



Work plan 2017-2018

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LIST OF ACRONYMS

AAAA	Addis Ababa Action Agenda
ACCORD	African Centre for the Constructive Resolution of Disputes
ACET	African Center for Economic Transformation
ACP	Africa, Caribbean and Pacific (Group)
AFET	Committee on Foreign Affairs (European Parliament)
AGA	African Governance Architecture
APF	African Peace Facility
APSA	African Peace and Security Architecture
AU	African Union
CAADP	Comprehensive Africa Agriculture Development Programme
CEMI	Centre des Etude Méditerranéennes et internationales
CFS	Committee on World Food Security
CFTA	continental free trade area
CGIAR	Consultative Group on International Agricultural Research
COMESA	Common Market for Eastern and Southern Africa
COMSEC	Commonwealth Secretariat Development Programmes
CSA	climate-smart agriculture
CSDP	Common Security and Defence Policy
DBSA	Development Bank of South Africa
DEVCO	European Commission's Directorate-General for International Cooperation and Development
DEVE EU	Committee on Development
DFID	Department for International Development (UK)
DG CONNECT	European Commission Directorate General for Communications Networks, Content & Technology
DG ECFIN	European Commission Directorate-General for Economic and Financial Affairs
DG GROWTH	European Commission Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs
DG NEAR	European Commission Directorate-General for Neighbourhood and Enlargement Negotiations
DGIS	Directorate-General for International Cooperation (Netherlands)
EABC	European Association for Business and Commerce
EAC	East African Community
EBRD	European Bank for Reconstruction and Development
ECDPM	European Centre for Development Policy Management
ECOWAS	Economic Community of West African States
EDF	European Development Fund
EEAS	European External Action Service
EIB	European Investment Bank
EIP	European Investment Plan
ENDA-CACID	Centre Africain pour le commerce, l'intégration et le développement
EP	European Parliament
EPA	Economic Partnership Agreement
ETTg	European Think Tanks Group

EU	European Union
EUISS	European Union Institute for Security Studies
FAO	Food and Agriculture Organization of the United Nations
FPI	EU Service for Foreign Policy Instruments
GACSA	Global Alliance for Climate-Smart Agriculture
GDI	German Development Institute
GIZ	Gesellschaft für Internationale Zusammenarbeit
HR	human resources
IATI	International Aid Transparency Initiative
ICT	information and communications technology
IDDRI	Institute for Sustainable Development and International Relations
IFAD	International Fund for Agricultural Development
IFC	International Finance Corporation (World Bank)
IPSS	Institute for Peace and Security Studies
IRP	Institutional Relations and Partnerships (ECDPM unit)
ISS	Institute for Security Studies
ITC	International Trade Center
KIA	key impact area
KAM	Kenya Association of Manufacturers
KM	knowledge management
LQS	Learning and Quality Support (ECDPM unit)
MFF	Multiannual Financial Framework (EU)
NEPAD	New Partnership for Africa's Development
NGO	non-governmental organisation
ODA	official development assistance
ODI	Overseas Development Institute (UK)
OECD	Organisation for Economic Co-operation and Development
PACT	Pan-African Coalition for Transformation
PCSD	policy coherence for sustainable development
PEDRO	Political Economy Dynamics of Regional Organisations (ECDPM project)
PERIA	Political Economy of Regional Integration in Africa (ECDPM project)
SADC	Southern African Development Community
SAIIA	South African Institute of International Affairs
SME	small and medium-sized enterprise
ToC	theory of change
UK	United Kingdom
UN	United Nations
UNECA	United Nations Economic Commission for Africa
UNIDO	United Nations Industrial Development Organization
WRI	World Resources Institute

1. INTRODUCTION

As stated in ECDPM's 2017–2021 strategy, “partnerships, practical solutions and coherence” will be crucial to accomplish the Global Goals for Sustainable Development by 2030. Managing global challenges requires countries, and disparate groups within them, to work together. Common and competing interests will have to be negotiated, political deals concluded and adequate regulation put in place. For these purposes, promoting multi-stakeholder dialogue and evidence-based joint action will be key and are also central to ECDPM's contribution.

This work plan outlines how ECDPM will fulfil its mission (See Figure 1) to make policies work for sustainable and inclusive global development. It covers the first two years of our upcoming strategic plan period. Inspired by the United Nation's (UN) 2030 Agenda, the Centre's strategy sets out four related key impact areas (KIAs) to which it will contribute: (1) effective international

cooperation frameworks, (2) legitimate and accountable institutions, (3) peaceful societies and (4) sustainable economic transformation. These link in particular to five of the seventeen Global Goals (Box 1). ECDPM's strategy furthermore describes the international context in which we work and outlines a Centre-wide theory of change (ToC) that clarifies how we will work to achieve impact (see Figure 1 and 2 and Box 2 on the ECDPM ToC).



Figure 1. Our mission

Box 1

The ECDPM strategy is geared particularly to five of the 2030 Agenda's seventeen Global Goals

- goal 2** On hunger, food security, nutrition and sustainable agriculture
- goal 8** On inclusive and sustainable economic growth, employment and decent work for all
- goal 10** On reducing inequalities within and between countries
- goal 16** On peaceful and inclusive societies, access to justice and effective, accountable institutions
- goal 17** On strengthening the means of implementation and revitalising the global partnership

ECDPM's mandate focuses primarily on Africa-Europe relations and the interface between the continents. On the global stage, the 2015 Paris Agreement on climate change and the 2030 Agenda offer a new broad framework for international cooperation that could benefit both Africa and Europe. Other policies and plans – such as the European Union (EU) Global Strategy on Foreign and Security Policy, the European Consensus for Development, the EU Gender Action Plan and the European Investment Plan (EIP), as well as, on the African side, the African Union (AU) Agenda 2063 – will have to be carried out in the context of these new global agreements.

Against this backdrop and despite a number of areas of disagreement, Africa and Europe have a clear common interest in further strengthening their cooperation. This is where ECDPM's contribution is of most value. The fifth EU-Africa Summit, expected to take place at the end of 2017, will be an opportunity to take stock and renew the collaboration. The AU will be keen to present progress on its Agenda 2063, while the EU is expected to highlight various new policy initiatives, such as its new Global Strategy, a new European

Consensus on Development and the EU EIP. Debate on the future of the Cotonou Partnership Agreement, to which most African and European countries are signatories, will also be closely considered given the agreement's expiry in 2020. It is in this context that ECDPM seeks to promote and facilitate cooperation between the two continents.

ECDPM seeks to inform and influence European, African and international policies and to forge partnerships for sustainable solutions. It does this through six programmes, all of which contribute to the four KIAs noted above. Four of the programmes – ‘European External Affairs’, ‘Migration’, ‘Security and Resilience’ and ‘African Institutions’ – address mainly the first two KIAs: ‘effective international cooperation frameworks’ and ‘legitimate and accountable institutions’, both of which contribute to goal 17 ‘revitalise the global partnership for sustainable development’. The ‘Security and Resilience’ and ‘African Institutions’ programmes are geared especially to goal 16 ‘peace, justice and strong institutions’. Our largest programme, ‘Economic and Agricultural Transformation’ has four work streams related to KIA 4 ‘sustainable economic transformation’. As such, it impacts goal 2 ‘to end hunger, achieve food security and improved nutrition’, goal 8 ‘decent work and economic growth’ and goal 10 ‘reduced inequalities’, while also having a bearing on KIA 1 ‘effective international cooperation frameworks’, and to a lesser extent the other two impact areas. To achieve synergies among these multiple focusses the programmes will prioritise collaboration and joint work. All our programmes, moreover, will remain committed to analysing their work in gender terms and adjusting their approach to contribute to gender equality and the empowerment of women and girls (goal 5).

ECDPM THEORY OF CHANGE

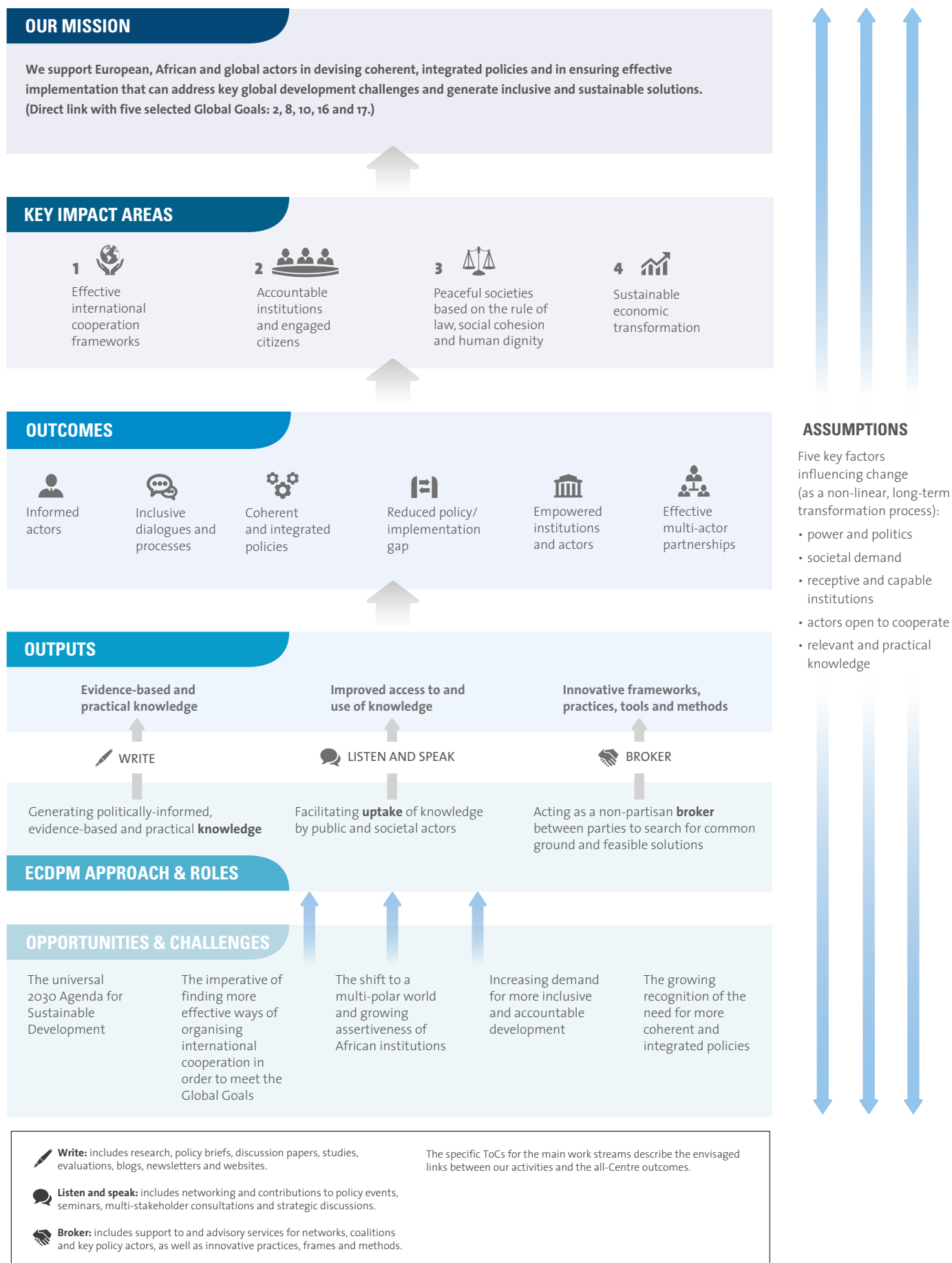


Figure 2. ECDPM's Centre-wide theory of change (ToC)

Box 2

Implementing ECDPM's theory of change (ToC)

ECDPM's Centre-wide theory of change (ToC) visualises how we will seek to fulfil our mission and contribute to our new strategy's four key impact areas (KIAs) over the five-year period from 2017 to 2021. In addition, each of our main work streams will formulate its own ToC, building on the Centre's overall ToC but with more detailed choices in line with the specificities of the work stream in question. The ToC approach will allow us to adapt our work as we move forward and learn lessons, ensuring that our efforts remain closely aligned with our goals and envisaged outcomes. The Centre-wide ToC sets out some of the features our six programmes have in common. These are further detailed in the respective programme sections.

ECDPM's engagement, activities and outputs centre on three core roles: (1) we generate politically-informed, evidence-based and practical knowledge (*'write'*), (2) we facilitate uptake of knowledge by public and societal actors (*'listen and speak'*) and (3) we act as a non-partisan broker between parties to search for common ground and feasible solutions (*'broker'*). ECDPM combines these roles, keeping a sharp focus on implementation to ensure that policies work. This requires consideration of power relations (including gender), political and economic interests and incentives, and bridging of policy domains, given their mutual impacts and overlapping or competing interests. ECDPM engagement through these three roles constitutes our pathway to change, contributing to the six outcomes depicted in Figure 2.

Our added value in these processes derives from the experienced and multidisciplinary teams we mobilise; our innovative research and evaluation methodologies and our partnerships and networks in Europe, Africa and beyond. ECDPM has a solid track record in creating synergies across policy areas. We facilitate multi-stakeholder dialogues and partnerships to address complex policy issues; we provide politically-sensitive analyses; and we document our knowledge and expertise and communicate these to stakeholders across different policy and practitioner communities in Europe and in Africa. This serves to align the actions of multiple public and private stakeholders towards politically-feasible and coherent goals at different levels of intervention.

Chapter 2 of this work plan outlines how each of our six programmes plans to deliver on these ambitions and work towards the outcomes depicted in our Centre-wide ToC. To encourage a strong core within the Centre of learning, monitoring and evaluation, quality maintenance, communication, partnerships, overall management and human resources, several task forces have been established alongside a Centre-wide learning and quality support unit. These are detailed in chapter 3 of the work plan. Chapter 4 presents plans for ECDPM's programme for young professionals from the South, while Chapter 5 outlines our plans in the area of institutional relations

and partnerships. Finally, chapter 6 presents plans regarding corporate activities, including communications, management and human resources and financial management.

In addition to the challenges identified in the all-Centre ToC, this work plan identifies a number of overall risks specific to the current planning period. First, the funding environment is more uncertain than in past years, which has affected our planning to varying degrees. Because much of ECDPM's work is co-defined by stakeholder demand, cooperation and funding opportunities, this work plan is specific on activities already agreed, while leaving openings for further activities to be planned in collaboration with partners and stakeholders. The funding climate may affect our engagement and influence the precise emphases of our work within the broad lines of our programme areas. Similarly, resource availability may impact the balance we can maintain between topics, between policy and practice, and between technocratic and bureaucratic processes and attention to social realities in Europe-Africa relations. Another challenge will be to creatively manage synergies and complementarities among in-house programmes, as these are a source of our most productive opportunities for contributing to innovative thinking and joint delivery.

2. PROGRAMMES

2.1 EUROPEAN EXTERNAL AFFAIRS

Aim of this work stream and expected outcomes

The European External Affairs programme contributes to the strengthening of European external action. It focuses particularly on improved overall coherence and delivery on sustainable development objectives. During this plan period, we will be engaged in promoting the EU's overarching strategies and policy frameworks directly related to external affairs, international development and Africa. We will focus on the challenges of developing policy, but also address implementation hurdles at both headquarters and in partner countries. During the plan period, we will pursue the following outcomes:

- (i) Politically informed and adaptive policymaking processes in Europe and Africa
- (ii) More inclusive European policy dialogues and cooperation processes, with the appropriate actors informed and engaged
- (iii) More effective, coherent and integrated European policies to tackle global challenges, including stronger links between distinct domains of diplomacy, development, security and trade/economics policies and between energy, climate and natural resources diplomacy
- (iv) A reduced gap between European external action policy commitments and actual implementation
- (v) European institutions and non-state actors that are better-equipped to operate in the EU's established legal, financial and policy frameworks and effectively contribute to the 2030 Agenda

Context

With the possibility of an impending UK exit from the EU and an increasingly multipolar world, the EU's legitimacy and ability to effect change will continue to be challenged in 2017. Domestically, the EU's broader policies, including those regarding external action and development, will continue to be influenced by the modest economic growth within the EU, the challenge of accommodating and resettling refugees, the recent wave of terrorist attacks, Brexit negotiations and national elections in France, Germany and the Netherlands. All this is set to occur in an environment where the reality of Global Goal implementation, or at least their incorporation into EU policy, will need to be addressed. Instability and conflict on Europe's doorstep is also expected to continue to dominate the EU foreign policy and security agenda. Continuous adaptation and innovation of EU external action frameworks and tools will be required to address these and future challenges.

The European External Affairs programme will seek opportunities to engage with relevant EU institutions – such as the European Commission’s Directorate-General for International Cooperation and Development (DEVCO), the European External Action Service (EEAS), the EU delegations, the EU Committee on Development (DEVE), the Maltese and Estonian EU presidencies and EU member states – while also interacting with other European, African and global actors to deliver on external action and international cooperation commitments.

Activities

The programme will focus on three main areas of activity in 2017: integrated EU external action, EU development policy and practice, and the future of ACP-EU relations post-Cotonou.

Integrated EU external action

We will pursue more coherent and integrated EU external action, conducting research and seeking insights in a number of crucial areas, such as the upcoming EU-Africa Summit and the initiation of negotiations on the new EU Multiannual Financial Framework (MFF). We will seek recognition and responses to policy-to-practice gaps and potential adaptation and implementation problems in policies, strategies and action plans such as the Global Goals, the EU Global Strategy and the EU Gender Action Plan. Our inputs will seek to strengthen inter-institutional relations among, for example, DEVCO, the European Parliament (EP) Committee on Foreign Affairs (AFET), the EEAS, the Service for Foreign Policy Instruments (FPI) and EU delegations. We will look closer at coordination issues between EU headquarters, the field and member state capitals with a particular focus on the increasingly complex mandate of the EU delegations. In terms of geographical focus, we will capitalise on previous work in the Sahel to explore avenues for regional diplomacy and coordination support, cross-programme initiatives and local development.

EU development policy and practice

Our work in EU development policy and practice will be geared towards achieving higher-impact aid and closer monitoring of policy implementation, to ensure that the new European Consensus for Development is increasingly evidence-based and culturally sensitive. We will pay particular attention to the development–security–migration nexus and the redefinition of official development assistance (ODA) in light of the ongoing refugee crisis and impact of terrorist attacks. We will continue our work on the programming, including joint programming if relevant, of EU development assistance, incorporating the mid-term review of the 11th European Development Fund (EDF) and the MFF as a whole, as well as new financing instruments such as the European Trust Funds.

The future of ACP-EU relations post-Cotonou

Drawing on expertise from throughout ECDPM, the programme will seek greater understanding of how the changing ACP and dynamics within Europe – regarding, for example, the EU budget, global and regional preferences and a possible Brexit – may affect the future of the ACP-EU relationship. We will draw on previous publications on these topics while deepening our engagement with relevant stakeholders to help facilitate discussions and advance the debate.

The team will apply the ECDPM approach to contribute to all four KIAs in the Centre’s new strategy. In doing so, we will seek synergies with other programmes, particularly ‘Security and Resilience’ and ‘Migration’.

ECDPM's engagement

The programme's added value consists of three elements which together provide a solid and credible basis for the Centre's support to strengthening EU external action:

- (i) Our in-depth knowledge of EU external action systems, processes and inter-institutional relations and our track record in providing actionable insights and recommendations
- (ii) Our wide network and privileged access to key stakeholders within the range of foreign and development policy communities in Europe and Africa
- (iii) Our multidisciplinary expertise in areas vital to EU external action in Africa, such as foreign policy, diplomacy, governance, development, migration, conflict prevention and cultural sensitivity

The onus to deliver on our envisioned outcomes lies fully with the European External Affairs programme. However, where appropriate we will undertake our activities in partnership with other institutes, especially colleagues from other think tanks, including the European Think Tanks Group, made up of the UK Overseas Development Institute (ODI), the German Development Institute (GDI) and the Paris-based Institute for Sustainable Development and International Relations (IDDRI). We will partner with African think tanks including the Pretoria-based Institute for Security Studies (ISS), the South African Institute of International Affairs (SAIIA), and the Bamako-based 'Groupe Odyssee'.

We have identified the following risks, which we will seek to minimise throughout our work:

- (i) Loss of interest in or de-emphasis of development cooperation and foreign policy analysis or Africa, leading to a loss of relevance, resources and capacity
- (ii) Loss of access to EU and European policymaking circles due to leadership changes, mistrust or a lack of political backing
- (iii) Lack of access to the African protagonists in Europe-Africa relations, leading to a Eurocentric approach

2.2 AFRICAN INSTITUTIONS

Aim of this work stream and expected outcomes

The aim of the African Institutions programme is to support strategic African actors in building stronger and more responsive institutions for implementing key policies, especially in governance. We will focus on the *interplay* between three dimensions that we recognise as essential for this purpose: (1) the capacity of institutions to translate policy into practice, (2) partnerships and (3) financing to empower actors to carry out their agenda. The centrality of these dimensions is reiterated in the AU Agenda 2063 and in the Global Goals, especially goal 16 'peace justice and strong institutions' and goal 17 'revitalise the global partnership for sustainable development'. Our engagement will seek to improve understanding of how these three dimensions interrelate and influence the abilities of African institutions to promote change. We will go on to explore effective responses to the resilience challenges identified, engaging with a range of stakeholders in Africa and on the international stage, including within the EU.

Our work will seek to contribute to the following outcomes:

- (i) Improved understanding among African and European stakeholders of the latest developments and political economy aspects of the three dimensions mentioned above. Specifically, in 2017, we will focus on African efforts to negotiate an international agreement on financing and on the evolution of efforts to strengthen linkages between the African Governance Architecture (AGA) and the African Peace and Security Architecture (APSA), that latter, jointly with the Security and Resilience programme
- (ii) Stronger ability of African institutions to design informed responses to clear bottlenecks to policy implementation. Our focus will be on knowledge provision, strengthening understanding of the political economy aspects underlying the slow pace of implementation of pan-African governance standards, with a focus on the Economic Community of West African States (ECOWAS)
- (iii) Greater space for dialogue in which a range of actors share perspectives and engage on the three dimensions that are the programme's focus, with a view to improving the relevance of the partnership between Europe and Africa

Context

In 2017, the international spotlight is certain to shine again on the role of effective institutions in managing complex changes in Africa. Political changes will be especially key, as sensitive elections approach in African countries such as Rwanda, DRC, Angola and Kenya. Despite the existence of solid governance frameworks at the continental level, implementing them remains a challenge. There is therefore a need to look more deeply at enablers for facilitating implementation of the regional mechanisms in place. In this context, the programme will follow two major processes during the coming year. First is the refinement of the subsidiarity principle in Africa and the role of the AU in a new framework including vis-à-vis international actors such as the UN. Second is the negotiation of a new financing framework for the AU. Our work will bring in the role of international partners in supporting these processes, including EU partners who will meet with their African counterparts at the Fifth EU-Africa Summit in the autumn of 2017.

Activities

In 2017, programme activities will focus on three areas: promoting effective responses to governance challenges in Africa, financing and partnerships.

Promoting effective responses to governance challenges in Africa

We will seek deeper understanding of the enablers of governance policies and bottlenecks to their implementation in Africa, particularly to benefit continental actors and regional institutions, and in the case of North Africa, national actors, and the donors that support governance policies in Africa. Our aim with these activities is to reduce the implementation gap. Our engagement will hinge on two complementary initiatives. The first is production of a series of studies, some conducted with a partner organisation, analysing the complementarity and coherence between policies formulated at different implementation levels. The studies will thus span from the national, to the regional and continental levels, and in the case of North Africa, look at the local level as well, feeding into the work of the

ECDPM Task Force on North Africa. The second activity is to stimulate dialogue between the African actors and international partners involved in a chosen policy process. It will involve, on the African side, the AU, the regional economic communities (RECs), civil society coalitions and think tanks and, on the European side, European institutions and bilateral donors. Our aim here is to stimulate formulation and promote uptake of informed external support strategies that incentivise implementation and promote policy coherence and complementarity. Results of this work will form a bridge between our policy engagement and our ambition to broker effective partnerships between African and European actors.

Financing

The programme will focus on the financing dimension of policy implementation to provide regional organisations in Africa, especially the AU, as well as EU partners with knowledge to concretely support the financing agenda in Africa. Specifically, we will produce politically informed analysis on the follow-up to the AU report on resource mobilisation, the ‘Kaberuka Report’, and promote a dialogue on the role of European countries in achieving Africa’s financing agenda. We will also produce analysis on the implementation of the ‘Mbeki Report’ on illicit financial flows (IFFs) and the EU’s role in stemming them.

Partnerships

The EU-Africa Summit, scheduled for late 2017 in Cote d’Ivoire, will be an opportunity to inject outcomes of our research – for example, identification of areas that would benefit from more coherent engagement and areas where EU partners may need to engage more (or less to leave space for ownership). We will be active in the Summit preparations and proceedings, providing briefings and insights tailored for African participants such as the AU, the Pan-African Parliament and African civil societies.

Our research will also delve more structurally into the partnership dimension. Whether the topic is financing or North Africa, we will seek to better understand the impact of partnerships between the EU and Africa for achieving agendas set by local actors themselves.

ECDPM’s engagement in the process

ECDPM’s added value in the areas covered by this programme stems from the following:

- (i) Our team’s deep tacit and acquired knowledge of the operational context and political dynamics that shape African institutions
- (ii) Our strong network in Africa, including a diversity of actors working on the issues we address as well as various strategic partners whom we rely upon to strengthen our impact
- (iii) Our access to the actors we seek to support

To achieve the outcomes envisaged, we will rely on different natures of partnerships. For example, to strengthen our engagement in North Africa we will work with the Tunis-based Centre des Etude Méditerranéennes et internationales (CEMI). Partnership with CEMI will complement our knowledge of North Africa, while broadening our network in the region and strengthening our engagement among think tanks involved in the European Neighbourhood Policy. We will, furthermore, build alliances with African think tanks with strong links to African policymakers such as the African Centre for the Constructive Resolution of Disputes (ACCORD), the Institute for Peace and Security Studies (IPSS) and SAIIA, as well as strategic partnerships with foremost African institutions such as the AU Commission and the Pan-African Parliament.

The programme faces an array of risks which it will need to manage effectively in order to achieve impact. Two in particular are the following:

- (i) A preference among donors for focusing only on particular dimensions or actors of our work plan, therefore affecting the programme's fundraising potential
- (ii) The absence of an ECDPM presence in the field in Africa, as our 'do' work will inevitably be affected by our lack of proximity with the actors. To mitigate the risk of being perceived as 'too distant', we will rely on partnerships. Our lack of a field presence could affect our fundraising efforts as well, especially when we seek to move beyond research

2.3 SECURITY AND RESILIENCE

Aim of this work stream and expected outcomes

The Security and Resilience programme aims to promote better crisis response, conflict prevention, conflict management and peacebuilding by the EU and African regional organisations, focusing on conflict-prone and fragile environments and situations of protracted crisis on Europe's doorstep and on the African continent. Our engagement in these regards will be framed in accordance with the goals of the 2030 Agenda, focusing in particular on goal 16 'peace, justice and strong institutions'. Our work specifically will concern policy frameworks and institutional arrangements in Europe and Africa that respond to immediate, emerging and protracted crises. During the 2017–2018 planning period, we will seek to contribute to the following outcomes:

- (i) Institutional and non-state actors in Europe and Africa that are better politically and operationally informed engage in policy development and implementation in crisis response, fragility and conflict prevention
- (ii) More inclusive and better informed policy dialogues and cooperation processes in crisis response, with enhanced European and African approaches for reducing fragility and preventing conflict
- (iii) More effective, coherent and integrated European frameworks and action to prevent crisis and conflict, particularly more effective conflict prevention action in Africa
- (iv) A reduced gap between European crisis response policies and their implementation
- (v) More effective partnerships between European and African institutional and non-state actors in promoting better crisis response, conflict prevention, resilience and peacebuilding

Context

Nearly half of the world's highly violent conflicts in 2016 were in Africa. These have highlighted the need for greater attention to crisis situations, as well as for well-honed responses to protracted crises and improved peacebuilding efforts. Instability in different parts of Africa, fuelled by political unrest, governance deficiencies, terrorism, radicalisation, climate change and migration, continues to draw the attention of politicians, policymakers and practitioners. Continuing instability raises questions about how policy frameworks and financing instruments can be improved and how security, development and humanitarian aid can be better linked to respond effectively to fragility, crisis and conflict situations. Attention to gender in fragile and conflict-affected areas is another pivotal element in facilitating transformations to stability.

In 2017, the Security and Resilience programme will seek engagement on a number of high-priority items on the peace and security policy agenda. Among these are follow-up to the 2030 Agenda and the EU Global Strategy on Foreign and Security Policy, the mid-term review of the EU's MFF and external action financing instruments, the future of the African Peace Facility (APF) and the monitoring of the APSA. Key institutional actors on these topics are the EU institutions dealing with humanitarian crisis, development, crisis management and wider external action, the EU delegations and the African regional institutions involved in APSA implementation, as well as other global, European and African actors active in the peace and security domain.

Activities

Our 2017 activities will centre on two broad areas: (1) promoting comprehensive EU approaches for responding to crisis and conflict, tackling fragility and shaping resilience and peacebuilding and (2) monitoring and assessing APSA implementation with respect to conflict prevention, resolution and recovery.

Promoting comprehensive EU approaches for responding to crisis and conflict, tackling fragility and shaping resilience and peacebuilding

We will focus on development and implementation of more comprehensive EU frameworks, policies, tools and financing mechanisms, including partnership modalities and methods for crisis response, conflict prevention and peacebuilding. Part of this effort will be geared to the functioning of the EU Common Security and Defence Policy (CSDP) and the future role of CSDP missions and operations in EU external action. This work has a bearing on all four impact areas set out in the ECDPM strategy. We will, moreover, pursue broadened engagement with actors from EU institutions and beyond that are strategically positioned to leverage change.

Monitoring and assessing APSA implementation with respect to conflict prevention, resolution and recovery

In Africa and internationally, monitoring and evaluation is understood to be a cornerstone for promoting implementation of the APSA Roadmap and facilitating its use as a basis for policy dialogue and work towards the Roadmap objectives. Through our trilateral cooperation with the Addis Ababa University's Institute for Peace and Security Studies (IPSS) and Germany's Gesellschaft für Internationale Zusammenarbeit (GIZ), we will focus on the development of monitoring capacity within the IPSS and seek to broker better understanding of the APSA's successes and challenges. Working with credible partners in Africa will provide a good foundation for bringing this monitoring work into the domain

of AU policy dialogue and create opportunities for complementary areas of engagement. Informed dialogue will open new avenues of learning, bringing new perspectives on APSA implementation and better insights among African and international partners makers on how conflict prevention, resolution and recovery can best be addressed.

Both focus areas offer scope for deployment of ECDPM's political economy analysis, a focus on gender (in particular in the APSA-related work) and for the application of ECDPM's research and evaluation expertise. Collaboration across the Centre's programmes and work streams are expected to generate synergies. For example, we will work with the European External Affairs, Migration, African Institutions, and Economic and Agricultural Transformation programmes in fragile environments.

ECDPM's engagement in the process

The added value of the Security and Resilience programme rests on three properties:

- (i) Our solid knowledge gained through research, evaluations and policy dialogue on European and African frameworks, approaches and instruments for dealing with fragility and conflicts, including mediation, peace support operations and military and civilian CSDP missions
- (ii) Our wide European and African network of stakeholders working on security issues, humanitarian questions, resilience and development and the interfaces linking these
- (iii) Our access to policymakers in key EU institutions and member states and in African regional organisations

Combined, these will enable the programme to engage effectively in policy discussions and hands-on work in implementing crisis response policies, conflict prevention and peacebuilding in Europe and Africa.

The Security and Resilience programme has furthermore established partnerships with other institutes and implementing organisations to enhance its work and outreach. These include European policy institutes, such as the European Union Institute for Security Studies (EUISS), ODI and GDI; African training and research organisations such as IPSS, ISS and the Levy Mwanawasa Centre, and implementing organisations, such as GIZ.

Four main areas of risk adhere to achievement of the Security and Resilience programme's work plan. First, given the expansion of policies, operations and questions related to protracted crisis, it may be difficult for the programme to maintain an adequate pool of multidisciplinary expertise, composed of sufficient team members and ECDPM programme associates to meet the demand. Second, it may be difficult to avoid being drawn into excessive (externally-funded) technical or operational service delivery contracts, though these may come at the expense of the Centre's overall goal of acting as a policy broker and facilitator between different policy and practice communities dealing with peace and security. Third, we will be challenged to maintain sufficiently wide networks of relevant institutional and non-governmental partners to prevent Security and Resilience from losing access or being seen as serving particular interests only. Finally, it may be difficult to adequately balance our programmatic focus while also attending to both the European and African dimensions of conflict response, conflict prevention and peacebuilding and linkages between both sides.

2.4 ECONOMIC AND AGRICULTURAL TRANSFORMATION

Economic and Agricultural Transformation, as ECDPM's largest programme, is home to four work streams. The aim overarching these, in line with the 2030 Agenda, is to promote simultaneous progress towards a range of economic and agricultural goals across different areas of intervention.

Agriculture continues to be the backbone of most African economies. To create more and better jobs and greater food security, it will need to undergo a transformation, accompanied by a path of industrialisation and poverty eradication, for more inclusive income generation and environmental sustainability. This transformation will contribute to goal 1 'poverty eradication', goal 2 'end hunger, achieve food security and improved nutrition', goal 3 'good health and wellbeing', goal 8 'decent work and economic growth', goal 12 'sustainable consumption and production patterns', goal 13 'climate action' and goal 15 'conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems'.

To promote sustainable economic and agricultural transformation, greatly increased public and private development funding will be needed, alongside intensified investment and increased trade with and among African countries and regions. Instruments for engaging the private sector will be needed and a more in-depth understanding of the political economy aspects and workings of the regional organisations responsible for integration and cooperation processes within Africa. The programme will pay particular attention to young people and women, to promote an economic and agricultural transformation that is inclusive and equitable. By building on the strong synergies among ECDPM's work streams, the programme will contribute to all four impact areas in the Centre's new strategy, while having particular relevance to KIA 4 'sustainable economic transformation' and KIA 1 'effective international cooperation frameworks'.

The programme has four interlinked work streams: (1) trade, investment and finance; (2) agricultural transformation for food security; (3) private-sector engagement and (4) regional integration. In addition, the programme will connect with other Centre programmes, including the Security and Resilience programme in fragile environments and the Migration programme regarding economic transformation and regional integration for better labour migration and mobility.

Aim of this work stream and expected outcomes

Our work stream on trade, investment and finance aims to inform and stimulate European and African states and regions to develop and implement trade, investment and financing policies, frameworks and initiatives that promote sustainable economic transformation and creation of decent jobs. We will pay special attention to the role of public and private development finance in stimulating economic transformation, with a view to greater coordination, coherence and potential synergies among initiatives and instruments.

We will facilitate dialogue and conduct evidence-based analysis to promote more effective international cooperation frameworks and tools for bringing about economic and agricultural transformation resulting in shared prosperity and employment. One of our key outcomes is public and private actors that are better informed about trade, investment and financing issues and can engage more constructively in dialogue processes. The result will be more coherent policy frameworks and sound implementation mechanisms for sustainable transformation.

TRADE, INVESTMENT AND FINANCE

Context

Debate on what is an appropriate trade and investment agenda is still largely polarised. What trade policies are called for, and what support measures are needed to facilitate progress towards the Global Goals? Nonetheless, there is agreement that trillions in financing will be required to implement the 2030 Agenda, along with the related Addis Ababa Action Agenda (AAAA) and the Paris Agreement. The challenge for public actors will be to find ways to leverage and incentivise private finance by exploiting alternative financing mechanisms, including better and smarter use of public resources for stimulating inclusive trade and productive investments for sustainable development. These mechanisms will have to include the poorest and most vulnerable countries. In this respect, it is key to understand the factors and driving forces behind policy initiatives and their implementation, including the interests at stake, the objectives pursued, external and internal drivers and bottlenecks, potential negative effects and opportunities accompanying new trade and investment regimes and initiatives.

A major challenge will be to develop coherent approaches and build on synergies, including for sustainable international value chains and to link trade with investment agendas. Of particular bearing here will be implementation of the Economic Partnership Agreements (EPAs) in the context of regional integration dynamics – including the touted continental free trade area (CFTA). Development initiatives linked to private-sector incentives, for example, through matchmaking and investment subsidies, will play a role in public support and leverage efforts. Development financing institutions will have a role as well, as will the EU's new External Investment Plan (EIP) and the EU's 'Trade for All' Strategy. Aid for trade, value addition, diversification, industrialisation and inclusive and gender-balanced ambitions will all be implicated, as also articulated in the AU Agenda 2063. In Europe, developments surrounding an impending Brexit will affect the UK and Europe's trade, investment, financing and development relationships with Africa and the ACP.

Activities

In 2017–2018, we will focus on implementation and monitoring of the EU-Africa and EU-ACP EPAs, in connection with African regional trade and integration processes, of which the proposed CFTA is one. These will need to be shaped in an inclusive and equitable manner consistent with the Global Goals. Our activities will also address support mechanisms for promoting investments in Africa as a means to contribute to the achievement of the Global Goals and Agenda 2063. In particular, the role of development finance institutions and African development banks will be explored. We will look at the EIP implementation process, with a view to enhancing coherence and building better practices. This work will consider the role of the development finance institutions, the unleashed potential of the European Investment Bank (EIB), the experiences of the World Bank's International Finance Corporation (IFC) and other institutional funders, alongside the interconnections between development finance, technical assistance for capacity building, and the investment and political environment, including economic diplomacy objectives. Emphasis will be on sustainability, human rights, poverty and gender dimensions. Political economy dynamics and involvement of the private sector and other non-state actors will play a role as well. Our efforts will contribute to more inclusive dialogues, bringing knowledge to communities and promoting more coherent and integrated frameworks. As such it will help to bridge gaps between policy and practice and link the trade policy agenda with investment promotion, including risk mitigation.

ECDPM's engagement

ECDPM has a strong reputation and extensive network on trade, investment and financing policy. Our strong links, which we continue to build, encompass various European Commission DGs – TRADE, DEVCO, ECFIN (for economic and financial affairs), NEAR (for neighbourhood policy and enlargement negotiations) and GROWTH (for the internal market) – and European institutions such as the EEAS, the EP, the EIB, and European development finance institutions, alongside key EU member states. Our partnerships with international institutions include the IFC, the UN's International Trade Center (ITC), the United Nations Economic Commission for Africa (UNECA), the United Nations Industrial Development Organization (UNIDO) and the Commonwealth Secretariat Development Programmes (COMSEC). Our partners among African stakeholders include the AU Commission, the RECs, regional development banks, the African Development Bank and the Development Bank of South Africa (DBSA). In the current planning period our partnerships will bring in linkages with private-sector associations, such as the European Association for Business and Commerce (EABC), the Kenya Association of Manufacturers (KAM), EUROBUSINESS, and EUROCHAMBERS, alongside NGOs such as FairTrade and think tanks including African Center for Economic Transformation (ACET), the Centre Africain pour le commerce, l'intégration et le développement (ENDA-CACID), the European Think Tanks Group and SALLA.

The programme will seek to form more formal partnerships with external finance providers for work with a regional focus on the trade and investment agenda. Priority activities will include EPA implementation, private-sector involvement, consultative and monitoring mechanisms and the dynamics of sub-regional integration and CFTA formation. We will also seek closer collaboration with development finance institutions, the EIB and EIP partners, to identify synergies and coherent approaches, including productive roles for development banks and private-sector institutions and public-sector support mechanisms with a commercial focus, such as export promotion agencies.

Risks relate to institutional rivalry, which could lead to an even more fragmented EU approach, and the prevailing institutional and political conservatism, which might block opportunities for change. There is also a risk that the debate on trade and on financing for development will be 'captured' by experts and further polarised by NGO rhetoric. This could undermine constructive and open dialogue, in which case ECDPM's interventions might have little impact beyond increasing awareness.

Aim of this work stream and expected outcomes

The aim of this work stream is to support African stakeholders and their international partners, especially European partners, in formulating and implementing coherent policies and investments for agricultural transformation and improved food and nutrition security. The focus will be threefold: (1) developing inclusive agricultural value chains that facilitate the needed shift toward more sustainable food systems; (2) leveraging the potential of regional cooperation by breaking through bottlenecks to interregional trade development; and (3) advancing research on the environmental sustainability and climate resilience of agri-food value chains in Africa.

Focusing on Western, Eastern and Southern Africa, we will work towards the following outcomes:

- (i) Enhanced synergies and coherence of regional policies and practices for food security and improved nutrition. Our work will therefore link ongoing policy processes in agriculture (e.g., the Comprehensive Africa Agriculture Development Programme, CAADP), trade (e.g., common external tariffs), corridor development (e.g., the Accelerating Trade in West Africa initiative) and private-sector development (e.g., Grow Africa) to processes coordinated by the AU's New Partnership for Africa's Development (NEPAD), ECOWAS and the Common Market for Eastern and Southern Africa (COMESA) – but possibly the East African Community (EAC) and Southern African Development Community (SADC) as well – and the support of development partners, particularly from the EU
- (ii) Better-informed key regional organisations and value chain stakeholders in both the public and private sector. They will be more aware of the implications, impacts and effectiveness of policies and practices and participate more productively in regional – and national – CAADP initiatives and other relevant policy processes
- (iii) More effective multi-stakeholder dialogue and collaboration between public and private value chain actors, particularly at the regional level, with a focus on assisting in the establishment of more inclusive multi-actor partnerships such as regional value chain platforms in ECOWAS and COMESA, to reduce gaps between regional policy frameworks and their implementation and impact. This pertains in particular to benefits for the most vulnerable, that is, smallholder farmers and women
- (iv) Better understanding of the policies and incentives required to move towards more environmentally sustainable and climate-resilient food value chains in Africa

Context

To eradicate poverty, sustainably feed the world's growing population and adapt to climate change, simultaneous and coordinated action will be needed on several fronts. For example, improved production and processing will have to go hand in hand with facilitation of trade between food surplus and deficit areas, greater food systems efficiency, more nutrient-rich diets and more inclusive climate resilience policies. Effective regional cooperation could make an important contribution towards these advances, together with better and more inclusive partnerships between public and private stakeholders.

One lesson that ECDPM learnt during its 2012–2016 strategic plan period is that effective multi-actor partnerships and reduced gaps between policies implementation can be achieved only by focusing on specific value chains and regions. This is because key actors, factors and processes differ from value chain to value chain, and from one country or group to another. ECDPM drew this insight from selected value chains that local stakeholders considered high priority for economic and food security reasons (e.g., rice, livestock, dairy, horticulture and maize) and within specific regional groupings (especially COMESA and ECOWAS). Our work on CAADP and regional integration has provided us with a good understanding of bottlenecks to sustainable and inclusive agricultural value chain development and intra-regional trade. We will put that understanding to work by contributing to solving such bottlenecks within Western, Eastern and Southern Africa.

Development cooperation, economic diplomacy and multilateral sustainability frameworks are increasingly linked. However, what remains lacking in current approaches to regional cooperation and public-private partnerships for food security is assurance of their effectiveness, not only for boosting productivity and production but also for maintaining food systems sustainability. Therefore, we will initiate a new line of work on the environmental sustainability and climate resilience of agri-food value chains in Africa. This will touch on, for example, climate-smart agriculture (CSA), and involve support for key food and environmental multilateral organisations and processes. In concert with these, we will seek, in particular, to foster the application of realistic and inclusive approaches to trade, investment and public-private partnerships.

Activities

Based on our work and lessons learnt in previous years, the pathways of change we envisage involve support for key local drivers of change within policy processes and synergies, sharing lessons and building partnerships across the relevant levels of intervention (e.g., global–regional–national–local), policy areas (e.g., agriculture–trade–aid–nutrition–climate change) and stakeholders (e.g., public–private and large–small). ECDPM’s role will be to generate politically-informed, evidence-based, practical knowledge, and to facilitate its uptake by acting as a broker between parties in the search for common ground and solutions.

We will continue to use and refine proven methodologies, such as political economy analysis, policy coherence for development studies and gender-sensitive approaches. Women are particularly key in decision-making on agriculture and food systems, although access to natural resources, such as land, money and other assets still tends to be unequal. We will integrate relevant gender perspectives into our research, dialogue and partnership-building activities around food security, value chains and sustainable agriculture. For example, we will be more explicit about existing gender imbalances. Where relevant, we will identify policy measures that could be taken to address these and facilitate dialogue to promote their uptake.

Our main activities in 2017 will address regional value chains in West Africa, in Eastern and Southern Africa, and sustainable food systems.

Regional value chains in West Africa

We will strengthen the inclusive development dimension of regional trade facilitation initiatives by enabling synergies with agricultural regional value chain programmes led by organisations like ECOWAS (e.g., its ‘rice offensive’). We will facilitate frank, regionally oriented public-private dialogue to bridge policy areas in a bid to make infrastructure corridor initiatives work better for inclusive food value chains and intra-regional trade. We will advise key development partners on how they might proactively support sustainable value chain development in West Africa, for example, through ODA, financial instruments for private-sector development and engagement of the European private sector.

Regional value chains in Eastern and Southern Africa.

We will support the design and implementation of multi-stakeholder platforms for regional value chain development. The platforms will target bottlenecks, to stimulate real buy-in from the private sector. This work will build on lessons derived from our support to dairy platforms in Eastern Africa, where special effort was made to foster ‘local’

champions/enablers. We will support COMESA in preparing its CAADP Regional Agricultural Investment Plan, potentially in partnership with EAC and SADC. Finally, we will broker informal dialogues with development partners regarding support for other such regional investment plans via ODA instruments such as EDF 11.

Sustainable food systems

Our promotion of sustainable food systems will include assistance to NEPAD, the RECs, regional farmers organisations and other private-sector organisations, as well as involvement of development partners to integrate environmentally sustainable and, more specifically, climate-smart options into agriculture and agro-industrial policies. We will investigate incentive systems for small-scale farmers, small and medium-sized enterprises (SMEs) and larger companies, to stimulate them scale up investments in CSA. We will conduct research on alignment of ODA with public climate finance, public-private partnerships and locally-owned policy and investment frameworks. We will also continue to support the Rome-based agencies – particularly the Committee on World Food Security (CFS), the Global Alliance for Climate-Smart Agriculture (GACSA), the Food and Agriculture Organization of the United Nations (FAO) and the International Fund for Agricultural Development (IFAD) – and their sustainable food systems processes. The focus here will be on internalisation of an inclusive and sustainable private-sector development and trade agenda, facilitating structured public-private dialogue and coordination on policy and governance issues.

ECDPM's engagement in the process

Our value added for effective engagement in these processes lies in two aspects:

- (i) Our highly visible and experienced multidisciplinary team with its excellent track record in helping create synergies across policy areas, facilitating multi-stakeholder dialogues and partnerships, stimulating coherence across different levels of intervention and navigating the related complex institutional and political environments
- (ii) Our partnerships and networks in Europe, Africa and beyond. In this respect, we will be consolidating our long-term partnerships with NEPAD, the RECs, regional farmers organisations, private-sector organisations, development partners and others, while seeking new collaborators, especially for the more innovative sustainable food systems work. For these, we will seek to partner with, for example, universities, the CGIAR research centres, the Rome-based agencies, and specialised environment and climate think tanks.

PRIVATE-SECTOR ENGAGEMENT

Aim of this work stream and expected outcomes

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

By generating and sharing evidence-based and practical knowledge and by facilitating multi-stakeholder dialogue on private-sector engagement for sustainable development, we will specifically seek to advance three of the outcomes envisaged in the ECDPM 2017–2021 strategy: better informed public and private actors, a reduced gap between policy and implementation and more effective multi-actor partnerships driving change.

Context

The universal 2030 Agenda for Sustainable Development puts great emphasis on the role of the private sector as a development partner and source of funding. The private sector is expected to contribute to all of the Global Goals and associated targets. In line with this agenda, African and European policymakers have in recent years developed new frameworks and instruments to support private-sector engagement for sustainable development. Nonetheless, there is still a need for better tools and policies to stimulate private actor involvement.

Private-sector engagement, by its very nature, requires a multi-stakeholder approach. Public-private dialogue and cooperation will be crucial. It must, furthermore, take into account the diversity among actors and their varying interests – from African and European policymakers and SMEs to large multinationals, financial institutions and civil society organisations that operate at different levels of value chains.

Gender inequalities will also receive attention, given the often distinct roles that men and women play in specific value chains and differences in their decision-making power, access to resources and opportunities and trade patterns. Addressing gender inequalities through private-sector engagement is ‘smart economics’ as it can help boost the developmental value of outcomes.

Activities

This work stream will involve politically-informed, evidence-based and practical knowledge generation and sharing, as well as inclusive multi-stakeholder dialogue. All activities will involve some type of ‘bridging’ to advance the private-sector engagement agenda. Examples of expected outcomes are the following:

- (i) Bridging between the private-sector engagement approaches and instruments of the EU and its member states and the African regional and local contexts in which they land
- (ii) Bridging between different kinds of stakeholders – public and private, foreign and local entrepreneurs and civil society organisations – and between different actors along the value chain, especially the strongest and weakest players
- (iii) Bridging between the different policy areas relevant to private-sector engagement, including industrialisation, trade, agriculture, development cooperation, economic diplomacy and internationalisation
- (iv) Bridging between different levels of intervention, from local to regional and global

Demand from stakeholders and funding opportunities will influence our exact choices of activities to be undertaken in 2017 and 2018. Nevertheless, these will likely include analysis and dialogue regarding case studies of specific private-sector engagement approaches and instruments. In a later stage, we will pay particular attention to identification and measurement of results and impacts, as well as how interventions link with dynamics on the ground. We also envisage drawing lessons from initiatives to establish and run regional public-private dialogue platforms, based largely on ECDPM experiences in the COMESA region.

Interests, incentives and power relations between public, private and other non-state actors have greatly affected the outcomes of the private-sector engagement initiatives of the EU and of African regions. Clarifying these influencing actors and factors, and deriving their policy implications, will therefore be central in our work. We will also pay attention to gender dimensions and youth as appropriate.

ECDPM's engagement in the process

ECDPM is uniquely positioned to play a knowledge generation and sharing role in this field, which is still often dominated by ideological and institutional divides, lack of an evidence base, insufficient policy coherence and donor coordination, and implementation challenges. We are also well placed as a broker, to link EU and African actors as well as public, private and civil society actors on both sides. Furthermore, we are strongly positioned to help stakeholders understand and take into account European and African political economy dimensions in private-sector engagement efforts.

We will use and build on our European and African networks and partners. This will capitalise on our growing reputation as experts in this area, both within Europe – in the European Commission, the EP, the EIB and EU member states – and among African stakeholders.

While we see good opportunities to mobilise resources for our work on private-sector engagement, new sources will have to be tapped. This will likely be challenging, but there does seem to be broad demand for further research, analysis and brokerage among EU member states and EU institutions, as well as within African countries.

REGIONAL INTEGRATION

Aim of this work stream and expected outcomes

This aim of this work stream is better integration of political economy insights into policy thinking and dialogue on regional integration and cooperation, particularly in terms of African economic integration. The programme will provide analytical inputs to policymakers at the continental, regional and national levels. We will provide inputs to donor organisations as well, to support regional policy processes in ways that explicitly build in and build on knowledge about political economic realities. We will conduct diagnostic work related to institutions, incentives and power, looking forward to trace how these might influence policy design, implementation and impact in different regional cooperation processes.

The work stream will cover regional organisations, including the public and private actors and factors around them, and economic integration processes, including those not explicitly part of formal regional agendas. Examples of these latter processes are regional market dynamics, corridor development and trade facilitation. Our support to the Accelerating Trade in West Africa initiative, alongside other potential initiatives in East Africa and elsewhere, will be key in this regard. This then implies overlaps and linkages with ECDPM's work on trade and investment, for example, regarding the EPA processes and regional integration, the role of the private sector in regional processes and work on agricultural transformation.

The main ECDPM impact areas targeted by the programme are KIA 2 'legitimate and accountable institutions' and KIA 4 'sustainable economic transformation'.

Context

Policymakers, non-state actors and donors are increasingly aware of the need for policies and support strategies to be compatible with existing incentive and institutional environments. This extends to most work on trade facilitation, transport corridors, transnational infrastructure development, regional integration and industrial policy. Policy design is nonetheless often overly technocratic, with little explicit acknowledgement of the tensions between local, national and regional economic imperatives. Within the nexus of government commitments, elite interests and the various ways that external actors alter the incentive environment, opportunities can be found for facilitating and brokering multi-stakeholder cooperation and building coalitions for tangible cross-country or regional problem-solving and cooperation. In Africa, such partnerships often include RECs, but they extend to other multi-country organisations too, for example, around river basins and transport corridors.

More broadly, there is a need for greater understanding and better management of the trade-offs between likely winners and losers of policy decisions in the programme areas. The analytical tools that ECDPM has developed in the past and the current work stream will help provide these, while offering ways to address inequalities, whether between income groups, employment sectors, locations or gender.

Activities

Our approach will build on past results and outputs. While providing demand-led support to regional policy processes, we will seek funding to draw lessons from other ECDPM work related to facilitation of regional cooperation and integration.

A centrepiece of our analytical and dialogue work in 2017–2018 will be the Political Economy Dynamics of Regional Organisations (PEDRO) project. This initiative covers 17 regional organisations, taking a comparative look at regional integration and cooperation in different regions and sectors. Our other analytical work will build on this and on past work such as Political Economy of Regional Integration in Africa (PERIA) project. Our aim will be to contribute to ongoing policy processes, beyond aforementioned Accelerating Trade in West Africa initiative, also work in East Africa with the University of Sussex and ODI on regional integration and poverty and potentially the CFTA.

The envisaged path of change is through facilitating dialogue and uptake by donors as well as by contributions to national and regional actors responding to sector-specific challenges and problem-solving in the regional agenda.

ECDPM's engagement in the process

ECDPM has a strong reputation for its work in the political economy domain of regional integration. We will draw on and expand this expertise, and use our networks to influence policy discussions. The involvement of donors in support to regional organisations has created demand for tools to improve assistance, while our institutional connections with regional organisations increasingly also concerns our political economy insights. As we proceed, we will link this work with that on regional value chains in agriculture and industrial production, as well as trade facilitation processes.

Our political economy approach will also benefit from and feed into regional chapters of ACET's Pan-African Coalition for Transformation (PACT). We will similarly reach out to communities of practice such as the Thinking and Working Politically group. We will seek connections with other research groups working on like topics, such as those at the universities of Gothenburg and Edinburgh, and link with donors also working on regional issues.

In terms of risks, there may still be unease among some stakeholders with the types of findings produced by political economy analysis and their implications, despite the growing interest. Part of this work stream's strategy will be to broker and facilitate dialogue to help set ambitions at the appropriate level and to engage with 'champions' to take the agenda forward. Another risk relates to the political economy approach itself and the need to maintain a consistent level of rigour within the Centre.

2.5 MIGRATION

Aim of this work stream and expected outcomes

The overall aim of the Migration programme is to help bring about a more comprehensive and effective governance of migration and mobility, focused on maximising its development potential within Europe-Africa cooperation. The programme will contribute to all four impact areas in ECDPM's 2017–2021 strategy, while advancing the Centre's goal to contribute to goal 10 'reduce inequality within and among countries', particularly target 7 'facilitating orderly, safe and responsible migration'. More concretely, the programme seeks the following outcomes:

- (i) Improved understanding and evidence base for addressing migration-related development challenges and opportunities, with a view to informing European policy and practice and partnerships with the AU, RECs and African countries
- (ii) Enhanced coherence between the different sectors and policy domains touching upon migration strategies in the context of Europe-Africa relations
- (iii) A rebalancing of the current short-term, reactive and crisis-oriented migration policy towards a more forward-looking development orientation

Context

The complexity of migration as a phenomenon is illustrative of the strong interdependence between development challenges and domestic concerns in Europe and Africa. In recent years, and in response to the 'refugee crisis', migration has become a top priority in the EU. This is demonstrated by the profusion of recently adopted strategies and action plans such as the EU Agenda for Migration, the EU Action Plan on Return, the Valletta Action Plan and various migration compacts. However, Europe and Africa differ markedly in their narratives, approaches and perceptions of migration. These differences risk undermining partnerships and confounding the development of European strategies and policies that exhibit 'good fit' in engagement with African actors.

Activities

The Migration programme will seek opportunities to engage with European and African stakeholders to strengthen migration frameworks and tools, inter-institutional relations, dialogues and partnerships. In 2017, we will focus on three main themes, in which we will explore options, lay groundwork for future endeavours and identify more concrete demand

and funding opportunities. These three themes are (1) EU international cooperation on migration, (2) migration and development agendas in Africa and (3) the global agenda on migration.

EU international cooperation on migration

We will focus on EU development cooperation and financing as well as wider external action on migration and mobility, particularly in Africa. The programme will look at migration's impact on European aid, development cooperation and aid programming practices, ensuring that these are informed by the complex dynamics underlying migration and development and related policy processes. We will address the coherence of EU external action on migration, including partnerships with African countries. Among our topics in the migration and development domain will be return and readmission, visa facilitation and labour mobility. We will also look into implementation of the EU's migration compacts with pilot countries and the Valletta Action Plan.

Migration and development agendas in Africa

We will carry out research on longstanding as well as emerging institutions, policy processes and practices related to migration and development in Africa. This will include the AU and RECs, while also touching upon the potential of regional integration and cooperation on migration for fostering economic development. Through these activities we will aim to provide policy-relevant evidence to both European and African actors and strengthen implementation of comprehensive and balanced approaches to migration on both continents and between them.

The global agenda on migration

We will provide analysis on the engagement of EU institutions and member states in discussions at the UN, including negotiations on a possible global compact on migration and implementation of the migration-relevant targets of the 2030 Agenda.

ECDPM's engagement in the process

Our team will apply the ECDPM approach to contribute politically-informed, evidence-based and practical recommendations. These will be based on our in-depth knowledge of EU external action systems and processes and our multidisciplinary expertise in areas key to migration. Foreign policy, diplomacy, governance, development, conflict prevention and cultural sensitivity will be in the mix. ECDPM's added-value here lies in its broad access to a wide range of stakeholders and its knowledge of the abundance of approaches and views on migration among actors in Europe and Africa.

The Migration programme will establish links with other programmes. We will cooperate, in particular, with the European External Affairs programme on EU development policy and practices and financing for migration, displacement and development. We will work with the African Institutions programme to better understand migration governance at the regional and continental levels in Africa. With the Security and Resilience programme we will collaborate on approaches for fragile environments, resilience-building and links between displacement and migration. Finally, with the Economic and Agricultural Transformation programme we will look at the potential of economic transformation and regional integration for better labour migration and mobility. We will furthermore contribute to ECDPM task forces. For the North Africa Task Force we will conduct analysis on cooperation and engagement on migration between Europe and North African

countries. We intend to collaborate with other research institutes too, through for example, the European Think Tanks Group (which includes ODI, GDI and IDDRI) and the Migration Strategy Group on International Cooperation and Development of the German Marshall Fund of the United States.

We have identified the following risks, which we will seek to minimise throughout our work:

- (i) Narrow prioritisation on migration and refugee issues reflecting short-term interests could offer little scope for influencing knowledge and contextual understanding of situations
- (ii) Narrow focus or diminishing public support for migration and development in EU circles could lead to a lack of funding for broader work on migration and development
- (iii) A lack of visibility could undermine recognition of ECDPM as a legitimate actor in work on migration and its development dimensions

2.6 ECONOMIC DIPLOMACY

Aim of this work stream and expected outcomes

The Economic Diplomacy programme aims to strengthen the contribution of European economic diplomacy to sustainable development. The programme will contribute to better informed societies, markets, states and institutions on the debates relevant to the interplay between European economic diplomacy and the Global Goals. Encompassing both African countries and Europe, our outreach and analyses will raise awareness of the need for investment and trade relations, pertaining particularly to the EIP, to more explicitly seek coherence and synergy between European and African economic interests. An expected result is that European economic strategies, both national and EU, take sustainability objectives better into account. This outcome reflects ECDPM's Centre-wide goals and impact areas.

Context

The European Commission announced in June 2016 “the need for an ambitious External Investment Plan that would tackle the root causes of migration, while contributing to the achievement of other development goals”.¹ The EU Global Strategy echoes this call for stronger economic diplomacy. Our work in this field will seek to help transform the understanding of European trade and investment promotion, to better consider the context of Global Goal implementation and the elusive quest for growth and job creation in Europe. Our work will involve all the relevant European Commission DGs and EEAS actors, as well as international and development finance institutes, including the EIB, the European Bank for Reconstruction and Development (EBRD), other European development finance institutions, the IFC, the African Development Bank and EU member states.

¹ EC Communication on establishing a new Partnership Framework with third countries under the European Agenda on Migration of 7 June 2016.

Activities

This is a new ‘emerging’ programme that will need some time to build up. The first exploratory steps will be taken in 2017 to assemble a more established set of activities in 2018. We will review progress after 2 years and, based on the results achieved, a decision will then be taken to expand into a larger programme or adopt an alternative approach. The programme will provide new insights on European trade and investment promotion work – including that of European Commission DGs such as DG CONNECT (on the digital single market). From a policy and practice angle, we will address national trade promotion strategies and tactics, initiatives of a variety of EU chambers of commerce and the role of large European cities and regional authorities. Detailed analyses of European economic diplomacy will allow us to identify various types of economic diplomacy as having a differentiated impact on sustainable development. Lessons from the research will feed back into policymaking at various levels in Europe and in developing countries. We will reach out to companies and markets, as well as EU institutions, member states and subnational authorities. Moreover, ECDPM will facilitate the uptake of knowledge by public and social actors, for example, by facilitating and participating in relevant gatherings. We will act as a broker between parties in search of common ground and feasible solutions.

In doing so, we will explore the value of focusing on African countries where European economic diplomacy is particularly active – conducted either by the EU or by particular EU member states. We will also consider countries outside of Africa, for example, in Asia and Latin America, for comparisons and benchmarking. Various gender aspects will be integrated in our analyses. Examples are the role of men and women in trade and investment promotion in developing countries and intercultural communication and gender-related competences in trade and investment promotion. Finally, gender trends in promoting trade and investment in the creative economy and digital sector will be examined.

ECDPM’s engagement in the process

The programme’s assumption is that targeted outputs directed at the right policymakers and business associations at key moments can push the design of European economic diplomacy towards into a more sustainability-oriented direction.

The programme’s value added lies in our ability to combine economic and external relations with security, governance and developmental approaches and networks. Moreover, we are a credible interlocutor and facilitator in the eyes of those with a key role in European economic diplomacy in Africa. Our excellent networks across EU member states give us insight into how European national and bilateral systems work and how they are linked, or not linked, with the EU level. In addition, ECDPM is adept at combining knowledge and has a strong track record in working with EU delegations to strengthen their capacities and resolve challenges. Several areas of ECDPM expertise have particular relevance to this work stream: the EPAs, value chains, the interplay between political authorities and markets and support for the private sector, for example, comparing development-oriented and commercially-focused incentive instruments.

One risk is the overlap with past work on trade and economic transformation, which we will manage through constant coordination with the Economic and Agricultural Transformation programme. Another is the limited internal capacity to engage in work on economic diplomacy. External funding is also likely to be restricted, at least initially.

3. CROSS-PROGRAMMATIC WORK

3.1 TASK FORCES

Europe-Africa Relations

Europe-Africa relations are at the core of ECDPM's work. The cross-Centre Task Force on Europe-Africa Relations will provide ongoing coordination between all ECDPM programme activities with a bearing on Europe-Africa relations, in line with the Centre's 2017–2021 strategy. The task force will monitor Centre-wide objectives for work on Europe-Africa relations and develop roadmaps for achieving them within the strategic plan period. A first key deliverable, to be achieved in 2017, is to plan and coordinate the implementation of an ECDPM process around the EU-Africa Summit.

North Africa

The Task Force on North Africa has an initial mandate of one year. At the end of 2017 a decision will be taken on the form and organisation of the Centre's future work on this important region. Leading up to this date and in preparation of the decision, the task force has been given four tasks:

- (i) Formulate specific, viable and actionable proposals for an ECDPM work programme on North Africa, in line with the Centre's 2017–2021 strategy
- (ii) Scope out and write up a single, clear, unified ToC to form the basis of a decision on a longer-term work plan
- (iii) Explore options for potential external funding of the Centre's work on North Africa
- (iv) Initiate pilot activities in two areas to test the scope for ECDPM to work with (1) EU delegations in North Africa and (2) with civil society organisations in North Africa

A key viability criteria for the future will be to demonstrate that a single well-integrated work stream can be built around these and other identified activities. The task force will be asked to consider and make recommendations on different options for the future organisation of this work within ECDPM, to fit within the Centre's overall structure.

Gender

The Gender Task Force, with an initial mandate of two years, will support programme staff in addressing the gender and power issues that arise in their work. It will strengthen capabilities among staff to recognise and respond to gender-related challenges and opportunities. Its long-term vision is linked to goal 5, 'achieve gender equality and empower all women [and men] and [girls and boys]'.

3.2 LEARNING AND QUALITY SUPPORT

The task force will develop a Centre-wide strategy on gender, identifying a number of principles which ECDPM deems pivotal for engaging in and integrating gender across its work and within its own operations. These principles will underpin the Centre's approach towards raising gender awareness, gender mainstreaming and gender-sensitive work.

Aim of the unit

The Learning and Quality Support (LQS) unit will reinforce ECDPM's identity as a learning organisation and improve the quality of its work through three core functions:

- (i) Implementation of the planning, monitoring, reviewing and reporting cycle, with continuous scrutiny of the Centre's strategic planning, ToCs, and monitoring and evaluation
- (ii) Providing knowledge management (KM) support, by ensuring that the internal KM and ICT infrastructure is appropriate for programme work and facilitates internal communication and knowledge sharing
- (iii) Delivering horizontal quality support, feeding the programmes with expertise on political economy analysis, gender awareness, cultural sensitivity and research and evaluation methodologies

In addition, LQS will host three work streams of value to the Centre as a whole:

- (i) The Policy Coherence for Sustainable Development (PCSD) work stream, aiming to enhance the conceptual solidity and operational effectiveness of PCSD as a means of achieving the 2030 Agenda. This work stream will also support wider Centre work on policy coherence in relation to specific themes or dimensions of development and selected interfaces between policies
- (ii) The Citizens and Civil Society work stream, aiming to empower citizens, civil society organisations and other non-state actors to influence public policies and engage effectively in multi-actor partnerships. It will examine the overall relevance, quality and impact of external strategies towards citizens and civil society
- (iii) The Territorial Development work stream, aiming to promote effective external support strategies for locally-owned development dynamics, building on past work related to decentralisation, local authorities, and action by civil society and local governance for development

LQS will also manage the Innovation Fund, through which the Centre will test and support innovative initiatives that arise outside the boundaries of the Centre's programmes.

Context

LQS will provide a vehicle for the Centre to further enhance the quality of its work by strengthening its internal learning culture and knowledge sharing. The Centre's 2017–2021 strategy outlines a path to impact within the dynamic, complex and integrated terrain of the international cooperation agenda. The variability of this terrain has prompted ECDPM to seek ways to ensure strong linkages between different areas of its work. With careful monitoring of progress and systematic review, learning and knowledge sharing it can assure better results from its diversified and complex portfolio.

Main activities

ECDPM has introduced a more systematic approach to learning about the complex change dynamics it engages in. This approach consists of developing ToCs for all its work streams, to stimulate explicit dialogue within the Centre on major assumptions and likely change trajectories. Over time, these ToCs will be tested and reviewed in accordance with ongoing changes. In terms of reporting, the LQS unit will monitor implementation of the 2017–2018 work plan in association with the Centre’s results framework to ensure that outcomes are appropriately reported to our external stakeholders, including the International Aid Transparency Initiative (IATI), and reflected in annual reports.

KM support will have a dual focus: internal and external. Internally, it will maintain a new contacts and reporting database, facilitate internal communications and further refine knowledge retention and retrieval processes. Externally, it will promote knowledge sharing through communities of practice and disseminate our KM expertise to interested stakeholders.

The other areas of activity in 2017 are provision of horizontal quality support and facilitation of work streams with cross-Centre relevance.

Horizontal quality support

- (i) LQS will support political modes of thinking and working by strengthening the use of *political economy approaches* in-house and among partners, via communities of practice and demand-driven work
- (ii) The unit will enhance *cultural sensitivity*, including sensitivity to religious aspects, to strengthen the Centre’s intercultural competences and, in turn, its outcomes as a broker and facilitator in a variety of settings
- (iii) LQS will facilitate and provide support to improve our work methodologies (e.g. policy research, evaluations, facilitation), for instance, through the Pelican Initiative discussion group on evidence-based learning

Work streams with cross-Centre relevance

- (i) The PCSD work stream will facilitate a community of practice involving ECDPM’s institutional partners and collaboration with institutes such as the World Resources Institute (WRI) and GDI, to promote debate in UN circles on goal 17 ‘revitalise the global partnership for sustainable development’, target 14, on PCSD
- (ii) The Citizens and Civil Society work stream will mobilise and strengthen in-house knowledge about and experiences with state–society relations to advance understanding of citizens’ and civil society’s roles and capabilities as governance actors
- (iii) The Territorial Development work stream will consolidate knowledge on emerging approaches to decentralised development and the role of local government in a number of concrete multi-stakeholder partnerships

Innovation Fund

LQS will manage the Innovation Fund, established to encourage new initiatives, for instance, pilot research projects, stakeholder consultations, innovative methodologies and experimentation beyond the Centre’s planned work streams. It will also support staff in developing proposals for approval by Management Team and oversee implementation once approved.

4. YOUNG INTERNATIONAL PROFESSIONALS PROGRAMME

THE YIP PROGRAMME IS AN INSTRUMENT FOR THE 'CIRCULATION OF TALENT'

Aim and expected outcomes

The Young International Professionals (YIP) programme has four main aims. The first is to build capacity among talented young professionals from the South, particularly Africa, in the area of international development policy and practice. By recruiting them to ECDPM as junior staff members, the programme provides them specialist knowledge, expertise and experience they could not acquire otherwise. Second, the programme stimulates longer-term exposure to ECDPM's activities among staff members of partner institutes in the South, thus expanding the impact and quality of our work. Third, joint recruitment of YIPs stimulates collaborative activities with partners and peer institutes. Joint recruitments open up and strengthen our relationships with partners and peers, contributing to mutual capacity building. Finally, the programme offers ECDPM staff increased experience and exposure to African knowledge and perspectives. ECDPM thus becomes better able to systematically include African knowledge and perspectives in its work. Interaction with young African professionals also strengthens sensitivities and cultural awareness towards our stakeholders in Africa.

Context

ECDPM seeks to broker effective development partnerships between the global South (particularly Africa) and the EU. It does this by strengthening the policy management capacity of African institutions and other players. For this we need diversity within our staff, both in terms of expertise and skills and in terms of geographical backgrounds. The YIP programme contributes to this in a practical and effective manner, with long-term impact. The YIP programme is an instrument for the 'circulation of talent' at ECDPM as well as for collaboration with partner institutes and peer organisations.

Activities

We aim to recruit several YIPs to work in the individual programmes in 2017. Ideally, they will be recruited in conjunction with partner institutes. We will furthermore establish a new YIP training programme for building knowledge and skills. In the coming years, the programme will stimulate the inclusion of YIPs as regular staff members, offering the possibility of retaining YIPs after their one year in the programme. We will step up external communication and approach new networks, in part to build a base for targeted fundraising for the YIP programme.

5. INSTITUTIONAL RELATIONS AND PARTNERSHIPS

“THIS WILL REQUIRE SYSTEMATIC EFFORTS BOTH TO BUILD NEW ALLIANCES AND PARTNERSHIPS”

Aim and expected outcomes

The Institutional Relations and Partnerships (IRP) unit has two core aims:

- (i) To support the Centre’s efforts to increase and diversify ‘smart’ funding resources, strategically aligning ECDPM’s mandate with a strong potential to achieve results and impact
- (ii) To facilitate ECDPM partnerships, networks and alliance-building with governmental and non-governmental players in Europe, Africa and on the global stage to contribute effectively to achieving the 2030 Agenda

We will work towards the following outcomes:

- (i) Increased recognition of ECDPM as a non-partisan facilitator of dialogue and source of practical research and analysis in Europe, Africa and ACP and on the global stage
- (ii) Effective multi-actor partnerships and alliances that are equipped to address and accomplish the complex and ambitious 2030 Agenda
- (iii) A solid institutional culture for fundraising within ECDPM, with diversified institutional funding sources and programme and project funding that enables the Centre to consolidate and strengthen its roles and impact

Context

ECDPM has been fortunate over the years to attract substantial amounts of flexible multi-annual institutional funding from a number of medium-sized EU member states and Switzerland. This support has enabled us to play our role as an independent ‘think and do’ tank and broker of EU-Africa and EU-ACP relations. However, this unique funding structure is under increasing pressure. The Centre foresees several challenges in the coming years: a likely decrease in development funding in several European ECDPM partner countries, a growing Euroscepticism with increased emphasis on domestic agendas, and more conditional support with increasingly bureaucratic accountability requirements. The IRP unit will assist the Centre in navigating the rapidly changing terrain of the development sector. This will require systematic efforts both to build new alliances and partnerships and to jointly tackle the increasingly complex challenges in the context of the 2030 Agenda. Increased and more diversified fundraising will also be needed, to mobilise the means necessary to carry out our work.

External partners

As a policy-relevant institute operating at the interface between Europe and Africa, we will seek to expand and strengthen our partnerships and networks with a range of actors:

- (i) The AU, African RECs and a diversity of African think tanks, policy research institutes and NGOs
- (ii) The EU institutions, including the EU Commission, EEAS, the EP, the European Economic and Social Committee, the EU member states and a variety of European NGOs
- (iii) The successive EU presidencies, namely, Malta and Estonia in 2017 and Bulgaria and Austria in 2018
- (iv) Global players including the UN agencies, the Organisation for Economic Co-operation and Development (OECD), Canada, Japan and the United States, with whom we will profile ourselves as a relevant and solid partner

Activities

Our new 2017–2021 strategy aims to appeal to a more diversified group of funders. Beyond our longstanding institutional funders, we will reach out to other EU member states, particularly the ‘EU-13’. Through the Department for International Development (DFID), we will undertake appropriate action to keep the UK on board as a major programme funder in the context of an eventual Brexit. We will invest in further diversification of our external funding base by tapping into various types of funding from new donors, including bilateral executing agencies, development finance institutes, foundations and research funds. Last but not least, we will step up efforts to improve our performance in accessing a wider selection of EU funding opportunities at the Commission level – particularly via DEVCO and the DGs for Trade and Research – and among other promising EU institutions.

In 2017 we will aim for a mixed funding portfolio consisting of institutional funding and various types of supply-driven and demand-led funding.

Institutional funding

Our privileged, multi-annual institutional partnership with eight EU member states and Switzerland has been the cornerstone of ECDPM’s way of working. Our longstanding partners fully subscribe over several years to ECDPM’s mandate, five-year strategy and work plans. This makes it possible for us to perform our roles as facilitator, information and analysis provider, broker, capacity builder and networker. The earmarking of a small envelope for tailored service delivery has contributed to the success of this formula. It helps us to build solid partnerships that go beyond ‘donor-recipient’ or ‘consultant-client’ relationships, while also increasing the Centre’s policy relevance. We will strive to consolidate this smart funding modality and optimise its alignment with our core business. For the 2017 budget and in the subsequent years of our 2017–2021 strategy, we will aim for a funding package with a flexible element of at least 50%.

Supply-driven funding

ECDPM will invest more in programme and project funding based on our own offerings. This 'second best funding option' requires us to prepare a regular 'pipeline' of research and brokerage proposals for submission to various potentially interested donors, in line with our strategy and mandate. By doing so, we will more systematically target specific departments or thematic units within donor agencies, alongside specialised funding agencies and development foundations. Our aim is to ensure programme and project funding of up to some 25% of our annual budgets in the 2017–2021 period.

Demand-led funding

We will better equip ECDPM's various programmes for demand-led funding opportunities, where the terms and conditions are set by donors via, for example, tenders for evaluations, studies and facilitation work. We will aim for demand-led programmes and projects to make up some 25% of our annual budgets in the 2017–2021 period.

6. CORPORATE ACTIVITIES

6.1 COMMUNICATIONS

Aim of the unit, context and expected results

The Communications unit aims to articulate the results of the Centre's work to its different stakeholders and facilitate uptake of knowledge. This contributes directly to achievement of ECDPM's overall objectives of reconciling diverging interests and brokering agreement on feasible solutions for better policymaking and implementation. To enhance our effectiveness, we will continue to maximise our corporate profiling using smart communications adapted to the complex political environments in which ECDPM works. Our target audiences are inundated with information. We must, therefore, ensure that we remain a trusted source of knowledge, one that stands above the crowd and resonates with them, so that they use our evidence in policymaking and implementation.

Main activities for 2017

In the first quarter of 2017, the Communications unit will finalise an innovative communications strategy for 2017–2021 and a detailed work plan for 2017–2018 aligned with ECDPM's organisational goals. We aim to produce data-driven communications. Where possible, we will collect, analyse and draw conclusions from analytics on our work, reporting on our successes (and failures) in reaching our communications objectives. Our goal will be to find out what works best and do more of it. We will further identify and disaggregate our key target audiences and the people and organisations that influence them. The unit will also identify opportunities to engage, prioritise, plan and implement strategic communications that support all-Centre and programme objectives.

We will continuously innovate our website, long-form content, infographics, traditional media, social media and multimedia communications. As such, once the communications strategy is agreed upon, and for the remainder of 2017, we will be well placed to produce improved relevant and engaging content, in English and French – and in Dutch where necessary – for our target audiences through all our communications channels, each tailored to a specific audience.

6.2 MANAGEMENT AND HUMAN RESOURCES

Following successful changes in our organisation and management during the past year – filling the director's post, establishing the LQS unit, strengthening governance and assigning leadership positions – ECDPM is now poised to implement its new 2017–2021 strategy effectively and efficiently. This is not to say that no management issues are outstanding. Recruitment of a senior human resources (HR) officer who can lead our knowledge organisation to the next professional level is one. Further, we will need to strengthen our Communications unit for better corporate profiling and media and public exposure, in the Netherlands, the 'Brussels arena' and elsewhere.

In 2017, we will delegate more budgetary responsibility to the programme managers to give them maximum authority over their programmes, in both financial and content terms. This will contribute to smarter management of the Centre's budget while strengthening our results orientation, the effectiveness of our programmes and cost control. Much of our work requires drawing together all of the expertise available in-house. Multidisciplinarity has thus emerged as a key challenge for our programme managers, within their teams and between programme teams. In the new strategy period, more flexible working methods will be adopted, such as task forces. We will closely monitor their effectiveness to enable learning by doing and improvement.

ECDPM's governance must adapt to the continuously changing demands of our donors, stakeholders and society at large. In the Netherlands, corporate sector foundations, especially those that are fully publicly funded, are now routinely scrutinised for adherence to best practices as formulated in corporate governance codes. Hence, the ECDPM Board will receive a new, modernised governance code that builds on the existing regulations. Important paragraphs will be added on accountability, transparency, compliance and ECDPM's organisational values.

The Centre's biggest asset is its staff. They drive our work and success, and all our efforts in the coming years will be geared towards empowering them and investing in their knowledge. Given the complexity of our work, ECDPM remains a demanding employer, often requiring long working hours. Management is keenly aware that in return for all the hard work and dedication in the years ahead, we must retain a culture of inspiration and teamwork. Though a flat, medium-sized organisation like ECDPM presents clear limits on promoting staff, the Centre will continue to encourage personal development and put staff in leadership positions whenever opportunities arise. Succession planning within the leadership team remains a high priority, and representation of the programmes on the Management Team will rotate bi-annually allowing other programme managers to gain more all-Centre management experience. It is gratifying that 2017 will see new managers emerge taking the lead over new programmes.

Other HR priorities in the coming year include enhanced retention of younger staff, greater diversity and maintaining staff competence, effectiveness and appropriate employment conditions.

Enhanced retention of younger staff

We will seek to enhance retention of our younger staff. ECDPM's new strategy involves a new programme and project structure in which younger staff will have the chance to take on leading roles in projects and programmes. All of our programmes need to be innovative and flexible, and young leaders can offer new perspectives to provide them an innovative boost. Giving younger staff more responsibility and opportunity is also expected to result in even greater loyalty to our Centre.

Diversity

Today's challenges are increasingly varied, we will therefore seek greater diversity within our staff, in terms of expertise and skills and in terms of geographical backgrounds. Our YIP programme will build capacity among talented young professionals from the South while diversifying our alumni network. Furthermore, we will reach out and recruit more senior staff from developing countries, making use of recruitment channels targeted to the South.

Maintaining staff competence, effectiveness and appropriate employment conditions

Increasing the competence and ability of staff to effectively demonstrate the skills ECDPM needs is a high priority for the coming period. Several initiatives will be taken for this purpose:

- (i) We will modernize our competency-based management approach
- (ii) We will review and update our employment conditions and contracts to align them to current standards and respond to cross border challenges
- (iii) We will further strengthen our staff's skills and expertise by organising internal workshops to learn from in-house experts

6.3 FINANCIAL MANAGEMENT

ECDPM uses an integrated system of accounting, meaning that all expenditures and funding are allocated to the programmes and other operational clusters that deliver on the outputs and outcomes foreseen in the work plan. This integrated planning enables results-based management and strengthens the capacity of both centre management and programme managers to steer next year's work programme effectively.

The coming year, 2017, will usher in our new 2017–2021 strategy and sets the tone for distributing available funds between the programmes and other units for the next years. Considerable efforts have gone into the process of strategically allocating available funds over the programmes so that they can achieve their intended outcomes and impacts whilst ensuring that external funding responsibilities are realistic.

The 2017 budget has been prepared against a rapidly changed funding environment for the organization, with Brexit negatively impacting on our DFID programme funding and reduced Dutch institutional and programme funding. This translates through into substantially reduced income security for the next years. Earlier than the Financial Outlook 2017 – 2021 suggested, the ratio between institutional funds and programme and project funding therefore needs to change. Further efforts to secure programme funding will be made, but for the immediate future the Centre expects to rely increasingly on project funding even though this results in less predictability and less control over our programme work and more staff time spent on fundraising. To accommodate this 2017 is planned as a transition year as we seek to restructure our programme and project funding.

An additional challenge stems from the fact that many of the existing institutional arrangements need to be renegotiated with donors in the next two years. ECDPM anticipates that all of them will continue though in the current climate maintaining them at past levels will be challenging.

As 2017 progresses more information on external funding will become available and management will take appropriate measures so as to adjust expenditure accordingly. Already in the 2017 budget savings have been identified after a thorough scrutiny of all budget lines and operational costs are kept low. Some intended investments have been scaled back, such as in the YIP programme, or delayed until 2018, such as the planned Innovation Fund, whilst other investments have been retained so as to make the organization stronger for the future. It should however be recognized that over the next few years ECDPM will need to adjust to operating in a tighter funding environment.

7. CONCLUSION

A FRESH SET OF PROGRAMMES THAT COMBINES STRONG CONTINUITY IN SUCCESSFUL AREAS AND NEW INITIATIVES

Despite the sobering funding context ECDPM's management is confident that it can maintain momentum and continue to build its work programme on the lines as planned. With this Work Plan for 2017-18 we embark on the new strategy 2017-2021 period with a clear sense of purpose and a fresh set of programmes that combines strong continuity in successful areas and new initiatives to make the most of opportunities that we see opening up. The international, but also African and European, context in which ECDPM operates is also changing but with a new strategy and a more carefully thought through set of programme activities and resourcing plan the Centre is in good shape to tackle the uncertainties ahead and continue to deliver the high quality output for which it is known.



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