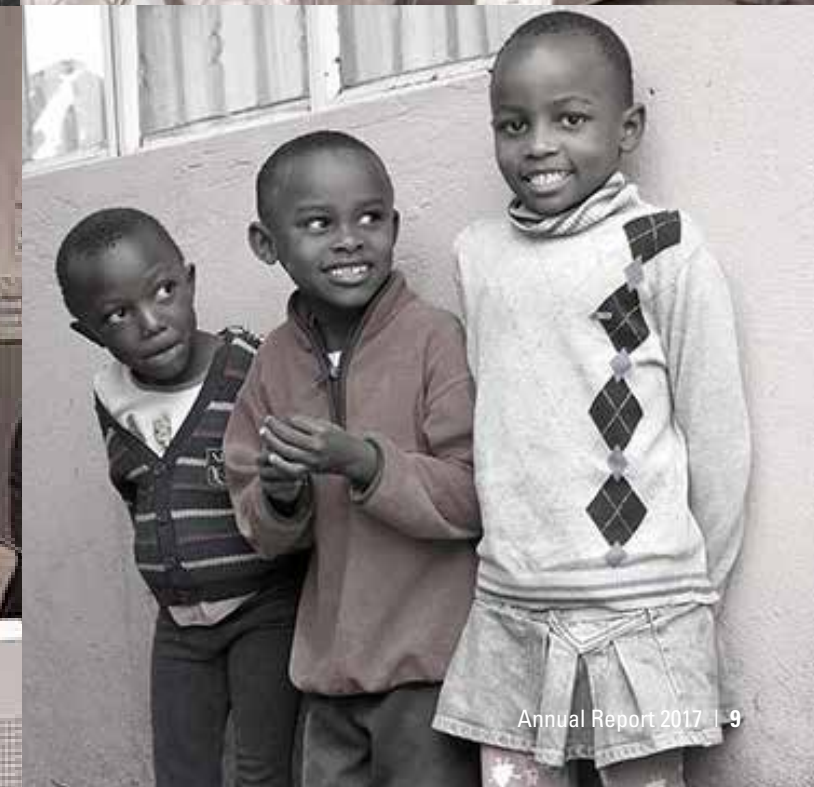
ECONOMIC AND AGRICULTURAL TRANSFORMATION

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.

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

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

► The next pages take you on a tour of our year. We start with a look back at our most memorable highlights from January through December. Pages 12 to 35 then zoom in on twelve projects. These feature the work of our programmes throughout the year, demonstrating how we contribute to the 2030 Agenda for Sustainable Development and how all our work is connected.

Go to ecdpm.org/2017 for all our events, publications and blogs from the past year. If you are looking for particular categories, use the filters to narrow your search.

 Ahead of the migration summit in Malta, we launched a major study providing solid evidence that the refugee crisis had a big impact on development spending in Europe.

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

 Our annual 'Challenges Paper' took a look at the challenges and opportunities for Africa-Europe relations in 2017. We presented this flagship paper to EU and ACP officials at the Permanent Representation of Malta to the EU in Brussels, Belgium.

 ECDPM's young staff hosted interactive workshops on climate-smart agriculture and Africa-Europe relations at Yo!Fest 2017 in Maastricht, the Netherlands. Yo!Fest is a cultural and political event organised by and for young people.

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

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

 We participated in the Tana Forum, a unique and high-level peace and security event in Bahir Dar, Ethiopia. During the event we distributed our paper summarising three years of impact analysis on the African Peace and Security Architecture.

(Right) ECDPM's San Bilal speaks at a panel on responsible mining during the 2017 European Development Days in Brussels, Belgium.
(Below) ECDPM's Luckystar Miyandazi speaks at a panel on tax justice for development during the 2017 European Development Days in Brussels, Belgium.



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

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

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

 We spoke at an informal meeting of the Working Party on Development Cooperation (CODEV), organised by the Maltese EU Presidency in La Valetta, about effective implementation of the new European Consensus on Development.

 We presented our innovative methodology on policy coherence and food security during a side event at the UN High Level Political Forum on the 2030 Agenda in New York.

 We organised a two-day training session on policy coherence for sustainable development and political economy analysis for staff members of Woord en Daad, PARTOS and Foundation Max van der Stoep – Dutch NGOs –, and the Netherlands Ministry of Foreign Affairs.

 Ahead of the new EU budget negotiations, we published a range of reports and blogs exploring the key issues arising in the next budget. At the invitation of the Swedish Permanent Representation in Brussels, we provided a first strategic analysis of the next budget to European member states, the European Commission and the European External Action Service. We were also part of the team drafting an independent summary report on the evaluations of the European Commission's external financing instruments.

 We published several analyses on Brexit throughout the year, focusing on its implications for development, trade and ACP-EU relations.

 The Bill & Melinda Gates Foundation provided a substantial grant to the European Think Tanks Group through ECDPM. For the foreseeable future, ECDPM and the other members of the think tanks group will work closely together on topics related to implementation of the Global Goals, the EU budget and EU partnerships for development.

 We took part in several panels at the fourth international conference "NOW" on African youth and migration in Kampala, Uganda. It was attended by participants from more than ten sub-Saharan African countries, European experts, politicians, refugees and young activists. Their recommendations sought to influence the discussions and outcomes of the AU-EU Summit.

 Former Nigerian President Olusegun Obasanjo and Gregg Mills of the South African Brenthurst Foundation visited our Brussels office to present their book 'Making Africa Work', critically reflecting on the economic state of African countries.

 At the Peace and Security Conference in Abuja, Nigeria, we spoke about the regional dimension of peace and security in Africa, linkages with the pan-African level and African youth.

 The African Capacity Building Foundation and Tax Justice Network Africa invited us to speak and moderate two sessions at the fifth Pan-African Conference on Illicit Financial Flows and Tax in Nairobi, Kenya.

 Ahead of the G7 Agricultural Ministerial Meeting in Bergamo, Italy, we published a paper on the role of public-private partnerships in ending hunger and malnutrition, together with Save the Children Italy.

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

 During the Committee on World Food Security's annual meeting in Rome, Italy, we organised a side-event with the Permanent Mission of Italy, ActionAid and the Food and Agriculture Organization of the United Nations. The event built on our research exploring the links between migration and food security and nutrition.

 We spoke at the General Assembly of the European Business Council for Africa and the Mediterranean, where we shared our expertise on EU approaches and instruments to engage the private sector for sustainable development in Africa.

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

 Together with the Tunis-based Centre des Etudes Méditerranéennes et Internationales (CEMI), we published a paper on the challenges to local empowerment in transitioning Tunisia. We also wrote several articles on the topic for Carnegie's online journal *Sada*.

 Ahead of the AU-EU Summit in Abidjan, Côte d'Ivoire, we launched a dossier with publications and blogs dedicated to the Summit, including a political economy analysis of the AU-EU partnership. We also hosted an event with the African Union Commission. During and after the Summit, we were interviewed by a range of African and European media outlets, mainly on migration.

 We analysed the African Union's progress in implementing the 0.2% levy on eligible non-African imports to finance its programmes and peace and security operations.

 We compiled all our work on gender and development in an online dossier. Work from 2017 included papers on gender and food security, and women and mediation. We also released a special gender edition of our *Great Insights* magazine.

 We launched the first stage of a major study on the political economy dynamics of regional organisations in Africa, sponsored by the German Ministry for Economic Cooperation and Development. The project compiles information on 17 organisations and a wide range of policy areas in one study. Our online dossier provides access to the first 31 reports and two innovative interactive tools.

JANUARY

FEBRUARY

APRIL

MAY

JUNE

JULY

AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER



ECDPM's Karim Karaki and Sophie Desmidt host a workshop on Africa-Europe relations at Yo!Fest 2017 in Maastricht, the Netherlands.

ECDPM's Geert Laporte interviews Gerald Abila, founder of Barefoot Law.



ECDPM's Andrew Sherriff presents our work on the EU budget at CONCORD Sweden.



ECDPM's Geert Laporte moderates a panel debate on the future of the ACP-EU partnership with Michel Arrion, former Head of the Delegation of the European Union to Nigeria and the Economic Community of West African States; Mohamed Igweh Ofieh, Senior Economist at the Permanent Mission of the African Union to the EU; and Günter Nooke, Angela Merkel's representative to Africa, organised by ECDPM and the Estonian EU Presidency in Brussels, Belgium.

► ACP-EU relations has been a key pillar of our work since 1986. The European Union (EU) and the African, Caribbean and Pacific (ACP) Group of States have governed their relationship since 1975 through a sequence of partnership agreements. The most recent, the Cotonou Partnership Agreement, expires in 2020. Although official negotiations on a new partnership will not start until 2018, the topic has already been widely debated for several years.



ECDPM's Geert Laporte speaks during a debate on the future of the ACP-EU partnership, organised by ECDPM and the Estonian EU Presidency in Brussels, Belgium.

ACP-EU RELATIONS: WHERE ARE WE HEADING?

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

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

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

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

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



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



ECDPM's Karim Karaki, Philomena Apiko and Sophie Desmidt.

ECDPM's Kesaobaka Pharatlhathe, Meritxell Sayós Monrás, Noemi Cascone and Pauline Veron take part in the #WishingWell social media campaign, initiated by the Dutch and Danish embassies in Addis Ababa ahead of the AU-EU Summit.



► Much like ACP-EU relations, Africa-Europe relations is an important part of our identity. The year 2017 was a milestone in the longstanding partnership between the two continents, as African and European leaders gathered in Abidjan for their fifth Summit since 2000. With the accession of Morocco to the African Union, it was also the first-ever AU-EU Summit. The goal: to strengthen political and economic ties between the two continents and reserve a prominent place for the younger generations in the Africa-Europe partnership.

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

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

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

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

Throughout the year we organised and facilitated several events related to the Summit and the AU-EU dialogue, for example with the African Union Commission, with

student delegations from Europe and Africa, and with former Nigerian President Obasanjo. Ahead of and after the Summit we were approached by a range of European and African media outlets to share our views on the key components of Europe's partnership with Africa, particularly on migration. ■

Want to know more about our work on Africa-Europe relations? Visit ecdpm.org/africaeurope or get in touch with Geert Laporte or Jean Bossuyt via ecdpm.org/people.



► ‘Youth’ was the official theme of the AU-EU Summit. African and European leaders alike agreed that young people are a priority for both continents. They are important for economic growth and for social, technological and political innovation. Yet the youth faces an increasingly tough time in both Africa and Europe.

YOUTH: A SHARED PRIORITY FOR AFRICA AND EUROPE

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

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

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

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

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



Want to know more about our work on youth or have thoughts to add to the debate? Get in touch with Kesaobaka Pharatlhathe or Kathleen van Hove via ecdpm.org/people.

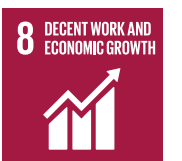
THE IMPACT OF MIGRATION ON EUROPEAN FOREIGN AID

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

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

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

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



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

► Although youth was the official theme of the AU-EU Summit, migration monopolised much of the discussions. For several years, a stream of refugees and irregular migrants have arrived in Europe from or through African countries. Europe therefore continues to look to Africa to tackle the underlying drivers of these movements. Both continents have worked together to address the crisis, yet progress has been slow.

► While migration is one of the biggest challenges Europe has faced in the past few years, security issues have also captured the minds of many Europeans. Terrorist attacks, conflicts ever closer to Europe's borders, the rise of populist and nationalist political parties and Brexit are all contributing to a rapidly changing political environment in Europe.



ECDPM's Matthias Deneckere meets with ECDPM programme associate Tobias Flessenkemper, former UN policy advisor Stefan Feller and Martijn Neef from TNO.

CHANGING EUROPE: HOW DOES IT AFFECT PEACEBUILDING?

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

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

In the project we focused on the EU institutions, Germany, Sweden and the UK. We interviewed more than 60 people from ministries of foreign affairs, NGOs, development agencies

and think tanks. Four case reports and a final report are set to be published in 2018. Throughout the course of the year, we produced several related blogs and video interviews, for instance, with the executive director of the European Peacebuilding Liaison Office and the head of the United Nations Liaison Office for Peace and Security.

So far, several European member states and civil society actors across the continent have shown interest in the project. Given that support for peacebuilding is an indicator of wider changes in foreign and development policy, our analysis lays the groundwork for a larger discussion. It provides

an opportunity for the peacebuilding community, both in Europe and in the United States, to self-reflect and look hard at the factors that drive change. ■

Want to know more about the project or have thoughts to add to the debate? Visit ecdpm.org/peacebuildingeurope or get in touch with Andrew Sherriff, Pauline Veron, Matthias Deneckere or Volker Hauck via ecdpm.org/people.



THE NEXT EU BUDGET: A MOMENT TO DEFINE PRIORITIES AT HOME AND ABROAD

The next EU budget needs to be set by 2020. That will be no easy task, and recent political developments only increase the complexity. In 2017, we closely followed the early stages of the process, much as we have done during the negotiations on previous EU budgets.

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

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

This has provided us opportunities to stress the need to achieve budget flexibility. Building in flexibility would enable Europe to remedy potential shortcomings and reflect not only Europe's changing engagement with the rest of the world, but also the evolving relationships between EU policies at home and abroad. In 2018 we will continue producing analysis, facilitating discussion and closely following the negotiations until the new budget is finally agreed. ■



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



► The changes in Europe's political landscape will inevitably have implications for the EU's next seven-year budget – also known as the multiannual financial framework, or MFF. The current MFF totals just under €1.1 trillion and expires in 2020. This requires politicians to come to a new agreement on what is important for Europe and how to allocate resources accordingly.

ECDPM's Mariella Di Ciommo interviews Klaus Rudischhauser, former Deputy Director-General for International Cooperation and Development at the European Commission, on the next EU budget.

RE-EVALUATING THE AFRICAN PEACE FACILITY

Since the creation of the African Peace Facility, Europe has provided the African Union and regional economic communities in Africa more than €21.9 billion for the instrument. However, the changing geopolitical landscape of security makes one wonder whether the African Peace Facility is devoted to tackling Europe's own security threats on the African continent rather than to empowering Africa. Questions of how much of its budget should be used for emergencies and what portion should be devoted to long-term capacity building are becoming increasingly pressing.

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

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

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



Want to know more about the evaluation or have thoughts to share? Visit ecdpm.org/apf or get in touch with Volker Hauck, Matthias Deneckere or James Mackie via ecdpm.org/people.

► The African Peace Facility, financed through the European Development Fund, was created in 2004 at the request of African leaders to tackle security threats on the African continent. But increasing security threats and large flows of refugees to Europe have led the European Commission to re-evaluate the instrument.

ECDPM's Volker Hauck speaks at a panel on the African Peace Facility during the 2017 European Development Days in Brussels, Belgium.

AFRICAN FINANCIAL INDEPENDENCE: KABERUKA'S 0.2% LEVY

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

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

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



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

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



Elinuru Pallangyo (also known as Mama Shujaa wa Chakula) selling leafy vegetables from her peri-urban farm in Arusha, Tanzania.

Children at a farming training at the Watoto Foundation; supported by Slow Food.

► The African Union is part of a complex net of regional organisations covering the African continent. On average, countries are members of six regional organisations, with certain African countries having joined up to 14. But does the vast number of local structures really improve regional cooperation?



THE POLITICAL ECONOMY OF REGIONAL ORGANISATIONS IN AFRICA

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

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

At the end of 2017, we launched a collection of 31 studies, providing a comprehensive overview of the current state of regional integration on the African continent. The studies

cover numerous sectors and topics ranging from governance to migration, peace and security, youth employment, trade, industrialisation and food security. We also published an interactive online tool which allows people to more easily explore the history, priorities and members of all 17 organisations, supplemented by an interactive map highlighting which African countries belong to which regional organisations.

That work has been widely shared on social media and generated a lot of interest from various regional organisations and international stakeholders. Our work on this topic led to an invitation to join the SADC ministerial retreat in Swaziland to contribute to its new strategy. We co-organised a seminar with the United Nations Development Programme on two

Central African regional organisations, and evaluated the implementation of the ECOWAS trade liberalisation mechanism locally. The World Bank and African Economic Research Consortium approached us for work in 2018. In the year to come, we will publish a new set of studies and policy briefs. ■



Want to know more about the project or have thoughts to add to the debate? Visit ecdpm.org/pedro or get in touch with Bruce Byiers or Jan Vanheukelom via ecdpm.org/people.

► Some of the regional organisations we studied in our PEDRO project have food security high on their agenda. With a fast growing and urbanising world population, and many economies still dependent on agriculture, pressure is high to fulfil food and nutrition needs and make good on new economic opportunities. But our current food systems are unsustainable – socially, environmentally and economically. How can we create food systems with people, profit and planet at their heart?

FOOD SYSTEMS FRIENDLY TO PEOPLE, PROFIT AND PLANET

In 2017, we joined an Italian consortium of universities with the goal to create partnerships, knowledge and better policies for sustainable food systems. The two-year initiative, funded by the Italian government, involves experts from all disciplines and local stakeholders in Africa. What we bring to the table is our expertise on European and African policies for food security and our methodologies connecting research, policy and practice.

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

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

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



Want to know more about the project or have thoughts to add to the debate? Visit ecdpm.org/sass or get in touch with Francesco Rampa, Carmen Torres, Hanne Knaepen or Paulina Bizzotto Molina via ecdpm.org/people.

TURNING THE KEY OF CSO-BUSINESS PARTNERSHIPS

We have looked at partnerships between civil society and the private sector for several years. Our case studies in the dairy and extractives sectors in Africa shed light on the drivers of and constraints to partnerships between businesses and CSOs, taking into account the diversity of interests and expectations of the actors involved.

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

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

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



Want to know more about our work or have thoughts to add to the debate? Visit ecdpm.org/csobusiness or get in touch with Jeske van Seters via ecdpm.org/people.

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

Zambia Kansanshi Copper Mine.

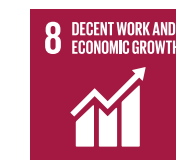
► Unless doing business in Africa becomes more attractive for the private sector, investment will remain scarce, putting a break on creation of new jobs and opportunities. The European External Investment Plan (EIP), adopted in September 2017, leverages both public and private finance for development. It mobilises resources through the European Fund for Sustainable Development and stimulates a favourable business and investment environment.

INVESTMENT FOR SUSTAINABLE DEVELOPMENT: EUROPE'S EXTERNAL INVESTMENT PLAN

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

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

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



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

Vocational training in Rhino Camp, Uganda.



LEARNING AND QUALITY SUPPORT

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

The unit has four main responsibilities:

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

Monitoring, evaluation, learning and reporting – We strengthen the Centre's monitoring and reporting approaches and systems and provide advice and support for advancing the quality of our work and learning. Learning and review take place around theories of change, formulated to accompany 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 share our knowledge management expertise with the Centre's partners and 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 assessing policy coherence for development. The unit serves as an internal advisor on issues such as gender and cultural sensitivity.

OUR UNIT IN 2017

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

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

WHAT WE'VE LEARNED THIS YEAR

Learning is a crucial element of our new strategy. By integrating learning into our activities, we aim to create more valuable knowledge and practices, enhance our organisational efficiency, inform our strategic programming,

and ensure that we deliver on our ambitions. Below we outline the main lessons we've learned this year, highlighting what we did well and where we still have room to grow.

CENTRE-WIDE

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

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

EUROPEAN EXTERNAL AFFAIRS PROGRAMME

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

Where we can still grow – We would like to engage more on the Brexit

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

AFRICAN INSTITUTIONS PROGRAMME

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

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

MIGRATION PROGRAMME

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

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

Where we can still grow – This year was a start-up year, and for the future we will better define our niche. In the coming year we would like to strengthen our focus on North African countries and work closer with local organisations in Africa to more systematically integrate African perspectives on migration into our work.

SECURITY AND RESILIENCE PROGRAMME

What we did well – We set out to strengthen ties with the African peacebuilding community, and have had positive responses so far. For instance, we worked closely with the Institute for Peace and Security Studies in Addis Ababa to jointly monitor the implementation of the African Peace and Security Architecture. We also made a start on integrating gender as a substantive issue in our work.

Where we can still grow – Given the increasing focus on stabilisation in international cooperation and the

various fundamental changes in European peace and security policies and frameworks, we need to expand our knowledge and networks in relation to crisis response.

ECONOMIC AND AGRICULTURAL TRANSFORMATION PROGRAMME

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

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

COMMUNICATIONS

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

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

OUR UNIT IN 2017

In 2017, our unit was led by a new head of communications, Virginia Mucchi, who brings more than 20 years of experience in communications, journalism and EU politics. On top of our usual activities, our year was characterised by creation of a new communications strategy; development

of a new intranet, which was launched in early 2018; and redesign of all our main publications, including our *Great Insights* magazine, which is now a quarterly journal. Towards the end of the year we started preparations for compliance with new EU privacy regulations, which entered into force in May 2018. ■

Website visitors



172,275 visitors

987,832 page views

38% Europe
33% Africa
15% Americas
13% Asia
1% Oceania

Followers and subscribers



+18%

7,523

Twitter followers



+5%

9,029

Facebook followers



+16%

11,971

subscribers to our *Weekly Compass* newsletter



+26%

7,578

subscribers to our *Great Insights* magazine

Media hits

Interviews and articles appeared in POLITICO, EURACTIV, Jeune Afrique, Forbes Afrique, AllAfrica, Sahel Standard, MO* Mondiaal Nieuws, Radio Bulgaria, Austria's Radio FM4, Die Presse, Corriere della Sera, NOS, EenVandaag, NRC Handelsblad, De Groene Amsterdammer, Radio France Internationale, RTÉ - Ireland's National Public Service Broadcaster, Canvas, OmVärlden, Times of Malta, Tunis Daily News, Rwanda News Agency, and Zambia Daily Mail – among others.

Publications and multimedia



73

publications

23,815

publication and magazine downloads



46

blogs

68,254

number of times our blogs were read online



6

issues of our *Great Insights* magazine

255,869

number of times our magazine articles were read online



18 videos



18,975

number of times our YouTube videos were viewed



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

FINANCES

The year 2017 marked the start of a new five-year strategic period for ECDPM. It followed a year of transition and financial insecurity, in which management and staff rose to the challenge of delivering on the commitments and ambitions of our previous strategy, while carefully crafting a new one.

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

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

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

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

Halfway through 2016, we put vacancies on hold until the end of the year. In 2017, to be able to deliver on our new strategy, we invested in our human capacity and recruited several new policy experts. We also made investments in information and communications technology (ICT), replacing a large share of our laptops and computers in pursuit of efficiency gains. With these additional investments, we closed the books with an operational deficit of €233,000.

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

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

ACCOUNTABILITY AND TRANSPARENCY

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

See our auditor's report at ecdpm.org/auditor-report-2017.

OUR FUNDERS

INSTITUTIONAL FUNDERS

The Netherlands Ministry of Foreign Affairs, the Netherlands €2,674,205

Swedish Ministry for Foreign Affairs, Sweden €496,911

Luxembourg Ministry of Foreign and European Affairs, Luxembourg €297,390

Belgian Ministry of Foreign Affairs, Belgium €247,500

Irish Aid, Ireland €194,834

Finnish Ministry for Foreign Affairs, Finland €155,000

Danish Ministry of Foreign Affairs, Denmark €115,604

Swiss Agency for Development and Cooperation (SDC), Switzerland €64,970

Austrian Development Agency (ADA), Austria €48,880

Estonian Ministry of Foreign Affairs, Estonia €37,500

PROGRAMME FUNDERS

Italian Ministry of Education, Universities and Research - Università degli Studi di Milano-Bicocca (UNIMIB), Italy €148,515

Swedish Ministry for Foreign Affairs, Sweden €131,904

UK Department for International Development (DFID PO: 40082120), United Kingdom €110,991

Belgian Ministry of Foreign Affairs, Belgium €33,958

Swiss Agency for Development and Cooperation (SDC), Switzerland €28,812

Finnish Ministry for Foreign Affairs, Finland €28,584

Danish Ministry of Foreign Affairs, Denmark €18,118

Luxembourg Ministry of Foreign and European Affairs, Luxembourg €16,303

Estonian Ministry of Foreign Affairs, Estonia €12,500

Austrian Development Agency (ADA), Austria €10,755

Irish Aid, Ireland €7,099

PROJECT FUNDERS

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Germany €415,619

European Commission - Particip GmbH, Germany €231,969

Bill & Melinda Gates Foundation, United States €155,505

European Commission - Change for Results EEIG (CHARE), Belgium €92,685

Food and Agriculture Organization of the United Nations (FAO), Ghana €85,140

European Commission - Atos Consulting - CIVILEX, Spain €66,410

Humanity United, United States €66,219

Swiss Agency for Development and Cooperation (SDC), Switzerland €32,709

Netherlands Institute for Multiparty Democracy (NIMD), the Netherlands €28,925

HIVOS, the Netherlands €27,000

Embassy of the Netherlands in Ethiopia, Ethiopia €21,779

Southern African Development Community (SADC), Botswana €19,038

MDF Training & Consultancy, the Netherlands €18,591

Royal United Services Institute for Defence and Security Studies (RUSI), United Kingdom €18,400

ActionAid, Italy €17,000

Coopération Internationale pour le Développement et la Solidarité (CIDSE), Belgium €10,509

European External Action Service - Delegation of the European Union to Ethiopia, Ethiopia €9,170

United Nations Development Programme (UNDP), Ethiopia €8,103

Panteia, the Netherlands €7,711

UK Department for International Development (DFID PO: 40094310), United Kingdom €7,488

African Studies Centre Leiden (ASCL), the Netherlands €6,198

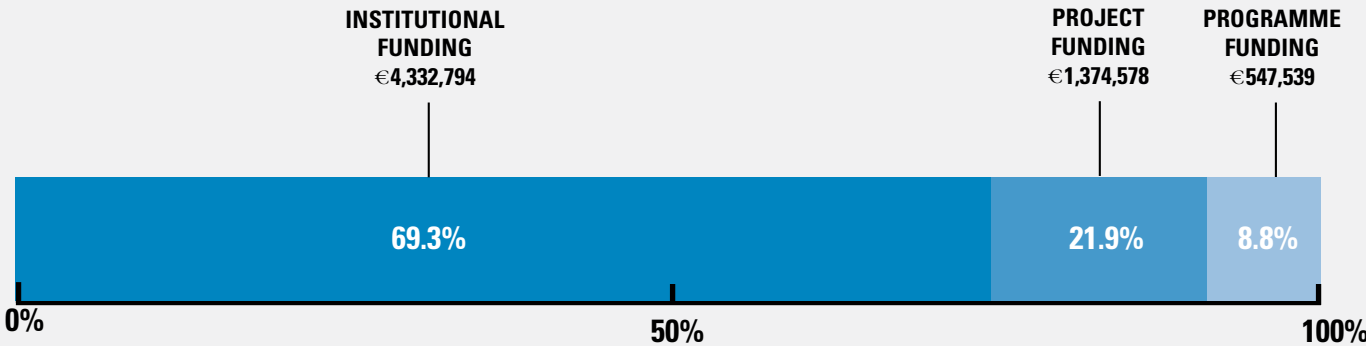
Woord en Daad, PARTOS and Foundation Max van der Stoep (FMS), the Netherlands €5,950

French Ministry of Foreign Affairs - Institut du Développement Durable et des Relations Internationales (IDDRI), France €5,862

Save the Children, Italy €4,000

Other funders < €2,500
Various €12,598

HOW WE WERE FUNDED IN 2017



For more information, visit ecdpm.org/funding.

BALANCE SHEET

After allocation of result 2017, as per 31 December 2017
In thousands of euros

	31-12-2017	31-12-2016
ASSETS		
Intangible fixed assets	109	134
Tangible fixed assets	2,491	2,496
Financial fixed assets		
Investment portfolio with ABN AMRO	3,999	0
Participation in EDCS share fund	13	13
Total financial fixed assets	4,012	13
Current assets		
Payments in advance	43	49
Receivables	2	4
Debtors	1,009	1,195
Tax contributions	7	35
Cash	2,264	5,773
Total current assets	3,325	7,056
TOTAL ASSETS	9,937	9,699
LIABILITIES		
Current liabilities		
Creditors	161	86
Tax, pension and social security contributions	246	228
Current debts	1,372	1,017
Total current liabilities	1,779	1,331
Provisions	95	81
TOTAL LIABILITIES	1,874	1,411
EQUITY		
From annual turnover		
Operational results from income over current costs	3,114	3,347
Innovation fund	175	175
Subsidy from the Netherlands Ministry of Economic Affairs for housing	2,269	2,269
From investment portfolio		
Realised capital gains from investment portfolio	2,505	2,497
TOTAL EQUITY	8,063	8,288
TOTAL LIABILITIES AND EQUITY	9,937	9,699

INCOME AND EXPENDITURE ACCOUNT

In thousands of euros

		Budget 2018	Results 2017	Budget 2017	Results 2016
INCOME					
I Funding					
1.1	Institutional funding	4,730	4,333	4,175	4,574
1.2	Programme funding	603	547	460	1,151
1.3	Project funding	1,979	1,375	1,735	1,166
	Total funding	7,312	6,255	6,370	6,891
II Investment portfolio results					
2.1	Interest	p.m.	13	p.m.	30
2.2	Result on sales	p.m.	-1	p.m.	-12
2.3	Result on market value	p.m.	-2	p.m.	0
2.4	Banking costs	p.m.	-2	p.m.	0
	Total result from investment portfolio	p.m.	8	p.m.	18
TOTAL INCOME		7,312	6,263	6,370	6,909
EXPENDITURE					
III Operational expenses		1,029	641	825	913
IV Staff and office costs					
4.1	Salaries and other personnel costs	5,254	4,928	4,847	4,813
4.2	Accommodation expenses	245	223	243	240
4.3	General and administrative expenses	319	384	286	293
4.4	Small investments	7	3	7	5
4.5	Information technology	200	182	180	198
4.6	Depreciation	140	109	117	117
4.7	Miscellaneous	18	18	15	13
	Total staff and office costs	6,183	5,847	5,695	5,679
TOTAL EXPENDITURE		7,212	6,488	6,520	6,592
UNFORESEEN		100	-	100	-
TOTAL RESULT		0	-225	-250	317
	<i>Results from investment portfolio</i>	p.m.	8	p.m.	8
	Operational result	0	-233	p.m.	309
ALLOCATION OF RESULT					
	<i>Addition to the general reserves</i>	0	-225	-250	142
	<i>Addition to the innovation fund</i>	0	0	0	175
	Total allocation of result	0	-225	-250	317

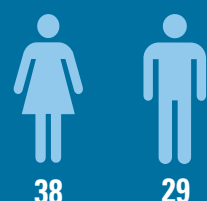
OUR PEOPLE

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



ECDPM's Karim Karaki, Philomena Apiko, Sophie Desmidt and Noemi Cascone.

67 employees



52
work in Maastricht,
the Netherlands



15
work in Brussels,
Belgium



20 junior staff members



11
programme associates



58.3 FTE



23
nationalities



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

OUR BOARD IN 2017



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



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



Maria de Jesus Veiga Miranda, Ambassador and Permanent Representative of Cabo Verde to the United Nations Office and the other international organisations in Geneva, Permanent Mission of Cabo Verde
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 2017

Ewald Wermuth
Director
The Netherlands



Geert Laporte
Deputy Director
Belgium



Virginia Mucchi
Head of Communications
Italy



Faten Aggad

Head of African Institutions programme
Algeria



James Mackie

Head of Learning and Quality Support
United Kingdom



Bruce 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



OUR GOVERNANCE

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

No changes to our Board composition were made in 2017, but we did make several changes in terms of our operational management. A new programme manager was appointed as a member of the management team, replacing a programme manager who had completed a two-year term. Early in 2017, we recruited a senior human resources officer and a new head of our communications department. The head of communications is now a member of the management team, in line with the recommendation of an external evaluation of ECDPM's previous strategy.

Several staff members consulted our confidential staff advisors this year, but no incidents were reported. In May 2017, our Board of Governors approved our new governance regulations. These were developed the year before, with the works council and members of staff. The new governance code is available on our website.

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

OUR WORKS COUNCIL

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

- follow-up on staff satisfaction survey;

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

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

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

SICK LEAVE AT ECDPM

In 2017, our sick leave was 2.16%. This compares favourably with the average sick leave in the non-commercial services sector in the Netherlands, which was 5%, according to Statistics Netherlands.

INVESTING IN OUR PEOPLE

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

- languages (French and Dutch);
- communications;
- ICT;

- data protection and privacy;
- leadership and coaching;
- governance;
- financial and business management;
- purchasing and contract management;
- labour law;
- first aid;
- travel safety.

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

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

OFFICE AND TRAVEL SAFETY

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

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

YOUNG INTERNATIONAL PROFESSIONALS

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



ECDPM's Tasnim Abderrahim

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

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

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

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

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

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

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

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

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

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

Are you interested in the YIP programme and want to see whether we have openings? Go to ecdpm.org/yipp or get in touch with Kathleen van Hove via ecdpm.org/people.



ECDPM's Luckystar Miyandazi speaks at a panel on tax justice for development during the 2017 European Development Days in Brussels, Belgium.

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)

United Kingdom's Department for International Development (DFID)
Italian Ministry of Education, Universities and Research

INTERNATIONAL INSTITUTIONS

ACP Secretariat and ACP Committee of Ambassadors
African Development Bank
African Union Commission
European Commission
European External Action Service (EEAS)
European Investment Bank (EIB)
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), and SADC (Southern African Development Community)
Planning and Coordinating Agency of NEPAD (The New Partnership for Africa's Development)
United Nations Development Programme (UNDP), Regional Bureau for Africa
United Nations Environment Programme (UNEP)
United Nations Economic Commission for Africa (UNECA)
United Nations Industrial Development Organization (UNIDO)
World Bank

STRATEGIC PARTNERS

Africa Center for Economic Transformation (ACET)
African Studies Centre Leiden
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 food organisations in Africa, particularly EAFF (Eastern Africa Farmers Federation), FANRPAN (Food, Agriculture and Natural Resources Policy Analysis Network), 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)
Woord en Daad

COLLABORATED WITH

ADE Consulting Group
AETS international consulting
African Centre for the Constructive Resolution of Disputes (ACCORD)
African Minerals Development Centre (AMDC)
Barefoot Law
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'Études, de Documentation et de Recherche Économiques et Sociales (Cedres)
Center for Global Development (CGD)
CUTS International
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
French Ministry of Europe and Foreign Affairs
Friedrich-Ebert-Stiftung (FES)
Graduate School of Development Policy and Practice, University of Cape Town
Hanns Seidel Stiftung
Italian Institute for International Affairs (IAI)
Jomo Kenyatta University of Agriculture and Technology
Japan International Cooperation Agency (JICA)
King Baudouin Foundation
Konrad-Adenauer-Stiftung (KAS)
Korea International Cooperation Agency (KOICA)

Oxfam International
Naivasha Basin Sustainability Initiative
Nelson Mandela University
Particip
Saana Consulting
SADC embassies
Swedish Expert Group for Aid Studies (EBA)
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)
World Economic Forum (WEF)
World Resources Institute (WRI)

NETWORKS AND PLATFORMS

Dutch Food & Business Knowledge Platform
Dutch Knowledge Platform on Inclusive Development Policies (INCLUDE)
Dutch Knowledge Platform Security & Rule of Law
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

OUR NETWORK

- **20,987** people from 18,225 organisations throughout the world
- **49%** in Europe
- **37%** in Africa (with an additional 5% in the Caribbean and Pacific)
- **32%** civil society
- **35%** government
- **17%** intergovernmental
- **6%** private sector

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

SUSTAINABILITY

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



CONSUMING LESS, CONSERVING MORE

We closely monitor our carbon footprint and strive to consume less energy, save water and reduce waste. In 2017, ECDPM grew in size. While growth inevitably results in a larger carbon footprint, we managed to keep our consumption within range.

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

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. Our first efforts included a switch to LED light sources. Replacing our emergency lighting with LED produced a 56% decrease in wattage per light fixture. In 2018, we will switch all of our lighting to LED where possible. We also plan to look into insulation possibilities and replacement of some of our electrical appliances with more energy efficient alternatives.

TRAVEL

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

SUSTAINABLE SOURCING

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

PHOTO CREDITS

Front cover

Outside of a pilot village for street children, in the suburbs of Dakar, near Pink Lake, Senegal. Photo by Seyllou Diallo. Source: EC - Audiovisual Service, European Union.

Page 4 and 5

ECDPM's Carmen Torres with Shida Mahenge Nestory in Arusha, Tanzania. Photo by Jovin Lwehabura (CIAT-SIIL).

Page 7

ECDPM's Anna Knoll in Shire, Ethiopia, with a research team of the Regional Protection and Development Programme evaluation. Photo by Tewelde Gebremariam.

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Top left

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

Top right

ECDPM's Faten Aggad in a panel on combating unconstitutional changes of government, in Pretoria, South Africa. Photo by African Union Department of Political Affairs.

Mid left

ECDPM's James Mackie and Len Ishmael, former Ambassador of the Eastern Caribbean States to the EU and Permanent Representative to the WTO, during the launch of ECDPM's 2017 'Challenges Paper' at the Permanent Representation of Malta to the EU in Brussels, Belgium. Photo by Valeria Pintus, ECDPM.

Mid right

ECDPM's Geert Laporte is interviewed ahead of the AU-EU Summit in Abidjan, Côte d'Ivoire. Photo by Virginia Mucchi, ECDPM.

Bottom left

ECDPM's Bruce Byiers and former Nigerian President Obasanjo, who presented the book 'Making Africa Work' in Brussels, Belgium. Photo by Virginia Mucchi, ECDPM.

Bottom right

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

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ECDPM's Luckystar Miyandazi speaks at a panel on tax justice for development during the 2017 European Development Days in Brussels, Belgium. Photo by Valeria Pintus, ECDPM.

ECDPM's San Bilal speaks at a panel on responsible mining during the 2017 European Development Days in Brussels, Belgium. Photo by European Union.

ECDPM's Karim Karaki and Sophie Desmidt host a workshop on Africa-Europe relations at Yo!Fest 2017 in Maastricht, the Netherlands. Photo by Nina Thijssen, ECDPM.

ECDPM's Geert Laporte interviews Gerald Abila, founder of Barefoot Law. Video by Franz Rothe, ECDPM.

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ECDPM's Andrew Sherriff presents our work on the EU budget at CONCORD Sweden. Photo by CONCORD Sweden.

ECDPM's Geert Laporte moderates a panel debate on the future of the ACP-EU partnership with Michel Arrion, former Head of the Delegation of the European Union to Nigeria and the Economic Community of West African States; Mohamed Igueh Ofleh, Senior Economist at the Permanent Mission of the African Union to the EU; and Günter Nooke, Angela Merkel's representative to Africa, organised by ECDPM and the Estonian EU Presidency in Brussels, Belgium. Photo by Tauno Töhk, EU2017EE.

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ECDPM's Geert Laporte speaks during a debate on the future of the ACP-EU partnership, organised by ECDPM and the Estonian EU Presidency in Brussels, Belgium. Photo by Tauno Töhk, EU2017EE.

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

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ECDPM's Kesaobaka Pharathlathe, Meritxell Sayós Monrás, Noemi Cascone and Pauline Veron take part in the #WishingWell social media campaign, initiated by the Dutch and Danish embassies in Addis Ababa ahead of the AU-EU Summit. Photo by Nina Thijssen, ECDPM.

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Participants at Yo!Fest 2017 in Maastricht, the Netherlands. Photo by Nina Thijssen, ECDPM.

Page 18 and 19

Road to Entebbe Airport in Uganda. Photo by Anna Knoll, ECDPM.

Page 20 and 21

ECDPM's Matthias Deneckere meets with ECDPM programme associate Tobias Flessenkemper, former UN policy advisor Stefan Feller and Martijn Neef from TNO. Photo by Volker Hauck, ECDPM.

Page 22 and 23

ECDPM's Mariella Di Ciommo interviews Klaus Rudischhauser, former Deputy Director-General for International Cooperation and Development at the European Commission, on the next EU budget. Photo by Nina Thijssen, ECDPM.

Page 24 and 25

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

Page 26 and 27

Elinuru Pallangyo (also known as Mama Shujaa wa Chakula) selling leafy vegetables from her peri-urban farm in Arusha, Tanzania. Photo by Carmen Torres, ECDPM.

Page 28 and 29

Children at a farming training at the Watoto Foundation; supported by Slow Food. Photo by Carmen Torres, ECDPM.

Page 30 and 31

Oysternuts, commonly known as Kweme in Swahili. Photo by Carmen Torres, ECDPM.

Page 32 and 33

Zambia Kansanshi Copper Mine. Photo by mwmbwls via Flickr.com.

Page 34 and 35

Vocational training in Rhino Camp, Uganda. Photo by Anna Knoll, ECDPM.

Page 36 and 37

ECDPM's Tasnim Abderrahim speaks at an event on the potential of youth in the Mediterranean, organised by the Italian Institute of International Affairs in Rome, Italy. Photo by Leonardo Puccini, Italian Institute of International Affairs.

ECDPM's Alfonso Medinilla meets with Brahim Fomba from Groupe ODYSSEE to discuss a joint study on the political economy of regional water governance in Mali and West Africa. Photo by Martin Ronceray, ECDPM.

ECDPM's Carmen Torres hosts a workshop on climate-smart agriculture at Yo!Fest 2017 in Maastricht, the Netherlands. Photo by Nina Thijssen, ECDPM.

ECDPM's Francesco Rampa speaks at a side-event with the Permanent Mission of Italy, ActionAid and the Food and Agriculture Organization of the United Nations (FAO), during the Committee on World Food Security's annual meeting in Rome, Italy. Photo by Giuseppe Carotenuto, FAO.

ECDPM's James Mackie presents the 2017 'Challenges Paper' to EU and ACP officials at the Permanent Representation of Malta to the EU in Brussels, Belgium. Photo by Valeria Pintus, ECDPM.

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

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

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ECDPM's Luckystar Miyandazi speaks at a panel on tax justice for development during the 2017 European Development Days in Brussels, Belgium. Photo by European Union.

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The Sustainable Development Goals on a wall in Accra, Ghana. Photo by Andrew Sherriff, ECDPM.

ECDPM staff pictures

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Tanit Parada-Tur, ECDPM

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Maurice Bastings, Maurice Bastings

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

CONTACT US

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