



WORK PLAN 2016

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ECDPM Work Plan 2016

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Acronyms

ACBF	African Capacity Building Foundation
ACCORD	African Centre for the Constructive Resolution of Disputes
ACDEG	Africa Charter on Democracy, Elections and Good Governance
ACET	African Centre for Economic Transformation.
ACP	Africa, the Caribbean, and the Pacific
AFD	Agence Française de Développement (French Agency for Development)
AfDB	African Development Bank
AGA	African Governance Architecture
AGI	Africa Governance Institute
AGP	African Governance Platform
AMDC	Africa Mining Development Centre
APEI	Accelerated Program for Economic Integration
APSA	African Peace and Security Architecture
ATWA	Accelerated Trade in West Africa
AU	African Union
AUC	African Union Commission
BDEAC	Banque de Développement des Etats de l'Afrique Centrale
BRICS	Brazil, Russia, India, China and South Africa
CAADP	Comprehensive Africa Agriculture Development Programme
CACID	Centre African Pour Le Commerce L'Intégration et de développement
CAP	Common Agricultural Policy
CCPAU	Citizens' Participation on the African Union
CDD	Centre for Democratic Development
CEDRES	Centre d'Etudes, de Documentation et de Recherche Economiques et sociales
CGECI	Confédération Générale des Entreprises de Côte d'Ivoire
CSDP	Common and Defence Policy Security
COMESA	Common Market for Eastern and Southern Africa
CSO	Civil society organisations
CTA	Technical Centre for Agricultural and Rural Cooperation ACP-EU
DAC	Development Assistance Committee
DBSA	Development Bank of Southern Africa
DeFiNe	Development Finance Network (of OECD)
DEVCO	International Cooperation and Development (DG of the EC)
DFI	Development finance institution
DG	Directorate-General (of the EC)
DIE/GDI	Deutsches Institut für Entwicklungspolitik / German Development Institute
DPA	Department of Political Affairs (of the AUC)
EABC	East Africa Business Council
EAC	East African Community
EAFF	Eastern Africa Farmers Federation
EARN	Europe-Africa Policy Research Network
EC	European Commission
ECCAS	Economic Community of Central African States
ECDPM	European Centre for Development Policy Management
ECHO	European Commission Humanitarian Aid and Civil Protection
ECOWAP	ECOWAS Agricultural Policy
ECOWAS	Economic Community Of West African States
EDF	European Development Fund
EDFI	European Development Finance Institutions
EEAS	European External Action Service
EIB	European Investment Bank
ENTR	Enterprise and Industry (DG of the EC)
EP	European Parliament
EPAs	Economic Partnership Agreements
EU	European Union
FANRPAN	Food, Agriculture, & Natural Resources Policy Analysis Network

FAO	Food and Agriculture Organization of the United Nations
FARA	Forum for Agricultural Research in Africa
FMO	Dutch Development Bank
FRIDE	Fundación para las Relaciones Internacionales y el Diálogo Exterior / Foundation for International Relations and Foreign Dialogue
FTA	Free Trade Area
FTE	Full time equivalents
GDPRD	Global Donor Platform for Rural Development
GNI	Gross national income
HR/VP	High Representative of the Union for Foreign Affairs and Security Policy/Vice-President of the European Commission
IATI	International Aid Transparency Initiative
IBAN	Inclusive Business Action Network
ICGLR	International Conference on the Great Lakes Region
IFC	International Finance Corporation
IGAD	Intergovernmental Authority on Development
IGD	Institute for Global Dialogue
IIR	Institute of International Relations
IRCC	Inter-Regional Coordinating Committee
ISS	Institute for Security Studies
KAM	Kenya Association of Manufacturers
KfW	KfW Development Bank
LMRC	Levy Mwanawasa Regional Centre for Democracy and Good Governance
MARKT	Internal Market and Services (DG of the EC)
MDG	Millennium Development Goal
MFF	Multi-annual financial framework
MIC	Middle Income Country
NEPAD	New Partnership for Africa's Development
NPCA	NEPAD Planning and Coordinating Agency
NSA	National Security Agency
ODA	Official Development Assistance
ODI	Overseas Development Institute
OECD	Organisation for Economic Co-operation and Development
PACCI	Pan African Chamber of Commerce and Industry
PCD	Policy Coherence for Development
PCSD	Policy Coherence for Sustainable Development
PEA	Political Economy Analysis
PEG	Political Economy and Governance
PPP	Public Private Partnerships
PROPAC	Subregional Platform of Peasant Organisations of Central Africa
RECs	Regional Economic Communities
ROPFA	Network of Peasant Organizations and Agricultural Producers in West Africa
SACAU	Southern African Confederation of Agricultural Unions
SADC	Southern African Development Community
SAIIA	South African Institute of International Affairs
SDG	Sustainable Development Goal
SIDS	Small Islands Development States
TMEA	TradeMark East Africa
TTI	Think Tank Initiative
TTIP	Transatlantic Trade and Investment Partnership
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNIDO	United Nations Industrial Development Organization
USA	United States of America
YIPP	Young International Professional Programme

1. Introduction

Contrary to ECDPM's usual practice of two year Work Plans this one covers only 2016, the last year of the Centre's current Strategic Plan for 2012-2016. A Mid-Term Review of the Strategy was conducted in 2014, which confirmed that by and large ECDPM was on track to deliver on this Strategy, although a more concerted effort was required in a few areas. During 2016 therefore ECDPM expects to consolidate the progress achieved and further strengthen the focus and relevance of our work as we confront new challenges. 2017 will be the year to introduce the new Plan. This Work Plan therefore provides for considerable continuity in our work but also proposes a stronger focus on consolidating outcomes that we feel are most attainable. Overall we seek to maintain ECDPM's strong track record as an independent broker and contributor to strengthening cooperation and relations between Europe, its Member States and institutions, and the countries and institutions of Africa, the Caribbean and the Pacific (ACP).

The evolving global context

With the end of the 15-year 'MDG era', international development enters a new phase with a far more ambitious agenda, a commitment to a more integrated approach and a clearer recognition that aid is only one, minor, source of finance for development. Real progress has been achieved during these years since the Millennium Declaration. In particular, global poverty has been reduced by half and the global middle class has grown, but the glass is also half empty: only 15% of LICs have met the extreme poverty target (MDG1.1) and fragility remains a major concern in many of them. Many countries in sub-Saharan Africa, where most LICs are located, still have a long way to go, though 65% of all poor people live in just five middle-income countries only one of which, Nigeria, is in Africa and the other four are all Asian. In MICs, but also in many richer countries, inequality levels have become a major source of concern.

While the new more comprehensive and far more complex agenda of the Sustainable Development Goals (SDGs) is to be welcomed if real solutions to global problems are to be found, a major challenge for governments and other international development actors is how to make the agenda work. The new development framework does seek to tackle a broad array of governance, security, environmental and economic challenges, and embrace multiple global public goods, in addition to the principal objective of eradicating poverty. It also seeks to involve contributions from multiple actors including the state, the private sector and social movements. The need for more fundamental political and economic change, if the objective of inclusive and sustainable development is to be reached, is increasingly recognised. Yet ways of working also need to evolve. Financial development assistance, though limited in scale relative to other sources of development finance, continues to be part of the solution particularly if well used, but increasingly knowledge sharing, including science and technology transfer, are set to be the key ingredients for further progress.

There are also fundamental shifts among the global players. Initially Africa weathered the 2008 financial crisis better than most, but despite the real progress made, its strong economic growth has not yet been sufficiently translated into 'jobs, justice and equity' across the continent. More recently the fall in oil and other commodity prices and the economic slowdown in China have also been a setback for African growth. On the other hand, Europe, still struggling to recover from the crisis, and restructure its economies without further sharpening social divisions, is no longer the source of global dynamism and growth it once was. Yet it still remains a beacon for refugees fleeing conflict and underdevelopment thereby creating new challenges internally. Emerging economies are establishing themselves as global players, including in the development arena, though even their recent impressive growth rates are now lower than a few years ago. At a political level the promise of the Arab Spring is not being realised and unresolved social conflicts and civil war have intensified in various countries across a broad area from the Sahel to the Middle East resulting in major movements of people not seen in the region for decades.

While international platforms such as the United Nations (UN), the G7 and the G20 are working to accommodate the new challenges and new players, the United States (US) and Europe are held back by political and financial instability, fiscal and budgetary constraints, and stalling global leadership. The enduring impasse in the talks on global climate finance is a case in point. Another is the inability of

donors to meet their Gleneagles commitments to developing countries. In the meantime, the private sector is stepping up its role and engaging more with development community. Joint ventures are multiplying, and business leaders are assuming greater global responsibilities. An increasing number and variety of public and private donors are getting involved in development. While all contributions are welcome it is important that these do not simply lead to more fragmented development efforts.

There is potential therefore, that over the next couple of years radical shifts may occur in the development policy landscape that characterised the start of the millennium – with its donor leadership, a clear focus on eight MDGs, and recipient countries in need of aid to make ends meet. Instead leadership is becoming more widely distributed as traditional global powers struggle with austerity and new powers assert themselves as serious contenders for global development impact. There are obvious challenges to the established order: the BRICS (Brazil, Russia, India, China and South Africa), have established their own development bank and China has led the creation of the AIIB (Asian Infrastructure Investment Bank). More modestly, but equally important, the g7+ of self declared ‘fragile states’ are pressing ahead with their pursuit of a New Deal. A new more comprehensive agenda is emerging and the recognition that development is in fact already very largely being financed by developing country own resources, puts ODA into context.

At the same time numerous questions regarding international cooperation remain to be resolved if the new global development framework agreed in the symbolic year of 2015 is to bear fruit. These include questions of:

- *Scope:* The new set of SDGs aspire to be universal in application, thus also addressing OECD countries, but the details still need to be worked out on what this implies in practice. How will differentiation between countries on targets and contributions work? Can this broad agenda be formulated in such a way as to mobilise a continued global effort? How can development cooperation and finance be integrated with global efforts in other policy domains?
- *Political support:* How can we build and maintain over time the effective global collective action required to deliver on this ambitious agenda?
- *Approach:* How can effective development partnerships be designed with countries that show a lack of progress and resilience? How can we further improve effectiveness and ‘value for money’? How can we strengthen national ownership and local initiative and further integrate donor efforts into national and regional initiatives driven by developing countries themselves?
- *Resourcing:* How can developing countries best be supported in their efforts to raise domestic tax revenue? How does the emergence of new donors affect the financing landscape, the nature of partnerships and “aid models”? How best to refocus the old official development assistance (ODA) model so that this ‘scarce’ resource is not just used to fill gaps, but is really targeted where it is most needed and can be most effective as one potential catalyst for development?

ECDPM Strategy for 2012-2016: a choice of themes for maximum impact

The Centre has aligned its Strategy with the evolving global development landscape. We look for the general direction of change and its deeper causes and identify major transitions that will drive the dynamics of international cooperation in the years to come. For the 2012-2016 Strategy period¹ there are six transitions we see as particularly important and which retain their relevance for the remainder of the period:

- a. *Increasing scarcity, especially of raw materials and water*, leading to global competition for access to resources and a corresponding potential for conflict.
- b. *The transition towards a ‘green’ economy*, with the related challenge of the effective global management of climate change.
- c. *Demands for more inclusive growth and development*, characterised by increasing pressure ‘from below’ to achieve a fairer distribution of resources, social justice, democracy and respect for human rights.

¹ See ECDPM Strategy 2012–2016, p. 2.

- d. *The need to safeguard human security* by addressing conflict and improving the resilience of communities to (external) shocks, such as environmental degradation and rising food prices.
- e. *The acknowledged global responsibility for global public goods*, alongside the question of how to address the broader development agenda via new forms of dialogue and cooperation between various policy domains.
- f. *The restructuring of the global 'multi-level governance system'* and associated shift of power to new actors and new frameworks of global governance.

Our Strategy for 2012–2016 recognises that, while poverty reduction remains the principal objective, effective development partnerships will be called upon to contribute decisively to these six global transitions. Responding to this call requires profound changes in the policies, practices and institutions of development cooperation. These global transitions will fundamentally challenge future cooperation between Europe and the developing world. In response, our Strategy defines four 'thematic lenses' that build on almost 30 years of experience as an independent foundation. These are areas of focus in which we believe that we can contribute decisively to improving relations and cooperation between the European Union (EU), its Member States and countries in Africa, the Caribbean and the Pacific (in the main). The Centre's five programmes SEEA, SECURE, ET, ACD and FOOD (detailed in Section 2), make different contributions to these four themes.

Theme 1: Reconciling values and interests in EU external action

This first theme recognises the EU's ambition to integrate development into the various aspects of its external action, as required by the provisions of the Treaty of Lisbon, including in such areas as peace and security or trade. The challenge is to do so while the Union struggles to overcome the financial crisis and redefines its role as a global player. The outcomes of this delicate process will bear directly on the effectiveness of Europe's relationships with developing countries and institutions for many years to come.

Theme 2: Promoting economic governance and trade for inclusive growth

This theme expands the ACP-EU agenda on trade and economic cooperation. It addresses the need for development to move beyond mere growth towards inclusive and sustainable development. The focus is on economic governance and the private sector as key drivers of development and on links between regional integration and global (and European) action to militate against the international drivers that constrain good (corporate) governance.

Theme 3: Supporting societal dynamics of change in developing countries

This theme focuses on 'governance for development' initiatives in developing countries. It identifies opportunities for renewed development-oriented state-society relations and cooperation, including in fragile and post-conflict contexts, and looks for ways to replicate innovative policies and practices emerging from the bottom up. It places the locus of societal resilience and development with home-grown initiatives taken by stakeholders in developing countries.

Theme 4: Addressing food security as a global public good

This final theme focuses on food insecurity and the drivers behind it. It recognises the linkages between (different types of) agriculture, trade, private sector development and investment. It also acknowledges the impact of regional integration, international and European policies on developing countries' capability to ensure food security. Work on this theme builds on several areas of ECDPM expertise: facilitating effective political dialogue, highlighting key issues and alternative policy options through practical policy-oriented research, and bridging gaps between adjacent policy areas.

The Work Plan for 2016

Our key strengths stem from the way we work.² As an honest broker,³ we take a process-oriented approach. We commit to long-term engagement with key actors in selected programmes. Acting in a diversity of roles,⁴ we combine three distinct capacity strategies⁵ to advance and improve the quality of interaction between the EU and the developing world, to move forward the selected programmes, and to bridge gaps between policy and practice. We offer an extensive range of services that are now familiar to many EU-ACP policymakers and practitioners:

- Prospective analyses ‘framing’ major challenges;
- Preparatory work with stakeholders to identify viable policy scenarios;
- Development of approaches and instruments to bridge gaps between development cooperation and other (internal and external) policy domains;
- Practical research and insights into how new policy agendas can be implemented;
- Adapted frameworks and methods for conducting inclusive policy dialogues;
- Comprehensive knowledge management and information services for policymakers and practitioners in Europe and in the developing world;
- Advice to development partners on the management of institutional innovation.

In essence, four types of outcome emerge from our work:

- i. More inclusive and better-informed policy dialogues;
- ii. More effective participation of key public-sector and private-sector actors in policy processes that are strategically chosen to have a strong impact on relations with the developing world;
- iii. Reduction of gaps between policy and practice;
- iv. Contributions to widening the range of policy options available to developing countries and EU actors at critical junctions in policymaking and implementation processes.

These are all expected to generate maximum impact to improve cooperation and relations between Europe and developing countries and regions.

Engaging in selected programmes

ECDPM's programmes determine the main work streams within the Centre. While flexible, they are based on a thorough and continually updated analysis of the relevant actors and partnerships, the main issues at stake, the potential for achieving pertinent outcomes, and the opportunities for influencing cooperation and relations between Europe and developing countries, mainly in Africa, the Caribbean and the Pacific, as well as the potential risks involved. For instance, the 2015 international agreement on the SDG Agenda, which the EU has strongly supported, is likely to have a major impact on the policies of the EU and its member states and this is reflected in each of the programme plans that follow. The SDGs also lead to the emergence of new issues such as climate change or strengthen the importance given to other, hitherto more latent topics such as migration, which we now need to factor in more consciously to our work.

Within each programme we focus on a few of the most promising avenues but balance this with adequate breadth to ensure continued relevance and we remain open to new opportunities.

² See ECDPM Strategy 2012–2016, p. 7 and ECDPM External Evaluation Report, 2011.

³ Lessons learned: We maintain operational autonomy, steer a non-partisan course, maintain inclusive stakeholder participation, respect for diversity and creativity, open communication and full transparency of roles.

⁴ Lessons learned: we act alternately as researcher, knowledge broker, facilitator and policy advisor on policy management and institutional change.

⁵ Lessons learned: we effectively combine three capacity strategies: (1) The facilitation of dialogue, networking and joint initiatives, (2) the generation and integration of relevant knowledge and information and (3) functional result-oriented strategic partnerships.

- a. **Strengthening European external action.** By being well informed about global, African and particularly the EU and European context, the SEEA Programme focuses on improving the overall relevance and coherence of EU external action and the effective delivery on development objectives.
- b. **Deepening overall responses to conflict, security and resilience.** The **SECURE Programme** contributes to processes that make conflict prevention, peacebuilding and statebuilding more effective.
- c. **Economic transformation, governance, integration and trade for inclusive growth.** The **Economic Transformation Programme** seeks to facilitate and inform the economic transformation and integration process under way in the ACP by supporting the change agenda set out by African actors themselves with inclusive and sustainable trade and economic policies.
- d. **Africa on the move: understanding and building dynamics for change.** The **Africa's Changing Dynamics (ACD) Programme** accompanies and provides demand-driven support to African actors and institutions. It thus helps them 'weave their own mat' and regain policy space to implement home-grown socio-political and institutional reforms for effective governance for development. In Europe, it supports improved EU responses to Africa's changing socio-political dynamics and governance.
- e. **Regional and local markets for agricultural development and food security.** The **FOOD Programme** seeks to support ACP regional organisations, particularly in Africa, in strengthening their contribution to food security. It assists development partners, the EU and its member states, to adopt more coherent and effective approaches to foster agricultural markets for food security.

As already mentioned, certain issues, such as the SDGs, run across all five programmes. Typically these are coordinated by in-house task forces or other flexible mechanisms. **Africa-EU relations** and **ACP-EU relations**, for instance, are considerations for all programmes, particularly with the forthcoming end of the Cotonou Agreement in 2020. **PCD** is another cross-cutting concern. The Strategy also introduced a more purposeful approach to assessing and addressing the **political economy** processes in the evolving contexts in which it operates. Equally, **knowledge management and communications** is one of our principal strategies, used by all our programmes, for enhancing the capacity of stakeholders for policymaking by improving access to and using relevant information, in particular in Africa. To strengthen delivery and prepare for the next Strategy, we have also established a new unit, the Learning and Quality Support or LQS unit, that is tasked to integrate, rationalise and strengthen review and knowledge management processes in our programmes.

The rest of this Work Plan describes what we plan to do on each of these aspects for the upcoming period of 2015-2016. Chapter 2 takes a closer look at each of the five programmes. Chapter 3 outlines the activities of the **Institutional Relations and Partnership Development** team, which fosters strategic alliances with key stakeholders and supporters: the ACP Group, the African Union (AU) and African regional organisations, networks of partner institutions in Europe and in the ACP and covers Service Delivery to institutional donors. ECDPM's Young International Professionals **YIP Programme** is described in Chapter 4. The next chapter outlines **all-Centre management and support services**, including those covered by the **Learning and Quality Support** team, and the **Communications Unit**, as well as our responses to the various institutional challenges that we face to further improve the quality of our work in today's changing development policy landscape.

2. Programmes

2.1. Strengthening European External Action (SEEA programme)

Context

In an increasingly multipolar, globalised and interdependent world, the ability of the European Union to effect change will continue to be challenged in 2016. Domestic crises within Europe - despite more promising economic forecasts for 2016 - and instability, conflict and migration and refugee crises at its doorsteps will continue to dominate the EU foreign policy and security agenda. The EU is grappling with developing a new global strategy (to be launched in June 2016) with the aim of better responding to international challenges, refine EU's foreign policy political vision, strengthen its capacity to deliver, and increase its leverage as a global actor. Opportunities to engage in the EU's strategic reflection process will therefore arise in the first semester 2016, coinciding with The Netherlands EU Presidency which the programme will seek to support.

The Treaty of Lisbon expresses the EU's ambition to play a coherent and effective global role in pursuing global public goods, bringing together all of its potential assets from trade, finance, energy, climate and development policy to migration, security and defence. The efficient implementation of the Lisbon Treaty, however, is still hampered by the persistent absence of a common political vision on EU's interests and priorities in foreign and related domestic affairs, the lack of adapted decision-making processes and instruments to implement EU foreign policy and the mismatch between EU's ambitions and capacities to deliver.

At the global level a new sustainable development framework with universal goals will imply considerable changes to the EU way of doing business particularly with regards to achieving higher degrees of policy coherence for sustainable development. It further requires integrating the SDGs in the EU's internal as well as external action and international cooperation strategies, policies and programmes.

Aim of this programme

This programme's core aim is to contribute to the strengthening of EU external action, with a focus on improving overall coherence and delivery for sustainable development objectives. This links to all the four themes of ECDPM's Strategy but particularly to the theme on reconciling the EU's values and interests. Innovating the EU's external action is even more necessary to respond to present and future challenges.

To narrow down the scope of this broad aim, we will focus on overall policy discussions and strategy formulation in EU external action and link these to policy-to-practice implementation challenges both at headquarters level and in partner countries. We will continue to scale up our knowledge base on the implementation of EU policies and on general developments in countries, institutions and societies, primarily in Africa. This knowledge is not an end in itself but will help us to contextualise our work, find opportunities to engage with policymakers and practitioners to effect change, and enable synergies with other programmes to ensure uptake of outputs and the transition to the new ECDPM strategy from 2017.

Our programme's added value consists of four elements that together provide a solid and credible basis for supporting the strengthening of EU external action as well as demonstrating the unique role of ECDPM:

- Our in-depth **knowledge** of how EU external action systems and processes do and do not work;
- Our wide **network** (extending beyond 'aid' actors) amongst the various policy communities in Europe, and also in Africa and the ACP;
- Our **thematic and regional expertise** in areas key to EU external action (i.e. foreign policy, diplomacy, governance, development, climate change, migration, conflict prevention and cultural sensitivity) and in the ACP, particularly Africa and to a lesser extent the EU's neighbourhood;

- Our research **methodology**, where we engage primarily with policymakers and practitioners and explore innovative multi-media and storytelling approaches, differentiates us from others driven more by political statements, journalistic commentary, academic analysis or agenda based ‘advocacy’.

Activities and outputs

We have chosen in 2016 to focus on activities and outputs in four areas:

- **Global agenda.** Monitoring and engaging in how the changing global sustainable development agenda both impacts and is impacted by EU external action. We will focus on the translation of the post-2015 commitments into practice within the EU external and international cooperation strategies and policies. In this context, the adaptation of the EU’s development policy and organisational structures to the new development framework and its principles is of particular importance. In particular we will focus on activities related to changes in overarching EU development policy commitments (such as the *Agenda for Change* or the *European Consensus on Development*) are adapted, but also what kind of institutional and operational changes the EU will go through to implement the post 2015 development agenda effectively in its cooperation with partner countries. In this we will also include some scoping work related to how climate change, as well as global and regional migration issues can best be dealt with in terms of PCSD and the EU’s international and development cooperation framework.
- **Thematic policy and practice.** We will focus on EU efforts to achieve higher impact aid and monitor how policy is implemented and evolves, ensuring that new emerging EU development policy is increasingly evidence-based and culturally sensitive. We will pay attention to the development-security-climate-migration and culture nexus. EU Joint Programming will play a prominent role as well as further analysis of the 11th EDF programming process, with a focus on its regional dimension. We will seek to feed this analysis into the mid-term review process of the EDF and discussions under The Netherlands EU Presidency on the future of EU Joint Programming. In addition we will work on the specific issue of how Research and Innovation is implemented in EU development policy and practice by finalising a strategic evaluation on this theme for the European Commission.
- **Strategic/geographic policy.** We will analyse the EU’s and wider European evolving engagement with Africa, with regards to foreign policy, climate change, security and development as well as the link between them. We will seek to engage in dialogue facilitation in relation to evolutions in some of these strategies and their implementation particularly in relation to the Sahel including with other global actors. We will capitalise on past work in the Sahel to explore avenues for regional diplomacy and coordination support, cross-programme initiatives, local development and decentralisation, pilot work on multi-media research and storytelling. Further to initial and pioneering work with the EU multi-donor trust fund Bekou in Central African Republic in cooperation with the SECURE programme, we will deepen our knowledge of this new funding modality in the Sahel. We will also pay particular attention, with colleagues across ECDPM, to the evolution of the ACP-EU relationship. The SEEA programme will focus specifically on understanding how the dynamics of the future of ACP-EU relationship is evolving from the European side and how meta trends in Europe (around EU budget, global and regional preferences) may affect this. We will bring out publications on these topics, including some designed to feed into the future of ACP-EU relations discussion and those on the next EU budget (and financial instruments). We would also continue to follow the evolution of the new EU Neighbourhood Policy as it relates to Africa with potential related publications.
- **Institutional change and inter-institutional relations.** EU external action is conducted through an extensive network of primarily European stakeholders amongst member-states, the Parliament, the Commission, and External Action Service. We will focus particularly on the issue of capacity and thematic expertise and the role of EU Delegations, thereby placing our efforts in the framework of ongoing strategic reflections on EU’s Foreign and Security Policy, which will take place in the first half of 2016 and its implementation challenges in the second half. In this we will undertake field research, analysis and produce publications on how the “front line of EU external action” would have to be adapted to take on and respond to this new reality.

In addition, the team will provide expertise and support for the general overarching issues associated with mechanisms for promoting Policy Coherence for Sustainable Development and its links to the post-

2015 development framework. Yet thematic PCSD work will only be undertaken within the programme in specific policy areas where there is particular expertise (e.g. security, migration, climate change and cultural sensitivity) with areas of PCSD such as food security and financial issues being taken up by other programmes. The lens of political economy analysis will regularly be used to frame our analytical work.

We will seek to cover all areas noted above, yet the depth and level of engagement will be contingent on the funding available. In terms of methodology, the engagements require application of the full range of ECDPM's capacity strategies: (i) dialogue and facilitation (at our own and third party events); (ii) research, knowledge management and networking (including publications); and (iii) two way capacity development through strategic partnerships.

Expected outcomes and impacts

In view of our programme aim, the key task will be to monitor and help improve the coherence and delivery of European external action, in line with EU's evolving sustainable development objectives. Our efforts will focus particularly on engaging with the EU's overarching policy frameworks on development and Africa, and on how these are modified or evolve in relation to the changing context. This engagement will contribute to all four themes of the ECDPM Strategy for 2012-2016 with a particular focus on the first theme of *Reconciling values and interests in the external action of the EU*.

In implementing the work plan, we will seek to contribute to the following outcomes:

- i. ECDPM information, facilitation and advice are used by its users in both Africa and Europe to promote effective delivery and coherent EU external action contributing to development objectives.
- ii. Strategic African partners are better equipped to engage with the EU in order for them to pursue their interests thanks to a better understanding of EU processes in the post-Lisbon institutional architecture.
- iii. EU and European policymakers increasingly regard it as a matter of good practice to (a) consider the effects of their decisions on developing countries and; (b) better reconcile their values and interests to promote development outcomes.
- iv. ACP and EU actors understand the development consequences and implications of the negotiation and implementation of new policy and financial frameworks.

While the onus to deliver on these outcomes is on the SEEA Programme, we will undertake many of these in conjunction with other ECDPM programmes. We believe that all these outcomes are important in 2016 and will work particularly to engage African stakeholders.

Summary table for the SEEA programme

SEEA Programme: Strengthening European external action	
Overall issue	Strengthening European external action
Programme aim	To strengthen EU external action for sustainable development, with a focus on improving overall delivery and coherence
Key actors	DG DEVCO and EEAS; EU Delegations; EU presidencies (The Netherlands and Slovakia); EU Member States' representations and foreign/development ministries; EP Committees; ACP institutions; AU institutions; ACP/African regional and national representations in Europe and Africa; African Civil Society Organisations and media; other Brussels-based development/ EU external action stakeholders; operational agencies working in Africa, ACP, other 'third' countries.
Plan of action	
Activities and outputs	Global agenda Publications, analysis, events and facilitation on integrating SDG framework into EU development strategies and policies (including possible new EU development policy, and review of European Consensus on Development) and related to migration. Thematic policy and practice Publications, analysis, events and facilitation on potential ways forward for EU Joint Programming (for Dutch EU Presidency), 11th EDF regional programming and 11th EDF programming overall to feed into Mid-Term Review and any potential revisions on EU development policy, and the run up to the new EU budget and legislative instruments. We will produce a strategic evaluation for the European Commission on research and innovation in development policy and practice. Strategic/geographic policy Publications, analysis, events and facilitation on international community (including EU's) multidimensional response to regional crises in the Sahel region to feed into process there, and on European competing interests in the future of the ACP-EU framework could translate into future options for the relationship. Institutional change and inter-institutional relations Publications, analysis, events and facilitation on how a new EU global strategy and the changing nature of international cooperation (including the comprehensive approach with our SECURE colleagues) can be realised at the front line of EU external action through EU Delegations.
Partnerships	Programme-specific - European Think Tanks Group (ODI, GDI, FRIDE, IDDRI) - African think tanks interested in EU external action (i.e.: ISS Dakar, SAIIA, ODYSSEE Mali) - Europe-Africa Policy Research Network (EARN) and its members Institutional partnerships: African Union and ACP Secretariat
Risks	- Possible loss of balance between topics due to a primary focus on fundable areas - Difficulty managing the balance between policy and practice, critical analysis and facilitation - Focus and reputation of programme currently primarily limited to Brussels-based EU actors - Difficulties in managing balance between being EU focused yet grounded in the reality of how EU external action 'lands' – particularly in Africa - Loss of interest in, public support for or prioritisation of development cooperation and/or EU external action leading to loss of relevance and funding - Difficulty managing synergies or complementarity with other programmes - The burden of service delivery to institutional partners dilutes the ability to achieve outcomes
Results	
Expected outcomes	- ECDPM information, facilitation and advice used by actors on both continents to promote effective and consistent EU external action that contributes to development objectives - Strategic African partners better equipped to engage with the EU in order for them to pursue their development interests through enhanced understanding of EU processes in the post-Lisbon institutional architecture - EU policymakers in all areas of external action increasingly regard it as good practice to a) consider the effect of their decisions on developing countries and their societies and b) better reconcile their values and interests to promote development outcomes. - ACP and EU actors understand the development implications of the negotiation and implementation of the new policy and future financial frameworks
Impact	Integrated EU external action that furthers EU sustainable development objectives by reconciling values and interests

2.2. Deepening overall responses to conflict, security and resilience (SECURE programme)

Context

Violent conflict, fragility and insecurity affect more than 1.2 billion people worldwide (World Bank, 2015) and will continue to be a major foreign and development policy challenge globally and for the EU in the coming years. In Sub-Sahara Africa, the challenge is acute: five states accounted for 83 per cent of conflict deaths in 2014, the bloodiest year in sub-Saharan Africa in the past ten years. The Boko Haram insurgency made Nigeria the most violent country, followed by South Sudan, Somalia and Sudan (ACLED, 2015). Moreover, crises in Ukraine, Mali, Libya and Syria are just some examples of how conflict and fragility are getting closer to the EU's borders. At the same time, conflicts are increasingly fuelled by global drivers such as resource scarcity, transnational crime and the effects of climate change.

The link between security and development is broadly recognised by policy-makers, as evidenced by the inclusion of Goal 16 in the SDGs. The New Deal (2011) has provided a mechanism to address the security-development nexus at the global level. Within the EU, the Lisbon Treaty (2009), the Agenda for Change (2011) and various Communications prioritise peace, security, fragility and peaceful transition. In addition, the African Peace and Security Architecture (APSA), formulated by the AU in 2002, provides a framework to tackle peace and security on the African continent. While such initiatives are promising, policies and implementation do not sufficiently nurture country-level processes and endogenous capacity development, which are required for effective transitions towards development. Beyond that, new questions arise on the implementation of the SDG's and how to connect peacebuilding more coherently with policy processes that promote climate adaptation and the prevention of climate fragility.

Aim of the programme

Against this rationale, the overall aim of the SECURE programme is to inform Africa-EU dialogue on building peaceful and inclusive societies, and contribute to coherent and effective approaches that support transitions from conflict to resilience and development. In doing so, we support global, continental and regional organisations and frameworks, such as the APSA and the g7+,⁶ to develop new modes of cooperation that suit their needs and support societal dynamics of change. We also support European actors in their search for more comprehensive and effective responses to conflict prevention, peacebuilding and statebuilding, thus reconciling values and interests in EU external action.

Relevant to peacebuilding and statebuilding, SECURE has expertise in conflict assessment and political economy analysis, conflict prevention research, mediation, governance, civil society and societal resilience, monitoring and evaluation, and capacity development in contexts of fragility. Our added value lies in our knowledge of frameworks of the EU, African institutions and the g7+ dealing with conflict prevention, peacebuilding and statebuilding, and in ECDPM's experience of linking policy and practice through policy research, dialogue and communication to bridge between different policy communities and policy levels.

Activities and outputs

The overall aim of the SECURE programme will be pursued from three entry points, the first two of which will be our principal work domain:

1. Supporting the building of effective national, regional and continental institutions and policies promoting peaceful and inclusive societies in Africa. We will contribute to the AU and RECs efforts to address conflict prevention, peace, security and societal resilience.

- *On-going work:* (i) SECURE will continue to work on the GIZ-funded monitoring of the APSA, thus contributing to a better understanding of the conditions for more effective responses in support of peace, security and post-conflict transition processes in Africa. The final report will be

⁶ The g7+ is an association of 20 countries that have been affected by conflict and are now in transition to the next stage of development. The g7+ evolved into the most reputable voice on issues related to fragility (www.g7plus.org).

shared with policy makers at the AU. This year, we intend to produce our inputs to this report in collaboration with an African institute and thereby pave the way for gradually handing over this monitoring work to African experts. (ii) We will also engage in further exploring the linkages between the APSA and the African Governance Architecture (AGA) in collaboration with the ACD programme through joint dialogue activities and briefing notes. The main attention will go to EU and African policy makers who are promoting a stronger AU focus on post-conflict transition and governance issues.

- *Prospects:* We intend to conduct research in collaboration with the Levy Mwanawasa Regional Centre for Democracy and Good Governance (LMRC) to identify practical ways on how international support can reinforce regionally-driven efforts on conflict prevention, with a particular focus on the International Conference of the Great Lakes Region (ICGLR). The research will feed into policy discussions among African policy makers of the ICGLR through a policy workshop in the Great Lakes region.

2. Enhancing the EU's overall political and institutional capacity to be an effective global player in dealing with conflict prevention, peacebuilding and statebuilding. This second entry point relates to the internal institutional work that the EU and EU member states need to address to make the EU's external action more integrated:

- On-going work: SECURE will continue to work with ECDPM's SEEA programme in resolving questions on the EU's comprehensive approach to external conflict and crisis. This will comprise (i) our on-going monitoring and commenting on the EU's Global Strategy and the implementation of the EU comprehensive approach (core and externally funded, in partnership with the ETTG); (ii) accompanying innovative approaches deployed by the EU in combatting fragility and crisis based on work in relation to the Bekou Trust Fund in the CAR; (iii) continue our dialogue and outreach through blogs, presentations and participation in panel discussions about EU policy and practice on early warning, conflict prevention, peacebuilding and statebuilding.
- Prospects: Building on our recent work on the EU Special Representatives, we aim to further work on EU institutional issues in relation to CSDP missions and study and promote dialogue about how improved information and communication in such missions can enhance effectiveness, efficiency and comprehensiveness of EU external action.

3. Contributing to global dialogue and practice on peacebuilding and statebuilding. Beyond the two principal entry points mentioned above, SECURE will continue to contribute to global policy debates on peace, security and resilience. This will include the following two on-going activities:

- Accompanying and supporting the work of the g7+ through advice, facilitating peer-to-peer exchange and learning about processes implementing the New Deal (implemented on demand, by Programme Associate – separate funding).
- Accompanying the international discussion on the implementation of the SDG (core funded).

In addition, as a new domain, we intend to explore working on policy coherence issues addressing the linkages between peacebuilding and climate fragility, caused by disasters and climate change.

Expected outcomes and impacts

Our activities and outputs are expected to contribute to the following outcomes:

- EU and Member State policy makers are better equipped to address conflict prevention and transformation collectively and take decisions through a peacebuilding and statebuilding lens.
- EU and African strategic actors increasingly value the advantages of EU policies and instruments in support of African processes for building peaceful and inclusive societies.
- African institutional and non-state actors are better informed and prepared to incorporate conflict prevention, peacebuilding and statebuilding approaches into their own responses to address the security/development nexus.
- Policy actors and practitioners in Europe and Africa have a better understanding on how to create synergies between post-conflict transformation and the development of improved governance for building resilient societies.

- Global discussions and initiatives that advance policy and practice on peacebuilding and statebuilding are better understood by policy actors and practitioners in Europe and Africa.

The team's work will impact on EU and African policies and partnerships to make more effective contributions to ending conflict and building peaceful and inclusive societies. It will contribute in particular to the two themes of the ECDPM Strategy for 2012-2016 aiming at reconciling the EU's external action to better reconcile its values and interests in relation to security and fragility and support African approaches towards creating better governance and resilient societies. Beyond that, it promotes peace and security as a global public good, which is implicitly contained in the fourth theme of ECDPM's Strategy.

Summary table for the SECURE programme

SECURE Programme: Conflict, security and resilience	
Overall issue	Conflict prevention, peacebuilding and statebuilding, including the linkages needed to move from conflict and fragility towards resilience, development and peaceful and inclusive societies.
Programme aim	The overall aim of the programme is to inform EU-Africa dialogue on conflict prevention, peacebuilding and statebuilding and contribute to coherent and effective approaches that support transitions from conflict to resilience and development. The focus lies on supporting global, continental and regional organisations and frameworks to develop new modes of cooperation that suit their needs. We also support European actors in their search for more comprehensive and effective responses to conflict prevention, peacebuilding and statebuilding.
Key actors	Policy makers and practitioners concerned with conflict, security and resilience in EEAS, EU Delegations, DEVCO, Foreign Policy Instruments Service and ECHO; Member States' permanent EU representations; relevant units of foreign and development ministries; institutional funders and EU presidencies; the AU and RECs, European and African NSAs; g7+ secretariat.
Plan of action	
Activities and outputs	Research, dialogue and facilitation, communication and outreach, knowledge management and networking from three entry points: <i>Building effective institutions and policies for peaceful and inclusive societies in Africa:</i> - Monitoring AU and RECs engagement in diplomacy and mediation to address conflict, security and peacebuilding in approximately 30 conflict areas in Africa; - In collaboration with the ACD, promoting links between the APSA and AGA to strengthen policy on post-conflict transition and governance issues; - Research and dialogue on international support to reinforce conflict prevention, with a focus on the International Conference of the Great Lakes <i>Enhancing EU capacity as a global player in conflict prevention, peacebuilding and statebuilding:</i> - In collaboration with the SEEA programme, promoting efforts of the EU and EU member states to make the EU's responses to external conflict and crisis more comprehensive; - Accompanying and capturing lessons learnt from the implementation of innovative approaches deployed by the EU in helping to overcome crisis and fragility (e.g. new EU Trust Funds); - Continue our dialogue and commenting on EU policy and practice relating to early warning, conflict prevention, peacebuilding and statebuilding; - Research and dialogue on how information and communication mechanisms in CSDP missions can strengthen comprehensiveness of EU external action. <i>Contributing to global dialogue and practice on peacebuilding and statebuilding:</i> - Accompanying the work of the g7+ through advice, facilitating peer-to-peer exchange and learning about processes implementing the New Deal; - Accompanying the international discussion on the implementation of the SDG; - Exploring work on policy coherence issues addressing the links between peacebuilding and climate fragility, caused by disasters and climate change.
Partnerships	AU (Commission and RECs) and ACP Secretariat; EARN; ISS (Pretoria); AGI (Dakar); g7+; LMRC; African and European think tanks and CSOs. Collaboration with other partners will be sought and strengthened: EARN, NEPAD, ACCORD and other African and European think tanks and CSOs.
Risks	Limited external funding; hence possible loss of balance due to focus on most fundable areas; lack of access to key policy processes; insufficient synergy with other ECDPM programmes
Results	
Expected outcome	An enhanced understanding and ability of institutional actors and non-governmental organisations in Africa and Europe to promote policies and measures that approach the security-development nexus more comprehensively, while recognising that changes need to be grounded in their respective contexts, guided by local leadership and ownership: - EU and Member State policy makers are better equipped to address conflict prevention and transformation collectively and take decisions through a peacebuilding and statebuilding lens. - EU and African strategic actors increasingly value the advantages of EU policies and instruments in support of African processes for building peaceful and inclusive societies. - African institutional and non-state actors are better informed and prepared to incorporate conflict prevention, peacebuilding and statebuilding approaches in their responses to the security/development nexus. - Policy actors and practitioners in Europe and Africa have a better understanding on how to create synergies between post-conflict transformation and the development of improved governance for building resilient societies. - Global discussions and initiatives that advance policy and practice on peacebuilding and statebuilding are better understood by policy actors and practitioners in Europe and Africa.
Impact	EU and African policies and partnerships make more effective contributions to ending conflict and building peaceful and inclusive societies.

2.3. Economic Transformation, governance, integration and trade for inclusive growth programme (ET programme)

Context

Africa is the fastest emerging continent, and is experiencing new dynamics towards economic transformation. Economic growth is a necessary, but not sufficient condition, to reduce poverty and inequality and to realise long-term inclusive and sustainable development outcomes. Growth must be accompanied by *the transformation of the economic landscape* that builds on a business friendly business climate that promotes productive and sustainable activities, a vibrant private sector, access to reliable infrastructure, diversification away from excessive reliance on natural resources, participation in effective regional markets and integration into regional and global value chains notably through conducive trade arrangements. Growth must lead to decent job creation and social equity if it is to have any meaningful impact on poverty and sustainable development.

Achieving this requires an understanding of the economic, institutional, political, social and environmental factors that drive change, promote better governed economic transformation, stimulate responsible private sector activity, foster efficient, transparent and sustainable management of natural resources, boost trade and regional integration and that ensure that economic benefits flow to the wider population, including through decent employment and efficient public services. This requires paying particular attention to the political economy dynamics and governance of the transformation process, in addition to appropriate economic measures. In doing so, the different levels of governance, at the international, continental, regional, national and local levels, and the interactions between them, must be carefully considered.

Africa's efforts to build a stronger and more resilient continent, as led by the African Union, several regional economic communities (RECs) and major economies such as South Africa, Nigeria, Ethiopia, Kenya or Cote d'Ivoire, are also influenced by international actors. The international commitments on the SDGs will contribute to boost African endeavours towards sustainable and inclusive structural transformation. While the SDGs should be seen as an interlinked package, particular attention should be given to SDG 8 "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all" and to SDG 9 "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation".

While Europe will remain a key strategic partner for Africa, other partners are developing strong ties with the continent. The challenge is to adjust the modalities of these partnerships to the realities of Africa's own agenda and ambitions. This requires understanding and paying more attention to Africa's own initiatives and change processes.

Aim and objectives

The overall aim of this programme is to provide solid evidenced-based research, support and facilitate policy dialogues on key challenges and opportunities regarding Africa's (home-grown) economic transformation agenda, with a particular focus on regional and international economic and trade dynamics. This entails the potential to leverage extractive resources for industrial development, the role of the private sector (including that of the international private sector) and means of implementing change, notably through ways to leverage innovative finance. In doing so, we will cooperate and support a range of stakeholders, including policy makers (in Africa and Europe), the business community and development partners.

We will, in particular, focus our attention on developing potential synergies with international drivers of global governance: these include the post-2015 SDGs, Europe and other partners of Africa as well as relevant high-level policy groups and international institutions such as the G20, the WTO, and specific UN institutions (such as UNECA, UNCTAD, UNIDO, UNDP, with whom we have established working relationships). The purpose of developing strong partnerships is to contribute to the debate, in view of meeting the objectives identified by developing countries and regions, notably at the pan-African and regional level (with a prime focus on West Africa), and endorsed by the international community.

We will continue to embrace a ‘political economy’ approach in our evidence-based analysis and in our role as knowledge-broker and facilitator when delivering on our activities.

Activities and outputs

In line with the overall approach of the Centre, our programme focuses on the triangular relations among developing countries, their partner countries and the private sector for more inclusive and sustainable economic transformation outcomes.

Our programme is articulated around Africa’s key economic priorities, with specific in-depth focus on four work streams that are inter-related and complementary. In line with our strategic approach to ensure coherence in our work at the all-centre level, ET seeks to maximise synergies, where possible, with other ECDPM programmes, i.e. the SEEA, SECURE, ACD and FOOD programmes. Our activities are clustered around four inter-related topics:

1. Private Sector for Development and economic diplomacy

This work stream focuses on the processes and political economy dynamics that accompany engagement with and by the private sector, at domestic, regional and international levels, the opportunities for partnerships, and the roles of public mechanisms and donor instruments, we will continue to work on:

Facilitating dialogue and initiatives to improve the business climate, notably in Eastern and Southern Africa countries and West Africa, with special attention to:

- *Natural resources* (extractive and agriculture), value addition and regional or global value chains, sectoral linkages, services, and integration and trade dynamics. Our focus will be on West Africa and East and Southern Africa regions, cooperating with institutions like ECOWAS, COMESA, TMEA, as well as business associations, such as the Pan African Chamber of Commerce and Industry (PACCI), Patronnat ivoirien (CGECI - Confédération Générale des Entreprises de Côte d'Ivoire), Kenya Association of Manufacturers (KAM), East Africa Business Council (EABC). (see also work streams 2. on extractive industries and 3. on regional integration and trade) .
- *International business and African development*, with activities on the development approaches and impact of international business on sustainable development with the EU, and countries such as The Netherlands, the UK, and business associations such as EUROCHAMBRES, including on industrialisation, value chains and trade in Africa, at national but also regional levels (in particular the poultry sector in East and Southern African countries and construction materials and livestock in West Africa), including growth corridors (see work stream 3. on regional integration) .
- *Informal donor dialogue and knowledge platforms*, initiated by ECDPM, building on donor demand (e.g. the EU, Germany, Finland, The Netherlands, UK) for continuing informal knowledge sharing on the challenges and lessons from their current engagement with the private sector for development.
- *Partnership Cases*, with research and dialogue facilitation around the process of implementing multi-stakeholder partnerships in developing countries that involve business, international and national CSOs and governments, with a particular focus on the processes around CSO-business partnerships (e.g. in dairy sector in EAC, extractive sector in countries like Ghana, Madagascar and beyond Africa). This should also feed into initiatives in Europe, such as the Inclusive Business Action Network (IBAN) and the platform to be facilitated by the Partnership Resource Centre in Rotterdam, and inform donors practices (e.g. Germany, the UK, etc).
- *Private sector forms of engagement and support* (beyond aid) that governments use to link their commercial and development policies, including risk management tools and matchmaking initiatives to better link European business (especially SMEs) with partners in developing countries.

2. Extractive resources and resource-led transformation

In line with Africa’s own agenda and taking into account the global debates regarding extractive resources, our work will focus on the following key areas:

- *Resource-led economic transformation*, notably through practical analysis regarding Africa's potential to leverage its extractive resources for economic diversification, in particular through:
 - Local content development and other forms of linkages within the extractive sector, looking at current practices by key mining companies (e.g. RioTinto, Newmont) and opportunities, including beyond Africa. We will cooperate with the OECD and will also feed into the AU- AMDC (Africa Mining Development Centre) and RECs frameworks (e.g. ECOWAS);
 - The potential to develop regional and global value chains (with a particular emphasis on low-valued added minerals and metals in the ECOWAS and ACP frameworks);
 - Exploring the potential linkages between the extractive sector and other major economic sectors (e.g. agriculture in West Africa) to inform donor support (e.g. The Netherlands);
 - Optimising the use of mineral infrastructure for broader economic development (including at the regional level) and corridors development (e.g. in West Africa).
- Industrial policies, in particular focusing on the conditions that are necessary for African economies to develop and sustain their industrial base;
- Informing and facilitating dialogues among a range of stakeholders, including policy makers, the international community and, where possible, mining companies to support African countries in pursuing reforms to achieve their objectives of resource-led transformation and industrialization. We will work on this in close cooperation with the AU-AMDC, and with other initiatives by the OECD Development Centre and UNIDO.
- Mainstreaming relevant SDG goals to support Africa's efforts in its endeavour and Europe's efforts in supporting Africa's economic transformation.

3. Trade policy and regional integration dynamics

Given international, continental and regional trade and integration dynamics, in particular in Africa, and drawing on ECDPM's longstanding expertise on these issues, we will continue to provide analysis and advice and facilitate dialogues on the following issues:

- The continental and regional trade integration agenda in Africa, building on the political economy dynamics of integration, identifying opportunities for further integration and for support by partners, in the context of Aid for Trade and beyond;
- The implementation of economic partnership agreements (EPAs) in Africa, with a focus on:
 - Unlocking business opportunities to tap market access prospects in Europe and in their respective regions;
 - Mainstreaming EPAs in regional integration dynamics (in particular ECOWAS, EAC and ESA-4 countries) and inclusive economic transformation priorities of African countries, notably by looking at potential regional value chains that can be developed to export to the EU market or to the region (in particular in ECOWAS and East and Southern Africa; (c.f. also work stream 1.);
- The implication of EU's trade policy on Africa, with a particular focus on mega-regional deals (notably TTIP), harnessed to SDGs and industrialisation imperatives.
- The development of development corridors, with a focus on West Africa, with considerations on trade, industrialization and employment potential of regional corridors, but also incentives and interests by various actors. This will be done in close cooperation with the ECOWAS Commission, the Dutch Ministry of Foreign Affairs and the Accelerated Trade in West Africa (ATWA) initiative.

4. Financing for Development

Development objectives require adequate financial means to implement any transformative agenda. Identification and mobilisation of domestic and international financial resources are thus high on the agenda of developing countries and the international community, including in the SDGs and the Agenda 2063 of the AU. In the wider context of our activities on economic transformation, we intend to:

- Continue to address the potential of innovative sources and mechanisms of finance in and for Africa, with particular attention to the questions related to risk and (leveraging) private finance;
- Analyse the roles of multilateral, regional and other development finance institutions, in cooperation with the European Investment Bank, and engaging other institutions (IFC, AFD, KfW, FMO, EDFI, AfDB, DBSA and Banque de développement des états d'Afrique central – BDEAC).
- Such issues will be addressed in close cooperation with other ECDPM programmes, in particular the SEEA and ACD programmes.

Expected outcomes and impacts

As an independent and non-partisan broker, we wish to achieve the following outcomes and impact:

Outcomes:

- Contribute to generating knowledge and evidence-based analysis on the specific work streams that will feed into regional, continental and global debates, as appropriate;
- Provide policy and implementation recommendations and options that can contribute to various policy dialogues at different levels (regional, continental, European partners, international organisations etc.)
- Well-informed informal dialogue among public actors on various work streams (e.g. how to more effectively engage private sector for development, in a more coherent way).
- Better understanding of drivers of genuine regional integration, as well as bottlenecks and spoilers of the process, and knowledge of how internal and external actors can stimulate the integration process.

Impacts:

- Our analysis and reports (on various work streams) are referenced in key policy reports;
- We are invited to speak and moderate policy dialogues in Europe and Africa;
- Better informed engagement with private actors by domestic policy makers and with international/European public actors of change in the improvement and reform of economic governance and transformation in ACP/African countries and the EU.
- More realistic regional integration and trade agendas that balance ambitions and external pressures with political and economic realities.

The ET Programme contributes to all four of the Centre's Strategic Themes with a particular emphasis on the second 'Promoting economic governance and trade for inclusive growth'. The first on "Reconciling values and interests" in the area of trade policy and the last on "Promoting Food Security" are also well covered by work in the programme.

Summary table for the ET programme

ET Programme: Economic transformation, governance, integration and trade for inclusive growth	
Overall issue	Development demands more than economic growth: it requires profound economic transformation, a favourable economic environment conducive to private sector development, suitable structural and governance institutional settings, at domestic and international levels, with a explicit focus on greater social equity, poverty alleviation and sustainable development objectives
Programme aim	The overall aim is to provide solid evidenced-based research, support and facilitated policy dialogue on key challenges and opportunities for Africa's (home-grown) economic transformation agenda, with a particular focus on regional and international economic and trade dynamics. This includes the potential of leveraging extractive resources for industrial development and the role of the private (domestic and international) sector as a means to achieve change, notably with innovative finance. The focus will be on regional processes, with an emphasis on the AU and ECOWAS, related to national dynamics.
Key actors	• RECs, in particular ECOWAS • AU and African institutions: the AUC Trade and Industry Dept., AMDC; AfDB, UNECA • EU: DGs (DEVCO, TRADE, on private sector/economic diplomacy GROW and AGRI), and EEAS • Financial institutions: primarily the EIB, but also IFC, AFD, KfW, FMO, EDFI • Donors: EC, The Netherlands, UK, Germany, Sweden, TMEA. • EU states ministries of foreign affairs, trade and industry, mines, economic affairs and finance, • Private sector actors in Europe and Africa, e.g. EUROCHAMBERS, PACCI, EABC, CGECI, KAM • International organisations (OECD Development Centre, OECD, the World Bank, UNECA, UNIDO) • African think tanks (in particular CACID, SAIIA; ACET), CSOs and independent experts
Plan of action	
Activities and outputs	The team works in an integrated manner with activities and outputs often contributing to several of the four works streams identified in the narrative. Key activities and outputs identified include the following, with the related work streams identified by numbers in brackets: • (1) Support clearer differentiation and stronger synergies between development cooperation instruments and other public mechanisms to support private sector development, in particular on risk management and business linkages, to improve public practices for private sector engagement • (1+2) Identify processes and support mechanisms that promote inclusive CSO-business partnerships for development (e.g. in mining and dairy sectors) for improved practices by concerned stakeholders and donors support; • (2+3) Potential for and implementation of regional value chains and industrialisation processes, including through local content policies and corridors development, with a focus on West Africa (construction, livestock; e.g. Bamako-Abidjan corridor) and East and Southern Africa (poultry) • (3) Support EPA implementation in West Africa, EAC and EAS-4 countries, integrated to regional integration and international business facilitation platforms. • (3) Support to RECs and donor regional integration strategies and action plans using our political economy methodology to better understand political, economic and governance dynamics underlying the economic transformation, trade and the regional integration agenda. • (4) Support better engagement of international and development finance institutions IFIs/DFIs in innovative finance for SDGs implementations, in close cooperation with EIB and its role in the ACP
Partnerships	Maintain and upscale our networks and develop strategic partnerships with key African and European partners. Partnership and cooperation with ACP, AUC, RECs and other relevant regional actors (e.g. business associations, EIB, DFIs, African and European think tanks and CSOs)
Risks	• Lack of reform dynamics and little engagement by policymakers and relevant stakeholders • Insufficient funding and insufficient synergy among activities
Results	
Expected outcome	• Policy-oriented knowledge and analysis to inform regional, continental and global debates; • Knowledge translated into concrete policy recommendations and options contributing to dialogues • Well-informed and effective yet informal dialogue among public actors • Better understanding of incentives facing drivers of change to promote improved economic transformation, integration, trade and governance in the ACP and Africa • Established platforms for private sector for development and for public-private business facilitation for regional integration; constructive engagement among key stakeholders, notably in the extractive sector, with shared knowledge and implementation of key management commitments
Impact	• Regular referencing of our analysis and reports; invitations to speak or moderate policy dialogues; • Better informed engagement of domestic policy makers with private actors and with international/European public actors in ACP/African economic governance reform and economic transformation • More realistic regional integration and trade agendas that balance ambitions and external pressures with political and economic realities. • More balanced and shared growth and sustainable development, with job creation and equity, through economic transformation harnessing private sector dynamics, natural resources, sector linkages, integration in regional/global value chains and markets notably through trade. • More efficient, transparent and equitable mobilisation and management of financial resources • More balanced and effective partnership between Africa and its partners

2.4. Africa's Change Dynamics: understanding and building on dynamics of change (ACD programme)

Context

The adoption of the SDG agenda provides an opportunity to address development challenges more holistically. In Goal 16 it recognises the importance of tackling issues such as weak institutions, poor governance, illicit financial flows and instability as pre-requisites for sustainable development. This is in line with the strongly advanced view in the Common African Position on the Post-2015 Agenda. After a decade of sustained economic growth, the African continent is now faced with the challenge of capitalising on this progress so as to deliver on other dimensions of development. This requires for example tackling illicit financial flows to provide more resources domestically to drive development or ensuring more political predictability by establishing functioning governance systems.

In 2016, African countries and regional structures will be looking at how to harness the opportunity offered by the SDG agenda to support their on-going efforts, including in the area of governance. After more than a decade of developing governance norms, the current thinking on the continent places strong emphasis on implementation of existing norms. This is likely to be the focus at the regional level when the translation of Goal 16 to the local context is tackled. Several initiatives in this area are already under way, some of which ECDPM is already, and will continue to be, engaged in. The inclusion of Goal 16 in the agenda, and other dimensions such as policy coherence under Goal 17, could further cement the link between regional efforts and global action by providing support, as well as a framework to promote a degree of convergence between international engagement in governance and the regional agendas.

Aim of the programme

The overall aim of the programme is to support the capacity of African institutions and non-state actors to implement governance frameworks. We will also support international partners, especially in the EU, in developing and delivering relevant programmes that are informed by dynamics in the field.

We recognize our value added in the following areas:

- Track record in engaging with and providing direct support to African institutional and non-state actors in the area of governance.
- Knowledge of European support to African institutions as well as the policy context of their engagement in the governance area
- Methodologically, a solid facilitation track record
- Strategic partnerships with key African think tanks and institutional actors that allow us to engage at the policy level.

Activities and outputs

In 2016, the programme will build on progress achieved in the previous years and seek to further refine its engagement in the following work streams:

1. Reducing the implementation gap in African regional governance agendas:

We will contribute to strengthening the capacity of relevant actors to carry forward the implementation of the governance agenda set out by the AU Commission. More specifically, we will build on our work in 2015 providing evidence-based analysis to policy actors on the implementation challenges of the governance agenda at the REC level, as well as on the existing bottlenecks in strengthening synergies between the area of governance and conflict prevention. We will also engage with international partners, notably the EU and some EU member states, active in these areas so as to promote greater coherence between local and international initiatives. In this we will work with partners based in Africa, including International IDEA, the Centre for Democratic Development, and the SAIIA among others.

2. Linking Regional and Global Agendas.

We will focus on the translation into practice of some targets under SDG 16 and 17, with a special focus on how this agenda is being translated in Africa, how could it be linked to our on-going initiatives and

what international partnerships (i.e. with the EU and its member states, South-South cooperation) could be harnessed for greater impact. Building on work in 2015 and to further strengthen our engagement, ACD will develop a Community of Practice of officials working in or supporting African institutions, African and international experts and civil society organizations. The purpose of this work stream is to share ideas on locally led innovations in governance; gather information on challenges and opportunities for further advancing governance in the region; and provide a platform to identify the possible capacity needs of African institutions that are expected to play a central role in the implementation of the SDGs. ECDPM will also provide targeted capacity support to key African actors engage in the translation of the global agenda should a clear demand engage in the course of our engagement with the actors.

3. In-country engagement: specific cases.

We will enhance our involvement at country level to improve our understanding of local dynamics beyond the regional level. Considering the size of the organisation, we have piloted this work stream in a limited number of countries on the basis of key strategic considerations for ECDPM and/or an articulated demand. We thus focus on two specific cases: Madagascar and Tunisia. Working in the latter contributes to ECDPM's efforts to broaden its geographic focus to include North Africa. In 2014-2015 we were able to deepen our assessment on the gaps and needs and we will use 2016 to scale up our work in the country. More specifically, our focus will be on the challenge of the transition in linking political decentralisation to local economic development. This means applying a political economy perspective to draw lessons for external support in areas of critical national and international (EU-ENP) importance (e.g. employment creation and regional development). We will work with several partners identified in 2015. In Madagascar, ECDPM facilitated the EU's engagement with civil society organisations as actors in their own right with particular emphasis on key domestic agendas (the governance of natural resources at local level and public finances). In 2016, we will take these experiences - which are very much a pilot exercise - and assess the implications of the EU's engagement over the past few years, as well as deepen our analysis of how local civil society organisations can better engage domestic and international actors and shape policies and support systems. In addition we will further explore the changing nature of civic engagement at different levels on the African continent, including the role of civil society in regional and continental governance initiatives.

Expected outcomes and impacts

In 2016, we will focus on contributing to the following ECDPM outcomes: (i) reduction of the 'implementation gap' between policy and practice, and; (ii) strengthened partnerships between the EU, its member states and African countries for equitable and sustainable governance of global development challenges.

More specifically, we aim to achieve the following results:

1. Systematic engagement of regional institutions, country representative, non-state actors and key international partners in order to strengthen the link between governance and peace and security. These interactions could be partially facilitated by ECDPM and its partners and backed by official institutions, such as the AUC, to facilitate the formulation of a roadmap to promote synergies between governance and peace and security.
2. Help European institutions and bilateral donors formulate policies and new support programmes (i.e. in Tunisia) that are better informed by the dynamics on the ground.
3. Contribute to discussions on implementing Goal 16, with a specific focus on the identification of the needs and responsibilities on the African side.

Summary table for the ACD programme

ACD Programme: Africa on the move: understanding and building on dynamics of change	
Overall issue	How can the current attempts to build a common governance framework in Africa be best supported to promote the emergence of resilient institutions and relevant processes for developmental governance and ensure more inclusive and better-informed donor support
Programme aim	- Support African actors to develop home-grown agendas for reform - Connect EU responses to Africa's changing dynamics
Key actors	African institutional players (AU Commission, African Development Bank, ECOWAS, IGAD, EAC, Pan-African Parliament and NPCA), non-institutional actors (AGI, CCPAU, ISS, SAIIA, International IDEA, Chatham House) and EU actors (European Commission, Member States, EEAS and the EP)
Plan of action	
Activities and outputs	Work stream 1: Reducing the implementation gap in African regional governance agendas - Targeted evidence-based analysis and policy notes to inform reflections within the AU system on improving the implementation of the African Governance Architecture (AGA) and especially its linkages with parts of the African Peace and Security Architecture (jointly with the SECURE team). - Promote and facilitate a debate on the implementation challenges of the AGA 5 years after its launch (jointly with African partners and preferably with the backing of the AUC) - Engage with a coalition of African think tanks to (i) improve coordination of capacity support efforts to maximise impact, (ii) promote implementation at different levels and (iii) monitor progress and challenges for implementation so as to adjust course when needed. - Facilitate informal discussions between the AU and the EU (including EU member states) on the support the EU are providing to the implementation of the AGA commitments. Work stream 2: Linking Regional and Global Agendas (SDGs 16 and 17) - Launch a community of practice to stimulate debate on the implementation of certain SDG16 and 17 targets. - Provide capacity support to key regional African institutions responsible for the translation of the global agenda into practice. - Analyse and engage on the question of partnerships in support of implementation. We will work closely with the Southern Voice think tank group to deepen our analysis of the role of South-South Cooperation in the implementation of the global agenda. Work stream 3: in-country engagement - Produce a series of targeted policy notes for the EU Support program to Civil Society in Madagascar and disseminate their conclusions to local civil society organisations. - Capitalise on our work in Madagascar for the last 3 years with the view of feeding back some of our findings to the European Commission. - Monitor and analyse the implementation of the new Tunisian policies on local development and decentralisation. - Continue to position ECDPM in North Africa through the production of targeted policy-notes to inform the reflection among key stakeholders. - Continue to strengthen our networks in Tunisia - Monitor EU and its member states' engagement on transition issues in North Africa.
Partnerships	- Institutional African actors including the AU Commission, Pan-African Parliament, the APRM/NPCA, the RECs and the AfDB - African think tanks such as the Africa Governance Institute, Centre For Democratic Development (CDD) and SAIIA, as well as Chatham House, International IDEA, Southern Voice, Think Tank Initiative (TTI).
Risks	- Processes stalling, which would require us to withdraw or change focus - Engagement in new regions (North Africa) where the Centre is not known among actors can result in slow progress in establishing the work stream - Limited external funding for some processes
Results	
Expected outcome	- African governance and peace and security efforts work in sync and are informed by dynamics at country level - African partners have formulated a clear agenda on how to implement their commitments in the area of governance - EU support to initiatives at different levels is informed by local dynamics
Impact	African actors and institutions become more resilient and are driving their own change processes. Support by external actors is more informed and geared towards initiatives at local level capable of making a sustainable impact in the area of governance.

2.5. Regional and local markets for agricultural development and food security (FOOD programme)

Context

Food insecurity affects many people worldwide, with the highest prevalence rates of undernourishment on the African continent. In sub-Saharan Africa, just under one in every four people, is estimated to be undernourished in 2014–16 (FAO, 2015). Removing bottlenecks to intra-regional trade through better trade and investment policies, more effective regional institutions and better international partnerships are important for agricultural transformation and improved food and nutrition security conditions in Africa. Intra-regional trade and agro-processing can enable farmers and small and larger firms further down the value chain to turn agriculture into an engine for income generation and pro-poor growth.

This is increasingly recognized by the international community, as is clear in the SDGs and their Targets. In the same vein, African Heads of State and Government adopted a 'Declaration on Accelerated Agricultural Growth and Transformation' in June 2015 in Malabo, which emphasises the need to exploit regional complementarities and cooperation opportunities to boost economic growth and food security and includes a specific aim to triple intra-African trade by 2025 and strengthen inclusive Public-Private Partnerships with strong linkages to smallholder agriculture.

Aim of the programme

In this light, the overall aim of the Food Security Programme is to strengthen the capacity of public and private actors in Africa to manage and contribute to regional agricultural and food security policy processes, and to support development partners, in particular in the EU, to adopt coherent and effective approaches that foster thriving agricultural markets and promote food security. The Programme in particular seeks to support the development of efficient and inclusive regional food markets and systems that are conducive to improved food security conditions in Sub-Saharan Africa.

Expertise in and knowledge of agriculture and food security are abundant. Still widely lacking however, are skills in *broad political dialogue, process facilitation and bridges between different policy domains and levels* (continental, regional and national). These are precisely the areas in which ECDPM offers solid expertise, proven methods and practical experience.

Activities and outputs

We will conduct policy-oriented research, facilitate dialogue and engage in partnerships with African institutions. Our activities will build on existing initiatives for supporting regional integration and undertaken in collaboration with relevant partners at the different levels involved in regional agricultural market development. Given the important role of women in the agriculture, due consideration will be given to gender issues. We will build on and deepen the programme's work, by focussing on 4 work streams:

Continental CAADP: implementing the Malabo Declaration, with a focus on bridging trade & agriculture

We will continue to contribute to the functioning of the continental-level CAADP work-stream on regional trade and infrastructure, under the leadership of the African Union Commission and the NEPAD Agency, by sharing knowledge about regional integration, aid for trade as well as various governance dimensions of food security. This is likely to include, in response to requests of the AUC/NEPAD Agency, contributing to the organisation of inter-REC meetings, to facilitate cross-REC learning on regional agricultural markets and regional food value chain development. Furthermore, we will provide input on a demand-driven basis into discussion among development partners, in particular in the context of the CAADP Development Partners Task Team and the Global Donor Platform for Rural Development (GDPRD), based on our understanding of CAADP processes, actors and drivers. This will include assistance to the new GDPRD Working Group on Agriculture, Rural Development and Trade, by providing policy briefs and input to events on request.

Regional CAADP: assisting the Regional Economic Communities

The programme will continue to support RECs and other key regional stakeholders in implementing the Malabo Declaration through effective and inclusive regional CAADP processes and better synergies between trade and agriculture for regional value chain development. Geographically, the focus will be

on West, East and Southern Africa. In West Africa, jointly with partners and stakeholders, we will in particular conduct analysis and facilitate dialogue on stimulating coherence and synergies between different regional-level interventions (ECOWAP, trade policies, infrastructure, industrialisation), taking into account political economy dimensions and donor coordination issues. This will include a political economy analysis of West African corridors, with a focus on how they relate to intra-regional trade and value chain development of certain food products. In East and Southern Africa, ECDPM will continue to work closely with the COMESA Secretariat and other stakeholders to develop and implement various components of CAADP regional investment plans. Progress of regional CAADP processes in other RECs will be monitored, and if time and resources allow we will assist other RECs in finalizing and implementing their regional agricultural investment plans. In all these regions we continue to support the engagement of farmers in regional agricultural policy-making processes by means of targeted studies and facilitation work in collaboration with regional farmers' organisations.

The role of the Private Sector in Agriculture, Food Security and Nutrition

We will continue to contribute to the establishment of regional sector-specific public-private dialogue platforms to mobilise political and business interests for the removal of policy barriers to intra-regional trade and investments along regional food value chains, particularly in COMESA and potentially in West Africa. Furthermore, the programme will step up engagement in international debates on the role of the private sector for food security: at the global level by following whether the "Principles for Responsible Investment In Agriculture and Food Systems" recently adopted by the Committee on World Food Security (CFS) will actually influence private investors' behaviour; at the African level by monitoring the progress of the Grow Africa initiative. This will include an analysis of implications of public-private initiatives promoted by Grow Africa on different operators in the value chain, in particular vulnerable groups.

Policy Coherence for Food Security

We will also continue to analyse and facilitate dialogue on (in)coherence between the development and international trade and investment policies of development partners, mostly the EU and its Member States, with African agricultural transformation and food security objectives. Particular attention will be paid to the current moves to link ODA and European companies' own investment in African agriculture. We will present our analysis in blogs, papers etc., while also engaging directly with development partners and other stakeholders for targeted advice and briefings.

Expected outcomes and impacts

Our activities and outputs are expected to contribute to the following outcomes:

1. Improved design and implementation of the regional dimensions of the CAADP and of agricultural policies and programmes more broadly, in the ACP in general, and Africa in particular.
2. More effective regional integration, combining broad regional policy frameworks and business-driven initiatives, for instance to concretely support inclusive regional food value chain development.
3. Synergies for food security with stronger linkages between trade and agricultural actors, policies and programmes, including through the enhanced capacity of Southern partners.
4. Scaling up of public-private partnerships for food and nutrition security that are aligned to regional policy priorities.
5. Improved understanding of the impact of non-development EU policies, such as the CAP and economic diplomacy, on food security in Africa.

The programme contributes to all four themes of ECDPM's Strategy for 2012-2016, with most emphasis on promoting food security as a global development challenge.

Summary table for the FOOD programme

Food Security Programme: Regional and local markets for agricultural development and food security	
Overall issue	The development of trade and agriculture in support of food security
Aim of Programme	Support regional organisations and processes in Africa in strengthening their contribution to food security through agricultural development; assist development partners (e.g. EU), in adopting coherent and effective approaches to foster thriving agricultural markets and promote food security
Key actors	RECs, AUC, NEPAD Agency, regional farmers' organisations, business intermediary organisations, regional centres of excellence, EU institutions and Member States, other development partners
Plan of action	
Activities & outputs	Dialogue & facilitation: • Trade and Agriculture Policy Dialogue Events at regional level • Inter-REC meetings to facilitate cross-REC learning on regional agricultural markets and regional food value chain development • Facilitation of dialogues in EU and Africa around PPPs for food and nutrition security • Facilitation support at other relevant events organised by key stakeholders Research, knowledge management and networking: • Publications on relevant topics, e.g., political economy analysis of West Africa corridors and agricultural value chain development; coordination of development partner support to regional CAADP processes; role of private sector in agricultural investments and coherence between development and international trade and investment policies of development partners, in particular EU institutions and Member States, with African agricultural transformation and food security objectives • Policy design/contributions/formulation for REC-specific regional agricultural policy frameworks and investment plans, e.g. for the COMESA CAADP Investment Plan • Stakeholder briefings
Partnerships	<i>Programme-specific:</i> • RECs (e.g. COMESA, EAC, ECCAS, ECOWAS,) • Southern institutions with a methodology similar to ours (FANRPAN, Hub Rural) • Regional farmers' organisations (EAFF, ROPPA, SACAUI, PROPAC) • Think tanks and universities in Africa and EU (e.g. CEDRES, Sokoine Agriculture University) • EU institutions and Member States • Development banks (World Bank, African Development Bank) • UN entities (e.g. FAO) • Global Donor Platform for Rural Development (GDPRD) <i>Institutional partners:</i> • African Union/NEPAD Agency • ACP institutions/CTA
Risks	• Southern partners do not drive the process and/or weak capacities of partners may prevent the projected results from being attained • Partner expectations do not match our role as an 'independent broker', expertise and aims
Results	
Expected outcomes	• Improved design and implementation of the regional dimensions of CAADP and agricultural policies and programmes more broadly (in Africa/ACP) • More effective regional integration, combining broad regional policy frameworks and business-driven initiatives • Synergies for food security created by stronger linkages between trade and agricultural actors, policies and programmes • Scaled up public-private partnerships for food and nutrition security (aligned to regional policy priorities) • Improved understanding of PCD and the impact of non-development EU policies, in particular the CAP, on food security in the ACP
Impact	• More effective regional and local markets for agricultural development and food security

3. Institutional Relations, Partnership Development and Service Delivery

3.1. Context

ECDPM will continue to anticipate the rapid evolutions in the sector of development and international relations in a Post 2015 Agenda. More strategic partnerships and alliance building will be needed so as to better deal with the increasing complexity of the global SDGs. At the same time we need to anticipate likely changes in development funding where we notice both an overall decrease of ODA funding levels and trends towards less flexibility.

Against this background, ECDPM will prepare well for a more competitive environment. This will be done by continuing our search for “smart funding” that respects and values our core identity as an innovative “think and do tank” and as an independent broker between Europe and Africa/ACP.

At the same time we will continue and expand our efforts to position the Centre in the global community beyond the EU and Africa, by strengthening linkages with the BRIC countries, non-EU DAC members (USA, Switzerland, Norway, Japan, etc.) and countries in the Asia and Latin-America and the increasingly important world of development foundations.

We will also continue to support institutions in the developing world so as to define their own development agendas. Our extensive networks and institutional partnerships, both in Europe and in the South, remain strong assets in our work to link policy and practice so as to impact on development.

3.2. Aim and objectives

Aims in terms of partnerships with Southern institutions

ECDPM will pursue its efforts to strengthen institutional partnerships globally, in the Africa/ACP and in Europe. We have a dual aim related to partnerships with Southern institutions in the last year of our current strategy:

- Deepen the existing Centre-wide institutional partnerships with the AU, the Regional Economic Communities in Africa and the ACP Group and foster our strategic partnerships and networks in Africa, and the global South;
- Further engage in new alliances in Africa, the BRIC countries and other emerging players in support of change processes in the areas of core competence of the Centre

Aims in terms of institutional relations

In line with our funding strategy for 2012-2016, we have set ourselves the following objectives for the final year of our strategy

- Consolidate on-going and renew multi-annual institutional partnerships with EU member states who have consistently supported ECDPM over the years (i.e. The Netherlands, Austria, Belgium, Denmark, Finland, Ireland, Luxembourg, Portugal, Sweden, Switzerland and UK);
- Strengthen institutional relations (and possibly funding opportunities) with other EU Member States with a particular focus on the EU-13;
- Support the 2016 EU Presidencies (The Netherlands, Slovakia);
- Intensify cooperation with non-EU countries and international organisations that are taking an interest in the work of ECDPM (Norway, USA, Japan, Korea, Indonesia, India, bilateral executing agencies, UNECA, the World Bank, the African Development Bank, European Investment Bank, etc);
- Explore funding opportunities with development and political foundations;
- Strengthen and support Centre-wide efforts and capacities to mobilise programme and project funding, including;

- Accompany and assist the Centre programmes in framework contracts and tenders in key thematic areas of expertise of ECDPM;

3.3. Activities and outputs

Partnerships with Southern institutions

ECDPM will intensify its partnerships with “Southern” organisations through several types of initiatives:

- Programme Associates will be involved in the various Centre programmes. We will seek to identify more African programme associates
- Cooperation on joint initiatives with partner institutes;
- Support to the ACP Group in exploring and analysing possible options and scenario's for the future of the ACP Group and the Cotonou Agreement Post 2020;
- Support to the African Union and African Regional Economic Communities in Africa.

We will continue to link up with several of the longstanding and the newly and fast growing initiatives of African policy research institutes and think-and-do-tanks.

Institutional relations with European and global partners

As a policy-relevant institute operating at the interface between the ACP and Europe, we will maintain close relations with EU institutions such as the EU Commission, EEAS, the European Parliament, the EU Member States and the successive EU presidencies.

In line with this tradition, we will make ourselves available to support the EU Presidencies of The Netherlands and Slovakia in 2016 with joint initiatives, advice, independent analysis and facilitation work. For the former we will collaborate with The Broker to encourage debate in The Netherlands on EU development cooperation. ECDPM and the Broker are exploring more intensive cooperation in the medium to long-term with a view to strengthening brokerage, facilitation and knowledge-based policy making on development in The Netherlands.

In a context of uncertainty on donor budgets, we will continue our efforts to keep up our levels of overall institutional funding. At the same time, we intend to invest in further diversifying our external funding base by tapping into other types of project and programme funding from new donors, including new global players and institutions beyond the Ministries of Foreign Affairs and development and aid agencies. Particularly in this context of uncertainty and faced with the new challenges of the SDG Agenda, it remains essential that we stay loyal to our principles of independence and our strategic orientations, and do not therefore become overly demand and market-driven. Intellectual and financial independence of the Centre provides the best guarantees for increased credibility and impact.

Institutional funding combined with service delivery

ECDPM receives multi-annual institutional funding from some 10 European states. This funding modality is quite unique as it is a multi-annual contribution to the overall budget of the Centre with institutional partners “buying in” to the mandate and strategy of the Centre. It supports all thematic areas of work and the specific roles and methodology of ECDPM. At the same time for a limited percentage of this institutional funding (~10%) ECDPM provides specific services to each of these partners.

This service delivery can include amongst others:

1. Up-to-date information on relevant developments within the EU and international cooperation on any of the topics covered in our programmes
2. Independent advice and support such as:
 - Organisation of in-house seminars or meetings on topics of interest to the partners;
 - Comments on EU, EC and the institutional partner strategic policy/position documents;
 - Provision of ad hoc briefings in areas of specialisation and competence of the partner, specifically in preparation for EU Council meetings where key issues are discussed;

- Informal knowledge sharing on the views of other EU member states and of the various ACP/African and global players in relation to the areas of competence of ECDPM;
- Informal advice on parliamentary questions and items of ministerial correspondence as may arise from time to time in relation to the areas of competence of ECDPM and with particular reference to the programme countries of the institutional partner.

3. Invitations of representatives of the institutional partner to seminars and other activities of ECDPM.

Services to each institutional partner are discussed and planned (to the extent possible) at the beginning of each calendar year on the basis of an overview of possible services provided by ECDPM. As the Centre aims to be as policy relevant as possible, we deliberately stimulate a flexible use of the service delivery component. Institutional partners can therefore formulate requests for service delivery on an “ad hoc” basis in line with the urgency of rapidly evolving policy agendas and processes. As this service delivery covers the whole range of thematic and programmatic areas of work it involves staff from across the Centre and is therefore coordinated and managed in the IR&DP unit.

3.4. Expected results and impact

We intend to achieve the following outcomes and impacts by strengthening our institutional relations and partnerships:

- Increased recognition of ECDPM as a non-partisan facilitator of dialogue, analysis and exchange in key areas of the Post 2015 Agenda in Europe, Africa/ACP and increasingly also in the global world;
- Increased awareness within the EU and its institutions of the concerns, expectations and views of African/ACP and Southern partners on strategic programmes;
- Consolidated flexible institutional funding that enables us to continue to act as an independent, non-partisan sounding board, facilitator and supplier of analysis and capacity support;
- Better informed policymakers and other stakeholders concerned with EU-Africa and the Post 2015 Agenda;
- Improved capacity of African/Southern institutional and strategic partners to manage and influence key programmes.

4. Young International Professionals Programme

ECDPM's Young International Professionals YIP Programme was established in 2013 and 6 YIP trainees have already successfully completed terms of up to a year at the Centre. In 2016 the programme will continue with 4 to 5 placements.

The goals of the YIP Programme are to:

- Build capacity among talented young professionals from the South in the area of policy and practice in international cooperation by recruiting them to ECDPM for a minimum of 6 months
- Create and expand an ECDPM alumni network
- Stimulate longer-term exposure to ECDPM's activities for staff members of partner institutes and peer organisations in Africa and beyond
- Stimulate joint activities with partner and peer institutes
- Increase experience and exposure of ECDPM staff members to African views and perceptions by involving YIP participants in their daily work and through their involvement with local partner organisations and peer institutes.

The ECDPM's partnership approach seeks to promote the *sharing of experiences* among partners, the *strengthening of capacities* and the *improvement of quality and impact of the work* of partners, in a long-term relationship. The YIP Programme aims to contribute to this in a practical and effective manner, with long-term impact.

YIP Programme participants are employed for six months to a year at ECDPM and fully integrated into one of the Centre's programmes where they work alongside other programme staff members. Their placements therefore primarily involve direct on-the-job training, but formal training sessions are also organised and participants are encouraged to attend internal and external seminars to broaden their experience. The recruitment of YIP participants is done as much as possible through, or in association with, one of ECDPM's partners. When YIPP trainees leave ECDPM every effort is made to remain in touch with them and look for other ways to involve them in ECDPM's on-going work and debates.

5. Centre management, competencies and support

5.1. Learning & Quality Support Unit

Context

As it approaches its new Strategic Plan (2017-2021), the Centre seeks to enhance further the quality of its work and impact by strengthening its internal learning culture and knowledge sharing processes. The new Strategy will need to tackle an increasingly complex and integrated international cooperation agenda as apparent in the new SDGs. This widening agenda means ECDPM will need to cover a growing number of issues and ensure more interlinkages and integration between different areas of work. In parallel, donors are likely to expect more in terms of demonstrating impact, accountability and reporting. To achieve impact with this more diversified and complex portfolio it will be important to monitor progress carefully and encourage more systematic and efficient learning, knowledge sharing and innovation across the Centre. At the same time, development actors, including many of ECDPM's traditional stakeholders, will be looking for tools to work with the more complex agenda. Our skills in various areas of 'policy management' are therefore also likely to be in increasing demand. Consolidating our knowledge and learning thus serves a dual purpose: (a) sharpening our own capacities and ability to achieve impact and (b) putting us in a stronger position to serve our stakeholders better.

The 2016 Work Plan therefore features for the first time a new unit, the Learning and Quality Support or LQS unit that is tasked on the one hand to develop various central support and coordination functions for the programmes and on the other to contribute to the Strategy in its own right by offering ECDPM expertise to external stakeholders in specific areas. The unit's first priority will be to work with the programmes and seek to support them in integrating, rationalising and strengthening their planning, progress review and knowledge management processes. The progress review function will be improved by building a more systematic chain that starts from planning through monitoring to reporting and review. The knowledge management function would be planned more systematically and efficiently in line with strategic demands in the Centre, better integrating expertise, to enhance the quality of our work and to facilitate innovation.

Aim of Unit

Internally, the LQS unit aims to support two closely related cycles, managing these in close consultation with the programmes through the forum of the Programme Management Group:

- a. *The planning, monitoring, reviewing and reporting cycle*: The unit will have a central guiding function in the systematic chain of strategic planning, monitoring progress against work plans and strategy, reporting (internally and externally), review and quality control. It will coordinate the process and ensure it is carried forward in a rigorous manner, together with the Heads of Strategy and of Finance.
- b. *The knowledge cycle*: The new unit will ensure the internal KM/ICT infrastructure is appropriate for programme work, and proactively support Centre knowledge activities, including knowledge sharing, training, feeding in expertise especially on political economy analysis and development policy, to enhance the quality of work and contribute to the internal knowledge cycle.

In addition, the LQS unit will provide agreed cross-programme coordination functions such as running the PMG, providing expertise in selected key areas, liaison with ETTG⁷ or coordination on work on PCD. From time to time it may also address certain policy questions or conduct activities (e.g. annual Challenges paper) considered of strategic value for the Centre as a whole rather than for any individual programme.

In due course, during the next Strategy period, once progress towards internal goals has been secured, the unit also expects to make a more direct contribution to the Strategy, by offering ECDPM expertise

⁷ ETTG: The European Think Tanks Group (DIE, FRIDE, IDDR, ODI and ECDPM) is a forum for exchange and a vehicle to achieve greater impact, visibility and access at the higher echelons of EU decision making.

externally in different areas of policy management such as monitoring and evaluation, theory of change, capacity development, facilitation and brokering, knowledge management and political economy analysis.

Activities & outputs

The activities proposed below will be prioritised and developed in close consultation with the Centre's programmes to ensure they are well adapted to their needs and the streamlining of their work processes, as well as adding value to the overall quality of ECDPM's work.

a. Planning and review:

Manage the overall process of planning and systematic review of progress, with the PMG as a cross-programme forum for both, from the strategic planning, annual work plan and budget preparation to the budget review and review of progress against our Strategy and annual work plans, together with the Heads of Strategy and of Finance.

- Coordinate the strategic planning and annual work planning processes.
- Support the 2017-2021 Strategy formulation and help develop the overall ECDPM methodology and approach to a Theory of Change.
- Start applying this methodology and Theory of Change approach to the various work streams as agreed in the strategy formulation process, in preparation for the start of the plan in 2017.
- Contribute to the development of a new monitoring framework for 2017-2021 to support a more systematic review cycle.
- Facilitate regular PMG reviews of progress, based on monitoring and reporting data.
- Support an internal 'challenge culture' to promote continuing reflection on progress towards achieving the agreed Strategy.

b. Monitoring and reporting:

Support the monitoring and reporting cycle, including the central collection and aggregation of data, to facilitate the internal reviewing process and encourage harmonised reporting for donors. This includes quantitative quarterly reporting, semester output reporting and periodic internal assessments, as well as reports for ECDPM's funders in coordination with the Communications and IR&P Units (ECDPM annual report, reports for institutional and other donors, external evaluation) and for internal institutional memory and transparency purposes. We will therefore work with ICT and Communications Units to further develop the IMAKE reporting system so as to:

- Improve the quality of data in the system.
- Improve the user friendliness of the reporting system for all staff.
- Ensure system can provide reports and data for different internal and external purposes.
- Work towards IATI⁸ compliance at least at a minimum level.
- Develop a Quantitative Monitoring Dashboard.

c. Knowledge Management:

LQS KM staff will focus on Internal KM, Knowledge sharing and Sharing of our KM expertise. IMAKE continues to provide the infrastructure for knowledge management in the Centre and a prime objective is to ensure this tool serves the programmes well. Building on past work, we will collaborate closely with other units (e.g. Communication and IT) and continue to support the programmes in their KM needs:

i. Internal Knowledge Management

- IMAKE will focus on supporting collaboration and teamwork. It will provide technical support to programme **reporting** and work towards a **new contacts database**.
- Creating space for internal learning and change by: (i) enhancing further the use of **Centre seminars and BTOs** so they feed into internal reflection; (ii) supporting **internal communication**, which is vital as ECDPM grows and staff are spread across multiple teams and several sites; (iii) preparing a **knowledge retention plan** to ensure that our core knowledge remains in-house, regardless of staff movements.

⁸ IATI: International Aid Transparency Initiative <http://www.aidtransparency.net/>

ii. Knowledge sharing and learning beyond ECDPM

KM will seek to contribute to programme efforts to stimulate interactions and community building among our stakeholders. We will aim to:

- Provide support to **communities of practice** in which we can stimulate dialogue and reflection, and profile ourselves.
- Support to dialogue and knowledge platforms in areas relevant to our expertise (e.g. the Dutch Food & Business Knowledge Platform)
- Strengthen our efforts to **curate content** (collect, organise, share) from external sources.

iii. Sharing our KM expertise with the interested parties

While the priority of the KM function is to support internal ECDPM learning, we will also share our growing KM expertise with interested external stakeholders. We will document this support and feed it back into ECDPM to reinforce our own KM operations.

d. Fostering key cross-programme areas of expertise

The LQS unit will seek to support the programmes in building the quality of their work, by offering support in key areas of expertise relevant across the Centre. The unit thus currently includes staff with expertise in political economy analysis, in development policy, in monitoring and evaluation, in theory of change, knowledge management and in capacity development.⁹ We can also draw on such expertise among ECDPM's Programme Associates.

On political economy and governance (PEG), the unit will work in the Centre and with partners, to:

- Develop a repository of relevant findings, experience and tools,
- Socialise core PEG concepts, findings, analytical frameworks or tools,
- Apply PEG approaches in a few policy processes, for example in the area of regional integration and cooperation (AU, ACP),
- Network with other PE practitioners to facilitate knowledge development and uptake by key stakeholders, strategic partners and coalitions of actors.¹⁰

In these various areas of cross-Centre expertise, the unit will also support programmes in undertaking externally funded projects, studies or evaluations. Alternatively it will manage such projects itself if these are relevant for the Centre's Strategy, but do not fit in any one programme.

Expected outcomes & impacts

The principal expected outcome is to further enhance ECDPM's internal learning and innovation culture, the quality of its programme work and its reputation as a centre of excellence. As a new unit it is intended to make progress towards this outcome by first establishing and setting the priorities and processes of the unit over one year (2016) in time for the implementation of the new Strategy (2017-2021). Thereafter, the unit will work to maintain and enhance a Centre-wide enabling environment in which individual programme teams can each develop and track their work, activities and progress as well as collectively monitor and review overall progress towards the achievement of ECDPM's strategic goals and objectives.

⁹ For instance advisory work on the 5Cs Framework of organizational capabilities.

¹⁰ For instance ECDPM is part of the Community of Practice on Thinking and Working Politically in Development.

5.2. Communication and knowledge dissemination

Strategic communications is one of ECDPM's principal strategies to reach its objectives and for enhancing the capacity of stakeholders for policymaking by improving access to and the use of relevant information, in particular in Africa. The Communications Unit will continue to support the aims of the Centre's Strategy of influencing and informing key global policies for positive development outcomes. We aim to do this by continuing to implement our main roles to: i) ensure the credible, authoritative reputation of the Centre; ii) support the work of the Programmes in achieving their goals in policy processes; and iii) in close collaboration with knowledge management colleagues in the Learning and Quality Support (LQS) Unit, use a variety of methods and tools to engage with key target audiences in policy processes.¹¹

We will continue to implement our Communications Strategy¹² and further improve knowledge translation, knowledge sharing and communications in a more targeted, efficient and timely manner with stakeholders, our partners and new audiences in Europe, Africa and beyond. To do this effectively, communications activities will continue to be fully integrated into and support the Centre's programmes and partnerships and give priority to enhancing capacity for policymaking. Programmes will also adapt work processes to meet new demands for effectively communicating our work. In 2016 the team will seek to improve ECDPM communications, outreach and visibility to meet the following aims:

- To support the Centre's fundraising efforts and to reach our target audiences, we will update our corporate profiling and further improve external communication of key messages.
- Building on our existing communication tools, we will increase our outreach through the strategic use of tailored "media mixes", including digital communication, traditional media, social media, multi-media, infographics and targeted hard copy mailings. This, together with audience analysis and sophisticated targeting strategies, will allow us to better serve existing and new target audiences, including policy makers and practitioners, via their preferred means of communication.
- We will continue to assist with the production of publications, including corporate publications such as the annual report.
- Through targeted use of our communication channels and tools, we will increase ECDPM's presence in the networks of our European and African partners and, in close collaboration with knowledge management colleagues in the Learning and Quality Support (LQS) Unit, strengthen on-line interactivity, based on our proven dialogue methods and practical policy brokerage approaches, with a particular view to bringing African and implementation perspectives into our work. This will allow us to consolidate and intensify partnerships and increase our impact.
- We will continue investing in and maintaining a more user-friendly website, including in French, to attract more visitors and to facilitate communication.
- High quality, added-value content based on our policy work remains the basis of any communication strategy. The production of such content will be subject to decisions of programme managers and Centre management.
- The Communications Unit will work closely with knowledge management colleagues in the LQS Unit to share our knowledge management expertise with interested parties to build capacity for knowledge uptake.

Understand our impact better

In close collaboration with the LQS Unit and the Information Technology Department, we will improve the monitoring and evaluation of our communications activities. The Communications Unit will gather, measure and analyse quantitative and qualitative data on our outreach and the use of our content to determine outcomes and impact and to create effective feedback loops to improve our communications.

¹¹ See the diagram outlining our KM&C approach on the inside cover of this Work Plan.

¹² <http://ecdpm.org/publications/ecdpm-knowledge-management-communications-strategy-2012-2016/>
ECDPM Work Plan 2015-2016 <http://ecdpm.org/publications/ecdpm-work-plan-2015-2016/>

5.3. Management and institutional challenges

As already indicated in the Work Plan for 2015-2016, we continue to tackle a number of organisational challenges to safeguard our identity, autonomy and impact as an independent foundation:

Ensure appropriate funding

In line with our funding strategy, we aim to further strengthen our fundraising capacity and diversify our funding sources in 2016. We will consolidate and strengthen the funding relations with our longstanding European institutional partners, amongst others, by further strengthening our service orientation. In particular we will prioritise the renewal of our multi-annual funding agreement with the Dutch government. We will also continue to explore opportunities for cooperation with development foundations. Finally, we will further strengthen our capacities for tendering and mobilising programme and project funding in key thematic areas of expertise of ECDPM. We will achieve this by systematically identifying funding opportunities, by building alliances with potential partners and by enhancing our capacity to design and write fundable programmes and manage the acquisition and implementation of international tenders.

Enhance the quality of our management

We seek to make a sustained effort to invest in enhancing the quality of our leadership. We will also further boost our capacity to set priorities and to act in conditions of uncertainty. A proposal on risk management was developed and presented to the Board for discussion and approval, it now needs to be expanded to include programmatic and external risks and further integrated in our management information systems to monitor the risks and whenever necessary to take action. Our current Strategy enables us both to sharpen our focus and to remain flexible. While all our programmes seek to be innovative and flexible in the way they work, we continue to ensure that a proportion of our budget remains available for innovative programmes and projects. We will maintain our new management structure that enables decentralised day-to-day management. In 2014 and 2015, the structure was fine-tuned to further strengthen our management for quality and results. During the course of 2016, in preparation for the new Strategy, we will evaluate our new internal governance structure, the quality of our leadership and the new LQS unit.

Broaden the range of our expertise and skills

As the challenges facing us become more varied, we will seek to diversify our staff both in terms of their expertise and skills and in terms of their geographical backgrounds and we will extend our outreach to wider knowledge and expertise networks. For this we will continue, among other things, with our Young International Professionals Programme through which ECDPM recruits junior staff from developing countries and mainly from Africa. We will also extend and diversify our Programme Associates Scheme. We will seek to create space for new contributions and thinking and yet retain key skills among older employees by allowing them to move into part-time employment through a Senior Fellows Scheme.

Ensure staff competence, effectiveness and appropriate employment conditions

We have taken various steps to increase staff competence and ability to effectively provide the skills ECDPM needs and we will continue to consolidate and build on these initiatives:

- We have adopted a competence-based management approach, which is being reviewed and updated based on the experience of four years of using this HRM system;
- We will continue strengthening staff career planning and training programmes, with a special focus on internal workshops for staff members to learn specific skills from more experienced colleagues;
- We are creating 'knowledge hubs' to support staff for on-the-job development of essential skills.
- We will review and update our secondary employment conditions including compensation leave.

Pursue further efficiency gains

We have been able to increase our internal efficiency over the years. As part of this on-going objective the Centre management will continue to focus on reducing our overhead costs, while make some investments in updating the infrastructure both in the Brussels and Maastricht office.

Preparing for transition

During the period of this work plan ECDPM will continue to go through a period of transition towards a new strategic period post-2016. At the time of writing a number of steps in this transition have already been completed. An internal assessment of the implementation of the current Strategy has been conducted and a new Director has been appointed and taken up his mandate.

The transition period includes the following additional institutional challenges:

1. The ECDPM Board has contracted an external evaluation team to conduct an independent, professional assessment of the performance of ECDPM for the last strategic period. The team will submit its report in January 2016.
2. An inclusive, multi-stakeholder process for preparing the new ECDPM Strategy for 2017-2021 has been initiated, partly in parallel with the external evaluation in order to ensure an early benefit from emerging insights and to ensure that a new Strategy is formulated and agreed upon by early 2016.
3. The new Strategy will then be discussed with the Dutch government with a view to the renewal of their multi-annual funding commitment to the Centre for the period 2017-2021.

Risk assessment and learning to adapt

The scope and aim of the ECDPM Strategy and this Work Plan is ambitious. The success of the Strategy depends on:

- How work plans are formulated, managed and implemented;
- How well synergies are created with formal policy processes (EU, ACP, African and international) that share similar aims;
- The degree to which we succeed in drawing additional added value from our focus on key thematic areas.

At the same time, there are several types of risk involved:

- Growing competition for increasingly scarce development resources;
- A decreasing importance of the development sector. To ensure continued impact the Centre will further broaden its constituencies dealing with international relations and global public goods;
- Diminished traction and engagement on the part of policymakers and other relevant stakeholders in key programmes. To maximise our outcomes and impact, we will constantly liaise with policymakers and other change drivers and will consider disengagement, if necessary.
- Insufficient focus and over-fragmented activities: prioritisation and selectivity for greater impact will be continuous throughout the implementation of the Strategy and Work Plans to mitigate this risk;
- Insufficient synergy and coherence between the ECDPM work streams: the Centre management and board will monitor effective coherence closely and continuously;
- Insufficient capacity or funding to complete the work: fundraising will be pursued to complement institutional subsidies and funding. To safeguard our financial integrity, the size and scope of activities will be adjusted to reflect the actually available funding;

The political economy approach will be a major asset in the continued assessment and evaluation of risks. Improving our own and stakeholders' understanding of why certain desirable policy reforms and governance transformations do not take place is a key initial step in the process of facilitating such change. It will therefore play a critical role in informing future courses of action for domestic and international drivers of change. As such, failures to achieve the expected outcomes and impact of some of our activities will be turned into opportunities for learning how to manage both our own actions in the future, and also those undertaken by domestic and international stakeholders.

6. Financial management

The year 2016 is both the last year of the current Centre Strategy as well as a transition year in working towards our new Strategy 2017-2021. Just as there is much continuity in the 2016 Work Plan relative to 2015, this is also reflected in the Centre budget, which is planned to grow only slightly (2.6%) to a total of Euro 6,965,000 in 2016.

ECDPM uses an integrated system of accounting which means that all expenditures and funding is allocated to the Programmes and other operational clusters leading to the outputs and outcomes foreseen in the Work Plan. This integrated planning enables results' based management and strengthens the Management and the Board's capacity to steer the Centre effectively.

Income

In terms of income, we have already discussed above the challenging funding environment we operate in. Our efforts to secure funding will largely focus on the medium to longer term as much of the funding for 2016 is already reasonably well secured. A key priority is to maintain and further enhance a funding structure that enables the Centre to remain close to its mandate. To achieve this we will also monitor closely the balance between unrestricted and earmarked funding.

Expenditure

On the expenditure side we expect certain costs, such as for staff and information technology, to increase with respect to 2015, even though staffing levels are planned to remain fairly stable in comparison to the current staff establishment (2016: 61.2 FTEs; October 2015: 59.6 FTEs). We intend to slightly reduce on operational costs (e.g. events, travel, publications, etc.). This is however also dependent on the size and modalities of funding as new contracts agreed during the course of the year may involve operational expenses currently not yet foreseeable. We maintain a small innovation budget line for potential new projects and activities that fall outside the programmes.

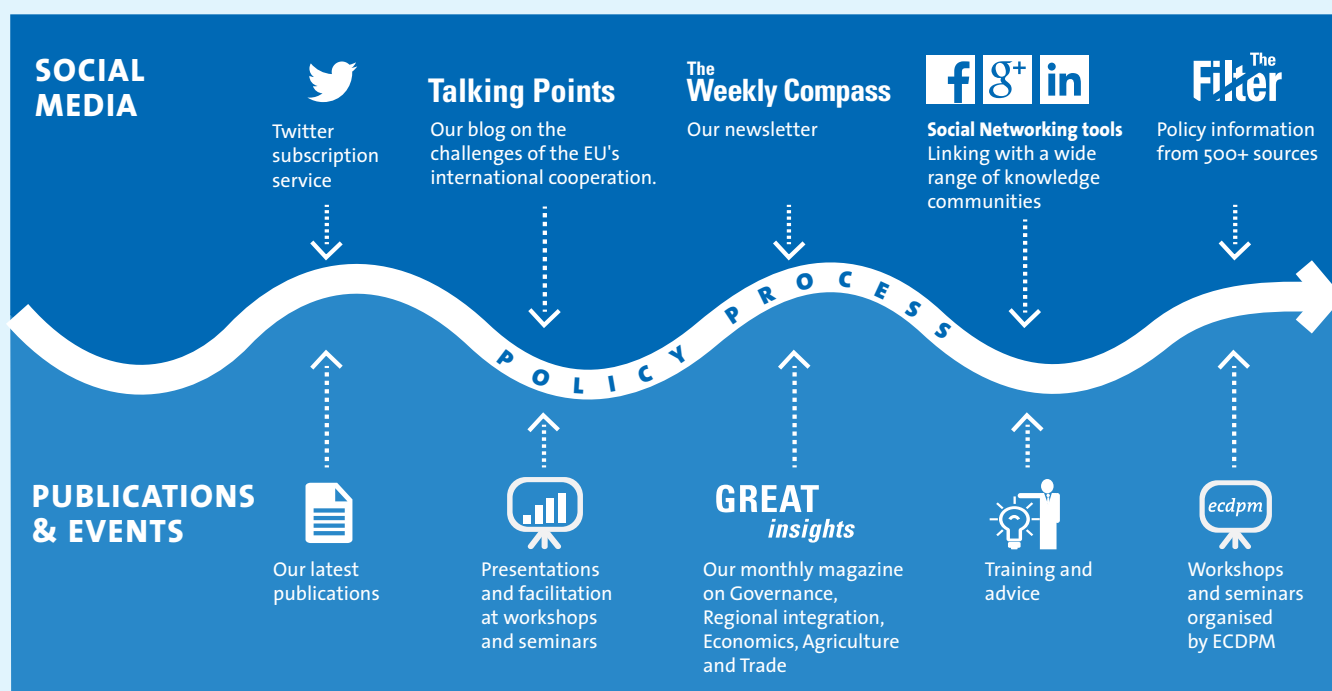
On the indirect cost side cost savings and efficiency gains targets are included. This also includes a further alignment with the (new) collective labour law agreement of Dutch civil servants.

During the past years, the Centre has focussed on making the organisation leaner and more efficient. While staffing levels increased by close to one third between 2012-2016, infrastructural costs increased by only 1.3%. We will continue working on efficiency gains. In addition, we need to remain agile to adapt to unforeseen circumstances.

Our Knowledge Management and Communications Approach

Knowledge management and communications are principle ECDPM strategies for improving policy processes and achieving positive development outcomes.

The links between knowledge and policy are not linear and one-off. We work in a strategic way, engaging with African and European stakeholders at the right times, through various communications channels, to build relationships and enhance the capacity for effective policymaking.



About ECDPM

ECDPM was established in 1986 as an independent foundation to improve European cooperation with the group of African, Caribbean and Pacific countries (ACP). Its main goal today is to broker effective partnerships between the European Union and the developing world, especially Africa. ECDPM promotes inclusive forms of development and cooperates with public and private sector organisations to better manage international relations. It also supports the reform of policies and institutions in both Europe and the developing world. One of ECDPM's key strengths is its extensive network of relations in developing countries, including emerging economies. Among its partners are multilateral institutions, international centres of excellence and a broad range of state and non-state organisations.

Thematic priorities

ECDPM organises its work around four themes:

- Reconciling values and interests in the external action of the EU and other international players
- Promoting economic governance and trade for inclusive and sustainable growth
- Supporting societal dynamics of change related to democracy and governance in developing countries, particularly Africa
- Addressing food security as a global public good through information and support to regional integration, markets and agriculture

Approach

ECDPM is a “think and do tank”. It links policies and practice using a mix of roles and methods. ECDPM organises and facilitates policy dialogues, provides tailor-made analysis and advice, participates in South-North networks and does policy-oriented research with partners from the South.

ECDPM also assists with the implementation of policies and has a strong track record in evaluating policy impact. ECDPM's activities are largely designed to support institutions in the developing world to define their own agendas. ECDPM brings a frank and independent perspective to its activities, entering partnerships with an open mind and a clear focus on results.

For more information please visit www.ecdpm.org

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