ANNUAL REPORT 2015

Making policies work for sustainable global solutions

ecdpm

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ABOUT ECDPM

The European Centre for Development Policy Management (ECDPM) works on international cooperation and development policy in Europe and in Africa, the Caribbean and the Pacific (the ACP). Over the past 29 years we have built a strong reputation as an independent 'think and do tank'.

Our mission is to inform policies and help make them work, for sustainable global solutions. We do this (1) by providing independent policy research, analysis and advice; (2) by brokering dialogue in complex policy processes; and (3) by working with a broad range of partners throughout the world.

We focus our work strategically through five interlinked programmes:

- Strengthening European external action
- Conflict, security and resilience
- Economic transformation and trade
- Africa's change dynamics
- Food security

Lennart Wohlgemuth
Board Chair

> **"More than ever, the rapidly changing international cooperation landscape called for new types of partnerships, institutional innovation and joint learning. More than ever, it required ECDPM to be open, adaptable and creative."**

FROM OUR BOARD CHAIR

Crisis and hope vied for attention in the world's headlines during 2015. Profound problems arose, such as civil wars, increased flows of refugees and migrants, and the economic crisis, which led to an enormous dip in prices of raw materials.

At the same time, the world community came together, finalising two international agreements that surpassed expectations: the 2030 Agenda for Sustainable Development and the new agreement on climate change.

Inevitably this conjuncture presented challenges for the world, for Europe, for Africa and for the ACP. It also had major implications for ECDPM. More than ever, the rapidly changing international cooperation landscape called for new types of partnerships, institutional innovation and joint learning. More than ever, it required ECDPM to be open, adaptable and creative.

The Centre's five-year strategy (2012-2016), now in its final stages, underlined these changing dynamics. In 2015, the Board initiated an independent external evaluation of the Centre and, together with the new director, management and staff, embarked on a process of innovation, to culminate in mid-2016 with the elaboration of a new five-year strategy.

ECDPM's work continues to attract increasing interest among old and new partners in Europe, Africa, the ACP and further afield globally. By virtue of these partners' continuous support, we have been able to consolidate and further expand our institutional activities despite an increasingly volatile funding context. This bears witness to the strong trust in the Centre and wide appreciation of the importance of its work. ECDPM is recognised as an independent 'think and do tank' providing policy-relevant analysis and acting as a facilitator and broker in complex policy processes.

ECDPM continues to enjoy increased standing as a strategic knowledge broker for well-informed policy dialogue. We attribute this, among other things, to its increasing use of political economy analysis. The Centre has furthermore maintained targeted investments in dedicated knowledge management and communications. Finally, it has consistently played a prominent role in the international discussions on the future of ACP-EU relations and Africa-EU relations, which gained renewed momentum in 2015. ECDPM was also regularly called upon during the year for independent analysis and facilitation work by key institutions in Europe, Africa, the ACP and beyond.

The Board is pleased to conclude that the Centre has again demonstrated its ability to adapt effectively to the evolving global contexts. But this is no time for complacency. New and even greater challenges loom on the horizon. Yet, as an outgoing Board member and Acting Chair, I am more than confident that ECDPM is equipped to carry on its role in addressing these challenges successfully. ■

Ewald Wermuth
Director

> **"Achieving those goals by 2030 will require coherent governance approaches at all levels. Beyond that, for sufficient impact on our planet and on the lives of those in need, full and swift implementation will be imperative – in developed and developing countries alike."**

FROM OUR DIRECTOR

Twenty fifteen was my first year at the helm of ECDPM, and it has been an exceptional experience.

I knew ECDPM from earlier associations and had interacted with its staff on many occasions. Those encounters always left me impressed with the Centre and interested in learning more about the work it did. But only now, after almost a year of working with this competent and dedicated staff, do I truly understand the complexity and value of ECDPM's contributions.

With the annual report in front of you, I invite you to judge for yourself the influence of the Centre's activities in the international policy domain. Reading the report, it becomes clear that ECDPM goes well beyond the traditional development paradigm, seeking to link development with true international cooperation.

This is exactly what the new Global Goals for Sustainable Development are about. Achieving those goals by 2030 will require coherent governance approaches at all levels. Beyond that, for sufficient impact on our planet and on the lives of those in need, full and swift implementation will be imperative – in developed and developing countries alike. On all these fronts, ECDPM is the partner of choice.

Overall, I look back on my first year with deep gratitude. I continue to be inspired by ECDPM's staff, and by our Board members, who further reinforce the Centre's work. Their support is invaluable. This year, we welcomed several new and renowned Board members, and look forward to welcoming others in 2016.

I particularly thank our longstanding partners in Europe. They provide us with the financial support needed, while leaving us room to set our own knowledge agenda. I also thank our other partners, in Africa and elsewhere, who have joined with us to seek pragmatic solutions to the policy problems confronting development today. Finally, I thank my predecessor, Paul Engel, who devoted years of time and energy to make ECDPM what it is.

I hope you enjoy reading this report as much as I enjoyed overseeing it, at the helm of this exceptional organisation. ■

HOW WE WORK

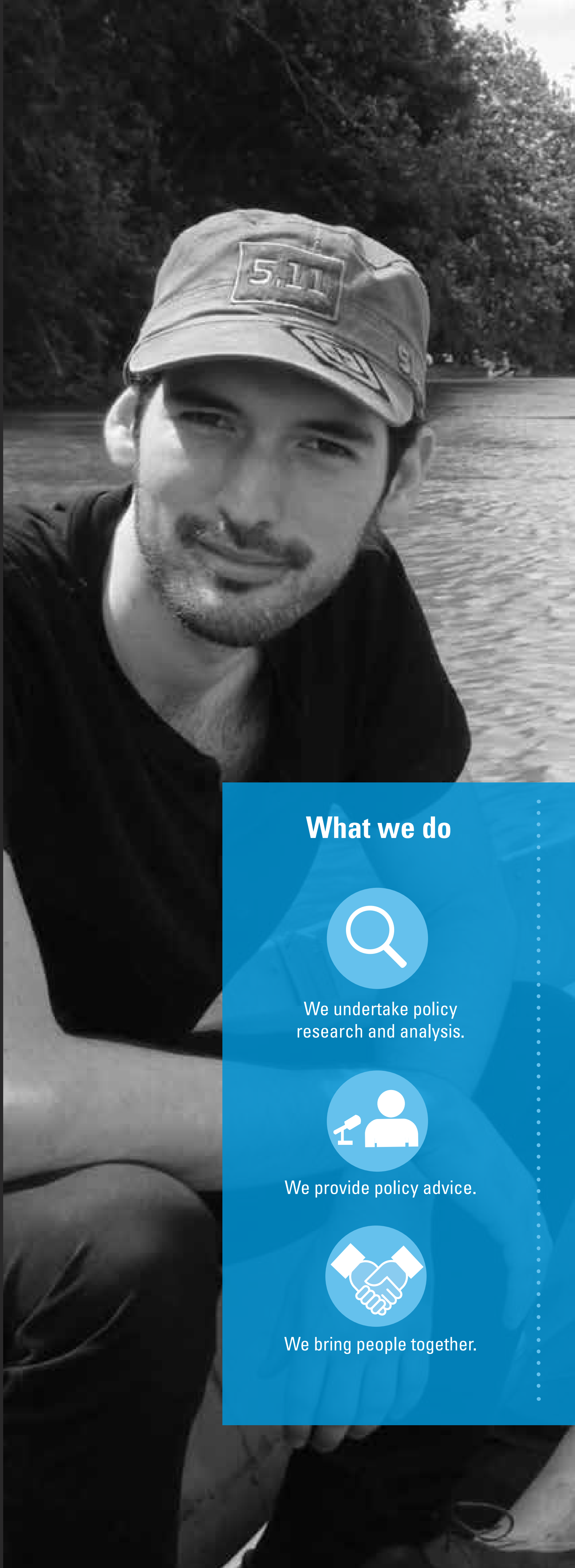
Jean Bossuyt
Head of Strategy

ECDPM's key strength is the way we work. We call ourselves a 'think and do tank' because we go beyond policy research and analysis, to also act as an advisor, to bring people together, and to actively collaborate with our partners to address policy implementation challenges.

Changing policies for better development outcomes is a long-term process. That is why we commit to long-term engagement with key stakeholders, to jointly accomplish changes over time. Policy arenas evolve rapidly, and progress usually hinges on a variety of factors and actors. Our work anticipates what is coming next, incorporating thorough analyses of what might prevent or drive change – and we don't shy away from looking at political constraints and incentives either.

Independence is another feature of our style of working. Flexible funding enables us to maintain operational autonomy. The course we steer is a non-partisan one. We are not here to defend the interests of anyone in particular – apart from the most vulnerable in society. Our independence is also evident through our transparent communications and our respect for diversity and creativity.

We target our work in Europe and in the ACP, particularly Africa, through five programmes. These focus on European external action, peace and security, economic transformation and trade, change dynamics in Africa, and food security. But these programmes don't operate in isolation. They are intertwined, working towards a common set of results and impact. ■



What we do

We undertake policy research and analysis.

We provide policy advice.

We bring people together.

Results of our work

ECDPM

Policy discussions and processes are better informed.

Strategic partnerships are fused between relevant actors in policy processes.

A broader range of practical policy options is brought to the table during policy discussions and processes.

Everyone involved in policy discussions and processes has equal knowledge and capacity.

Everyone with a stake in policy discussions and processes is involved.

Impact of our work in the long run

- Policies are more evidence-based, realistic and linked to practice.
- There is a smaller gap between policy aims, and their actual impacts on the ground.
- Policies from different countries, from different actors and in different domains work in harmony.
- Policies have a greater effect on food security, peace and security, economic transformation and governance.
- There is better overall cooperation between Europe and Africa, the Caribbean and the Pacific.

OUR PARTNERS

Geert Laporte
Deputy Director

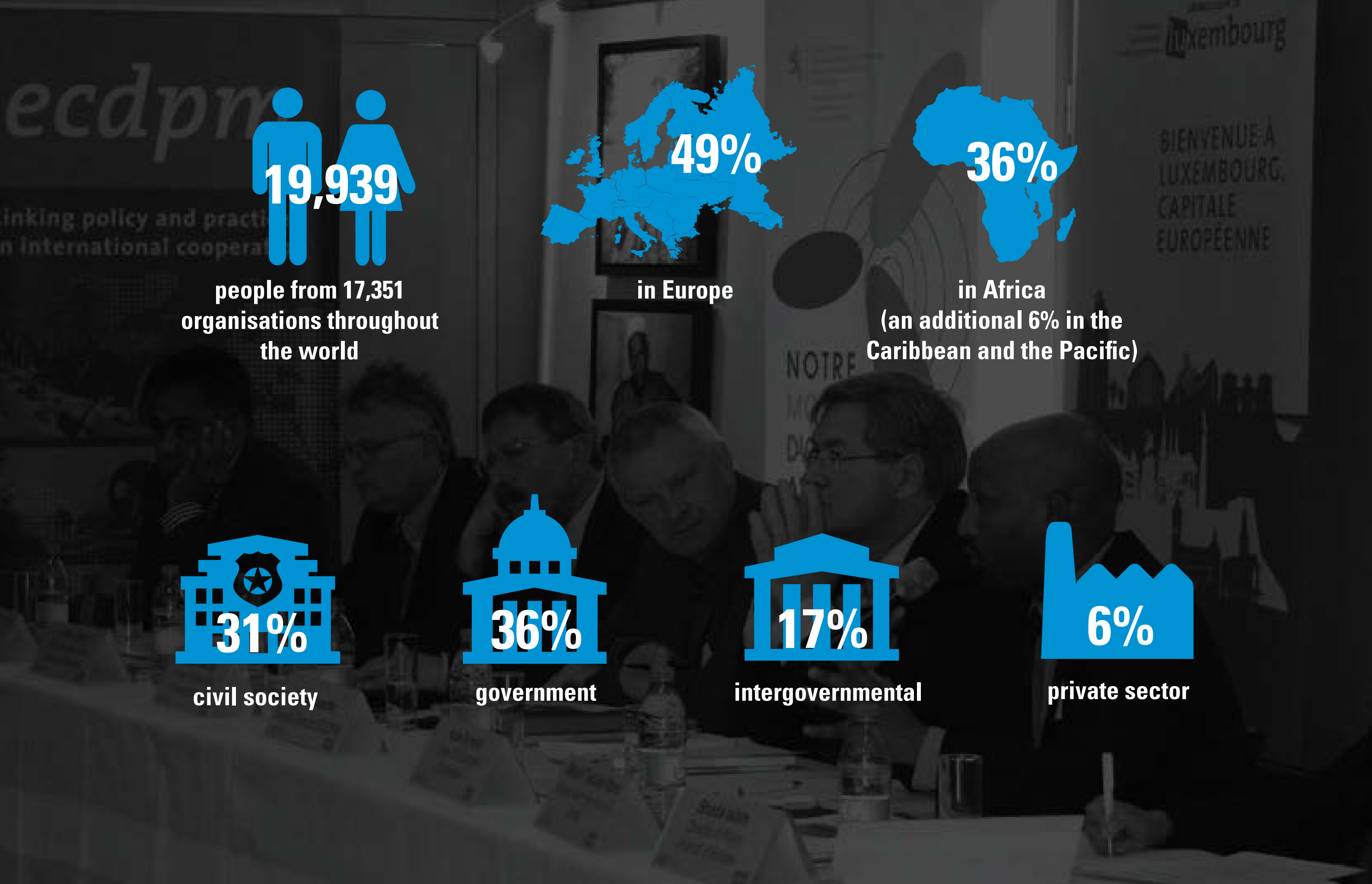
No organisation or institution can bring about change alone. That's why partnerships are the cornerstone of our work. Partners inspire new ideas. They enable systematic exchanges of experiences and best practices. Most importantly, combined efforts are more powerful than any individual, uncoordinated actions could ever be.

To accomplish the new Global Goals for Sustainable Development by 2030, partnerships will be more crucial than ever before. To manage global challenges, countries will need to work together. We will need to negotiate common and competing interests, conclude political deals and ensure that adequate regulations are in place. This is immensely complex and can only happen through dialogue and joint action.

ECDPM collaborates with a broad range of partners. They raise the value of our work; and our inputs reinforce the value of work done by others. We also connect our partners, stimulating strategic collaboration among them towards common goals. ■

Are you interested in partnering with ECDPM? Contact Geert Laporte or Sabine Mertens via ecdpm.org/people.

Our overall network



OUR KEY PARTNERS IN 2015

Our partners include governments, international organisations, think tanks, academia and social and economic actors from all over the world. We explicitly include organisations operating in policy domains tangential to but with increasing impact on development. Examples are economic and foreign affairs, trade, defence, mining and natural resources, environment and climate change.

INSTITUTIONAL PARTNERS

ACP Secretariat and ACP Committee of Ambassadors

African Development Bank (AfDB)

African Union Commission (AUC)

European Commission (EC)

European External Action Service (EEAS)

European Investment Bank (EIB)

g7+ Secretariat

Organisation for Economic Co-operation and Development (OECD) and OECD Development Centre

Regional economic communities (RECs) in Africa, particularly COMESA (Common Market for Eastern and Southern Africa), ECOWAS (Economic Community of West African States) and SADC (Southern African Development Community)

Planning and Coordinating Agency of NEPAD (The New Partnership for Africa's Development)

United Nations Development Programme (UNDP), Regional Bureau for Africa

United Nations Economic Commission for Africa (UNECA)

World Bank

SUPPORTING INSTITUTIONAL PARTNERS

(see also page 47 on funding)

Austrian Development Agency (ADA)

Belgian Ministry of Foreign Affairs

British Department for International Development (DFID)

Camões Institute for Cooperation and Language

Danish Ministry of Foreign Affairs

The Netherlands Ministry of Foreign Affairs

Finnish Ministry for Foreign Affairs

Luxembourg Ministry of Foreign and European Affairs

Irish Aid

Swedish Ministry for Foreign Affairs

Swiss Agency for Development and Cooperation (SDC)

STRATEGIC PARTNERS

Africa Governance Institute (AGI)

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

Economic and Social Research Foundation (ESRF)

Instituto Marquês de Valle Flôr (IMVF)

Institute for Security Studies (ISS)

Levy Mwanawasa Regional Centre for Democracy, Good Governance, Human Rights and Civic Education

Regional farmers' organisations in Africa, particularly EAFF (Eastern Africa Farmers Federation) and ROPPA (Network of Farmers' and Agricultural Producers' Organisations of West Africa)

South African Institute of International Affairs (SAIIA)

COLLABORATED WITH

ACT ALLIANCE EU (formerly APRODEV)

African Minerals Development Centre (AMDC)

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

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

CUTS International

Friedrich-Ebert-Stiftung (FES)

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

Institute of Development Studies (IDS), University of Sussex

International Centre for Trade and Sustainable Development (ICTSD)

Japan International Cooperation Agency (JICA)

Konrad-Adenauer-Stiftung (KAS)

Korea International Cooperation Agency (KOICA)

Oxfam International

Saana Consulting

World Economic Forum (WEF)

NETWORKS AND PLATFORMS

Dutch knowledge platforms for global development

European Association of Development Research and Training Institutes (EADI)

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

POLICY COHERENCE FOR CHANGE

The world adopted a new sustainable development agenda on 25 September 2015. By 2030, all nations must deliver on that agenda's 17 goals and 169 targets, designed to make the planet a better place to live. Yet, this will be possible only if policies work in harmony across different domains.

Policy incoherence can seriously undermine development. For instance, foreign policies that may at first seem far removed from development could in practice hinder, or even undo development progress. Trade policies that seek to maximise economic gains, for example, may do more harm than good for the poorest, or for the environment.

But policy coherence is not easy to implement, first and foremost because it is fundamentally a matter of politics. Moreover, progress in policy coherence is difficult to measure, and there is little hard evidence quantifying its negative impacts – which often only appear in the long term. That makes it easy for countries to ignore policy incoherence.

So, if policy coherence is already so difficult to achieve within a single country, is it reasonable to expect that policy coherence for development can be achieved across the globe? Luckily, though challenging, it's not impossible. By agreeing to the 2030 Agenda for Sustainable Development, all countries already committed to policy coherence, articulated in the last of the 17 Global Goals for Sustainable Development. With the right monitoring tools, the right training and, most importantly, more dialogue and political commitment, we *can* achieve the Global Goals for change by 2030.

What ECDPM does

ECDPM promotes policy coherence for development (PCD), and has done so for the past 20 years. Our research and analyses on policy incoherence have raised awareness and increased knowledge on how policy incoherence can be addressed. We organise and facilitate meetings and training sessions for and together with policymakers at the EU level and in various European countries. Beyond Europe, too, and across all of our work streams, our work to promote PCD will continue.

Given its importance for achieving the Global Goals, demand is on the rise for training and research on implementing the concept of policy coherence. In part to meet this demand, we are testing a methodology for assessing the effects of OECD non-development policies on food security in developing countries. ■

Highlights of 2015

- We tested our methodology to assess the effects of OECD non-development policies on food security in developing countries. In November we published the findings from a study in Tanzania, undertaken with the Economic and Social Research Foundation (ESRF) and funded by the Finnish government. To enhance this tool, we have launched a second study in Burkina Faso, with support from the Swiss government.

- Throughout the year, we provided PCD trainings to government officials in Latvia, Finland, Portugal and Belgium.

- For the Swiss Agency for Development and Cooperation and the Finnish Ministry for Foreign Affairs, we launched a community of practice on PCD, bringing together PCD focal points from different European countries.

- We published a paper mapping the PCD monitoring systems of selected EU member states, as well as the PCD indicators they used. The governments of Switzerland and Portugal referred to this work in reflecting on their own policy coherence systems. We also presented the mapping results to the European Commission and EU member states during a meeting of the EU PCD network.

- Several official EU meetings and documents drew on our inputs on PCD. We facilitated a multistakeholder dialogue on policy coherence for food security, organised by CONCORD and the European Commission's Directorate-General for International Cooperation and Development (DG DEVCO), and we were the only non-official party to attend an EU internal meeting on PCD. Our work was referred to several times in the 2015 European Commission report on PCD.

- We contributed to the 2015 Dutch PCD monitoring report prepared by a group of Dutch NGOs, including Partos, Foundation Max van der Stoel (FMS) and Woord en Daad. We also spoke at several Dutch events on policy coherence for the Global Goals and started work with Partos, FMS and Woord en Daad in the context of their 'ready for change' project, aiming to provide practical inputs to the Dutch government for implementing the Global Goals at the national level.

Want to know more about our work on policy coherence for development? Contact Andrew Sherriff, James Mackie or Jeske van Seters via ecdpm.org/people.

FINANCING GLOBAL DEVELOPMENT

Two months before the 2030 Agenda was agreed in New York, another important conference took place in Addis Ababa: the Financing for Development conference. More than 7,000 people descended on the city to discuss how the universal development agenda could be funded.

The conference marked a critical juncture in global development. The key challenge in development financing now is not a shortage of funds, but rather a lack of clarity on how money should be used and mobilised. The conference struck a deal on more than 100 concrete measures, addressing all sources of financing and covering cooperation on issues ranging from technology and science to innovation, trade and helping developing countries strengthen their systems and institutions.

What ECDPM does

ECDPM has a long track record on development finance issues. In 2015, we joined other think tanks to produce the flagship European Report on Development, entitled 'Combining Finance and Policies to Implement a Transformative Post-2015 Development Agenda'. ECDPM's James Mackie, one of the main authors, presented the report to audiences in various European capitals and at the United Nations in New York. He also attended the Financing for Development conference in Addis Ababa.

In 2015, we looked at various African and European perspectives on financing development, to provide a wide overview of the various obstacles facing the new sustainable development agenda. We explored what the African Union (AU) and the United Nations Economic Commission for Africa deem necessary for Africa to finance its own development, and examined opportunities and challenges for securing alternative financing for the AU's Agenda 2063. On the European side, too, we considered a number of challenges involved in financing the 2030 Agenda.

ECDPM's work on the 2030 Agenda and financing for development is ongoing. Though the Global Goals were set in New York, there is still the task of determining how all 17 goals can be implemented universally – not only in developing countries. The commitments made at the Financing for Development conference therefore represent the beginning, not the end, of an important chapter in global development. ■

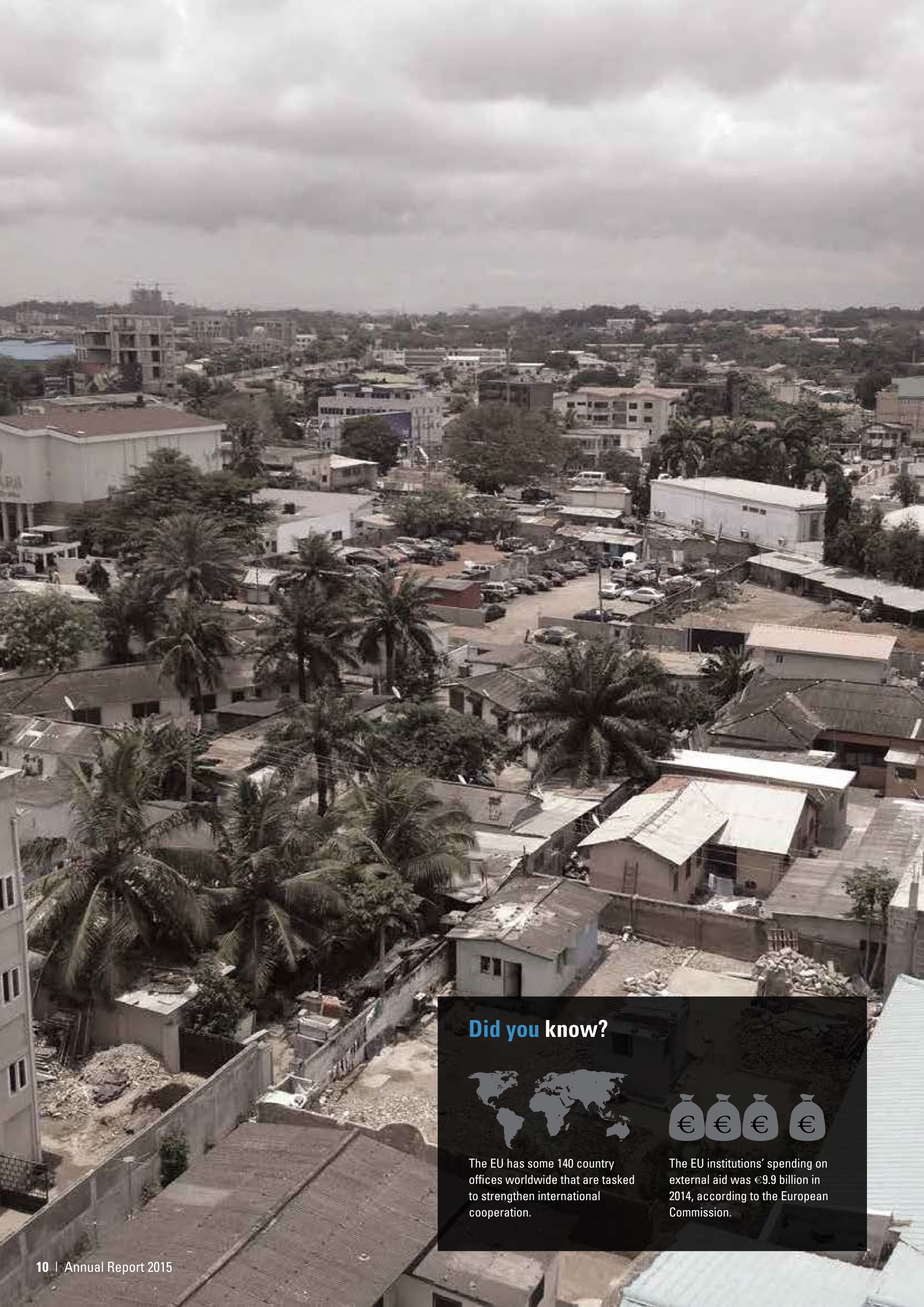
Highlights of 2015

- Together with ODI, FRIDE and DIE, we produced the 2015 European Report on Development, which provides an overview of global development finance needs and supply. The report was widely read and led to invitations to present it in Brussels, The Hague and New York. It was instrumental in shaping the EU's approach to financing the 2030 Agenda ahead of the Financing for Development conference in Addis Ababa.

- We launched a comprehensive online dossier bundling our past and current work on development finance. The dossier was one of ECDPM's most frequently visited in 2015.

- We produced several blogs and multimedia resources informing policymakers and a much broader audience on the Financing for Development conference. ECDPM's James Mackie appeared in several news articles featured by OneWorld, Europe's World, *Addis Fortune*, ISS Africa and MO, a Belgian news platform for development cooperation.

Want to learn more about our work on financing for development or have ideas you'd like to share? Contact James Mackie via ecdpm.org/people.



Did you know?

The EU has some 140 country offices worldwide that are tasked to strengthen international cooperation.

The EU institutions' spending on external aid was €9.9 billion in 2014, according to the European Commission.

STRENGTHENING EUROPEAN EXTERNAL ACTION

Head of Programme Andrew Sherriff on what we do and why

Where we worked in 2015

Our areas of expertise:

EU institutions, EU development policy implementation, peace and security, Joint Africa-EU Strategy (JAES), Cotonou Partnership Agreement, 2030 Agenda, EU Global Strategy, EU neighbourhood, policy coherence for development, migration, climate change, programming, joint programming, cultural sensitivity

The EU is dealing with a number of challenges close to home. At the same time, it aims to play a more significant role in solving global development problems. To address the challenges and deliver on its objectives, coherent and effective external action is essential. But that is no easy task. We seek to support the EU's institutions and its member states in getting there.

We contribute research and independent analysis of EU foreign policies that impact or might impact global development. We also examine the instruments and systems designed for implementing those policies and investigate how they function in practice. We look at what works well and what could be done better – and help bring about change.

Our main focus is on Africa-EU relations and ACP-EU relations. Our activities help the EU and its member states take the realities in developing countries better into consideration in their thinking. Conversely, we help our partners better understand how the EU works, how its institutions function and how EU policies and policy instruments impact dynamics within their own national borders.

We work together with the AU Commission and ACP Secretariat, EU institutions and EU member states, and a range of African and European think tanks.

WHAT WE LEARNED THIS YEAR

What we did well

Our partners and stakeholders valued our in-depth knowledge of the EU institutions. "Nobody understands the institutions as well as ECDPM does", and this renders ECDPM "a kind of one-stop service on understanding EU policies and practice towards Africa", in the words of an external evaluation interviewee.

Where we can still grow

ECDPM increasingly works at the cross-roads of international relations and development policy. We need to do more to connect the foreign policy community in Europe to the new international community agenda – particularly beyond Brussels; in Europe's capitals and Africa.

"I am making an effort to read everything you are writing about EU and ACP post 2020. And I love it!"

High-placed EU official

HIGHLIGHTS OF OUR YEAR

January
We published an overview on ACP-EU relations to kick off a year of analysis and events feeding the debate on the future of the ACP-EU relationship. The guide quickly became one of the most popular publications in ECDPM's history, as policymakers sought an independent voice and analysis to guide their positions in the debate (see also page 13).

January
Together with the Institute for Security Studies (ISS) Africa, we published a briefing paper on strategic coordination in the Sahel, a product of our partnership for regional coordination diplomacy support with the United Nations, the European Union, the African Union and regional and national institutions. Throughout the year, we advised the Sahel Ministerial Coordination Platform and the G5 Sahel on ways to enhance international coordination for better development results.

February
We produced one of the first European reports addressing implementation of the 'universality' principle of the new 2030 Agenda, also examining implications of the new Global Goals for Europe's external and internal policies. The report was adopted as an input for meetings between the European Commission and EU member states, and its case studies on specific global targets were featured in an article by EurActiv.

June
During the 2015 European Development Days we facilitated a panel on culture and development, together with the British Council and the European Commission's Directorate-General for International Cooperation and Development (DG DEVCO). Later in the year we contributed to the European Commission Communication on culture in external relations, and co-organised a conference on intercultural communication in EU external action at the BOZAR Centre for Fine Arts in Brussels.

June
For the Latvian EU Presidency, we facilitated a two-day retreat of the Development Cooperation Group (CODEV) of the EU Council in Riga to discuss policy coherence for development (see also page 8).

July
We submitted inputs to the European Neighbourhood Policy review process, bringing together knowledge from across ECDPM's programmes.

September
We published an independent analysis on implementation of the EU Agenda for Change through the 11th European Development Fund (EDF) national programming. The report was widely distributed, with key findings picked up by a number of African and European media outlets. It became a key reference document and found its way to the internal bookshelves of the European Commission (see also page 13).

October
We delivered our study on the European Union Special Representative (EUSR) system to Federica Mogherini, High Representative of the European Union for Foreign Affairs and Security Policy and Vice-President of the European Commission. The EEAS Foreign Policy Instrument Service had commissioned this internal study to help improve the EUSR system. Currently, nine EU Special Representatives focus on different regions across the world to promote EU policies and interests.

November
Ahead of the Valletta Summit on Migration we facilitated a discussion in Addis Ababa among European and African policymakers and experts, together with the Friedrich-Ebert-Stiftung (FES) and the Southern African Liaison Office (SALO). We also published a number of short analytical pieces articulating the dilemmas, lessons and real issues that will have to be covered to make progress on migration and development (see also page 14).

December
At the end of the European Year of Development we facilitated a public debate in Stockholm at which more than 140 stakeholders discussed implementation of the new Global Goals. The panel included directors general for international cooperation from the European Commission and the Swedish Foreign Ministry, senior officials from the EEAS and civil society representatives.

December
We published an independent analysis of the EU joint programming process through which the European Commission, EEAS and EU member states collectively set their development response strategy for partner countries. Our analysis proposed an innovative method for measuring progress and monitoring policy changes within EU institutions and member states. This led to invitations to present the work to officials in several EU member states, as well as to the EEAS and DEVCO.

Explore all our 2015 publications and events at ecdpm.org/eu-external-action/2015.

WILL THE EU AND ACP STILL BE TOGETHER AFTER 2020?

The EU and the African, Caribbean and Pacific (ACP) Group of States have a long history together. Since 1957 they have governed their relationship through a sequence of partnership agreements – the most recent being the Cotonou Partnership Agreement. But what will happen after 2020, when Cotonou is set to expire? Will a new partnership agreement be forthcoming?

This question was foremost in the minds of many ACP and EU officials in 2015, as they prepared their future positions. Those favouring renewal of the partnership focused mainly on the form a new partnership might take. But the bigger question remained: Does a new partnership agreement really make sense?

The relationship between the ACP and EU has changed markedly from the Yaoundé, to the Lomé and Cotonou agreements, reflecting evolving global, EU and ACP dynamics. At this point, it is certainly justified to ask whether the relationship is still relevant in today's context, with international cooperation rapidly evolving and the world focused on a new universal framework for sustainable development.

It is also informative to look at the current agreement and alternatives to a new partnership. Did the Cotonou Agreement deliver on what it set out to achieve? Might individual partnerships between the EU and the three ACP regions be more effective, given that Africa, the Caribbean and the Pacific are geographically diverse and distant from one another? Answers to these questions will be essential in the debate, but they cannot be provided without evidence.

What ECDPM contributes

ECDPM's involvement in ACP-EU relations dates back to 1986, as the Centre has maintained close relationships with both ACP and EU actors since its founding. In early 2015, we captured those 29 years of involvement in a comprehensive guide aimed at feeding the history of the partnerships into the 'future of' debate. We also continued to facilitate dialogues in ACP and EU countries, ensuring that all voices were heard and incorporating contributions back into the broader debate.

A major output this year was our political economy analysis of the partnership debate. That analysis explores Cotonou's real impacts on the ground and how a future partnership might fit in within the new global framework. We looked at power relations, political and economic interests and incentives – which often meant covering sensitive ground. The study provides the evidence-base so necessary for the discussions, to guide the debate towards realistic and workable scenarios for the future that benefit all parties concerned. ■

Highlights of 2015

- The international community welcomed our compiled knowledge on ACP-EU relations as a great resource. It quickly became one of the most popular publications in ECDPM's history.

- Our analysis of the 11th EDF programming – the main instrument for EU aid for development cooperation in ACP countries – was highly read. Key findings were picked up by numerous African and European media outlets, including Devex and *Addis Fortune*. It also became an important reference document, finding its way to the internal bookshelves of the European Commission.

- Our political economy analysis on the future of the ACP-EU relationship was criticised by some, but highly appreciated by others. It was covered by a number of media in Europe and in ACP countries.

- We co-organised and facilitated several events for stakeholders to discuss the future of ACP-EU relations. These included activities organised with the Luxembourg EU Presidency and with the AU Commission in Addis Ababa.

Want to learn more about our work on ACP-EU relations or have any thoughts to add? Get in touch with Geert Laporte, Jean Bossuyt, Andrew Sherriff, Cecilia Gregersen or Alfonso Medinilla via ecdpm.org/people.

THE MIGRATION DEBATE: WHAT WE ALSO HAVE TO CONSIDER

History will recall 2015 as the year the global refugee crisis 'hit' Europe. Migration continues to be much discussed among European policymakers, and no day goes by without hearing about it in the media. The crisis aspect, however, has led to a focus on short-term solutions geared mainly to stop migrants from coming. Yet, migration merits a much broader discussion, because it could provide an essential part of the solution to some of the world's biggest problems.

Migration and development go hand in hand. Though migration can pose challenges to development, in the form of security threats, it also has huge potential to stimulate development. Research suggests that opening up labour markets to migrants would bring greater economic gain than liberalisation of all trade. Moreover, monetary transfers from foreign workers to their families back home consistently outstrip development aid.

With that in mind, it should be no surprise that migration was instrumental in achieving many of the Millennium Development Goals. Migration is similarly likely to play a role in achieving the new Global Goals for Sustainable Development. It is so closely linked to economic growth, peace and security, food security, and even climate change that it cannot be left out of development discussions.

What ECDPM does

ECDPM raises awareness of the long-term link between migration and development, as well as the need for a broader discussion on migration. Our research and analysis is currently focused on EU foreign policies related to migration, also looking at how the EU and Africa interact on the topic. We've helped policymakers in the EU (and to a certain extent also in Africa) inform their positions, by providing background information and facilitating migration-related debates.

Discussions on migration and development are immensely political. Our political economy approach is therefore set to play a more central role in our future work, alongside our 29 years of experience in policy coherence for development (PCD), which is essential in the migration debate. ■

Highlights of 2015

- We provided inputs for and facilitated several EU migration debates. These included a session for the annual conference of the Dutch Knowledge Platform on Security and Rule of Law, the Senior Officials Meeting of the Rabat Process, an OECD-led conference on migration and mobility, a panel session at the 2015 European Development Days, and a high-level panel involving the International Organization for Migration (IOM) and the UN Refugee Agency (UNHCR).

- With the Friedrich-Ebert-Stiftung (FES) and the Southern African Liaison Office (SALO) we organised an informal dialogue on migration among European and African stakeholders in Addis Ababa, ahead of the Valletta Summit on Migration. It helped articulate the dilemmas, lessons and real issues that will have to be addressed to make progress on migration and development.

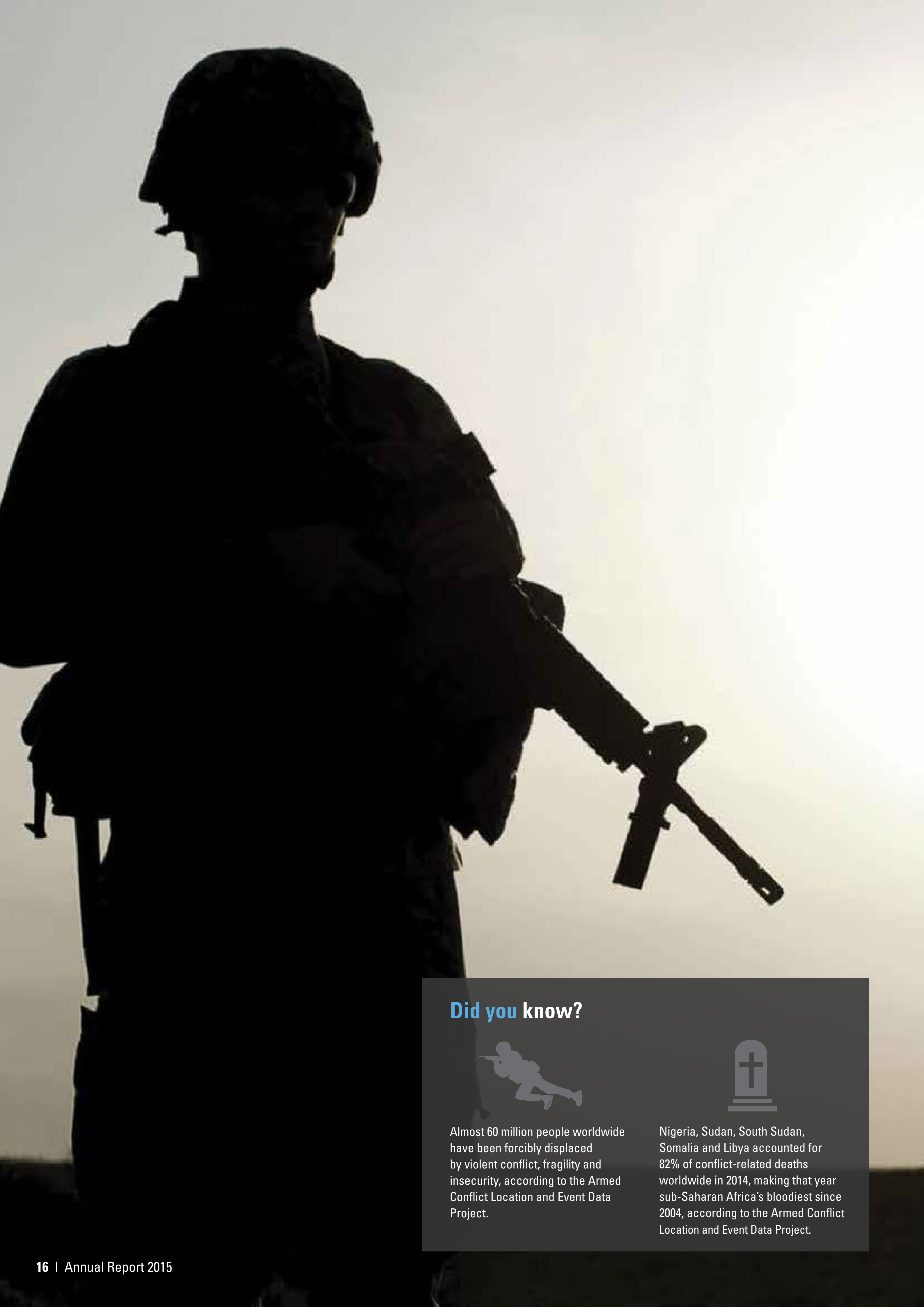
- In the lead-up to the Valletta Summit, our expert Anna Knoll was featured in an article in Afronline and in the Italian magazine *Vita*. Her blogs on migration were our most-read blogs of the year.

- We were invited to speak at a high-level expert group meeting in Durban where we were the only European think tank and one of just a few European organisations in attendance. The meeting was organised by the UN Office of the Special Adviser on Africa, ACCORD, the AU Commission and IOM South Africa to inform the 2016 UN Secretary General's report on the causes of conflict and promotion of durable peace and sustainable development in Africa.

- Together with our fellow members of the European Think Tanks Group we examined the migration challenges facing Europe. A paper on the topic, co-authored with the UK's Overseas Development Institute (ODI), was featured by *The Broker* and NORRAG, a Switzerland-based network on international policy and cooperation in education and training.

Want to learn more about what we're doing on migration? Contact Anna Knoll via ecdpm.org/people.


ACCORD



Did you know?

Almost 60 million people worldwide have been forcibly displaced by violent conflict, fragility and insecurity, according to the Armed Conflict Location and Event Data Project.

Nigeria, Sudan, South Sudan, Somalia and Libya accounted for 82% of conflict-related deaths worldwide in 2014, making that year sub-Saharan Africa's bloodiest since 2004, according to the Armed Conflict Location and Event Data Project.

CONFLICT, SECURITY AND RESILIENCE PROGRAMME

Head of Programme Volker Hauck on what we do and why

Where we worked in 2015

Our areas of expertise:

EU comprehensive approach, African Peace and Security Architecture, EU conflict response, mediation, peacebuilding and statebuilding, EU trust funds, EU Global Strategy

The security threat in Africa is acute, and conflict and fragility are moving closer to the EU's borders. African and European institutions remain torn between provision of long-term development assistance and humanitarian and crisis aid – though the latter is recognised to be costly and unsustainable. We aim to support African, European and global institutions in engineering better transitions from short-term responses to resilience and development.

Our research and analyses inform not only African and European but also global policies and processes, to make conflict prevention and peacebuilding more effective. We look at existing initiatives and explore what works, and what doesn't. We also investigate underlying prerequisites for peaceful, secure and resilient states.

We continually stress that though humanitarian and crisis response is important, it is insufficient to create peaceful societies. Moreover, it is costly, and ultimately – if not approached in a coherent way – detrimental to the long-term interests of Europe and Africa. We also underline the need to work together and share best practices.

Our activities centre on the 2030 Agenda, the African Peace and Security Architecture (APSA), the global New Deal initiative to build peaceful states, the EU comprehensive approach to address and prevent conflict, and the EU Global Strategy on Foreign and Security Policy.

We engage with the AU Commission, the African regional economic communities, the g7+, and think tanks and research centres in Africa and Europe, alongside NGOs and EU development partners.

WHAT WE LEARNED THIS YEAR

What we did well

Our behind-the-scenes work, especially with the g7+ and actors in the EU institutions, proved valuable. Our strong knowledge base has become a key resource over the years.

Where we can still grow

Most policy discussions on peace and security on the African continent take place in Addis Ababa. We need to further strengthen our links with the peace and security community there, to ensure our continued relevance.

> "The article speaks to the heart of the debate around assessing – and addressing – fragility. This is exactly the kind of input and analysis needed to take this discussion further. We are keen to see this debate continue!"
>
> **Staff member, OECD**

HIGHLIGHTS
OF OUR YEAR

March
We helped prepare the EU's evaluation of its cooperation with Timor-Leste, which was published in 2015. That evaluation provided useful lessons on the effectiveness of EU support to post-conflict and fragile countries. Involvement in the evaluation also enriched our own internal evaluation competence, which will benefit our 2016 evaluation of the Crisis Response Component of the EU Instrument for Stability.

March
We contributed to a g7+ policy brief on cooperation between fragile countries in the Global South. The g7+ Deputy General Secretary described the brief as a "great milestone". It served as an input to a workshop on jobs for peace and resilience organised by the g7+, the Konrad-Adenauer-Stiftung (KAS) and the International Labour Organization (ILO), and it paved the way for a concrete action plan.

April
Together with GIZ, we presented the findings of the annual impact monitoring report on the African Peace and Security Architecture (APSA) at the AU Commission in Addis Ababa. Our presentation and report were applauded by the audience, which included representatives of the AU Commission, the AU Peace and Security Council, African regional economic communities, the diplomatic corps and NGOs (see also page 19).

May
We contributed to a high-level seminar by the European Commission and the European Security and Defence College discussing EU external policy on fragility, security and development. Before and during the seminar we shared our expertise on the role of development actors in making the EU's comprehensive approach work.

May
We contributed to the book 'A Governance Practitioner's Notebook: Alternative Ideas and Approaches', published by the OECD Governance Network (GovNet). Later in the year, we presented our book contribution to a GovNet meeting at the OECD in Paris.

May
Our article on the OECD's new 'States of Fragility' report was widely read and commented on as a useful resource in the debate on measuring fragility in association with the new Global Goals. We facilitated events centred on the report in Brussels and received invitations from the OECD to attend meetings in Berlin and New York, where we provided inputs for an updated framework for analysing and addressing fragility.

June
During the European Development Days we participated in a panel on the EU Global Strategy, discussing how EU external action might address peace and security in the future.

July
At the invitation of the Netherlands Ministry of Foreign Affairs and Saferworld, we facilitated a session at their workshop on Global Goal 16 on just, peaceful and inclusive societies. The session gathered policymakers and practitioners to identify what will be required at the national level to implement the peaceful and inclusive societies agenda by 2030.

October
We spoke at an international, high-level interparliamentary seminar on peace, security and sustainable development, organised by the Association of European Parliamentarians with Africa (AWEPA) and hosted by the Belgian Senate. Our presentation focused on migration and tackling the consequences of terrorism and violent extremism.

November
We launched a paper detailing the workings of EU trust funds. The study proved timely and generated a wide readership, as many sought to better understand this new EU financing tool for emergencies. It led to requests for policy advice from several member states. Earlier in the year we set up and moderated a high-level panel on the Bêkou Trust Fund for the Central African Republic, organised by the European Commission (see also page 20).

December
At a training event for mediation experts from the Economic Community of West African States (ECOWAS), organised by Clingendael, the Netherlands Institute of International Relations, we moderated a session on necessary conditions for setting up and supporting a mediation facility within African institutions.

Explore all our 2015 publications and events at ecdpm.org/conflict-security-resilience/2015.

MAPPING THE AFRICAN PEACE AND SECURITY ARCHITECTURE

Nine UN peacekeeping operations are currently deployed in Africa, as conflicts rage in the Central African Republic, Mali, Burundi and South Sudan – to name just a few. Africa itself, however, is also taking steps to tackle such crises.

In 2002, the African Union (AU) set up the African Peace and Security Architecture (APSA) to address the peace and security challenges throughout the continent. The framework covers a range of institutions, including the AU Commission's own Peace and Security Council, an African Standby Force, a Continental Early Warning System, and a Panel of the Wise.

The APSA receives more funding than any other AU policy framework, as peace and security issues remain high on the AU agenda. Indeed, the AU and African regional economic communities are looked to first whenever conflict threatens to erupt. In terms of implementation, however, there are still a number of coordination and financing issues to be overcome. A key step to make the APSA more effective is to map all the different peace interventions and look at what has worked and where weak points still lie.

What ECDPM does

ECDPM has monitored the work of the APSA for the past three years in collaboration with GIZ. The African Union takes action on peace and security issues on a daily basis. This ranges from preventive talks and mediation to calls for sanctions, investigations of human rights abuses and putting boots on the ground. Yet, no complete overview of all AU peace and security interventions has been available. Our work provides stakeholders in both Africa and the EU a better picture of these activities, allowing for greater transparency of the work undertaken by the African Union.

Our monitoring also aims at revealing where the APSA might be improved in terms of effectiveness. Outputs of our research show African and international decision-makers what types of engagements have and have not been effective, thus opening the door to further improving the strength of AU conflict prevention and mediation. ■

Highlights of 2015

- We presented indicative findings from the annual APSA impact monitoring report, jointly with GIZ, to the AU Peace and Security Council in Addis Ababa. The presentation and report were welcomed by the Council members, the AU Commission and the regional economic communities, as well as by NGOs and the wider diplomatic community in Addis Ababa.
- We published a report outlining prospects for reinforced synergy between governance and peace and security within the African Union by more effectively linking the APSA and the African Governance Architecture (AGA). The work was presented to a policy audience at the Netherlands Ministry of Foreign Affairs.
- We engaged in a wider ECDPM project to produce a political economy analysis of the African Union and several regional economic communities. Our inputs focused specifically on the APSA.

Want to know more about our work on the African Peace and Security Architecture or have any ideas you'd like to share? Contact Volker Hauck or Sophie Desmidt via ecdpm.org/people.

EU TRUST FUNDS: A ROUTE TO QUICKER AND BETTER CRISIS ACTION?

The world has witnessed many devastating crises, even considering only recent years. There have been numerous wars and conflicts, the Ebola epidemic and the migration crisis. The EU is committed to helping respond to such crises, but its actions have often been slow, costly and, above all, ineffective in really getting to the root causes of emergencies. To remedy this, the EU launched a new instrument in 2014, called 'EU trust funds'. How have these panned out so far?

Channelling funds from the European Development Fund (EDF) to crisis response is cumbersome. It takes a long time for allocations to take effect. As a result, EU crisis action has often been too slow to be effective. Funding from the Instrument contributing to Stability and Peace (IcSP) is restricted, as it can cover only a limited crisis-response period. EU trust funds were set up to allow more flexible and quick responses to protracted crises. They benefit from EDF funding and focus specifically on the root causes of crises, such as availability of economic and equal opportunities, security and providing the prerequisites for development.

So far, three trust funds have been created. Two of these, the 'Bêkou Trust Fund' for the Central African Republic and the regional trust fund for Syria, known as the 'Madad Fund', target reconstruction, stabilisation and humanitarian assistance. The most recent addition to the list is the broader €1.8 billion 'Africa Trust Fund', created ahead of the Africa-EU Valletta Summit on Migration to address the root causes of migration in multiple African regions.

As with any new tool, early monitoring is essential to determine how these funds pan out in practice – especially as they involve very large sums of money. Are the funds delivering on their aims? What has worked well, and what can be done better?

What ECDPM does

From the start, ECDPM has closely followed the policy discussions on the EU trust funds, looking particularly at what they have aimed to achieve, how they have been implemented and how they have worked out in practice. The European Commission has recognised the value of this work, inviting us to moderate a senior panel debate in May 2015 on the 'resilience' agenda in the Central African Republic and on the role of the Bêkou Trust Fund.

Later in the year – shortly after the Valetta Summit on Migration – we launched one of the first independent analyses of all three trust funds. This timely contribution generated considerable interest, quickly becoming a basic reference document on the new tool. Throughout 2016, we plan to continue monitoring the results and challenges associated with this emerging EU tool. ■

Highlights of 2015

- Our analysis of the three EU trust funds was among ECDPM's most-downloaded papers in 2015, despite it being published only towards year's end. This timely and well-read reference led to requests for trust fund-related policy advice from several EU member states.

- The European Commission asked us to prepare and moderate a high-level debate on the Bêkou Trust Fund for the Central African Republic (CAR). This event, attended by some 100 participants from EU institutions, EU member states and CAR, addressed the added value of the Bêkou Fund and looked at future challenges facing CAR.

Want to learn more about our work on EU trust funds? Contact Volker Hauck, Anna Knoll or Alisa Herrero-Cangas via ecdpm.org/people.

Did you know?

Africa experienced an economic boom this past decade with a doubling of its growth rate, to more than 5%, recorded by the 2015 African Economic Outlook.

Africa's population is expected to double by 2050, reaching some 2 billion and accounting for a quarter of the world's population, compared to 15% today, according to the African Economic Outlook.

ECONOMIC TRANSFORMATION AND TRADE

Head of Programme San Bilal on what we do and why

Where we worked in 2015

Our areas of expertise:
trade agreements, economic governance, industrialisation, extractive resources, development finance, regional integration, private sector and employment, political economy analysis, economic diplomacy

Sustainable economic transformation is central to many African development strategies. Perhaps the most important of those strategies, the African Union's Agenda 2063, is very much in line with the global 2030 Agenda for Sustainable Development. Our aim is to help African institutions achieve these new strategic priorities for a fundamental economic transformation of the continent.

Sustainable economic transformation goes far beyond economic growth. It incorporates a friendly business climate, cooperation between the private sector and governments, access to reliable infrastructure, movement away from excessive reliance on natural resources, and integration into regional and global value chains. Most of all, however, it is about creating decent jobs for all and leaving no one behind.

Our research and analysis supports African policies in all these areas, while also informing the development policies of international partners. We seek to ensure that actors wanting to contribute to development align their efforts with the dynamics on the African continent. Our work aims to deepen understanding of the economic, institutional, political, social and environmental factors that drive or hinder change, as well as of all the interests and incentives in play.

We work together with the AU Commission, the African regional economic communities, business associations, the European Investment Bank and the African Development Bank. African and European think tanks are also among our collaborators, alongside civil society organisations and EU development partners.

WHAT WE LEARNED THIS YEAR

What we did well
Our work proved well-targeted, as many African and European policymakers were seeking to identify good practices and options for implementing an economic transformation agenda and getting it financed through innovative means.

Where we can still grow
We need to strengthen our teamwork with private sector actors on the ground, and be more systematic about integrating and streamlining the gender dimension in our work.

"Thank you for a great job and excellent outcome. I am very happy with the reports and I am sure that they will be very valuable to us."

Ambassador, Embassy of Sweden in Nairobi, on our PERIA project

HIGHLIGHTS OF OUR YEAR

February
We authored an article for the *ZEI Regional Observer* reflecting on trade deals and reforms in West Africa. We stimulated further discussion on these issues by organising an international meeting on the economic partnership agreement (EPA) between West Africa and the EU on the sidelines of the Assises de la Coopération in Luxembourg.

March
We finalised our work for a large Overseas Development Institute (ODI) project on policies promoting employment and private sector development, funded by the Bill and Melinda Gates Foundation. Our contributions included two case studies drawing lessons on employment creation in Uganda and Sri Lanka and a summary paper. An article in *The Broker* featured the work, and produced a subsequent online debate on employment in a globalised world.

May
The 2015 European Report on Development on development finance, which ECDPM helped to author, was launched and presented in Brussels, The Hague and New York. The report was widely distributed and read. Ahead of the Financing for Development conference in Addis Ababa, it was instrumental in shaping the EU's approach to financing the 2030 Agenda. We also contributed to the World Bank 2015 Development Finance Forum in Rotterdam.

June
The 'E15 Initiative' to strengthen the global trade and investment system for sustainable development published two ECDPM studies on industrial policies in low-income and lower-middle-income countries, as well as a study on local content policies in the extractive sector. Throughout the year we published several other papers on the topic as well and contributed to events on industrialisation, including an E15 Expert Group Workshop on Extractive Industries, a seminar launching an ACP programme on low-value raw materials, and a workshop on local content policies organised by the Africa Research Institute (see also page 26).

July
We wrote several blogs on trade dynamics and development and contributed to the 5th Global Review of Aid for Trade at the World Trade Organization (WTO) in Geneva, in the context of the revised European Aid for Trade Strategy.

October
We finalised our PERIA project, producing a thorough political economy analysis of the drivers and constraints of regional integration processes in Africa. In the study, we looked at the role of the African Union and five regional economic communities (COMESA, EAC, ECOWAS, IGAD and SADC), focusing on aspects such as peace and security, infrastructure, transport, energy, trade and agriculture.

November
Together with the European Investment Bank (EIB) we organised a series of stakeholder consultations with EU officials, government officials, regional and private bankers, state and private companies and civil society representatives in Luxembourg, Brussels, Nairobi and Dakar. The outcomes fed into our forthcoming study on the current and future role of the EIB in ACP countries.

December
We participated in and provided several background papers for a large conference on the EU and global value chains, organised by the Netherlands Ministry of Foreign Affairs. The end-of-year issue of our *GREAT Insights* magazine contributed further to the broader debate on global value chains.

December
We actively contributed to the Trade and Development Symposium held by the International Centre for Trade and Sustainable Development (ICTSD) as a side-meeting at the 10th WTO Ministerial Conference in Nairobi. Together with the AU Commission and the African Minerals Development Centre we organised a workshop on resource-based industrialisation and global value chains. We also contributed to other sessions and events, including the Ministerial Meeting on Accelerating Trade in West Africa and a workshop on regional integration and poverty.

Explore all our 2015 publications and events at ecdpm.org/economic-transformation/2015.

CHANNELLING THE PRIVATE SECTOR FOR DEVELOPMENT

In 2015, the Africa Milk Project won an award for its support to the dairy value chain in Njombe, a rural district of Tanzania. The project partnered a local producer organisation, the Njombe Livestock Farmers Association, with an Italian NGO and Italy's largest milk cooperative, Granarolo. The goal was to produce and sell a range of dairy products to the growing market in Dar es Salaam and beyond. It is a perfect example of channelling the private sector for development.

Businesses, from small to large, play a vital part in Africa's economic prosperity. The 2030 Agenda recognises this. To make the Global Goals a reality, it assigns a key role to multistakeholder partnerships, thus including the private sector. But questions remain about what kinds of private sector involvement are most beneficial in practice.

The advantages of a strong private sector are numerous, ranging from poverty reduction to employment creation, especially for marginalised groups such as women and young people. The more we know about the private sector and how it operates, the better we can help policymakers understand how to promote its further growth and sustainable investment.

What ECDPM does

We look at how the EU engages with businesses and development. In 2014, the EU Commission issued a Communication on the private sector, suggesting actions for establishing better regulatory environments in partner countries, promoting business development and providing finance, especially for job creation. Our inputs, particularly our informal sessions on private sector engagement, have helped to frame the discussions surrounding the Communication and informed civil society organisations, which have been increasingly involved.

Keen interest, especially from donors, prompted us to continue the sessions, discussing issues such as governance of partnerships, balancing commercial and development objectives, and technical aspects of supporting the private sector and public-private partnerships. These sessions continue to produce better-informed and more open exchanges and have helped several donors formulate new policies.

In 2015, we released a political economy study on the regional economic communities in Africa, paying close attention to the role of the private sector. We want companies not only to benefit from better trade but also to become key actors in demanding and monitoring regionalisation commitments. ■

Highlights of 2015

- Our publications analysed challenges policymakers face in promoting responsible business and reporting – corporate social responsibility (CSR) in other words – as well as commercial approaches for public support to the private sector. We also released a briefing paper on the characteristics of effective partnerships for development, involving civil society organisations and businesses.

- We delivered a briefing to a Nigerian high-level business delegation to the Netherlands on business opportunities arising from the economic partnership agreement (EPA) between West Africa and the European Union, which was signed in January 2014.

- One of the year's most popular issues of our *GREAT Insights* magazine was dedicated to private sector development. It included contributions from Kalilou Traoré (ECOWAS commissioner), Roberto Ridolfi (EU commissioner) and Owen Barder (Center for Global Development).

- We contributed to the EU Expert Group with Member States on Private Sector Development in Third Countries and organised ECDPM's fifth informal donor dialogue meeting on the private sector.

- Together with the European Investment Bank (EIB), we launched a series of consultative seminars on the EIB's current and future role in ACP countries.

- We finalised our work for a large Overseas Development Institute (ODI) project on policies promoting employment and private sector development, funded by the Bill and Melinda Gates Foundation. Our contributions included two case studies drawing lessons on employment creation in Uganda and Sri Lanka and a summary paper.

- We submitted and presented a paper on the EU's added value in supporting the private sector at a workshop organised by the European Parliament Committee on Development (DEVE) and the Policy Department of the Directorate-General for External Policies (DG EXPO).

Want to know more about our work on the private sector for development? Are you interested in partnering with us or have ideas to share? Contact Bruce Byiers or Karim Karaki via ecdpm.org/people.

AFRICA: BIG IN RESOURCES, SMALL IN GLOBAL MARKETS

Extractive resources have long dominated Africa's role in global trade. Commodities such as oil and minerals continue to account for some 70% of the continent's exports. Yet despite its wealth in natural resources, the value of Africa's participation in global markets has remained low and overly concentrated in raw materials. Upgrading Africa's position in global markets would lead to more diversified economies, creating more jobs and business opportunities for local private sectors. For this, there is a growing consensus that deepening value chains will be key. But views differ on the best strategies for strengthening value chains.

Robust value chains need more than just a conducive business and investment climate. To fuel sustainable economic transformation, African economies must also develop and expand their industrial base. Extractive resources can play an important role in this shift in policy orientation, given their critical importance in most African countries. As the debate on the need for resource-based industrialisation evolves, a central question remains how this challenge can be adequately addressed.

What ECDPM does

ECDPM seeks solutions for the trade and development imbalances in Africa's resource-rich nations and regions. We propose ideas and policy options based on studies, dialogues and events. We do not believe in one-size-fits-all approaches. Policies have to be defined, implemented and adapted step by step, as countries' economic circumstances evolve. Collective action is also needed, along with harmonised efforts at the national, regional and global levels. The private sector has to be involved too, because while government's role is to point the way with policy, businesses are the ones that drive industries and put people to work.

Many resource-rich countries have not managed to unlock economic linkages around their resource endowments, to create spillovers to other economic sectors. Our research, analysis and policy dialogues seek to fill this gap. We inform policy debates in Africa and in multilateral fora on the opportunities and challenges involved in developing economic linkages, both within and outside the extractive sector, drawing on best practices from throughout the world. Our inputs inform policymakers in developing options to promote sustainable development for all. ■

Highlights of 2015

- We published an in-depth analysis on resource-based industrialisation in Africa, with a particular focus on optimisation of linkages and value chains in the extractive sector. This paper was widely commented on and referenced.
- We participated in the 'new industrial policy' and 'extractive industries' expert groups of the E15 Initiative, which facilitates strategic analysis for a more equitable global trade and investment system. The E15, led by the World Economic Forum (WEF) and the International Centre for Trade and Sustainable Development (ICTSD), published four ECDPM studies in 2015: two papers on industrial policy, a paper on local content requirements in the extractive sector, and a paper on mineral infrastructure and regional integration. The findings were cited in a policy options paper presented by the WEF in Davos.
- The E15 papers raised our profile at high-level meetings, such as the Trade Development Symposium, held in the margin of the WTO Ministerial Conference in Nairobi in December 2015. We participated as a panellist in the extractive industries session at that symposium. Similarly, at the Annual Mining Indaba in Cape Town in February 2016, the largest mining conference in Africa, we participated as a panel member at the Ministerial Conference organised by the African Minerals Development Centre.
- At the Trade and Development Symposium held during the WTO Ministerial Conference, we co-organised an event with the African Union Commission on resource-based industrialisation and global value chains in Africa. This gathered intensive media coverage (see also page 45).
- An issue of our *GREAT Insights* magazine explored the extractive sector, global value chains and resource-based industrialisation, featuring interviews with Fatima Haram Acyl (African Union Commissioner for Trade and Industry) and Carlos Lopes (Executive Secretary of the UN Economic Commission for Africa). The issue was widely cited in various media.
- We participated in a Dutch initiative on sustainable gold value chains, launching a paper on global supply chains that looks specifically at the gold sector and investigates how linkages and value chains in the extractive sector can be optimised.

Want to know more about our work related to the extractive sector? Contact Isabelle Ramdoo via ecdpm.org/people.


YMPOSIUM
TDS
TRADE AND DEVELOPMENT SYMPOSIUM
NAIROBI 2015
ICTSD
ecd
Linking policy
in internation

Did you know?

Of all 54 African countries, 14 have no presidential term limits.

VOTE

More than half (52%) of African voters in 28 countries considered their country a full democracy, or one with minor problems. But in 10 of those countries, the more frequently expressed view was that the country was a democracy with major problems or not a democracy at all, according to the Afrobarometer.

AFRICA'S CHANGE DYNAMICS

Head of Programme Faten Aggad on what we do and why

Where we worked in 2015

Our areas of expertise:
governance, financing for development, civil society, African Governance Architecture, regional cooperation

Sustainable development is about more than economic transformation. Finding the right governance structures to support changing societal dynamics is just as important. Despite major steps forward in this respect, the African continent still confronts frequent social uprisings and electoral violence. We aim to help African institutions prevent these consequences of weak governance.

Our research and analysis looks at existing governance initiatives and frameworks in Africa. We identify what has worked well and what has not, and feed that knowledge back to our African partners. Similarly, we inform European and global development partners about African dynamics of change, and about the African initiatives in place to address governance challenges.

We also seek to connect different partners working towards the same goals – within Africa, but also between Africa and Europe, and between Africa and international coalitions. Our goal is to make certain that strategies and priorities link up, and that they are well adapted to the realities of the African continent.

Most of our work focuses on the African Governance Architecture (AGA), a framework brought to life by the African Union in 2010 to better connect national and regional initiatives for improved governance on the continent. We look at regional and continental dimensions, pursuing links with peace and security frameworks.

Our partners include the AU Commission, the African Development Bank, Africa's regional economic communities, think tanks in Africa and Europe, the EU institutions and civil society organisations.

WHAT WE LEARNED THIS YEAR

What we did well

We were particularly effective in bringing African and EU stakeholders together to discuss sensitive issues in informal settings.

Where we can still grow

We need to broaden our engagement with relevant civil society actors at the regional and national levels.

> "Congrats for the brilliant exposé! The report is extremely well written: it will inspire my future talks."
>
> **Staff member, NEPAD, on our Global Goal 16 paper**

HIGHLIGHTS OF OUR YEAR

February

We participated in a closed meeting on the future of the African Peer Review Mechanism (APRM), held by the OECD and the APRM Secretariat. Our presentation explored the role that the APRM – a self-monitoring system for AU member states – could play as a monitoring tool for the Global Goals. Our inputs were well received, and we were asked to follow up with practical advice for better connecting the APRM to the global development agenda.

February

Extracts from our think piece on alternative sources of financing for Agenda 2063 were included among the background materials for the African Ministerial Conference on Environment, a high-level meeting concerning Africa's natural capital.

May

We provided inputs for and participated in the African Business Roundtable on Financing for Development, organised by the African Development Bank. The discussions offered interesting insights on Africa's approach to financing for development and raised some critical issues facing the continent in 2016. We captured some of the key elements shared by African ministers and top economists in a public briefing paper.

May

We published our research exploring the use of African regional tools for monitoring the Global Goals, particularly Goal 16 on just, peaceful and inclusive societies. The paper fed directly into the policy debate around implementation of Goal 16. It was presented at a UN Friends of Governance for Sustainable Development meeting in New York and featured in a book edited by the group. These inputs fed into the process that got the African Peer Review Mechanism (APRM) officially listed as one of the tools for measuring Goal 16 (see also page 32).

June

We organised consultations with stakeholders in Tunisia to identify the policy issues driving local transition processes, as well as the role that Europe plays in supporting such processes. These discussions helped us refine our engagement strategy in North Africa and contributed to shaping our inputs to the consultations on the European Neighbourhood Policy.

October

We released the first of a series of studies on implementation hurdles for the African Governance Architecture (AGA) at the regional level. It focused on the Eastern African Intergovernmental Authority on Development (IGAD) and examined links between governance and peace and security (see also page 31). This publication series is part of our ongoing effort to feed discussions at the African level on strengthening connections between the AGA and the African Peace and Security Architecture (APSA).

November

We facilitated a series of seminars for EU delegations and EU member state missions worldwide on the implementation of the European Commission's civil society roadmap, which is a strategy to strengthen EU support to civil society organisations in partner countries.

December

We finalised two practical guides for the EU delegation in Madagascar: on advocacy in the extractive industries and on public financial management. These highly-anticipated documents were to be published in the first half of 2016.

Explore all our 2015 publications and events at ecdpm.org/africa-change-dynamics/2015.

IMPROVING GOVERNANCE IN AFRICA: CAN REGIONAL ACTION SPEED UP THE PROCESS?

Elections and constitutional changes have become a well of violence and instability on the African continent. Recent conflicts in Burkina Faso and Burundi are unfortunate illustrations of this, and make it painfully clear why we need to pay more attention to governance.

In 2010, the African Union established the African Governance Architecture (AGA) to address governance issues more structurally across the continent. Through the AGA, it hoped to consolidate the many disconnected governance initiatives and processes under way at the continental, regional and national levels. At the same time, the AGA was designed to stimulate renewed efforts to address governance deficiencies.

Creation of the AGA itself was a huge step forward, but its implementation has nonetheless proved slow. For instance, the governance architecture is not effectively connected to peace and security frameworks, though the issues are closely interwoven. Moreover, even though the AGA seeks to boost smaller-scale initiatives, it has remained too abstract and removed from the national level to successfully promote and monitor implementation.

The implementation challenges currently experienced suggest the need to look more closely at a role for subregional groupings in advancing implementation and fusing better links with peace and security. Could stronger regional action on the AGA drive progress on governance in Africa?

What ECDPM does

We have worked on the AGA since its inception – and in fact ECDPM supported the African Union in developing the framework. This year we broadened our focus to include the regional level. We assessed the readiness of Africa's regional economic communities to take forward the governance agenda, and looked at what they were already doing to strengthen governance themselves. One initial study, focused on IGAD, was completed in 2015. Similar research on the other economic communities will follow in 2016.

The next stage will be to present the findings and recommendations at meetings with the African Union and regional economic communities. Outputs so far indicate that a stronger role for the regional level should be encouraged, alongside greater dialogue involving the national, regional and continental levels, and more interaction between the peace and security divisions and the governance divisions of the regional and continental institutions. We also aim to stimulate discussions between African and European partners on Europe's role in supporting the AGA. ■

Highlights of 2015

- **Our study on AGA implementation by the regional economic community IGAD generated a lot of interest in the overall project and was shared by the AU Commission's Department of Political Affairs.**
- **Our ECOWAS study on AGA implementation neared completion in 2015. The findings will be released in 2016.**

Want to learn more about our work on the African Governance Architecture or have ideas you'd like to share? Get in touch with Faten Aggad via ecdpm.org/people.

GLOBAL GOAL 16 ON JUST, PEACEFUL AND INCLUSIVE SOCIETIES

The 2030 Agenda for Sustainable Development was agreed in September 2015, but discussions on how to actually implement the 17 goals and 169 targets are still in full swing. Clearly, achieving them will be no easy task. Goal 16 on just, peaceful and inclusive societies could be the most difficult of all the goals to implement.

So, what makes Goal 16 such a tricky one? Building just, peaceful and inclusive societies is all about good governance. But when is governance good? That question is rooted in values and interests, which differ between countries, leading to considerably different views on the concept of good governance. For effective implementation of Goal 16, targets geared towards one ideological model will not work for all.

A second challenge is measuring good governance. When the Global Goals were agreed, Goal 16 offered no guidance on measuring mechanisms, or even on the relevant components of governance. The art will be to find the right measurement instruments and approaches, those that best reflect country dynamics, history and priorities. This will require us to look at the frameworks already in place, and what people are already doing to improve governance.

What ECDPM does

ECDPM has long been involved in governance in Africa – at the regional level, and also continent-wide and internationally (see also page 31). Even before official talks began on implementation of Goal 16, we had looked into the challenge of measuring progress. One of our studies explores if and how existing regional frameworks in Africa could play a role. That study – commended as ground-breaking research – was presented at the UN Friends of Governance for Sustainable Development meeting in New York, and fed into the process that got the African Peer Review Mechanism (APRM) officially listed as one of the tools for measuring Goal 16.

In response to the high demand for our work in this area, we laid the groundwork, together with the New Partnership for Africa's Development (NEPAD), for an exclusive community of practice on Goal 16. That community will be launched in mid-2016 at the African Union Summit, and will be facilitated by NEPAD and ECDPM. It will connect policymakers and researchers from Africa, with the aim of inspiring dialogue and learning on what African policymakers are already doing in the area of governance and the challenges they face, while bringing in experiences from other parts of the world. ■

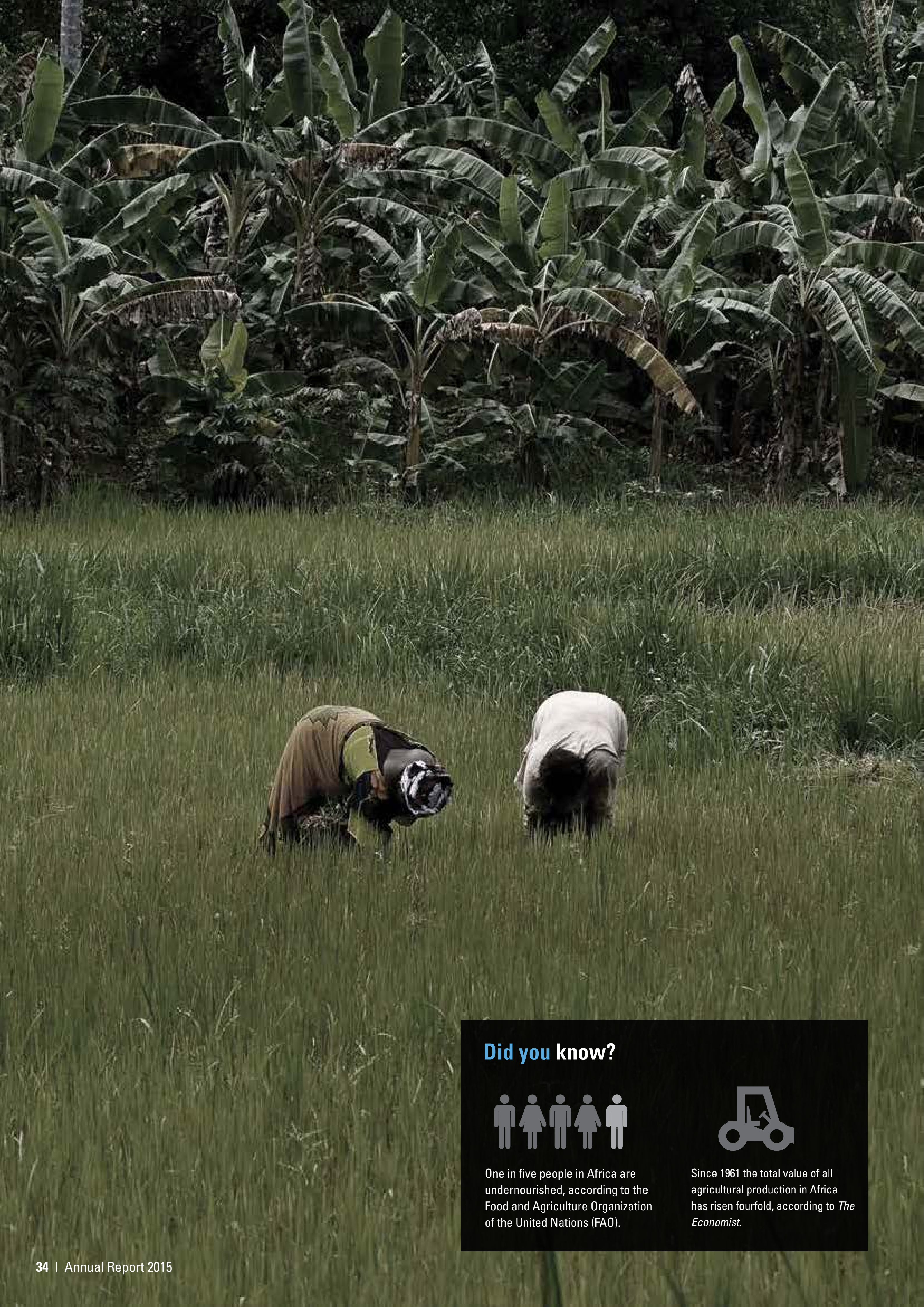
Highlights of 2015

- Our research on the role of African regional frameworks in measuring Goal 16 was presented at the UN Friends of Governance for Sustainable Development meeting in New York. In September, the APRM was officially listed as one of the measurement tools.

- We participated in a workshop on Goal 16 organised by the Netherlands Ministry of Foreign Affairs and Saferworld. The event sought to identify what will be required to implement the peaceful and inclusive societies agenda in the post-2015 era.

- We laid the groundwork for a community of practice on Goal 16 implementation, alongside several other development priorities. The community will be launched mid-2016 and bring together policymakers and researchers from Africa.

Want to learn more about our work on Global Goal 16 or have ideas to share? Get in touch with Faten Aggad via ecdpm.org/people.



Did you know?

One in five people in Africa are undernourished, according to the Food and Agriculture Organization of the United Nations (FAO).

Since 1961 the total value of all agricultural production in Africa has risen fourfold, according to *The Economist*.

FOOD SECURITY

Head of Programme Francesco Rampa on what we do and why

Our areas of expertise:

regional integration, policy coherence for food security, continental and regional CAADP, climate-smart agriculture, private sector

The African continent is taking determined steps to strengthen its agricultural sector and, most importantly, to end hunger. Our aim is to support African institutions, farmers' organisations and international partners in making this reality.

Our analysis and research informs policies, investment plans and strategies directly or indirectly related to food security. These may involve agriculture and trade, but also private sector development or climate change.

We also seek to bring different partners together in work for food security, aligning efforts, stimulating dialogue and building partnerships. We are a strong advocate of policy coherence, stressing that policies in domains other than agriculture should not hold back or undo progress made towards food security. What we're ultimately working towards is effective and workable policies, designed to build strong African regional agricultural markets and bringing sufficient nutritional food within the reach of all.

Our activities centre on Africa's foremost initiative to structurally address food insecurity: the African Union's Comprehensive Africa Agriculture Development Programme (CAADP). The programme was set up in 2003 to boost agriculture in African countries, regionally and at the continental level. ECDPM has focused on CAADP's continental and regional aspects.

We work together with the AU Commission, NEPAD, the African regional economic communities, regional farmers' organisations, the private sector, think tanks and international development partners.

WHAT WE LEARNED THIS YEAR

What we did well

Our choice to focus on regional approaches created a niche and helped us stay ahead of the curve. Our active communications effectively delivered our results to the right audiences.

Where we can still grow

We need to incorporate more political economy analysis for an even deeper understanding and to ensure continued meaningful engagement in agricultural policy processes.

"ECDPM has been extremely instrumental in the entire process of completion of the regional compact and regional policy and investment framework and provided invaluable support in the drafting of the RIPA II programme."

Staff member, COMESA Secretariat

HIGHLIGHTS
OF OUR YEAR

February
We facilitated a multistakeholder dialogue on policy coherence for food security, organised by CONCORD (a European NGO confederation for relief and development) and the European Commission's Directorate-General for International Cooperation and Development (DG DEVCO). To better measure policy coherence in the future, we are testing a methodology for assessing the effects of OECD non-development policies on food security in developing countries. In November we published the findings from a study in Tanzania, undertaken with the Economic and Social Research Foundation (ESRF) and funded by the Finnish government. To enhance this tool, we have launched a second study in Burkina Faso, with support from the Swiss government.

March
We produced a special food and nutrition security issue of ECDPM's *GREAT Insights* magazine. The issue was widely read, and featured exclusive contributions from Ibrahim Mayaki (NEPAD), Sindiso Ngwenya (COMESA) and Fokko Wientjes (DSM).

May
With less than six months left before the 21st Conference of Parties (COP21) in Paris, we published a paper on the potential of stronger dialogue between Europe and Africa for breaking the impasse in the COP21 negotiations. Later in the year, we published a study on how agriculture in Africa could be made more climate-smart, and organised two public-private dialogues on the topic. Our work was widely picked up by stakeholders engaged in COP21 (see also page 37).

May
We contributed to the launch of the Trade and Private Sector Working Group of the Global Donor Platform for Rural Development (GDPRD). The group works to strengthen links between rural development, trade and private sector activities. We also contributed to GDPRD side events at the WTO 5th Global Review of Aid for Trade, and at the 42nd session of the Committee on World Food Security.

June
Grow Africa asked ECDPM to moderate its first-ever panel on regional agricultural trade issues at its annual investment forum. Throughout the year we facilitated further knowledge exchanges and partnerships aimed at bridging agriculture and trade for food security. An example was our role in the launch of a new international initiative for tracking and promoting African countries' agricultural trade performance, involving the African Union and the International Food Policy Research Institute (IFPRI). In December, BBC Radio sought out our expertise on the WTO negotiations and food security in an interview aired on its World Service.

July
We facilitated three consultations with the Common Market for Eastern and Southern Africa (COMESA), in Zambia, Ethiopia and the Seychelles, on their regional CAADP agricultural investment programme. Discussions addressed the potential for regional cooperation on food value chains in the different subregions of Eastern and Southern Africa. Participants represented farmers' organisations, government agencies, the private sector and specialised international and regional organisations.

September
During the 2015 World Expo in Milan we contributed to a European Commission event linking agribusinesses in the European Union with those in sub-Saharan Africa. Also at the Expo, we delivered a presentation at a Save the Children event on girls' role in food security, and participated in the West Africa and Sahel Week.

November
As part of our efforts to strengthen the voice of smallholders within CAADP, we assisted the regional farmers' organisation ROPPA in preparing their inputs to the ECOWAS International Conference on Agriculture in West Africa. The conference reviewed the ECOWAS regional agricultural policy ten years after its adoption.

December
We facilitated the validation meeting for Priority Area 2 of the COMESA Regional Investment Programme for Agriculture (CAADP RIPA II). The programme aims to remove barriers to agricultural trade and make regional value chains more inclusive and competitive through public-private platforms. In 2016 the first of these platforms will be launched, to strengthen the dairy value chain in East Africa. ECDPM contributed groundwork analyses of the sector and organised multistakeholder consultations to identify the required policies and investments (see also page 38).

Explore all our 2015 publications and events at ecdpm.org/food-security/2015.

WHY WE NEED TO MAKE AFRICAN AGRICULTURE CLIMATE-SMART

As 2016 unfolded, the UN World Food Programme warned that 14 million people in Southern Africa were facing famine as a result of the dry spell caused by the natural phenomenon El Niño. Unfortunately, messages like this are all too common, as the drastic impacts of climate change affect more and more places on earth.

Africa is the continent most vulnerable to the effects of climate change. Its food and income provision is largely dependent on agriculture, which is one of the sectors hardest hit by climate change. Agriculture is also a major contributor to climate change, as it is responsible for some 25% of greenhouse gases.

In its efforts to get to 'zero hunger' and 'no poverty', the world cannot ignore the crucial link between agriculture, food and job security, and climate change – especially in Africa. The most pressing question now is: How can Africa increase agricultural productivity to provide enough food and jobs, while at the same time become more climate-resilient and drastically reduce greenhouse gas emissions? The answer is climate-smart agriculture.

The practice of climate-smart agriculture is not new, but with climate-related disasters increasingly common, the concept has become more widespread. We've seen many success stories across Africa, for example, relating to use of different crops and seeds and alternative irrigation methods. The challenge now is to scale up these local success stories and implement good practices as a matter of national, regional and continental policy. But this is no easy task, as climate-smart agriculture involves everyone: ministries from different sectors, farmers and businesses, and consumers. And these actors aren't always used to working together.

What ECDPM does

Given the importance of climate-smart agriculture, and our strong expertise on agricultural development and food security, in 2015 we began looking closer at this topic. Our initial focus was on research and raising awareness about climate-smart agriculture. This led to expressions of interest by many of our partners, which encouraged us to expand our focus. In the coming years we will seek to create strategic partnerships bringing together members of our network in Africa, the European Union and beyond.
Our added value on this topic is knowledge of regional and continental agricultural processes in Africa. ■

Highlights of 2015

- Our publications on climate-smart agriculture and cooperation between the European Union and Africa generated multiple requests from our partners for advice on the topic.
- The Swiss Agency for Development and Cooperation asked us to organise and moderate an event on the private sector's role in linking food security to climate change measures in Africa.
- Together with AgriProFocus and Food First, we organised a session on financial and policy incentives for stimulating best practices among Dutch businesses investing in African agriculture. Our paper on climate-smart agriculture, in draft form at the time, was background reading. Discussions at the session contributed to the paper's final form.
- Our climate change expert Hanne Knaepen explained the importance of climate-smart agriculture live on BBC World Radio, which reaches 133 million listeners weekly. Our blogs on climate-smart agriculture on the Devex media platform reached some 700,000 development professionals globally.

Want to learn more about our work on climate-smart agriculture? Interested in partnering with us or have ideas you'd like to share? Contact Hanne Knaepen or Francesco Rampa via ecdpm.org/people.

THE POTENTIAL OF A REGIONAL DAIRY SECTOR IN EASTERN AFRICA

The dairy sector in Eastern Africa has huge potential for creating jobs, tackling rural poverty and stimulating food and nutrition security. The region is the largest dairy producer in Africa, and Eastern Africans are among the biggest consumers of dairy products on the continent. Kenyans, for example, drink more than a glass of milk a day on average. Still, a number of constraints hold back the sector's development.

Eastern African dairy production has been the object of considerable investment in recent years, and the quantity and range of dairy products has grown accordingly. Still, productivity remains low. As a result, processed dairy products remain too expensive for many consumers, particularly the poorest. Widespread milk quality issues, too, have prevented further development and growth of the sector.

To strengthen production processes, more investment is needed in technology, in capacity building along the entire value chain, and in information sharing. Several organisations and governments have sought to make that happen, but addressing the challenges effectively will require East African countries to work together.

Could regional cooperation consolidate demand and help the sector attract investors to support new technology, education and capacity building? Could a strong regional dairy sector produce higher earnings for farmers, healthier and cheaper dairy products for consumers and, overall, greater food security and economic growth for the region?

What ECDPM does

Our work on the East African dairy value chain stems from our long history of involvement in regional integration and belief in the power of regional integration to boost development. Currently, however, too many barriers continue to block regional integration in East Africa. For example, despite the COMESA free trade area, many regional policies have not been implemented at the national level, farmers still have insufficient access to market information systems, and national governments have yet to prioritise trade and inclusive dairy value chain development.

We are working with COMESA, farmers' organisations, the private sector and development partners to set up a regional dairy platform, starting with Uganda, Kenya and Rwanda. The platform will bring together stakeholders in the dairy value chain, building on existing work in the region to eventually clear away barriers to regional trade in dairy products. To help lay the groundwork for the platform, we conducted in-depth analyses of the sector, identified and consulted with various stakeholders, facilitated meetings between stakeholders and provided technical support to COMESA on the platform design.

The regional dairy platform will be launched in 2016. If all goes well, COMESA hopes to replicate the model in other subregions and for other food value chains. With financial support from the Food and Agriculture Organization of the United Nations (FAO), our aim is to continue assisting COMESA in this process. ■

Highlights of 2015

- We conducted an in-depth study of the Eastern African dairy sector, identifying key stakeholders and existing initiatives in the region. That study contributed to the design of the regional dairy platform and its operational processes.

- We facilitated several multistakeholder consultations in the COMESA region and the validation meeting for Priority Area 2 of the COMESA Regional Investment Programme for Agriculture (RIPA II), which is the overall investment framework applying to the dairy platform. Representatives of both the public and the private sector thanked us for our contributions, noting that our inputs had been crucial to design the platform in an evidence-based and inclusive way.

Want to learn more about our work? Have ideas or want to contribute in some other way? Contact Fabien Tondel, Paulina Bizzotto Molina or Sean Woolfrey via ecdpm.org/people.

YOUNG INTERNATIONAL PROFESSIONALS PROGRAMME

In 2013, we launched our young international professionals (YIP) programme, aimed at young policy researchers from Africa. In the past two years seven talented professionals from Benin, Burundi, Ethiopia, Kenya, Nigeria and South Africa took part, reinforcing ECDPM's programme teams in Maastricht for periods of six months up to a year.

The YIP programme plays a strategic role towards our objective of deepening our knowledge base on policy and practice in the African context and integrating it throughout our work. The programme inspires mutual exchanges of views, knowledge and networks. We offer practical experience in international cooperation and development policy research, particularly from an EU and EU-Africa point of view. In return, we get specific content expertise and a strong sense of how young people from Africa view the issues we are working on.

The YIP programme also seeks to build and strengthen partnerships with regional organisations, peer institutes, universities and civil society organisations in Africa. Several young professionals have been recruited in cooperation with partner organisations in Africa and divided their time between ECDPM and the partner institute. For example, they might complete six months at ECDPM and six months at an organisation such as the Levy Mwanawasa Regional Centre for Democracy, Good Governance, Human Rights and Civic Education in Zambia or the International Food Policy Research Institute (IFPRI) in Senegal. We benefit from this collaboration and are convinced that it contributes to the work of our partners as well. ■

YOUNG INTERNATIONAL PROFESSIONALS PROGRAMME

We asked Essete Abebe Bekele, our first-ever YIP, about her experience at ECDPM

"I definitely learned a lot and it has opened up doors for me. As for ECDPM, I always tried to include the Ethiopian and African perspective in discussions and the papers I wrote, which the team found very useful."

"After completing my bachelor's degree in Ethiopia I wanted to broaden my education. Through the European Commission's Erasmus Mundus scholarship I went to Norway, Finland and Portugal to get my master's degree. A few years later, I also took part in a traineeship at the European Commission.

During the time I spent in Europe, I became really passionate about working on EU-related topics. ECDPM saw that and hired me as their first YIP researcher. For a year, I worked as a member of the Strengthening European External Action team.

Looking back, I had a great time at ECDPM and in Maastricht. Everyone was nice and welcoming, and did their best to help me grow professionally. I developed my research skills and learned a lot about Africa-EU relations. A real highlight for me was when I got to join a high-level meeting at the African Union Commission. I played a big role in helping ECDPM prepare for that event.

I think the YIP programme is a good initiative, which benefits both the YIPs and ECDPM. I definitely learned a lot and it has opened up doors for me. As for ECDPM, I always tried to include the Ethiopian and African perspective in discussions and the papers I wrote, which the team found very useful. I'm back in Addis Ababa now, working for the British Council, but I'm still in touch with a lot of ECDPM staff. Most of the time it's catching up, but I also lend a helping hand now and then when they come to Addis."

Essete Abebe Bekele, Programme Officer at the Ethiopia office of the British Council.
Essete worked at ECDPM from October 2013 to October 2014.

WHAT WE LEARNED THIS YEAR

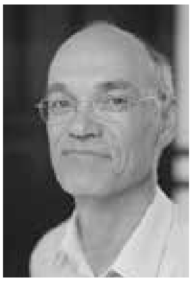
What we did well

YIP researchers have enriched ECDPM's work, bringing in valuable knowledge and experience, as well as an African perspective. That sometimes challenged our views and habits, but it helped us deepen our brokerage role. YIPs highly valued their time at ECDPM, noting that it helped them build new skills, gain exposure to new networks and broaden their career prospects.

Where we can still grow

Higher profiling of the YIP programme within the African and international community could inspire even greater flows of knowledge and collaboration. Creation of a YIP alumni network, for example, would connect the participating researchers and keep the dialogue going after the young professionals leave to continue their careers elsewhere.

Are you interested in the YIP programme or want to see if we have vacancies? Go to ecdpm.org/yipp.



LEARNING AND QUALITY SUPPORT (OUR NEWEST UNIT)

Head of Unit James Mackie on what we do and why

Learning, quality and innovation have always been important values at ECDPM. We consider these our main strengths. They help us stay relevant as a 'think and do tank' for change. But there is always room for growth. Our 2015 internal and external reviews highlighted the need to step up our efforts in this regard and create a stronger central support mechanism.

To respond to that need, we created the Learning and Quality Support unit in late 2015. The team will ensure that learning, quality and innovation are central aspects in all our activities. That will make us smarter, more efficient and maximise our added value. Ultimately, it will increase the impact of all ECDPM work.

The new team brings together expertise on policy research approaches and methodologies with knowledge management, change management, information technology, monitoring and evaluation, and internal and external communications.

What will we do exactly?

Planning and review – The unit will be responsible for the Centre's operational planning, as well as regular reviews of progress made in different policy processes.

Monitoring, evaluation, learning and reporting – We will strengthen our monitoring and reporting approaches and systems, and provide advice and support to strengthen the quality of our work and learning.

Internal and external knowledge management – The team will be responsible for internal knowledge management, including internal communications and organisational workflows. We will also share our knowledge management expertise with our partners and stimulate learning among a broader audience through communities of practice, content curation and knowledge and dialogue platforms.

> "I am so appreciative of the wisdom shared through Pelican."
>
> **Member of the Pelican Inititative**

Support on research approaches and methodologies – We will assist the programmes in policy research approaches and methodologies, such as political economy analysis and assessing policy coherence for development.

Highlights of 2015

- We defined our unit strategy and workplan.
- We developed a theory of change for our upcoming five-year strategy.
- We strengthened ECDPM's reporting system and trained the programme teams in the use of it.
- We started a process of revising our internal communications, to which all staff contributed.
- We provided ongoing support to the programmes in policy research approaches and methodologies, such as political economy analysis and assessing policy coherence for development.

Our networks and communities

- Since 2005, we've moderated the Pelican Initiative discussion group on evidence-based learning and communications for social change. This is an active platform with 4,367 members from 130 countries.
- Since 2011, we have been a senior editor of the *Knowledge Management for Development Journal*, which had 16,000 readers in 2015.
- Since 2002, we have been an active member of the KM4Dev community, which had 2,100 members in 2015.
- Since 1999, we have been one of the six members of the Capacity.org network, a research portal for capacity development and home of the *Capacity.org* journal. To mark its 15th year of publication in 2015, *Capacity.org* published the special edition 'Capacity Development Beyond Aid'.

WHAT WE LEARNED THIS YEAR

Twenty fifteen was a year of review for ECDPM. In preparation for our next five-year strategy we assessed our own performance, and asked a team of independent evaluators to do the same. Below we outline the main conclusions of our performance reviews, highlighting what we did well and where we still have room to grow. Various specific lessons from the reviews are found in the different thematic sections of this report (see pages 11, 17, 23, 29, 35, 41 and 45).

What we did well

Both reviews concluded that we performed well overall these past five years. The external evaluation commended our meaningful contributions to a range of policy processes relevant to development, within and beyond the EU institutions. The evaluation praised these achievements, especially in light of our behind-the-scenes style of working. Similarly, the evaluation commended our ability to anticipate and effectively adapt to new realities, while sticking to our original mission and principles.

"Its pertinence and relevance to informing – and sometimes shaping – the European agenda distinguishes [ECDPM] as one of the leading development-focused think tanks in its field."

External evaluation

Three factors were noted as key to our performance: our broad range of 'mutually beneficial' partnerships; our access to significant institutional funding and the independence this affords us; and our investments in strengthening organisational effectiveness.

Where we can still grow

Both reviews highlighted a few areas in which we can and must do better. First, the new five-year strategy that ECDPM is currently developing should pursue increased coherence. We will therefore pay particular attention to limiting the number of issues we work on, and provide a strong overarching narrative that ties together our different work streams.

Second, in line with the recommendations of both the external and the internal evaluation, we will strengthen our monitoring, evaluation and learning culture. The newly created Learning and Quality Support unit will ensure that learning and accountability are central aspects of all our work (see also page 42). We will also better incorporate monitoring and reporting processes into our new strategy and workplans – and incentivise use of our reporting and monitoring tools. Finally, we will work with our funders to harmonise different donor reports, to cut transaction costs.

Third, the external evaluation recommended more systematic inclusion of gender dimensions in our programmatic work. Although we have incorporated gender issues into some of our activities in the past, we recognise the need to do so in a more methodical fashion, and we plan to do this across our programmes during our next strategy period. Given the nature of our work, we are conscious that progress in this area is both necessary and challenging and that it will require us to develop staff capacity and expertise through training, guidance and support.

ECDPM's external communications in 2015

Number of Twitter followers

2014: 2,856

2015: 4,671

+64%

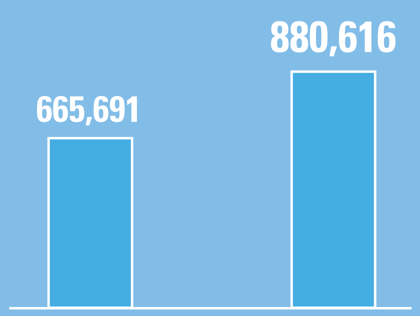
Our Facebook followers

8,303

Our *Weekly Compass* newsletter subscribers

10,144

Website visits



+32%

(by 138,435 individuals)

(by 157,245 individuals)

+14%

Website visitors

45% Europe

24% Africa

14% Americas

13% Asia

1.5% Oceania

Media mentions in

Europe: 134

Africa: 66

These included interviews and articles in AllAfrica, EurActiv, Devex, *The Guardian*, European Voice, Afronline, BBC Worldwide and *The Huffington Post*

Publication downloads

19,987

A total of 47 videos viewed

4,653 times

Our 57 Talking Points blogs read a total of

61,234 times

Our online content dossiers consulted

29,120 times

COMMUNICATIONS

Head of Unit Melissa Julian
on how we work

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

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

ECDPM at the WTO Ministerial Conference in Nairobi

In December 2015, one of our communication officers joined three ECDPM experts in Nairobi for the 10th WTO Ministerial Conference. What happened then in terms of press coverage was beyond our expectations and helped make the visit a huge success.

- AllAfrica published two of our articles the day before the WTO meeting.
- Agence France Presse picked up our press release. As a result, an ECDPM quote appeared in 75 English media outlets from around the world, as well as 30 French outlets.
- The BBC World Service interviewed ECDPM's Francesco Rampa live.
- The December issue of the *African Business* magazine featured a blog by ECDPM's Isabelle Ramdoo...
- ... and she was also featured in a video by What's in it for Africa.
- The *East African* interviewed ECDPM's San Bilal.

WHAT WE LEARNED THIS YEAR

What we did well

Our investments in strategic communications over the past five years resulted in more people reading our work. They also strengthened ECDPM's visibility as a lead actor and key point of reference for stakeholders in our areas of operations.

Where we can still grow

We need to pay even greater attention to our communications monitoring, evaluation and learning. We also need to intensify our search for new and better ways to reach busy policymakers. Strategic planning and implementation and engagement and sharing via external communities are other areas warranting greater emphasis.

"This is to congratulate and appreciate the quality work and publications you share with the global community. Well done and keep it up."

Staff member, United Nations World Food Programme

FINANCES

Head of Finance and Operations
Roland Lemmens on our finances in 2015

For ECDPM, 2015 was a period of intense review. In preparation for our new strategy, we conducted in-depth evaluations of our performance and many of our processes. That time-consuming internal commitment, however, was not necessarily externally fundable. I'm thus all the more pleased that we ended the year with an overall positive balance of €13,000, taking into account our investment portfolio yields. Excluding those yields, the operational balance was €1,000.

Risk management

Our management and Board closely monitor financial risks facing the Centre through our risk management dashboard. Potential new risks are added, risks that are mitigated are removed, and the status of ongoing risks is updated. Where required, appropriate risk mitigation measures are taken.

The year 2016 will be one of transition as we move to our new five-year strategy. As 2015 closed, we identified three risks associated with this transition period that the Board and management will address during the coming year. These relate to the following areas:

- Availability of the right mix of skills and capacities in-house, as specific portfolios of competences will be needed to deliver on the goals of our new strategy;

- Sufficient funding, to ensure we can deliver on the goals of our new strategy;

- The right balance of funding types, to maintain operational flexibility and independence.

Streamlining financial processes

A review of our internal policies and procedures brought a number of changes for our financial operations:

- We introduced an electronic authorisation and filing system for invoices and travel application forms. That system includes a new procurement and tender policy.

- We revised our travel rules, aligning them more closely to those of our principal donors and including a 'travel green' policy.

- We began a review of all ECDPM legal documents, such as consultancy agreements and tender documents.

- Our annual ECDPM workplan now includes an integrated budget.

- We made efficiency gains by negotiating renewed contracts with energy suppliers, copier equipment suppliers and security services.

Accountability and transparency

We continued to strive for the highest standards of accountability and transparency. Twice a year an auditor reviews our finances, financial procedures and internal control mechanisms. This year the auditor concluded that our financial control environment, monitoring controls and control activities were strong, and that our organisation was implementing modern management tools. In addition, as in previous years, the auditor stated that our financial statements gave a true and fair overview of the Centre's financial position.

See our auditor's report at ecdpm.org/auditor-report-2015.

OUR FUNDERS

INSTITUTIONAL FUNDERS

The Netherlands Ministry of Foreign Affairs, the Netherlands €3,298,348

Belgian Ministry of Foreign Affairs, Belgium €346,051

Swiss Agency for Development and Cooperation, Switzerland €326,865

Swedish Ministry for Foreign Affairs, Sweden €319,250

Finnish Ministry for Foreign Affairs, Finland €250,107

Irish Aid, Ireland €190,871

Luxembourg Ministry of Foreign and European Affairs, Luxembourg €128,792

Danish Ministry of Foreign Affairs, Denmark €111,011

Austrian Development Agency (ADA), Austria €79,451

PROGRAMME FUNDERS

British Department for International Development (DFID CODE: 204500-101, PO: 40082120), United Kingdom €512,340

Camões Institute for Cooperation and Language, Portugal €66,596

PROJECT FUNDERS

Swedish Ministry for Foreign Affairs, Sweden €303,573

European Commission, Delegation Madagascar, Madagascar €84,440

European Commission - AETS Consulting, France €82,012

European Commission - Change for Results EEIG (CHARE), Belgium €51,055

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Germany €50,920

British Department for International Development (DFID PO: 40094310), United Kingdom €48,781

Particip GmbH, Germany €48,295

Common Market for Eastern and Southern Africa (COMESA), Zambia, €45,762

European Commission - Overseas Development Institute (ODI), Belgium €31,444

European Investment Bank (EIB), Luxembourg €27,214

Overseas Development Institute (ODI), United Kingdom €24,526

The Independent Science and Partnership Council (CGIAR), Italy €20,813

SACO SASPJ, Belgium €14,905

The Food and Agriculture Organization of the United Nations (FAO), Ghana €14,520

11.11.11 Koepel van de Vlaamse Noord-Zuidbewegingen, Belgium €10,170

Swedish International Development Agency (SIDA), Sweden €9,006

PeaceNexus, Switzerland €7,935

IBF International Consulting, Belgium €7,920

LDK Consultants, Greece €6,569

l'Institut des Matières Premières en abrege IMP, Cameroon €5,839

Saana Consulting, United Kingdom €5,218

The Netherlands Institute for Multiparty Democracy, the Netherlands €4,675

European Commission - Aide à la Décision Économique SA Consulting Services, Belgium €4,125

Landell Mills, United Kingdom €3,982

International Centre for Trade and Sustainable Development (ICTSD), Switzerland €3,662

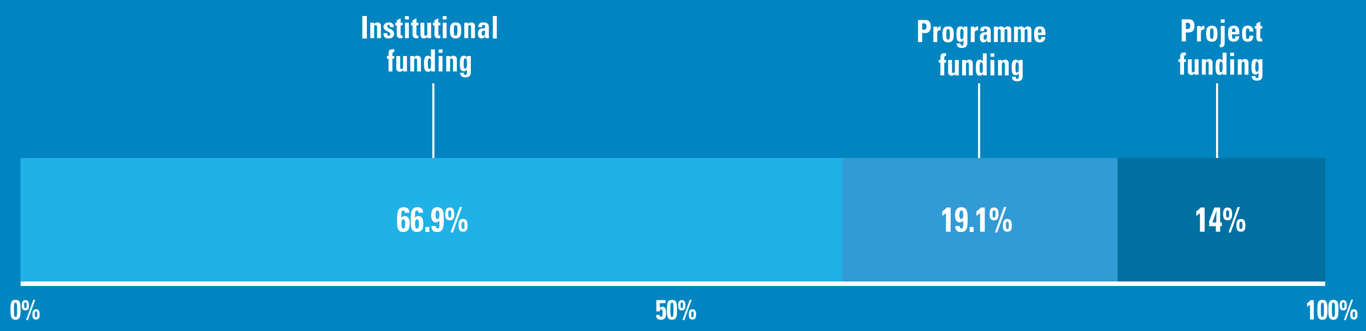
Organisation for Economic Co-operation and Development (OECD), France €2,936

Various other funders < €2,500 Various €14,241

European Commission - Université Catholique de Louvain - CAERUS, Belgium €-16,751

For more information, visit ecdpm.org/funding.

HOW WE WERE FUNDED IN 2015



BALANCE SHEET

After allocation of result 2015, as per 31 December 2015

In thousands of euros

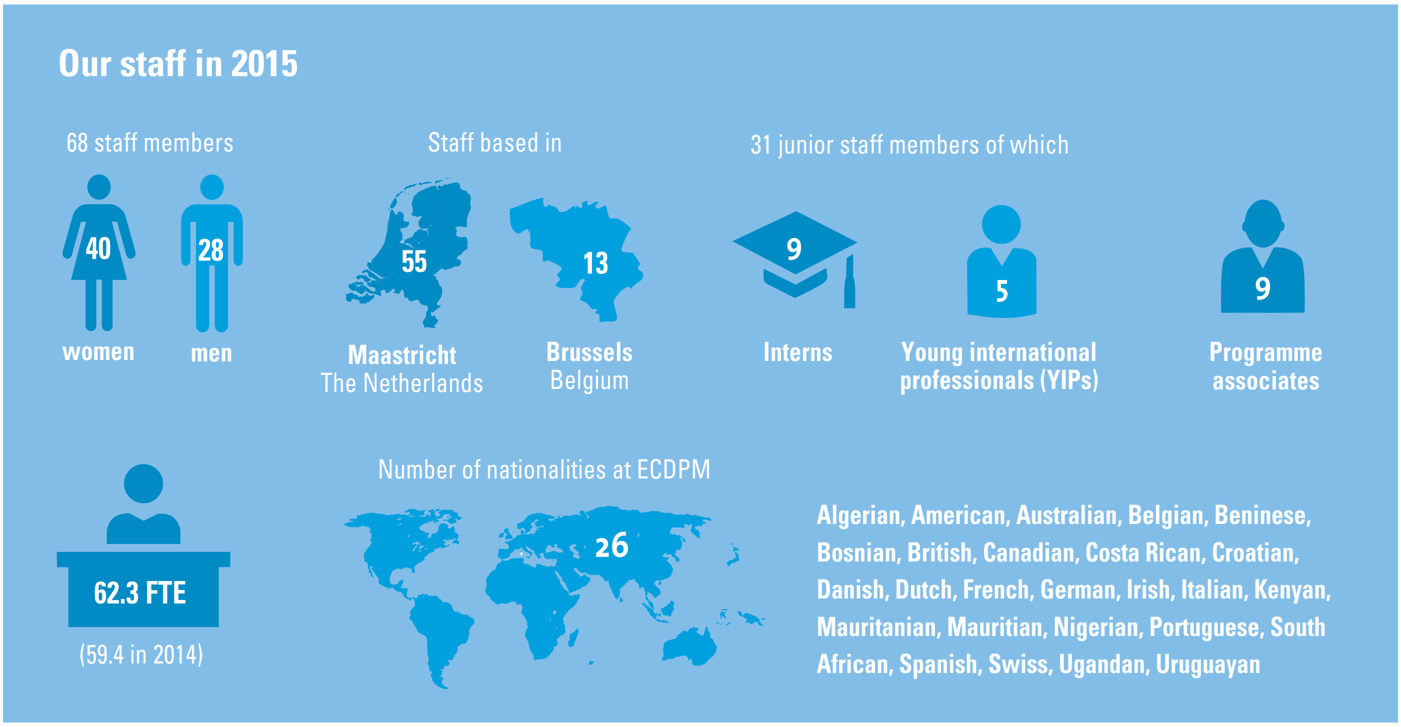
		31-12-2015	31-12-2014
ASSETS			
I	**Financial fixed assets**		
1.1	Bonds	1,472	2,524
1.2	Participation in EDCS share fund	12	12
	Total financial fixed assets	**1,484**	**2,536**
II	**Tangible fixed assets**	**2,724**	**2,831**
III	**Current assets**		
3.1	Payments in advance	78	53
3.2	Receivables	20	30
3.3	Debtors	911	1,175
3.4	Tax contributions	29	65
3.5	Cash	4,442	2,671
	Total current assets	**5,480**	**3,993**
TOTAL ASSETS		**9,688**	**9,360**
LIABILITIES			
IV	**Current liabilities**		
4.1	Creditors	134	123
4.2	Tax, pension and social security contributions	154	301
4.3	Current debts	1,290	859
	Total current liabilities	**1,578**	**1,283**
V	**Provisions**	**139**	**119**
TOTAL LIABILITIES		**1,717**	**1,402**
EQUITY			
	From annual turnover		
	Operational results from income over current costs	3,213	3,212
	Subsidy from the Netherlands Ministry of Economic Affairs for housing	2,269	2,269
	From bonds portfolio		
	Realised capital gains from bonds portfolio	2,489	2,477
	Revaluation reserve from bonds portfolio	0	0
TOTAL EQUITY		**7,971**	**7,958**

INCOME AND EXPENDITURE ACCOUNT

In thousands of euros

INCOME		Budget 2016	Realisation 2015	Budget 2015	Realisation 2014
I	**Funding**				
1.1	Institutional funding	4,500	4,382	4,486	4,449
1.2	Programme funding	1,285	1,248	929	730
1.3	Project funding	1,170	917	1,360	1,192
	Total funding	**6,955**	**6,547**	**6,775**	**6,371**
II	**Investment portfolio results**				
2.1	Interest	10	73	10	98
2.2	Result on sales bonds	p.m.	-17	p.m.	0
2.3	Result on market value bonds	p.m.	-34	p.m.	-36
	Total result from investment portfolio	**10**	**22**	**10**	**62**
TOTAL INCOME		**6,965**	**6,569**	**6,785**	**6,433**
EXPENDITURE					
III	**Operational expenses**	**913**	**952**	**1,000**	**800**
IV	**Other costs**				
4.1	Salaries and other personnel costs	5,101	4,788	4,828	4,687
4.2	Accommodation expenses	239	234	246	238
4.3	General and administrative expenses	271	255	281	292
4.4	Investments	9	6	7	8
4.5	Information technology	185	177	168	259
4.6	Depreciation	132	131	140	126
4.7	Miscellaneous	15	13	15	17
	Total other costs	**5,952**	**5,604**	**5,685**	**5,627**
TOTAL EXPENDITURE		**6,865**	**6,556**	**6,685**	**6,427**
UNFORESEEN		**100**	**-**	**100**	**-**
TOTAL RESULT		**0**	**13**	**0**	**5**
	Results from investment portfolio	10	12	10	-29
	Total result (excluding results from investment porfolio)	**10**	**1**	**10**	**34**
	FTE (excluding programme associates and consultants)	**61.2**	**62.3**	**58.2**	**59.4**

OUR PEOPLE



Our Board in 2015

Lennart Wohlgemuth, **Interim Chair of the Board**, Guest Professor at the School of Global Studies, University of Gothenburg
Sweden

Koos Richelle, **Vice-Chair of the Board**, former Director-General at the European Commission, respectively for Employment, Social Affairs and Inclusion; EuropeAid Co-operation; and DG Development
The Netherlands

Theo Jeurissen, former Chief Investment Officer, Pension Fund PMT
The Netherlands

Nana Bema Kumi, founder and Director of the Institute of Diplomatic Practice and Development Policies
Ghana

Maria de Jesus Veiga Miranda, Ambassador at the Ministry of Foreign Affairs and former Deputy Minister of Foreign Affairs
Cabo Verde

Adebayo Olukoshi, Regional Director for Africa and West Asia, International Institute for Democracy and Electoral Assistance
Ethiopia

Ibrahim Mayaki, CEO of NEPAD and former Prime Minister of Niger
Niger

Jean-Claude Boidin, former Head of Unit at DG International Cooperation and Development, European Commission
Belgium

Betty Maina, Permanent Secretary for East African Affairs in Kenya, former Chief Executive at the Kenya Association of Manufacturers and member of the UN High Level Panel on the Post-2015 Development Agenda
Kenya

Alan Hirsch, Director of the Graduate School of Development Policy and Practice, University of Cape Town
South Africa

Honorary advisor to the ECDPM Board on European external affairs:

Dieter Frisch, former Director-General for Development, European Commission
Germany

In 2015, Board Chair P. I. Gomes and Board members Raj Makoond and Peter Katjavivi stepped down. The ECDPM Board, management and staff thank them for their many years of outstanding service, dedication and commitment.

Our management team in 2015

Ewald Wermuth, Director
The Netherlands

Geert Laporte, Deputy Director
Belgium

James Mackie, Head of Learning and Quality Support
United Kingdom

Faten Aggad, Head of Africa's Change Dynamics Programme
Algeria

Andrew Sherriff, Head of Strengthening European External Action Programme
United Kingdom

Roland Lemmens, Head of Finance and Operations
The Netherlands

Our governance

In 2015, we reviewed our governance structures and primary work processes. We streamlined our Board governance and welcomed several new members to the Board. The Board now consists of a majority of African stakeholders, which will help strengthen our ties with the African continent. Our management was reinforced with two new heads of programme and now meets fortnightly instead of monthly.

In September 2015, we created the Learning and Quality Support unit. The team has overall responsibility for learning, quality assurance and improving monitoring and reporting (see also page 42).

For better succession planning, four policy officers were added to ECDPM's senior team and given more programme responsibility.

In 2015, 40 of our staff members were women, and 28 were men. However, on the Board and particularly at management level, we aim to improve the gender balance.

Our works council

The five-member works council created in 2014 continued to represent staff on a variety of matters, especially issues regarding personnel policy and employment conditions.

In 2014 and 2015, the council was involved in a variety of activities:

- Recruitment of our new director;
- Revision of our staff manual;
- Revision of promotion procedures;
- Appointment of a staff confidential advisor;
- Revision of rules on centre operations;
- Creation of the new Learning and Quality Support unit;
- Development of policy on professional integrity;
- Changes stemming from a new labour law affecting contracts and employment conditions.

At the end of 2015 we held elections for a new council, with the elected members taking office in January 2016.

Sick leave at ECDPM

In 2015, our sick leave was just 1.1%. In the Netherlands, average sick leave in the non-commercial services sector in 2015 was 4.8%, according to Statistics Netherlands (CBS).

Investing in our people

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

- Languages (French and Dutch);
- English writing and editing;
- External communications;
- ICT;
- Time management;
- Human resources management;
- Financial management;
- Leadership;
- Fundraising.

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

Responsible operations

ECDPM works towards better international policies that benefit sustainable global development. But we realise that making the planet a better place to live starts with ourselves. Given the nature of our work, all our efforts and activities inevitably impact the environment. We aim to minimise adverse environmental impacts as much as possible, through compliance with regulations and legislation and via our own initiatives.

Our main areas of focus include reduced use of energy and water, travel and waste. We have implemented measures for improving energy efficiency over the past two years, and while ECDPM's staff increased by 22% from 2013 to 2015, our energy usage grew by only 4.8%.

We also implemented a new travel policy. Public transportation, in particular railway travel, is incentivised to minimise our travel footprint. However, due to the nature of our work, travel by plane is unavoidable. We offset our annual travel footprint by buying green certificates. Moreover, we have substantially reduced travel, not only between our two offices located in Maastricht and Brussels, but also to our partners, by installing a modern video conferencing system.

We also seek to minimise our environmental footprint indirectly, by taking into consideration the environmental policies of suppliers.

This annual report was written by Nina Thijssen and designed by Yaseena Chiu-van' t Hoff. Thank you to Michelle Luijben (Marks Editing and Translation) for providing editorial assistance and to all ECDPM staff who contributed to the report.

Photo credits

Front cover: Young woman studying. Photo by Riccardo Lennart Niels Mayer, iStock collection, Thinkstock.

Page 1: ECDPM office in Maastricht, the Netherlands. Photo by Ernst van Loon.

Page 2: ECDPM's Board Chair Lennart Wohlgemuth at the 2013 European Development Days in Brussels, Belgium. Photo by Nina Thijssen, ECDPM.

Page 3: ECDPM's Director Ewald Wermuth at the 2014 corporAID Konferenz in Vienna, Austria. Video by corporAID.

Page 4: ECDPM's Alfonso Medinilla on a boat trip in Ampasina Maningory, Analanjirofo, Madagascar. Photo by Toky Ravoavy, independent consultant.

Page 6: Panel speakers, including ECDPM's Geert Laporte and ECDPM Board member Koos Richelle, at a high-level debate on the future of ACP-EU relations in Brussels, Belgium; organised by ECDPM and the Luxembourg EU Presidency. Photo by Rhys Williams, ECDPM.

Page 10: Cityskape of Accra, Ghana. Photo by Cecilia Gregersen, ECDPM.

Page 12: ECDPM's Rhys Williams interviewing Sandro De Luca of the International Committee for the Development of Peoples, during the 2015 European Development Days in Brussels, Belgium. Photo by Nina Thijssen, ECDPM.

ECDPM's Andrew Sherriff together with Fernando Frutuoso de Melo, Director-General of the European Commission's DG DEVCO and Ruth Jacoby, Director-General for International Development Cooperation at the Swedish Ministry for Foreign Affairs, at the closing event of the European Year on Development in Stockholm, Sweden. Photo by European Commission.

Page 15: ECDPM's Anna Knoll during a high-level expert group meeting in Durban, South Africa, on the causes of conflict and promotion of peace and development in Africa; organised by the UN Office of the Special Adviser on Africa, ACCORD, the AU Commission and IOM South Africa. Photo by Thomas van der Spuy, Dreambox Productions.

Page 16: Armed soldier. Photo by zabelin, iStock collection, Thinkstock.

Page 18: ECDPM's Volker Hauck speaking at a panel on the EU Global Strategy during the 2015 European Development Days in Brussels, Belgium. Photo by Nina Thijssen, ECDPM.

ECDPM's Sophie Desmidt interviewing Joseph Whittal, Deputy Commissioner of Human Rights in Ghana, during the 2015 European Development Days in Brussels, Belgium. Photo by Nina Thijssen, ECDPM.

Page 20: Rusty fence. Photo by PierreOlivierClementMantion, iStock collection, Thinkstock.

Page 22: Skyline of Johannesburg, South Africa. Photo by Bank215, iStock collection, Thinkstock.

Page 24: ECDPM's James Mackie speaking at an event on EU development policy in Brussels, Belgium; organised by Friends of Europe. Photo by Friends of Europe, CC / FLICKR.

ECDPM's Isabelle Ramdoo speaking at the Trade Development Symposium, held in the margin of the WTO Ministerial Conference in Nairobi, Kenya. Photo by Tanit Parada-Tur, ECDPM.

Page 27: ECDPM's Isabelle Ramdoo speaking at the Trade Development Symposium, held in the margin of the WTO Ministerial Conference in Nairobi, Kenya. Photo by Tanit Parada-Tur, ECDPM.

Page 28: Busy street in Johannesburg, South Africa. Photo by Diriye, iStock collection, Thinkstock.

Page 30: Focus group discussion with civil society organisations in Ampasina Maningory, Analanjirofo, Madagascar. Photo by Alfonso Medinilla, ECDPM.

ECDPM's Alfonso Medinilla interviewing the Regional Director for Youth and Sports in Fénérive Est, Analanjirofo, Madagascar. Photo by Direction Régionale de la Jeunesse et Sport, Fénérive Est, Analanjirofo, Madagascar.

Page 32: Women carrying water in Ethiopia. Photo by Stockbyte, Stockbyte collection, Thinkstock.

Page 34: Rice farmers in Zanzibar. Photo by Rainer Junker, Hemera collection, Thinkstock.

Page 36: ECDPM's Didier Alia and Fabien Tondel interviewing local farmers in Morogoro, Tanzania. Photo by Solomon Baregu, Economic and Social Research Foundation.

ECDPM's Francesco Rampa speaking at a Save the Children event on girls' role in food security, organised in the margin of the 2015 World Expo in Milan, Italy. Photo by Tanit Parada-Tur, ECDPM.

Page 38: Dairy cattle in Mali. Photo by Hanoded, iStock collection, Thinkstock.

Page 40: ECDPM's Melissa Julian and Essete Abebe Bekele in front of the African Union Commission building in Addis Ababa, Ethiopia. Photo by Rhys Williams, ECDPM.

Page 41: Essete Abebe Bekele. Photo by Makda Mikre Tessema, Ethiopia office of the British Council.

Page 43: ECDPM team meeting. Photo by Tanit Parada-Tur, ECDPM.

ECDPM staff pictures
Tanit Parada-Tur, ECDPM
Clem Silverman, ECDPM
Maurice Bastings, Maurice Bastings Photography

Contact us

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Visit ecdpm.org/people for their individual contact details.

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