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ecdpm

Linking policy and practice in international cooperation

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About ECDPM

The European Centre for Development Policy Management (ECDPM) works on international cooperation and development policy in Europe and in Africa, the Caribbean and the Pacific (the ACP). Over the past 28 years the Centre has established a strong reputation as an independent 'think and do tank'.

Our mission is to inform development policies and make them work, in order for developing countries to prosper. We do this (1) by providing timely analysis and advice on policy and practice, (2) by facilitating dialogue in complex policy processes and (3) by working with a broad range of public and private actors throughout the world.

What makes us unique is our strong track record in Africa-Europe and ACP-Europe relations, our non-partisanship and our clear focus on a limited set of strategic priorities, which we put into practice through our five programmes:

- Strengthening European External Action
- Conflict, Security and Resilience
- Economic Transformation and Trade
- Africa's Change Dynamics
- Food Security

[Learn more at ecdpm.org](http://ecdpm.org)

How we work

This annual report presents an overview of a wide range of policy processes in which the Centre engaged in 2014, primarily through its five core programmes. In this report, each programme reports on what, why and how it has operated in complex and rapidly evolving policy arenas, using theories of change adapted to the specific processes it was involved in.

Yet these programmatic overviews should not be read as unrelated stories. Programmes at ECDPM do not operate in isolation. They are instruments that help the Centre achieve its overall mandate and goals. So what is the underlying narrative binding it all together? What overarching logic ties together all of the programmes, projects and activities that ECDPM supported in 2014? Four common threads run through the report as a whole.

First, ECDPM's various programmes and initiatives all contribute to one or several all-Centre themes. These meta-goals are clearly defined in our 2012-2016 strategy. All ECDPM activities seek to positively influence four major change processes: (1) reconciling values and interests in the external action of the European Union (EU), (2) promoting economic governance and trade for inclusive growth, (3) supporting societal dynamics of change in developing countries and (4) addressing food security as a global public good. These four themes act as our navigation tool. They help the programmes identify the most important areas in which to engage, as well as suitable implementation strategies.

Second, we consistently play a specific set of roles when engaging in policy processes. Our field of work is vast, yet as a 'think and do tank' we systematically seek

opportunities to act as a knowledge broker (feeding policy processes with relevant information) and to facilitate multi-actor dialogue processes (building bridges between different interest groups and positions). The precise mix of roles played varies. Nonetheless, our theory of change hinges on the belief that combining these different roles is key to achieving impact.

Third, the diversity of our activities may at times seem overwhelming. Yet, at the end of the day, they all boil down to delivering a limited set of public goods and services to our partners, clients and users. ECDPM's products are straightforward. We provide solid, non-partisan information and advice to policymakers and practitioners. We carry out operational research for the purpose of changing policies and practices. We engage with actors on the frontline to address implementation challenges. Equally important, we systematically try to anticipate what is coming next and how new challenges can be framed and addressed.

Fourth, we bring consistency into all of our work through a set of common outcomes. As a knowledge institution involved in complex policy processes, we define five major outcomes that we pursue across the board. All five are aspects that a 'think and do tank' can successfully influence: more inclusive dialogue processes, less asymmetry in information and capacity between participating actors, a reduction of the gap between policy and effective implementation, stronger partnerships and greater coherence. This framework of shared outcomes creates a sense of common purpose and enables us to monitor whether we are on track in terms of delivering results.

From our Board Chair



P. I. Gomes

ECDPM's outgoing Board Chair

Secretary General of the ACP Group of States; former Ambassador of Guyana to the ACP Group of States and the EU

The world we live in is rapidly moving towards interdependent and universal agendas. This world requires global action, by developing and developed countries alike, to tackle such common challenges as climate change, energy security, youth unemployment and structural inequalities.

While the European Union seeks to overcome the effects of the 2008 economic crisis, its new leadership faces distractions by the euro crisis and conflicts in Europe's eastern and southern neighbourhood. Moreover, with power relations shifting and new alliances in the making, the economic, political and commercial appeal of the 'Western world' appears to be diminishing.

The BRICS (Brazil, Russia, India, China and South Africa) have become major competitors of the EU and the USA, offering alternative forms of global governance, including the reform of the United Nations Security Council and the international financial institutions.

These shifting balances of power are also visible in the relations between the EU and Africa. Nonetheless, constructive interactions at the April 2014 EU-Africa Summit in Brussels have raised hopes for 'normalised', more pragmatic and business-like relations between the two continents in the coming years, based on their clear mutual interests.

The EU is also stepping up efforts to increase the coherence of its policies and to break down longstanding silos.

These should bear fruit as the High Representative of the Union for Foreign Affairs and Security Policy coordinates her responsibilities with those of her fellow commissioners for Trade, Neighbourhood and Enlargement, for Humanitarian and Crisis Management, and for International Cooperation and Development.

Regarding the future of the ACP Group of States, a major reflection process is under way – among and between the six ACP regions and together with the EU and other global players. The Ambassadorial Working Group on Future Perspectives of the ACP produced a comprehensive report setting out an ambitious vision for the Group after 2020. The ACP Eminent Persons Group also produced an interim report on the Group's future. In several parts of Africa, negotiations on the economic partnership agreements (EPAs) are being finalised after a long odyssey of difficult and sometimes very complex negotiations.

Where does ECDPM stand in this evolving landscape?

ECDPM has maintained a steady course in this evolving landscape. The Centre has managed to preserve the trust of its institutional partners, both in the EU member states and in the ACP. It has furthermore reinforced its role as a 'house of confidence' in strategic processes, not least the EPA negotiations, the EU-Africa Summit, the global post-2015 development agenda and the future of the ACP-EU partnership. ECDPM has achieved this by providing policy-relevant

analysis, facilitating informal dialogue and disseminating timely and relevant content. Beyond its traditional African, Caribbean, Pacific and EU constituencies, the Centre has broadened its geographical scope and outreach by building robust relations with Japan, South Korea, China, Canada, Norway, New Zealand and a diversity of multilateral institutions and development foundations.

But this is not the time for complacency. Building on its strengths, the Centre will continue to systematically pursue opportunities for innovation, to stay ahead of the curve in today's world.

Institutional changes

After many years of able and dedicated service, Paul Engel stepped down as ECDPM's Director in March 2015. However, the Board is pleased that Paul will continue to work with the Centre as a senior fellow. Several dedicated Board members also stepped down in 2014 - Dieter Frisch, Aart de Geus and Glenys Kinnock - all of whom were strongly committed to the Centre.

I too have bid farewell in early 2015. I did so with a sense of deep gratitude for the generous support afforded me by the Centre's staff, by my fellow Board members and by ECDPM's partners. I have left the Centre feeling confident that a great future for it lies ahead.

I am very happy that ECDPM's new Director, Ewald Wermuth, and a renewed Board are set to guide the Centre through the next challenging phase in its institutional development.

The Board, management and staff thank P. I. Gomes, outgoing Chair of the Board, and Paul Engel, outgoing Director, for their many years of outstanding service and commitment.



From our Director



Paul Engel
ECDPM's outgoing Director

If anything, 2014 was marked by a more intense transformation of the world order. This transformation has been taking shape since the end of the last century, when ongoing globalisation and economic growth in emerging countries and regions started to produce a fundamental shift in the global balance of power.

From a development perspective this means that relationships between countries are fundamentally changing. Traditional North-South relations are fading, making way for increased mutual interdependence. This bodes well for an international development agenda that focuses on common interests and cooperation on a more equal footing.

At the same time, our joint capacity to deal with the truly dazzling global challenges that continue to present themselves is more and more fragmented. The security challenges in Syria, Ukraine, Gaza and different parts of Africa illustrate this with painful accuracy. As a result, multi-stakeholder negotiations on peace and security, climate, health, trade, finance and development are becoming increasingly complex – as is tackling rising inequalities at the national, regional and global levels.

The role of the United Nations and the international financial institutions, both traditional strongholds of global power, is also increasingly being called into question. Consequently, while we seek to translate a new international power configuration into an adequate system of global governance, our world has become particularly fraught with instability and uncertainty.

Certainly in the light of today's volatile global context, the consultation process towards a new global development agenda after 2015 has been very productive. On 4 December 2014, the UN Secretary General launched its synthesis of the work done so far, entitled

The Road to Dignity by 2030: Ending Poverty, Transforming All Lives and Protecting the Planet.

To follow up the millennium development goals (MDGs), which will reach their target date in 2015, a far-reaching set of sustainable development goals (SDGs) has been proposed. The SDGs seek to “bring about a truly universal transformation of sustainable development”.¹

They thus aim at solutions for all countries and population groups and at full integration of sustainability into all activities. The SDGs address social inequalities, as well as the drivers of climate change and its consequences. They incorporate and advance human rights, and call upon the world to move beyond official development assistance (ODA) as the only form of implementation. This means that the SDGs explicitly recognise the importance of delivery through a mix of funding strategies and opening the global partnership to a wide range of public, nongovernmental and private-sector stakeholders.

Even if some of these ambitions do not appear in the final documents, it seems certain that we will be operating in a fundamentally different development policy management climate post-2015. Let me highlight a few of the challenges this involves.

First, addressing universal problems in all countries and for all populations requires solutions designed and crafted to fit the specific character and context of each country and group. No one-size-fits-all approach will do.

Second, transforming societies, economies and relationships requires people to change their ways. For this, inspired leadership will be needed, committed to driving the politics of change – change that does not affect solely the poor and disadvantaged but the behaviour of everyone, including governments, international organisations, nongovernmental organisations and businesses.

Third, most of the transformations that are called for involve a range of policies, not just one. Policy coherence for development (PCD) – or policy coherence for sustainable development (PCSD) – will therefore have to be postulated not only as an intention of donors, but as the fundamental standard for effective international cooperation and development.

ECDPM welcomes the opportunities brought by the new global development agenda to transform Europe's relations with Africa, the Caribbean and Pacific. Africa is set to adopt a ten-year action plan in 2015. That plan, titled ‘Agenda 2063’, will be part of the African Union's first long-term strategy for moving beyond poverty reduction. The ACP Group of States, too, is preparing for major transformations towards 2020, which is the end-year of its Cotonou Partnership Agreement with the EU. In Europe, the new EU leadership and member states are actively working to reshape their international relations and cooperation to suit this new global context.

It may come as no surprise that, in my view, independent brokers of change in development policy and practice such as ECDPM are in for exciting times.

After 14 years at the head of an amazing group of people, I have stepped down as Director of ECDPM in March 2015. I felt it was time for a change – both for the Centre and for myself. I am glad to leave ECDPM in the hands of Ewald Wermuth, who combines a strong track record in international relations with the management skills to lead the Centre to new heights.

I am deeply grateful to the Board and management for the opportunity to serve as senior fellow for another year. In this capacity, I hope to continue contributing to the necessary transformation of development policy and practice, for a more just and prosperous world.



Ewald Wermuth
ECDPM's new Director in 2015

Introducing our new Director: Ewald Wermuth

Ewald Wermuth took office as ECDPM's new Director on 2 March 2015. Ewald, a Dutch national, was previously the Director of International Public Affairs at IDH, The Sustainable Trade Initiative, based in Utrecht, the Netherlands.

“I am absolutely thrilled to be joining ECDPM. We are at a critical juncture in international cooperation, and ECDPM is uniquely placed to inform policy debates that will shape the future. Following Paul Engel is a daunting prospect, but I look forward to working with ECDPM's expert colleagues and partners to build on his achievements and find new ways to take us forward.”

¹ United Nations. 2014. The road to dignity by 2030: Ending poverty, transforming all lives and protecting the planet. (Synthesis report of the Secretary-General on the Post-2015 Agenda). New York: UN.

OUR FOUR THEMES

Four thematic priorities shape the work of the Centre's programmes. These are areas in which ECDPM believes it can contribute to improving relations and cooperation between the EU, its member states and the countries of Africa, the Caribbean and the Pacific.



THEMATIC PRIORITY

Reconciling values and interests in the external action of the EU

This theme focuses on the EU's ongoing efforts to implement coherent external action and to find an appropriate match between its strategic interests and its core values. In particular, we look at how development objectives are integrated into the various aspects of EU external action.

In 2014, we continued to make important contributions to discussions on policy coherence for development (PCD) and the EU joint programming process through which the European Commission, the European External Action Service (EEAS) and the EU member states collectively determine a development response strategy for partner countries. We also played a major part in stimulating reflection on EU policies related to food security, conflict prevention and trade.

We invested heavily in preparations for the 2014 EU-Africa Summit. Our inputs stressed the need for a more political partnership between the two continents – one based on mutual interests and values. Through a range of blogs, independent analyses and events we informed African and European policymakers, as well as the public at large.

Ahead of the new European Commission taking office, we launched a major report together with the other members of the European Think Tanks Group. That report, which was prominently received by the EU institutions, argued that addressing global problems is in Europe's own best interest and that acting in a more coordinated fashion will greatly benefit the EU.

We also worked together with EU delegations in Africa. They are very much the EU's frontline actors. In particular, we pursued efforts to promote their strategic engagement with local civil society. For example, we facilitated the elaboration of EU civil society roadmaps in both South Africa and Madagascar.



THEMATIC PRIORITY

Promoting economic governance and trade for inclusive growth

Our second priority theme recognises the need for development to move beyond mere economic growth towards inclusive and sustainable economic transformation. We aim to deepen knowledge on the social, economic, institutional and political drivers of economic transformation. We also stimulate inclusive policy dialogues among a wide range of stakeholders.

In 2014, we focused on private-sector development and effective public-sector support for improving the business and investment climate. We also looked at employment, which is at the heart of inclusive economic growth and structural transformation. Other priorities included extractive industries and development financing. In all of these areas, ECDPM stimulated reflection through informal dialogue, events, research and blogs.

Regional dynamics and institutions are recognised as essential enablers of inclusive growth and economic transformation. With this in mind, ECDPM contributed to improved understanding of the actors and factors that drive or obstruct regional cooperation and integration. We produced studies for the World Bank, the British Department for International Development (DFID) and the African Development Bank, and we are currently involved in a study on the political economy of key African institutions.

Throughout 2014, the Centre continued to be a key source of independent, publicly available information on the economic partnership agreement (EPA) negotiations. Our analyses contributed to better-informed negotiations and indirectly facilitated the conclusion of several EPAs.

We also stressed the importance of improving regional agricultural markets. We supported the Common Market for Eastern and Southern Africa (COMESA) in the design of multi-stakeholder dialogue platforms. These platforms aim to mobilise political and business interests, in order to remove barriers to intra-regional trade and promote investments along regional value chains.



THEMATIC PRIORITY

Supporting societal dynamics of change in developing countries

This theme relates to local initiatives for change and development. It places strong emphasis on the interface between state and non-state organisations. Aligning development efforts with local societal dynamics is key to promoting ownership and supporting successful change; our third theme is thus fundamental to much of our work.

The Centre continued to work with the African Union (AU) and particularly supported its efforts to put in place an effective African Governance Architecture. We also supported the g7+, a self-selected group of fragile states. Together with international development actors, the g7+ has established a new development architecture and new ways of working to build peaceful states.

In the Sahel, we focused on regional support to the United Nations, the EU and the AU, as they sought to implement meaningful approaches to promote constructive societal dynamics. Our work in the area of trade and food security included active engagement with local stakeholders in Africa, such as regional economic communities (RECs), the private sector and regional farmers' organisations.

At the EU level, we continued to promote a stronger recognition of the local dimension of development processes and the crucial role of local authorities. We worked with the EU delegation in Madagascar to develop more sustainable approaches to the funding of local civil society and the provision of capacity development support. The Centre also helped the EU develop its context analysis system, designed to create a better understanding of evolving societal dynamics in African countries.



THEMATIC PRIORITY

Addressing food security as a global public good

Our fourth theme centres on food insecurity and its underlying drivers. It recognises the linkages between agriculture, trade, private-sector development and investment. It also acknowledges the impact of regional integration and international policies on developing countries' capabilities to ensure food and nutrition security.

In 2014, we supported the Comprehensive Africa Agriculture Development Programme (CAADP) – at both the continental and the regional level. We particularly focused on aligning relevant international policies, removing obstacles to intra-regional agricultural trade and strengthening the involvement of farmers' organisations and the private sector in policy debates.

We worked together with the AU Commission and the Planning and Coordinating Agency of NEPAD, the New Partnership for Africa's Development, to inform development of the next ten-year CAADP strategy. We also published an independent assessment of the US\$50 million CAADP Multi-Donor Trust Fund (MDTF), which informed the preliminary design of the second MDTF.

We worked closely with regional economic communities and regional farmers' organisations and with the private sector to promote intra-regional agricultural trade. We also helped development partners to effectively support African food security initiatives. We participated in developing a first methodology for assessing the impact of non-development policies from the Organisation for Economic Co-operation and Development (OECD) on food security in Africa. Together with the Economic and Social Research Foundation (ESRF), we actively engaged in a pilot in Tanzania to test and further refine the methodology.

Our active support to the implementation of CAADP has produced valuable lessons on how to effectively tackle the regional and international governance issues that affect food security.

THEMATIC FOCUS: PROMOTING ECONOMIC GOVERNANCE AND TRADE FOR INCLUSIVE GROWTH

ECDPM believes that economic governance and trade are crucial for inclusive and sustainable growth, and we have made this one of our thematic priorities for 2012-2016.

Our *GREAT Insights* magazine has become a widely-read outlet for public and private actors from Europe, Africa and beyond to share their thoughts on topics relevant to economic transformation in Africa. We highlight several contributions.

Learn more at ecdpm.org/great-insights

MINING



Africa's mining sector accounts for just 10% of the world's production. It is also said that over 80% of the world's total future pipeline of mining projects is based on four key minerals - iron ore, copper, gold and nickel - which are all present in Africa. The continent still looks like the next future frontier for extractives.

The paradox, however, is that many of Africa's richest resource countries rank amongst the lowest on the Human Development Index.

Despite numerous challenges, prospects for change are taking root. Developments in the geopolitical landscape as well as at the regional and national levels can help leverage the continent's extractive sector, for inclusive economic transformation.



Carlos Lopes

Under-Secretary General and Executive Secretary of the Economic Commission for Africa

MINERAL RESOURCES



African countries have lacked the capacity to effectively implement the policies that would enable them to maximise their mineral resources towards sustainable development.

The African Union Commission provides a platform for channelling political will into finding common solutions to these challenges. The African Mining Vision provides a framework for giving technical assistance through the AMDC [the African Minerals Development Centre] and other partners in a manner that ensures ownership by African governments of these interventions.



H. E. Fatima Haram Acyl

Commissioner for Trade and Industry of the African Union

INDUSTRIAL POLICY



Development partners should leave behind the debate of whether or not industrial policy is necessary in Africa and start providing pragmatic solutions that make them as effective and efficient as possible.

This support should start from the recognition that effective industrial policy requires highly competent technocrats alongside serious political and financial support.



Li Yong

Director-General of the United Nations Industrial Development Organisation

PRIVATE SECTOR



The impact of businesses on communities through job creation and linkages through the value chain are more sustainable than donor funding of services to communities.

Government and donor funding should be channeled to improving road and rail infrastructure to allow trade between African countries and regions.

Value addition through manufacturing will only be competitive in Africa if electricity is reliable and cheap. Donor funds could be used to leverage private-sector funds in Public Private Partnerships (PPPs).



Maggie Kigozi

President of the International Federation of Business and Professional Women, Uganda

WOMEN ENTREPRENEURSHIP



Entrepreneurship promotion is not a miracle solution to inclusive economic growth. We need to temper our expectations and look for alternative and feminist strategies to overcome issues of gender inequality that underpin exclusive economic development.



Saskia Vossenbergh

Research Fellow and Lecturer at Maastricht School of Management, the Netherlands

FINANCING



When it comes to investing in Africa, the issue of risk is pervasive. The appetite for investment on the continent is growing, but in order to sustain this momentum, measures towards mitigating the many aspects of risk, real or perceived, are essential.



Werner Hoyer

President of the European Investment Bank

OUR PARTNERSHIPS

ECDPM's institutional relations and partnerships are the cornerstone of our work. Over the years, we have built an extensive network of partners. These include public and private actors in Europe, in Africa, the Caribbean and the Pacific and beyond.

Throughout 2014, the Centre strengthened its partnerships and expanded its network. Six highlights mark the year:

- We facilitated discussions on the future of the ACP-EU partnership.
- We played an active role in the run-up to the 2014 EU-Africa Summit.
- We increased our cooperation with partners in Africa.
- We reinforced relations with our EU institutional partners.
- We expanded our range of global networks.
- We increasingly worked with players beyond the development sector.

We facilitated discussions on the future of the ACP-EU partnership

ECDPM contributed to ongoing reflection processes on the future of ACP-EU relations after 2020, when the Cotonou Partnership Agreement comes to an end. We played the role of independent sounding board, providing background analysis and formulating critical questions that helped to open fundamental debate. In that capacity, the Centre was pleased to deliver a keynote address at ACP Day 2014 in Brussels.

ECDPM was also present during several internal reflection processes of EU institutions and member states. We assisted the group of vulnerable small island developing states and several ACP states in Africa to make their case at both the EU and the global level.

“I commend you on your excellent presentation during ACP Day 2014. By all accounts, the debate was especially provocative, lucid, refreshing and memorable. We are convinced that all who attended walked away with a more enhanced knowledge and heightened interest in the topic.”
ACP OFFICIAL

Late in the year, ECDPM launched an ambitious in-depth analysis of the ACP Group and the ACP-EU partnership. The aim is to look behind the façade of policy discourse, action plans and formal institutions and focus on the interests and incentives that drive key stakeholders. The

outcomes of this work will enable us to better incorporate the critical dimension of ‘feasibility’ into the emerging reform scenarios and options for the future.

We played an active role in the run-up to the 2014 EU-Africa Summit

ECDPM support was requested by both European and African official and non-official key players in the preparatory process and follow-up to the EU-Africa Summit held in Brussels in April 2014. We contributed in-depth policy analysis and blogs, facilitated informal dialogue and provided a continuous flow of information to both European and African participants. Our work was accompanied by intensive awareness-raising activities and received widespread attention from major European, African and global media outlets.

We increased our cooperation with partners in Africa

The Centre strengthened its relations with various partner institutions and its network of programme associates in Africa. We paid regular visits to the United Nations Economic Commission for Africa (UNECA) and the AU Commission in Addis Ababa. With the AU Commission, we jointly organised multiple events. Furthermore, the Centre welcomed an increasing number of both official and non-official delegations from a range of African countries and regions at our offices in Maastricht and Brussels.

We reinforced relations with our EU institutional partners

ECDPM worked closely with various departments of the Netherlands Ministry of Foreign Affairs: the Sustainable Economic Development Department, the Social Development Department, the Sub-Saharan Africa Department and the Europe Department. For them we provided advice, facilitated informal meetings, made presentations and produced studies. We also continued dialogue with the Permanent Representation of the Netherlands in Brussels and various Dutch missions abroad. We provided similar types of support to our nine other institutional



Above: Geert Laporte, Deputy Director, at ACP Day, 6 June 2014, Brussels.



Below: Geert Laporte at the Reshaping Development Institute in Seoul.

partners in Austria, Belgium, Finland, Ireland, Luxembourg, Portugal, Sweden, Switzerland and the United Kingdom. Our institutional partners are of key importance to the Centre in maintaining our independence and relevance as a practical and policy-oriented ‘think and do tank’. The Centre also worked particularly closely with the Italian EU Presidency on private-sector empowerment, and migration and development in the post-2015 agenda.

We expanded our range of global networks

We worked with an increasing number of global players in the area of development and international relations. Our staff travelled to Kobe, Tokyo and Seoul to deliver presentations on EU development policy and practice and to provide comparative analyses of European, Japanese and Korean approaches to African development. In Seoul we also facilitated a conference on the Global Partnership for Effective

Development Cooperation, organised by the United Nations Development Programme (UNDP), the OECD and the Korean government.

These initiatives provided opportunities to establish new global networks in Asia, Latin America and the Middle East. We maintained regular exchanges with our partners in Canada, Norway, the USA, China,

India, Brazil, New Zealand and Australia.

We increasingly worked with players beyond the development sector

In addition to working with development agencies and networks, we worked with a broader range of actors whose mandates and activities have an increasing impact on development. These included

institutions and organisations in areas such as economic and foreign affairs, trade, defence, mining and natural resources, environment and climate change. We also drew increased attention from the private sector and from financing institutions, including the European Investment Bank and the World Bank.



OUR KEY PARTNERS IN 2014



See our full list of partners at ecdpm.org/partnerships

“ If the ACP-EU partnership is to continue, its nature should change and move beyond a North-South partnership. Cooperation should be premised on a universal agenda and common interests. Most of all, it needs to be based on feasible and realistic ambitions from both sides. ”



Geert Laporte
ECDPM Deputy Director

STRENGTHENING EUROPEAN EXTERNAL ACTION FOR DEVELOPMENT

The EU carries considerable weight in global cooperation as the world's largest trade bloc and foremost contributor of development assistance. However, against the backdrop of the financial crisis, multiple conflicts in the European neighbourhood, a changing international cooperation landscape and shifting global power relations, the EU is seeking to better reconcile its development ideals and goals with its economic, political and security interests. The EU does not always act coherently or speak with one voice. This greatly affects the Union's capacity to deliver on its development commitments and its partnerships.

The challenge for the new EU leadership is to construct a more effective, coherent and visible Union that delivers on its development objectives. It is a positive sign that the new EU leaders have indicated their commitment to increase policy coherence and to break down the silos that have long separated the different policy fields. But this commitment must be translated into actions. Furthermore, the EU must assure that its relations with partner countries reflect the new global dynamics. Recent developments in the EU's partnerships with Africa and the ACP Group of States suggest that a different type of relationship may be taking shape – one based on common interests.

ECDPM's Strengthening European External Action programme aims to improve the relevance and coherence of EU external action, particularly for the purpose of effective development cooperation. In 2014, we channelled our work into three areas:

- We contributed to debates on the new global development agenda.
- We played a part in strengthening EU development policy and practice.
- We informed and clarified EU policies and practice related to ACP regions.

We contributed to debates on the new global development agenda

ECDPM actively monitored and contributed to the debates surrounding the post-2015 global development agenda. We helped players in Europe, Africa and beyond to navigate the discussions, and provided advice to those directly involved in the process. We wrote a variety of publications and blogs and facilitated informal dialogues on the proposed sustainable development goals and on the EU position on the post-2015 development agenda. We also focused on thematic areas such as policy coherence for sustainable development and migration.

On migration, we worked closely with the Italian EU Presidency. We wrote the background paper for an informal meeting of EU ministers for development cooperation, emphasising the development dimension of migration and its importance in the post-2015

debate. It is quite unusual for a non-official body to provide such high-level input.

We played a part in strengthening EU development policy and practice

We continued to provide independent analysis and advice on various facets of EU development policy and practice. The EU commissioned ECDPM and the Overseas Development Institute (ODI) to assess the uptake of EuropeAid's strategic evaluations. Every year EuropeAid produces ten to twelve such evaluations, but questions arose as to how effectively this knowledge is used in EU development cooperation. We probed existing problems and possible solutions, with the aim of contributing to more effective application of evaluation findings in the future.

Ahead of the new European Commission taking office, we released a major report, together with our fellow members of the European Think Tanks Group (FRIDE, ODI and DIE). Addressing the new EU leaders, the report called for a different understanding of the EU's global role, in particular, a new approach to international development. The report was prominently received by the European Parliament, the European External Action Service (EEAS) and the European Commission, and it attracted intensive media coverage as well. Consequently, we were invited to facilitate expert meetings in Wilton Park and Stockholm. We also wrote several blogs that reflected on the new EU leadership. ECDPM delivered multiple contributions

to the debate on EU policy coherence for development (PCD). This is one of our foremost areas of expertise. A recent Danish action plan on PCD was clearly informed by our past work for Denmark. Other European countries – Switzerland, Belgium, Portugal and Finland – and the European Commission continued to come to us for advice for strengthening their capacity in the area of PCD. Finally, we remained active in fora of the OECD designed to push the PCD agenda forward.

We continued to provide inputs on the EU joint programming process through which the European Commission, the EEAS and the EU member states collectively determine a development response strategy for partner countries. We were invited to facilitate a meeting in Sweden with EU member states, the European Commission and the EEAS on how best to take joint programming forward.

“Your independent analysis of the joint programming work and your independent voice were useful both in the preparation of the meeting and in the workshop itself. In addition, it meant that Sweden could participate on equal footing with the other attending member states, the European Commission and the EEAS.”

HELENA LAGERLÖF, DEPUTY DIRECTOR, SECTION FOR COORDINATION OF EU DEVELOPMENT POLICY, MINISTRY FOR FOREIGN AFFAIRS, SWEDEN

Through our field research we also developed a greater understanding of the programming process for the European Development Fund (EDF) and the Development Cooperation Instrument (DCI), two principal EU development funding instruments.

Finally, we explored several new areas of work this year. For the EU Preparatory Action 'Culture in EU External Relations', we co-published 14 country reports on Europe's cultural relations in its neighbourhood. These reports were endorsed by the EEAS. We furthermore produced several analyses of the EU's external climate action, developed work on the political economy of statistics, and provided inputs into evaluations of EU institutions in Georgia and the occupied Palestinian territories.

We informed and clarified EU policies and practice related to ACP regions

In the run-up to the EU-Africa Summit in April, we prepared an analysis of the Joint Africa-EU Strategy (JAES) for the European Parliament. That analysis was welcomed by the Pan-African Parliament as well. ECDPM informed policymakers in Africa and Europe on critical issues affecting the Summit via blogs and publications. These were picked up by several media outlets, greatly expanding our audience and reach. All of this contributed to better-informed discussions surrounding the Summit.

Our work helped to increase understanding of EU external action in Africa. Drawing on the Centre's strong foundation of knowledge on the topic, we produced a comprehensive multimedia guide on how the EU makes decisions that affect Africa, against a backdrop of the ever-changing

and interdependent relationship between Europe and Africa. Users on both continents welcomed the guide as a valuable synopsis.

We continued our work on the Sahel region. Together with our partners, the Institute for Security Studies (ISS) and the Africa Governance Institute (AGI), we sought to support regional coordination initiatives. We worked with the offices of the United Nations Special Envoy, the AU High Representative, the EU Special Representative and Sahel regional governments. We were asked to contribute to a comparative mapping of strategies for and in the Sahel. Furthermore, we were invited to facilitate reflections and coordination at high-level meetings in the Sahel and in Brussels. Our work in this area was greatly appreciated and has led to a growing number of requests for cooperation.

We produced several papers analysing the work of EU delegations in Africa. A major focus was on the challenges they are facing and how they deal with peace and security – particularly in the Sahel. In South Africa, we assisted the EU delegation in taking forward policy commitments towards working with civil society. Here, our analysis and support contributed to a more nuanced and politically-informed approach by the delegation.

Finally, we continued to contribute to the reflection process under way on ACP-EU relations after 2020. The programme launched an overview guide summarising a range of recent ECDPM resources on ACP-EU relations. Policymakers and practitioners in both the ACP and the EU welcomed this guide as a valuable contribution to the ongoing debates.



Above: Anna Knoll, Policy Officer, at the fourth annual 'Call to Europe Conference' on asylum policies, 5 November 2014, Brussels.



Above: Damien Helly (second row on the right), Deputy Head of Programme, at the European Parliament and Pan-African Parliament Summit, 31 March 2014–1 April 2014, Brussels.

“

The new European Commission needs to have a feel for how its policies land on the frontline of EU external action. It is crucial to have knowledge and experience on how EU delegations work and how they can be used to strengthen development practice.

”



Andrew Sherriff
Head of the Strengthening European External Action programme

Putting ECDPM's strengths to work for EU development policy



Paul Engel
ECDPM's outgoing Director

The European development scene has changed quite a lot over the past 20 years – for the better, in my view. Coherence, dialogue and cooperation are now much more central in European development policy.

No organisation or institution can bring about change alone; change happens because of the combined efforts of many different players and because of many different factors. That is why facilitating dialogue and cooperation and analysis of both policy and practice are important. These are exactly ECDPM's greatest strengths.

One area where we are particularly strong is promoting European policy coherence for development (PCD). We have been supporting European efforts to promote PCD for the past 20 years. During that time it was often clear that results from European development policies were



diminished by the effects of policies in other areas, such as trade and investment. Now, PCD has gained an important place in overall EU policy. I don't think we are there yet, but it is rewarding to see the considerable progress made.

Our research and independent analysis helped raise awareness and increase knowledge on PCD. We have organised and facilitated many meetings and training sessions for and together with policymakers at the EU level and in various European countries. Together with our partners, we are currently testing a research methodology in Tanzania in order to measure the impact of international PCD efforts. Our focus is on developing the necessary instruments for the EU to take PCD another step forward.

Another example of the strength of combining cooperation and

analysis is the impact of our memo to the new EU leadership, which we launched together with ODI (UK), DIE (Germany) and FRIDE (Spain) before the new European Commission took office. The memo painstakingly explained why Europe needs to take a more global perspective in order to effectively solve its problems and why, to do that, the EU needs to work in unison. No single EU directorate-general on its own can deal with the challenges that global development presents today.

The memo was widely distributed and read within the EU institutions. Its message was all the stronger because it came from four think tanks working together and because the conclusions were picked up by the media, eliciting broader commentary.



Learn more at ecdpm.org/programmes/strengthening-european-external-action
See all outputs at ecdpm.org/ar14/strengthening-european-external-action

HIGHLIGHTS



Our book, *The European Union's International Cooperation*, explores facets of EU development policy and practice in recent years. We go beyond analysis to offer realistic options for bridging the policy-to-practice divide.

ecdpm.org/pmr20



As a new team of European leaders took office, we released a major report together with our three fellow members of the European Think Tanks Group: FRIDE, ODI and DIE. The report was widely read within the European institutions and picked up by a range of media.

ecdpm.org/ettg-2014



For the European Parliament, we prepared an analysis of the Joint Africa-EU Strategy (JAES), which was also well received by the Pan-African Parliament.

ecdpm.org/ar2014/jaes-analysis



We produced several papers analysing the work of the EU delegations, covering the challenges they face and how they deal with peace and security issues – particularly in the Sahel.

ecdpm.org/ar14/eud



We launched a comprehensive multimedia guide on how the EU makes decisions that matter for Africa. Stakeholders on both continents commented on the guide's usefulness as a synopsis of EU external action for Africa.

ecdpm.org/eu-decisions-africa-guide



We contributed a broad range of publications and blogs reflecting on regional dynamics in the Sahel and the role of Europe in that region. This work has been valuable to a number of key stakeholders and led to a growing number of requests for cooperation.

ecdpm.org/sahel



Our publication *The Future of ACP-EU Relations Post-2020* summarises a range of recent ECDPM resources on ACP-EU relations. It was welcomed by policymakers and practitioners in the ACP and the EU as a valuable contribution to the ongoing debates.

ecdpm.org/acp-eu-2020

PROMOTING EFFECTIVE APPROACHES TO CONFLICT PREVENTION, PEACEBUILDING AND STATEBUILDING

The year 2014 saw a growing divide in Africa between the haves and the have-nots. This is the result of continued economic growth across the continent, against a backdrop of weak governance and social and institutional exclusion in many African countries. Furthermore, internal conflict and civil wars in Africa have increased significantly over the past years. In this regard, the continent is echoing the trend in the Middle East, the region with the fastest-growing number of non-state conflicts and deaths.

Turning these tendencies around is possible only with effective approaches to conflict prevention, peacebuilding and statebuilding. Support needs to be built for a sustainable transition from conflict and crisis to resilience and development. More importantly, this support needs to be linked to advances in governance and inclusiveness – before, during and after a conflict. This will require new approaches, in which institutions and society in Africa, Europe and the rest of the world work together in integrated and comprehensive ways.

ECDPM's Conflict, Security and Resilience programme supports and informs processes designed to make conflict prevention, peacebuilding and statebuilding more effective. In 2014, we engaged in three principal lines of work:

- We promoted more comprehensive EU approaches to crisis and fragility.
- We supported peacebuilding processes in Africa at the continental and regional levels.
- We informed global policy initiatives on conflict prevention, peacebuilding and resilience.

We promoted more comprehensive EU approaches to crisis and fragility

In 2013, the EU devised its 'comprehensive approach' for responding to external conflicts and crises. We continued to inform ongoing discussions on the implementation of this framework through papers and blogs. We also published a study exploring the linkages between the comprehensive approaches of the EU and those of its member states.

Our contribution to the 2014 European Think Tanks Group report stressed the need for strong political leadership from the new European Commission and EU member states to ensure that policy commitments to the EU comprehensive approach are translated into concrete actions. The report was launched ahead of the new EU Commission taking office. It was prominently received by the European Parliament, the European External Action Service (EEAS) and the EU

Commission, and covered by a range of media outlets. Consequently, we were invited to facilitate expert meetings in Wilton Park and Stockholm.

We contributed to the public and policy discussions on the EU response to the Ebola crisis. Our blogs stressed that unresolved problems in EU institutional arrangements have added to Europe's difficulty in addressing this and other crises. These blogs were read by members of the European Parliament, who used them to inform their political discussions on Ebola ahead of the EU Council Meeting in October 2014. During this meeting, decisions were taken on how to respond to the crisis in a more effective way. In December, the Council appointed an EU Ebola coordinator.

“During yesterday's debate on Ebola in the European Parliament, we used your article ‘Why the EU's Ebola response doesn't add up’.”

MEMBER OF THE EUROPEAN PARLIAMENT

We supported peacebuilding processes in Africa at the continental and regional levels

The African Union plays a key role in maintaining peace on the African continent through its African Peace and Security Architecture (APSA). Together with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), we conducted a study of the effectiveness of the APSA. That analysis enabled Germany to review its ongoing

support to the framework, while providing valuable insights for the African Union on how it can assess the APSA's effectiveness.

Together with ECDPM's Africa's Change Dynamics programme we promoted enhanced linkages between the APSA and the African Governance Architecture (AGA). The December issue of our *GREAT Insights* magazine was dedicated to the topic of peacebuilding and statebuilding. High-level contributions were featured from the EEAS, the African Union and the Secretariat of the g7+, a self-selected group of fragile states. An article by Khabele Matlosa, Director for Political Affairs of the African Union Commission, was immediately picked up by the peace and security policy community in Addis Ababa. Towards the end of the year we laid the groundwork for a study of how the AU could strengthen linkages between governance and peace and security.

With the IDLgroup and ECDPM's other programmes we initiated a study on the drivers and obstacles to regional cooperation and integration in Africa, on behalf of the Swedish Embassy in Nairobi. Our focus is on the governance and peace and security aspects. The project aims to produce relevant inputs to enable development partners, the African Union and the regional economic communities to engage effectively in regional cooperation and integration processes in Africa.

Together with the Levy Mwanawasa Regional Centre for Democracy, Good Governance,

Human Rights and Civic Education in Zambia, we started work on youth and employment in fragile contexts. We also continued our work related to the Sahel region. With colleagues from ECDPM's Strengthening European External Action programme, we looked at the extent to which EU actors use a comprehensive approach in the region. The growing number of requests for cooperation in this area is a clear sign of the value attached to our contributions.

We informed global policy initiatives on conflict prevention, peacebuilding and resilience

The New Deal is an initiative by the g7+ and international development actors towards a new development architecture and new ways of working to build peaceful states. For the past two years, ECDPM has served as an advisor to the g7+ on implementation of the New Deal. In 2014, we provided expert advice on topics such as monitoring progress in fragile states, fragility assessments, the global post-2015 development agenda, the operationalisation of peer-to-peer support and private-sector engagement.

We moderated several workshops and spoke at conferences in Africa and Europe to raise awareness among policy actors and decision-makers of the principles and methods of the New Deal. In particular, we increased awareness among African peacebuilding actors on the similarities between the New Deal and the AU's Post-Conflict Reconstruction and Development Framework. Through our participation in the



EU strategic evaluation on EU cooperation with Timor-Leste, in addition to our regular meetings with representatives of all g7+ countries, we gained insights on the detailed workings of the New Deal in practice.

Finally, we provided food for thought on a range of topics relevant to peace and statebuilding via widely-read online platforms such as the Fragile States Resource Centre, EurActiv, The Broker Online, Devex and the Knowledge Platform on Security & Rule of Law.

Above: Attendants at the fourth global meeting of the International Dialogue on Peacebuilding and Statebuilding, 17-19 June 2014, Freetown, Sierra Leone.

Below: Volker Hauck, Head of Programme, at a workshop on the EU comprehensive approach by the Knowledge Platform on Security & Rule of Law, 12 December 2014, The Hague.

“

In light of recent events in Africa, Ukraine, the Middle East and Europe's neighbourhood, the EU needs to recognise that crisis management alone is insufficient, costly and moreover damaging to the fundamental long-term interests of the EU. A renewed focus on the art of conflict prevention, peacebuilding and statebuilding is essential.

”



Volker Hauck
Head of the Conflict, Security and Resilience programme

Putting fragile countries in the driving seat



Frauke de Weijer
Senior Policy Officer

The idea behind local ownership is not new; this rhetoric appears in every policy document and policy process. Most of the time, however, it doesn't work out in practice.

The g7+, a group of 20 post-conflict countries, is different. From my perspective they have initiated one of the best attempts at peacebuilding and statebuilding: one that comes from the countries themselves. They are genuinely putting fragile states in the driving seat.

The group, which includes countries such as Sierra Leone and the Democratic Republic of the Congo, co-designed the New Deal for Engagement in Fragile States – a new aid architecture for the 1.5 billion poorest and most vulnerable people in the world. The New Deal's main objectives are to stop conflict and to build peaceful states and societies.

The g7+ faces the challenge of lifting its members out of fragility. This challenge is enormous, especially when you consider that the nature of the group is relatively informal and that they have limited financial and human resources. Will they be able to live up to the mission they have set for themselves?

So far, implementation of the New Deal has already led to more coordinated support from donors. Member countries can help each other in more direct ways too, by sharing their experience and expertise.

Thanks to their active engagement in the discussions on the post-2015 development agenda, the g7+ has become a visible entity in the global arena. The group is now the voice of fragile states, which in my view is an enormous achievement.

ECDPM was asked to support many of these efforts. Supporting an entity like the g7+ requires a new way of working: one that is based on accompanying a process. It is easy to fall into the trap of taking over because we think we understand what is best. But that is the old system. We provide inputs when requested, ask questions and stimulate self-reflection. We respond to acute needs and pull back when necessary.

Beyond 2015, I hope the g7+ continues to evolve as a stronger and more strategic institutional entity that can effectively support other countries to transition out of fragility. The group can draw resources and attention to the challenges faced by fragile states – not out of weakness and dependency, but out of a spirit of solidarity and strength.



Learn more at ecdpm.org/programmes/conflict-security-resilience

See all outputs at ecdpm.org/ari4/conflict-security-resilience

HIGHLIGHTS



A special issue of ECDPM's *GREAT Insights* magazine on peacebuilding and statebuilding featured high-level contributions from the EEAS, the African Union and the g7+ Secretariat.
ecdpm.org/great-4-1



Together with ECDPM's Strengthening European External Action programme, we published a study on how EU delegations in the Sahel region deal with peace and security issues.
ecdpm.org/bn70



We informed the ongoing discussions on the EU's comprehensive approach, contributing several papers and blogs, particularly focusing on the implementation challenges. We also published a study exploring the linkages between comprehensive approaches of the EU and those of EU member states.
ecdpm.org/ari4/comprehensive-approach



We authored a chapter examining the EU's response to violent conflict and insecurity in the European Think Tanks Group report *Our Collective Interest: Why Europe's Problems Need Global Solutions and Global Problems Need European Action*. The report was launched ahead of the new EU Commission taking office. It was prominently received by the EU institutions and covered by a range of media.
ecdpm.org/ettg-2014

We provided food for thought on a range of topics relevant to peace and statebuilding via widely-read online platforms. These included the Fragile States Resource Centre, EurActiv, The Broker Online, Devex and the Knowledge Platform on Security & Rule of Law.
ecdpm.org/ari4/conflict-external-articles

PROMOTING ECONOMIC TRANSFORMATION AND GOVERNANCE FOR INCLUSIVE DEVELOPMENT

Rapid economic growth and societal changes on the African continent have given rise to a new view of economic transformation. Economic growth is understood to be insufficient on its own. It must be accompanied by access to reliable infrastructure and transformation towards a business-friendly climate and vibrant private sector. It must promote diversification away from excessive reliance on natural resources, and foster participation in effective regional markets and integration into regional and global value chains. The African Union has committed itself to such a long-term view of economic transformation. It has integrated this perspective into its 'Agenda 2063' strategy and its position on the global post-2015 development agenda. Beyond the continental level, inclusive and sustainable development is being pursued more actively at the regional and national levels too.

Global development initiatives provide opportunities to strengthen Africa's renewed push towards equitable and sustainable economic transformation. But this is no easy task. Besides the appropriate economic measures, achieving true economic transformation requires a deepened understanding of the economic, institutional, political, social and environmental factors that drive change.

ECDPM's Economic Transformation and Trade programme facilitates and promotes processes of change in Africa. We favour economic transformation and integration agendas set out by domestic actors themselves and accompanied by conducive industrial, social, trade and economic policies. In 2014, our work centred on five streams of activities:

- We fostered private-sector development and employment progress.
- We promoted resource-based industrialisation.
- We contributed to new insights on development financing.
- We built on regional integration dynamics.
- We promoted international trade.

“ ECDPM's analysis is instrumental in mainstreaming the rather arduous concept of structural transformation in the development debate.”

**HENRI-BERNARD SOLIGNAC-LECOMTE,
HEAD OF THE EUROPE, MIDDLE EAST AND
AFRICA UNIT OF THE OECD DEVELOPMENT
CENTRE**

We fostered private-sector development and employment progress

We intensified our work on private-sector development. We informed a broad range of stakeholders in Europe and Africa about the role of the private sector in development, through blogs and publications. We also continued to organise informal donor dialogues, which contributed to better-informed and more open exchanges among

donors on ways to support the private sector for development.

This helped several European donor agencies shape their own policies and identify appropriate modalities. Our activities also helped the European Commission to better identify its approach to private-sector development, which it formulated into an official communication in 2014. We worked with several EU member states and other stakeholders on strategic and implementation priorities for private-sector development policies. Together with the Italian EU Presidency, we facilitated a meeting and several discussions, culminating in Council Conclusions on private-sector development in December.

We focused on employment progress too, as understanding the enabling factors and dynamics behind job creation is paramount for economic transformation. With ODI, we undertook three studies on employment quantity, quality and access. This work was funded by the Bill & Melinda Gates Foundation. Our case studies on Uganda and Sri Lanka, and a broader study of the relations between employment and economic transformation, provided novel insights.

We promoted resource-based industrialisation

Throughout the year, we provided contributions to African and international debates on resource-based industrialisation in Africa. We shared our insights on country-specific approaches to industrialisation with, for example, the OECD, the United Nations

Economic Commission for Africa (UNECA), the United Nations Industrial Development Organization (UNIDO) and the African Minerals Development Centre (AMDC). We also participated in the 'Africa Down Under' conference in Australia, dedicated to African mining.

We conducted an analysis of the support provided by the G20 countries to the Africa Mining Vision. A paper on this topic will be published in 2015. The International Centre for Trade and Sustainable Development (ICTSD) and the World Economic Forum invited us to produce background materials on industrial policy for the 'E15 Initiative', a think tank geared towards strengthening the global trade system.

Finally, we contributed to the African Economic Outlook 2014 on value chains and industrialisation and published a study on transparency in commodity trading in the extractive sector. In Madagascar, we assisted the EU delegation in its support to civil society for more effective natural resource management.

We contributed to new insights on development financing

We provided inputs into the ongoing discussions on development financing, particularly within the context of the global post-2015 development framework. We contributed to the European Report on Development 2015, entitled *Combining Finance and Policies to Implement a Transformative Post-2015 Development Agenda*, and we wrote a paper for the United Nations



Left: San Bilal, Head of Programme, at the EU Studies Fair on EU-Africa relations, 7 February 2014, Brussels.

Right: Participants, including Kathleen van Hove, Senior Policy Officer, at the first meeting of the EU-CARIFORUM Consultative Committee, 13-14 November 2014, Brussels.

Intergovernmental Committee of Experts on Sustainable Development Financing (ICESDF). We furthermore produced a report for the Agence Française de Développement on the challenges in financing regional infrastructure in Africa.

We built on regional integration dynamics

Continental and regional dynamics are an important part of the African transformative agenda. We therefore focused work on the enabling factors and actors that shape such dynamics, together with a broad range of regional and international institutional actors. Several of our studies and blogs provided new insights on regional value chains and the private sector and on subregional initiatives such as the Accelerated Programme for Economic Integration (APEI). We furthermore provided insights on development and transport corridors, and on spatial development. Spatial development is a holistic approach to development in a certain area, taking into account local geographic, economic, political and social features.

Our broad expertise in this area led to various requests to conduct political economy studies of regional integration. We carried out such studies for the World Bank, DFID and the African Development Bank, of which the latter fed into the African Development Report 2014.

With the IDL group and other ECDPM programmes we initiated a study on the drivers of and obstacles to regional cooperation and integration in Africa, on behalf of the Swedish Embassy in Nairobi. The project aims to produce relevant inputs to enable development partners, the African Union and the regional economic communities to engage effectively in regional cooperation and integration processes in Africa.

We promoted international trade

The protracted negotiations on the economic partnership agreements (EPAs) have soured the relations between the EU and several regions in the ACP for quite some time. ECDPM has been instrumental in informing and facilitating the process towards development-focused outcomes. We provided technical analysis and raised awareness of the political, economic and developmental issues at stake for all parties. ECDPM also explained the outcomes of the EPAs concluded in 2014 between the EU and the East African Community (EAC), the Economic Community of West African States (ECOWAS) and the Southern African Development Community (SADC).

We contributed as a member to the first meeting of the EU-CARIFORUM (the Forum of the Caribbean Group of African, Caribbean and Pacific States) Consultative Committee on EPA implementation. We

also supported the Eastern and Southern Africa EPA groups in their implementation processes by providing updates on recently concluded EPAs and on the EU's trade relationships with large economies. We furthermore disseminated key information on the process and outcomes of the EPA negotiations through public and social media, studies, articles and informal meetings. This all contributed to better-informed negotiations and indirectly facilitated the conclusion of several EPAs.

Through papers, blogs and speaking events we contributed to broader debates on the international trade agenda. For example, we covered the future of EU trade policy, intra-African trade, and mega-trade deals. The AU Commission requested our analysis of the implications of mega-trade deals for Africa for its ninth Conference of African Union Ministers of Trade in December 2014.

“ Africa-Europe relations are at a turning point and a more pragmatic and mature approach to their economic relations is in sight. How can Africa best harness the domestic and international dynamics for its transformation? And how can the EU best take part in this endeavour, while promoting its own values and interests? These are the challenges that motivate our initiatives. ”



San Bilal
Head of the Economic Transformation and Trade programme

ECDPM on the economic partnership agreements

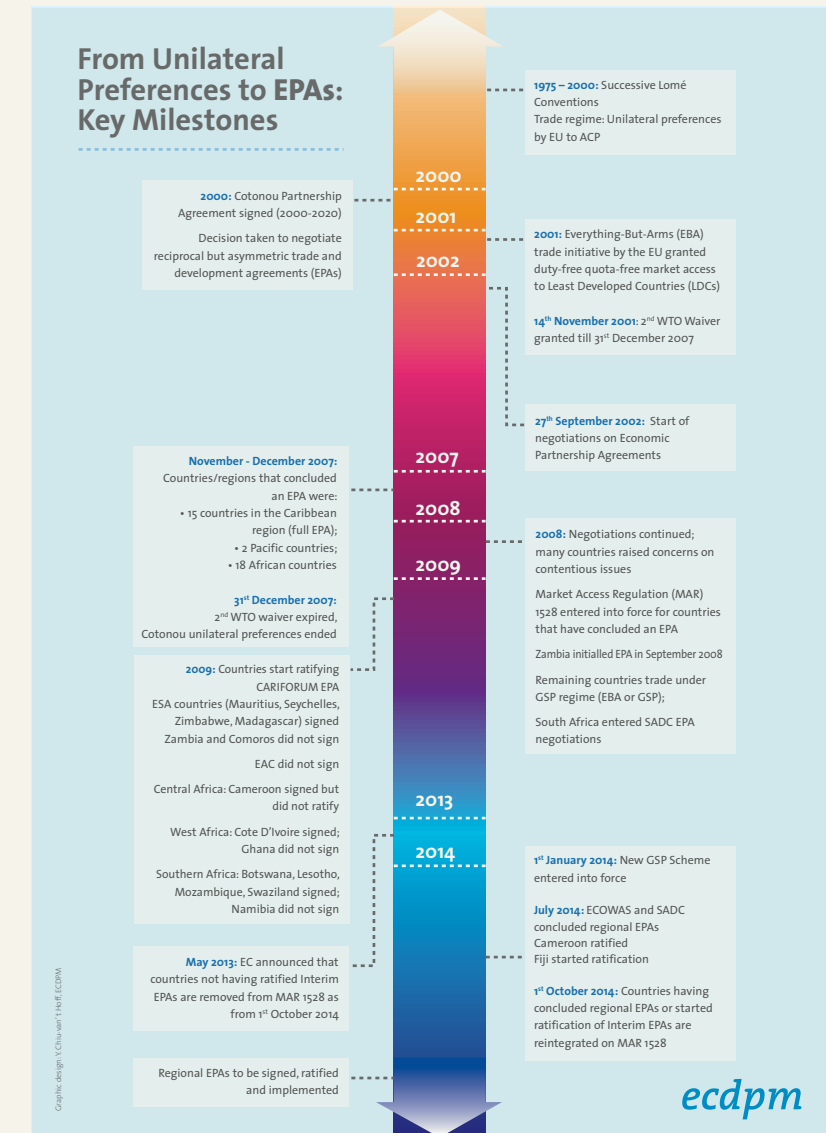


Pamela O'Hanlon Díaz
Executive editor of ECDPM's
GREAT Insights magazine

ECDPM has really become the one-stop shop for people to find out more about the economic partnership agreements (EPAs), the development-focused trade deals between the EU and the ACP regions. We have been working on the EPAs since the beginning, which was over a decade ago.

This year was an important one, as it marked the deadline for the EPAs to be signed. ECDPM was involved in many public and policy discussions on the issues at stake for all parties and on the status of the deals.

In October 2014, we dedicated an entire issue of our *GREAT Insights* magazine to the EPAs. It was out at the perfect time: the day after two of the deals were signed. Our main aim was to make sure we had all the information, including an FAQ on the history of the EPAs going back to 2000. Even for high-level people in the European Commission who knew a lot about the trade deals, this background on how it all started and how far they have come was useful. The EPA issue was our best read of the



year. It was nice to get feedback from our readers and partners saying how useful it was. EU Trade Commissioner, Karel de Gucht, wrote his last article for us before stepping down from his role. His legacy on the EPAs links nicely with ECDPM's own EPA journey. We also managed to get a great contribution from the South African Minister for Trade and Industry, Rob Davies.

I think the biggest success factor was our flexibility. There were ongoing talks, and we did not know who was going to sign. But we managed to include all of the salient information up to the very last minute. Also, from my perspective, our non-

partisan approach played a big part. We cover a wide range of views, even those that were controversial. Because of this, people didn't feel threatened when we asked them to do an interview. It is so positive that people want to meet with us and readily agree to be interviewed.

In 2015, we hope to organise a meeting on the EPAs to look at what is taking place now, what is yet to be done, and what countries have been affected. Signing the EPAs actually marks the beginning of the process, not the end. ECDPM can continue to play a part in it.

HIGHLIGHTS



Through formal and informal meetings, we indirectly facilitated the negotiation process and conclusion of several EPAs. We also published a comparative analysis of the ECOWAS and SADC EPAs. We launched a 'frequently asked questions' dossier and dedicated an issue of ECDPM's *GREAT Insights* magazine to the trade deals.

ecdpm.org/ar14/epa



We launched several publications and blogs on the role of the private sector in development. We continued to organise informal donor dialogues, which contributed to better-informed and more open discussion among donors on ways to support the private sector for development.

ecdpm.org/ar14/psd



We contributed to the European Report on Development 2015 on development financing and wrote a paper for the United Nations Intergovernmental Committee of Experts on Sustainable Development Financing (ICESDF). We also produced a report for Agence Française de Développement on challenges in financing regional infrastructure in Africa.

ecdpm.org/ar14/financing



For the AU Commission, we analysed the implications of mega-trade deals for Africa. That analysis was used as a background document at the ninth Conference of African Union Ministers of Trade in December 2014 in Addis Ababa.

ecdpm.org/bn73



We dedicated several issues of ECDPM's *GREAT Insights* magazine to the topic of economic transformation. These addressed the EPAs, value chains and industrialisation, the extractive sector, development financing, private-sector development, employment and emerging economies.

ecdpm.org/great-insights

SUPPORTING AFRICA'S DYNAMICS OF CHANGE

The popular uprisings in Burkina Faso saw one of Africa's longest-serving presidents, Blaise Compaoré, leave office. This was another reminder that accountability and renewal are important aspirations of Africa's youth. At the same time, it was a test of regional and continental bodies, which had previously failed to react swiftly to popular uprisings in North Africa. To tackle the matter, several consultations were organised with state and non-state actors in the areas of governance and peace and security. For the first time in the history of the African Union, the Communiqué of the Peace and Security Council (PSC) of 4 November 2014 spoke in favour of "the right of peoples to rise up peacefully against oppressive political systems".

This changing role of regional bodies calls for a fundamental debate on how they operate, as they continue to rely on funding from international partners, especially the EU. Engaging other actors, such as the private sector, is becoming increasingly important to raise complementary resources. This issue is clearly reflected in new AU policy papers and strategies, such as its 'Agenda 2063' and the AU position on the post-2015 development framework. It is also integrated in Africa's cooperation frameworks, including those with the EU.

ECDPM's Africa's Change Dynamics programme supports specific policy processes with the purpose of connecting the different dynamics and actors in Africa, enhancing the operationalisation of governance agendas and contributing to better-informed EU support to African processes. In 2014, our work was structured around three interlinked pillars:

- We supported African policy processes on governance and financing.
- We connected local civil society with EU engagement.
- We facilitated dialogue on the EU-Africa partnership, especially on governance issues.

We supported African policy processes on governance and financing

We supported African partners in their efforts to strengthen the role of regional bodies in the areas of governance and financing. We stimulated discussions among African actors and international partners on the need for enhanced linkages between governance and peace and security. We did this in particular through our regular exchanges with the African Union and independent research. Together with the Conflict, Security and Resilience programme we also sought to raise awareness among EU member states on opportunities for enhanced linkages between governance and peace and security, notably through a special issue of our *GREAT Insights* magazine dedicated to the topic of peacebuilding and statebuilding. We also laid the groundwork for two studies on how

the African regional bodies can strengthen linkages between governance and peace and security. These studies will be published in 2015.

We contributed to discussions on the development of a monitoring mechanism to assess how African countries are implementing their governance commitments. With a view to supporting the effective operationalisation of African governance frameworks, such as the African Charter on Democracy, Elections and Good Governance (ACDEG), we conducted a mapping of how non-state actors in Africa are consulted by African institutions. This mapping provided a useful basis for the African Union to reflect further on how to engage non-state actors to ensure greater inclusiveness of different voices, particularly on governance issues.

We engaged with partners such as the Centre for Citizens' Participation in the African Union (CCP-AU), to contribute to the debate on alternative sources of financing for regional programmes in Africa. Through several blogs, visuals, interviews and publications, we took a step back and refocused the discussions around financing by raising the underpinning question of incentives. This angle distinguished our contribution to the debate from others. Our paper on alternative financing for Africa's development agenda was well received by actors closely involved in this process. The paper was widely shared during the ninth Africa Development Forum, organised by UNECA. It inspired several media articles, including one on the AllAfrica news site.

We connected local civil society with EU engagement

We continued to support efforts by the EU delegation in Madagascar to better anchor its support in local civil society. Our approach here has been non-normative and firmly rooted in participatory research, taking local realities as a starting point. Together with civil society organisations (CSOs) and the EU 'DINIKA' programme, we began operationalising a sustainable mechanism for funding civil society activities, as well as a community- and demand-driven approach to capacity development. This methodology has proven particularly important in supporting the sustainable functioning of critical CSOs that could further strengthen governance processes from the bottom up.

Our insights also informed the EU's support to local actors more widely. We helped the EU and its delegations improve their understanding of local civil society and develop strategic support that is more appropriate to context. In Madagascar, we facilitated the process of developing a new decentralised strategy for the EU delegation and member state embassies in the country. The result was a joint strategy rooted in a thorough analysis of local political and civil society dynamics. This made the strategy not only more relevant, but also more realistic.

Together with the Economic Transformation and Trade team, we produced several policy notes to inform the EU delegation and CSOs in Madagascar on topics such as natural resources extraction. These notes aimed at strengthening joint agenda-setting and advocacy.



We facilitated dialogue on the EU-Africa partnership, especially on governance issues

ECDPM invested enormous effort in preparatory work in the lead-up to the EU-Africa Summit in April 2014. We facilitated the Pan-African Parliament delegation's preparations ahead of the pre-Summit meeting with the European Parliament. Through our cooperation with the AU Commission, we also facilitated preparations of African member states' representatives in Addis Ababa. We co-hosted a special session of the AU's 'Fridays of the Commission' and published a related bulletin jointly with the AU Commission.

Besides informing policymakers in Africa and Europe we also informed a broader audience, via blogs and publications, on critical issues associated with the Summit. Our work was picked up by several media outlets. This all contributed to better-informed discussions. Following the Summit, we remained an active contributor and facilitator in discussions on implementation of decisions taken at the Summit, especially in the area of governance.

“ I wish to sincerely thank you for the excellent collaboration during the organisation of the special Fridays of the Commission. The seminar was very much appreciated by all in attendance. It is my pleasure to also inform you that some of the key messages from the seminar were taken forward to the Summit. ”

RENE KOUASSI, DIRECTOR FOR ECONOMIC AFFAIRS OF THE AFRICAN UNION COMMISSION

We continued to capitalise on our knowledge and ongoing collaboration with African actors on the operationalisation of the African Governance Architecture (AGA) – a priority under the governance pillar of the Africa-EU Roadmap for 2014-2017. Together with the Africa Governance Institute (AGI), we helped African partners articulate their vision of how such support could ensure optimal impact. We also raised awareness within the EU of the status and potential impact of ongoing African dynamics. Our efforts culminated in a meeting, co-organised by ECDPM and AGI and funded by the United Nations Development Programme Regional Bureau

Left: Faten Aggad-Clerx, Head of Programme, at the first strategic and technical meeting for the Africa-EU Roadmap 2014-2017 on African governance priorities, 21-22 November 2014, Pretoria.

Right: Panel including Geert Laporte, Deputy Director, at the special session of the AU 'Fridays of the Commission' dedicated to the future of Africa-EU relations, 28 February 2014, Addis Ababa.

for Africa, bringing together key African actors working in the area of governance. Participants at that meeting identified key priorities that African partners would like to focus on as they implement the Africa-EU Roadmap.

Finally, we analysed how common positions are formulated in Africa and what this means for the EU-Africa partnership. Cooperation on global issues such as climate change, development effectiveness and the post-2015 framework was identified as a key priority for 2014-2017.

“

While significant progress has been achieved in the area of governance over the last decade, African countries need to further reduce the gap between commitments and practice. With rising popular voices on the continent, as well as persisting peace and security challenges, countries can no longer ignore this dimension of development.

”



Faten Aggad-Clerx
Head of the Africa's Change Dynamics programme

Supporting civil society as governance actors



Jean Bossuyt
Head of Strategy

ECDPM started to work on civil society issues in the early 1990s. At that time, a new wave of democracy and decentralisation was sweeping across the developing world. It was also a period when structural adjustment programmes sought to limit the role of the state in development.

As a result of these factors combined, a space was created for different local actors - civil society, private entities and emerging local authorities - to claim a seat at the table. Donors, including the EU, also became interested in exploring how to unleash the development potential of these new actors. At that time, we felt that a neutral facilitator like ECDPM could help sort out how to integrate civil society in development.

In those early days, there were a lot of hurdles to such an integration process. Many central governments were reluctant to provide meaningful space to civil society. The EU lacked knowledge, policies and capacities. The civil society scene was dominated by (European) development NGOs, and the role of civil society was often

confined to the implementation of projects at the local level.

Today, twenty years later, the picture is quite different. We have witnessed a proliferation of civil society organisations, engaged in development or human rights at all levels - from global to regional, national and local. The family of organisations involved has also expanded far beyond the traditional NGOs to encompass a wide variety of civil society actors, including those from the economic sphere. Civil society's various roles, including as watchdogs and as partners in delivering services and goods, are now recognised in many international frameworks, constitutions and cooperation treaties. The EU itself has gone through a beneficial learning curve in its dealings with civil society – a process that ECDPM has actively supported both in policy circles and in the field.

Yet, the battle to effectively integrate civil society in development is still raging. Conscious of this, the EU defined a new policy framework towards civil society in its 2012 Communication, *The Roots of Democracy and Sustainable Development: Europe's Engagement with Civil Society in External Relations*. It asked EU delegations and member states to adopt a more political and long-term approach to working with civil society, to be translated into country-specific EU roadmaps, focused mainly on the role of civil society as governance actors.

In practice, this means supporting the efforts of local civil society in key areas: to participate in domestic policy processes, to engage constructively with the state (both central and local) for delivery of public services,



to promote dialogue and collaborate with the private sector, and to demand transparency and accountability. It also calls upon the EU to promote an enabling environment for civil society – at a time when many partner countries are closing the space for critical voices.

One should be realistic about the transformative power of civil society. Many local organisations face major challenges of legitimacy, capacity, organisation and funding. This is where smart donor funding can be an asset – and the EU can play a role in providing this. It also explains why ECDPM remains engaged in this field.

In 2014, we facilitated seminars with EU delegations on how to implement the new agenda. We were invited to Madagascar and South Africa to help elaborate civil society roadmaps. We carried out research on how to provide smart capacity development support and sustainable funding to civil society. And we continued to explore how civil society can work together with other actors, especially local authorities and the private sector, to achieve better development and governance outcomes.



Learn more at ecdpm.org/programmes/africas-change-dynamics
See all outputs at ecdpm.org/ar14/africas-change-dynamics

HIGHLIGHTS



Ahead of the EU-Africa Summit, we co-hosted a special session of the AU's 'Fridays of the Commission' dedicated to the future of Africa-EU relations. We also published a related bulletin jointly with the AU Commission. ecdpm.org/ar14/auc-ecdpm



We authored a paper on opportunities and challenges in securing alternative financing for Africa's development agenda. This was well received by multiple actors involved in the debate and widely shared during UNECA's ninth African Development Forum. ecdpm.org/ar14/agenda-2063



We co-authored a paper for the South African Institute of International Affairs (SAIIA) on two major challenges facing the African Governance Architecture in the years to come – and their possible solutions. This stimulated constructive discussions among African actors and international partners. ecdpm.org/publications/aga-challenges-solutions



We published a paper and launched a comprehensive multimedia guide on how African leaders came to their common positions on climate change, aid effectiveness and the post-2015 framework. We also looked at what this means for Africa-EU relations. ecdpm.org/publications/africa-speak-one-voice



Together with the AU Commission and AGI, we organised the first technical strategy meeting on the Africa-EU Roadmap 2014-2017 on African governance priorities. The meeting provided an opportunity for European and African participants to discuss the evolution and state of the dialogue on governance and to jointly translate the Roadmap into a programme of work. ecdpm.org/ar14/africa-eu-roadmap

STRENGTHENING REGIONAL AND LOCAL MARKETS FOR AGRICULTURAL DEVELOPMENT AND FOOD SECURITY

Food security has improved worldwide over the past two decades. However, progress has been uneven across regions, with Africa making the least headway. Despite its great potential, sub-Saharan Africa has the highest prevalence of undernourishment, with some one in four people in the region still undernourished.² Recognising this, food and nutrition security have risen as important issues on Africa's development agenda. The year 2014 was even declared the 'African Union Year of Agriculture and Food Security' and the 'United Nations Year of Family Farming'.

Regional integration can play a key role in improving food security in Africa. It could enable the continent to meet more of its own food demand, which is expected to increase rapidly during the coming decades. Recognising this, different regional economic communities in Africa have sought to step up regional cooperation. Doing so could strengthen regional agricultural markets and promote value addition in regional agricultural value chains. However, they face several challenges. Regional processes need to be more inclusive and stronger linkages need to be forged between agriculture and other policy areas, particularly trade and nutrition. Finally, development partners' interventions need to be stronger and more coherent.

ECDPM's Food Security programme supports continental and regional organisations and processes in Africa to formulate and implement effective agricultural policies and investment plans. We also assist development partners in providing effective support for food security and the sustainable transformation of agricultural markets. In 2014, we focused on four main strands of work:

- We supported African continental food security processes.
- We supported African regional food security processes.
- We contributed to debates on the role of the private sector in agriculture, food security and nutrition.
- We worked to strengthen policy coherence for food security.

We supported African continental food security processes

The African Union established its Comprehensive Africa Agriculture Development Programme (CAADP) in 2003. This policy framework was brought to life to enhance food security through sustainable agricultural development at the continental, regional and national levels. CAADP marked its first decade in 2014, and many discussions were organised throughout the year to shape its next ten years. ECDPM worked closely with the AU Commission and the NEPAD Planning and Coordinating Agency to inform this renewal of CAADP.

Ahead of the biggest CAADP event of the year – the tenth meeting of the CAADP Partnership Platform in Durban – we facilitated preparations for work to better connect CAADP with regional trade and infrastructure processes. Elements of our background documents and the discussions we facilitated were reflected in the outputs of the AU Malabo Summit in June. At this Summit, African Heads of State committed to ambitious goals, in particular, to triple intra-African agricultural trade by 2025. At the annual conference of the CAADP Regional Strategic Analysis and Knowledge Support System (ReSAKSS) in Addis Ababa, we organised a side event following up the Malabo Summit. The session sought practical next steps to bring about the tripling of intra-African agricultural trade and to promote inclusive regional value chain development.

We provided regular input to deliberations of the CAADP Development Partners' Task Team. Together with the Economic and Social Research Foundation (ESRF) and the Laboratoire d'Analyse Régionale et d'Expertise Sociale, we furthermore published an independent assessment of the US\$50 million CAADP Multi-Donor Trust Fund (MDTF). The MDTF is a key channel for CAADP support to continental and regional institutions. Aspects of our assessment were clearly visible in the preliminary design of the second MDTF.

“Your assessment of the MDTF was delivered at a crucial time. The conclusions and recommendations provided useful insights and informed discussions among development partners and between development partners and African CAADP lead institutions.”

MARCO SERENA, AGRICULTURE AND FOOD TRADE ADVISOR, AFRICA REGIONAL DEPARTMENT OF THE BRITISH DEPARTMENT FOR INTERNATIONAL DEVELOPMENT (DFID)

We supported African regional food security processes

We continued to work closely with different regional economic communities, in particular, the Common Market for Eastern and Southern Africa (COMESA), the Economic Community of Central African States (ECCAS) and the Southern African Development Community (SADC). We supported their efforts to design and implement a more comprehensive approach to regional planning and policy harmonisation through the development of regional CAADP compacts and investment plans. For instance, COMESA's adoption of its regional CAADP compact was informed by our research.

We published a paper on potential synergies between the water, agriculture and trade sectors for implementation of the SADC regional agricultural policy. The paper was widely recognised as innovative, as it touched

² FAO, IFAD, WFP. 2014. The state of food insecurity in the world: Strengthening the enabling environment for food security and nutrition. Rome: Food and Agriculture Organization of the United Nations.



Left: Francesco Rampa, Head of Programme, and Steve Muchiri, CEO of the Eastern Africa Farmers Federation (EAFF).

Middle: Francesco Rampa at the ECDPM side event during the annual conference of the CAADP Regional Strategic Analysis and Knowledge Support System (ReSAKSS), 8-10 October 2014, Addis Ababa.

Right: Participants, including Fabien Tondel, Policy Officer, at a consultative meeting on the COMESA-CAADP regional agricultural investment plan and public-private platforms for regional value chain development, 27-28 November 2014, Kigali, Rwanda.

upon a crucial issue. Nonetheless, this topic remains little debated due to its political sensitivity in the region.

We worked with regional farmers' organisations in East, Central, Southern and West Africa. Our inputs helped them to strengthen their policy-related capacities. For example, we helped farmers' organisations improve their dialogue with development partners and promote farmers' involvement in regional CAADP policies and programmes.

Finally, we facilitated engagement and coordination of development partners in regional CAADP processes. For instance, we undertook a study of development partners' coordination and harmonisation efforts towards the implementation of West Africa's regional agricultural policy. This study fed into the European Commission's first biennial report on food and nutrition security, entitled *Implementing EU food and nutrition security policy commitments*.

We contributed to debates on the role of the private sector in agriculture, food security and nutrition

We contributed to reflections on how regional CAADP initiatives could be used to promote inclusive private-sector development and intra-regional trade. We supported COMESA's launch of a process

to design multi-stakeholder dialogue platforms. These platforms aim to mobilise political and business interests, in order to remove barriers to intra-regional trade and promote investments along regional value chains. Ultimately this should lead to improved regional agricultural markets.

At the EU level, we assisted the Italian EU Presidency in preparing the EU Council Conclusions on the role of the private sector for development. Our contributions included facilitation of an informal meeting of the Council Working Party on Development Cooperation. Additionally, we were called on by individual EU member states to inform their own support to private-sector development and food security. For instance, the Irish Department of Foreign Affairs and Trade invited us to facilitate a workshop on the way forward for their innovative Africa Agri-Food Development Fund.

We worked to strengthen policy coherence for food security

ECDPM seeks to ensure that development partners' policies in areas such as trade and investment do not hamper advances in food security and agricultural development in Africa. Last year, we contributed to the development of the first methodology for assessing the impact of OECD non-development policies on food security in Africa. Together with ESRF we actively

engaged in a pilot in Tanzania to test and further refine the methodology. A pilot in Burkina Faso is scheduled for 2015. These pilots will provide the evidence that policymakers need to engage in constructive discussions on policy coherence for development (PCD). Moreover, they raise awareness among local actors of the PCD concept, enabling them to take a more active role in the related discussions.

Finally, we published an analysis of current debates in Switzerland on a number of policy areas that could have a critical bearing on global food security. This analysis proved useful and informative for Swiss policy directions.

“

To truly boost food security in Africa, it is essential to go beyond rhetoric. Policies and investments should not focus on large-scale industrialised monocropping – mostly for export outside of the continent. Instead, they should support smallholder farmers, quality food systems and regional markets.

”



Francesco Rampa
Head of the Food Security programme

Developing better regional agricultural markets in Eastern Africa



Fabien Tondel
Policy Officer

ECDPM started work on food security just three years ago. But already we are recognised as a leading contributor to debates on regional agricultural and trade policy processes.

A good example is our work with the Common Market for Eastern and Southern Africa (COMESA). We started supporting the COMESA Secretariat two years ago. The aim was developing better regional agricultural markets, linked to efforts to improve food security through the Comprehensive Africa Agriculture Development Programme (CAADP).

In 2014, COMESA asked us to help design priority programmes for its regional agricultural investment plan. These are programmes to connect smallholder farmers to markets and remove bottlenecks to the development of regional value chains.

Despite the established free trade area in COMESA, significant barriers to agricultural trade remain. By working with various partners in the region, we observed that existing

market information systems were not adequately accessible to farmers and that the private sector did not have enough capacity. Moreover, national governments' priorities often did not include the integration of regional markets.

Dairy products, for instance, represent a big industry in Eastern Africa, but trade across national borders is very limited. We have been working with COMESA to establish a regional value chain platform to mobilise political and business interests by bringing together the public and private sector, including representatives of smallholder farmers and development partners.

CAADP stakeholders in Eastern Africa recognise the role that such a platform can play, and the need for this type of mechanism to be led by the private sector along with the public sector. So we've worked closely with private-sector representatives in particular. Our goal has been to demonstrate that regional integration can make sense for them. Regional integration can bring major benefits and can be much more than just a series of formal protocols that will not be implemented.

We have also worked closely with the Eastern Africa Farmers Federation (EAFB). Initially, EAFB was not actively involved in the process of the COMESA

CAADP, even though farmers are supposed to be among CAADP's main beneficiaries. EAFB used to be on the sideline of the COMESA CAADP process, whereas now it is a key partner in the discussions, partly thanks to our support. EAFB has become much more visible and influential along the way. In my view, that is a significant achievement.

Finally, we have worked with the donors involved in agricultural development and food security in Eastern Africa. They generally understand the importance of regional integration, but they do not always align their development assistance with regional and national policy processes.

This initiative is a perfect way to link the different things ECDPM does: helping regional economic communities, supporting development partners and bringing regional farmers' organisations concretely into the processes shaping regional and national agricultural development strategies. Our contribution is possible and perceived favourably because people realise that ECDPM is not there to defend the positions of a particular group of stakeholders, but is working to move processes ahead to everyone's benefit.



Learn more at ecdpm.org/programmes/food-security
See all outputs at ecdpm.org/ari4/food-security

HIGHLIGHTS



We contributed to the tenth CAADP Partnership Platform meeting and to preparations for the AU Heads of State Summit in Malabo. Following on from that Summit, we organised a side event at the annual conference of the CAADP Regional Strategic Analysis and Knowledge Support System (ReSAKSS) in Addis Ababa, entitled *Responding to Malabo: How to Triple Intra-African Agricultural Trade and Promote Inclusive Regional Value Chain Development*.

ecdpm.org/ar14/10-caadp



We played a leading role in COMESA's launch of a process to design multi-stakeholder dialogue and investment platforms for regional value chain development. ecdpm.org/ar14/comesa-value-chains



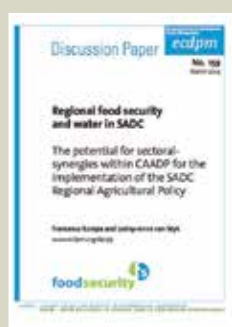
Together with the Economic and Social Research Foundation (ESRF) and Laboratoire d'Analyse Régionale et d'Expertise Sociale, we published findings of our independent assessment of the CAADP Multi-Donor Trust Fund. Outputs of this analysis were clearly visible in the preliminary design of the second phase of the fund.

ecdpm.org/ar14/caadp-mdtf



In Tanzania, we tested a methodology we helped develop to assess the impact of policies of OECD member states on food security in Africa. We also published an analysis of current Swiss debates in a number of policy areas that could have a critical bearing on global food security.

ecdpm.org/ar14/pcd-food-security



Our paper on synergies between the water, agriculture and trade sectors for implementation of the SADC regional agricultural policy was widely recognised as innovative, as it touched upon a crucial issue.

ecdpm.org/ar14/water-sadc



We produced a range of multimedia materials to inform policymakers and stakeholders in Europe and Africa, as well as to reach a wider audience.

ecdpm.org/ar14/food-multimedia

KNOWLEDGE MANAGEMENT AND COMMUNICATIONS

ECDPM's Knowledge Management and Communications team works closely with programme staff to support the Centre's role as a strategic knowledge broker for informed policy dialogue.

The Knowledge Management and Communications team focused on three streams of activity in 2014:

- We enhanced our external communications.
- We improved internal efficiency and learning.
- We expanded our networks of peers.

We enhanced our external communications

We engaged with key stakeholders to support and promote ECDPM's work in a targeted, timely and effective manner. This year we increased our digital presence through social media and, in particular, through the launch of our new website. The website has made the work of the Centre more accessible and engaging. Our new 'dossiers', which compile ECDPM knowledge on specific topics, have been widely accessed and highly valued by website visitors.

We increased our use of infographics and refined visuals to highlight major research findings and guide readers through the often complex maze of policy issues. Multimedia materials were featured more prominently too as an alternative way to inform policy processes. We invested significant effort in working with journalists and expanding our media outreach, resulting in substantial media coverage.

Finally, we further improved our communications tools and supported our

staff with training. This led to greater and more effective use of our communications vehicles by colleagues.

We improved internal efficiency and learning

In close cooperation with staff from other departments, we strengthened our internal information, knowledge management and communication platforms – particularly through the Information Management and Knowledge Exchange (IMAKE) technology project, which was launched in 2012. The new platforms have enabled the Centre to streamline organisational workflows and ensure sound management of information and knowledge.

In 2012 and 2013, we adopted Google-based storage and document management systems. These have enabled us to address longstanding problems regarding information storage and retrieval by our highly mobile teams. This year we invested significant effort in training and support to our staff. We also launched a new internal reporting and travel system.

The Centre is responding positively to the change process that we initiated. Now, one year after the launch, 40% of all the documents on our network are Google documents. The benefits delivered by the project in such a short time have made the IMAKE name synonymous in-house with strategic vision in the digital domain and for

successful change management.

Besides the IMAKE project, ECDPM continued to strengthen its internal learning agenda through peer-to-peer exchanges within the Centre and with colleagues in Europe, Africa and beyond.

We expanded our network of peers

Throughout the year we strengthened our networks of peers in the knowledge management and communications field. These enable us to stay ahead of developments in this rapidly evolving field, and to jointly address challenges and promote innovation in the international development cooperation sector.

We actively contributed to WonkComms and 'On Think Tanks', both discussion fora for think tank communicators. We also joined the European Association of Communication Directors (EACD) and attended the strategic communications training programme of the Africa Center for Development Communication (ACDC). We were an official observer in DevCom (the Informal Network of OECD DAC Development Communicators) and participated in a network that is developing a knowledge management curriculum led by the Technical Centre for Agricultural and Rural Cooperation ACP-EU (CTA). Finally, we continued in our role as a senior editor of the Knowledge Management for Development Journal.

Our communications in 2014

Number of media mentions



107 times in
26 countries

These include mentions in *AllAfrica*, *Al Jazeera*, *The Guardian*, *Devex*, *EurActiv* and *European Voice*.

Number of blogs



92
Talking Points blog
viewed 35,717
times



58
Africa-EU blog
viewed 16,658
times

Publications



55
publications



9,622
subscribers
E-newsletter
(Weekly Compass)



4,383
subscribers
Monthly magazine
(GREAT Insights)

Social media



2,856
Twitter
followers



Regularly
reaching
10,428
people



3,800
number of times
our podcasts were
listened to



13,441
number of times
our videos were
watched

Website visitors



138,435

Subscribe at ecdpm.org/subscribe

FINANCES AND HUMAN RESOURCES

Demand for our services grew significantly in 2014, and our sources of income increased slightly. Because of this, and thanks to our close monitoring of costs, the Centre ended the year with a small financial surplus. This positive result emphasises stakeholders' appreciation of our work, while also representing an ongoing challenge and responsibility of the Centre: to continue to maintain the high standards set.

After our financial mid-term review in June, the Centre revised its budget. By year's end, we had managed to hold expenditures within the budgetary boundaries set. Institutional, programme and project funding reached the targets set for the year, and we closed the books with a very modest €5,000 surplus.

To keep pace with the growing demand for our services, we increased staff capacity. Our staff in 2014 represented 59.4 full-time equivalents (FTE), compared to 50.9 FTE in 2013. Total salary costs were in line with the revised budget. Operational costs were lower than budgeted; in particular costs for external programme associates and consultants decreased in comparison to 2013. The Centre's infrastructure costs, accommodations, general and administrative expenses, investments and information technology, as well as depreciation and other costs, remained close to budget, with a limited increase of 6% compared to 2013.

We managed to further increase the efficiency of internal coordination, information management and external communications, most notably through tools developed under the umbrella of the IMAKE technology project.

Performance review

In the year under report, we conducted a mid-term review of our 2012-2016 strategy, evaluating our performance against the strategic objectives set in 2012. In particular, we looked at the results of our new communications strategy – for which we

made significant investments over the past two years.

The evaluation concluded that the Centre is well on track. All programmes delivered on the objectives set in the new strategy. This was good news, particularly as several of the new programmes started from scratch three years ago. We also found that investments in technological innovation and communications are starting to pay off. These investments enable us to effectively serve the international cooperation arena, which is becoming more and more knowledge-intensive.

At the same time, the assessment highlighted the need to invest more effort in mapping the outcomes and impact of our work. We will pay particular attention to this in the final years of the strategy. Furthermore, the evaluation confirmed the need for the increase in staff capacity.

Human resources

Our staff took part in a broad range of training programmes to improve their skills and efficiency. These related to ICT, languages, time management, human resources management, communications and first aid, among others. Additionally, staff took part in training aimed at broadening their thematic knowledge, for example, in areas such as diplomacy and climate change.

Our low sick leave percentage is an indication of our staff's motivation and dedication. For the third year in a row it has gone down –

this year it was only 1%. In the Netherlands, average sick leave in the 'public services and education sector' is 5%.

Our workforce has grown significantly since 2013, and ECDPM has now become too large for informal staff representation. A works council was therefore established in 2014. The council represents staff on a variety of matters, especially issues of personnel policy and employment conditions. Management has welcomed the works council as a strong contributor to mobilising the collective energy of the Centre's staff.

After our mid-term review, we initiated a process of developing a more explicit and strategic approach towards staffing and career planning.

Accountability and transparency

ECDPM strives for the highest standards in terms of accountability and transparency. Twice a year our auditor reviews not only our finances but also our procedures and internal control mechanisms. This year the auditor concluded that our control environment, monitoring controls and control activities are strong, and that the organisation is implementing modern management tools. In addition, as in previous years, the auditor stated that our financial statements give a true and fair overview of the Centre's financial position.

Learn more at ecdpm.org/ar14/auditor-report and ecdpm.org/funding

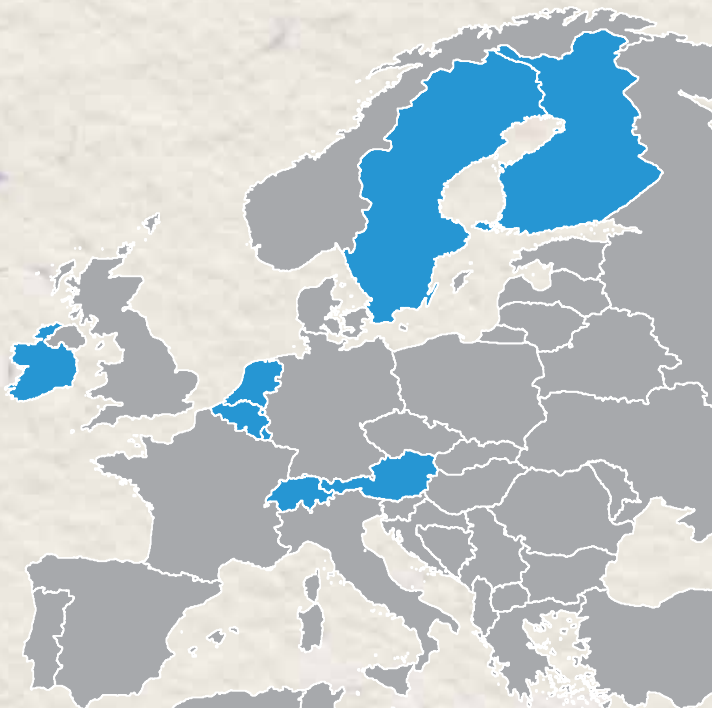
ECDPM RECEIVES GOLD STANDARD RATING FOR FINANCIAL TRANSPARENCY FOR THE SECOND TIME

Transparify, an initiative providing a global rating of the financial transparency of think tanks, awarded ECDPM its gold standard rating for the second year in a row. Only eight other organisations in the EU received this maximum score.

"Think tanks can play a positive role producing independent, in-depth policy research to inform politicians, media and the public," said Hans Gutbrod, Executive Director of Transparify. "As key players in democratic politics, they have a responsibility to be transparent about their operations."

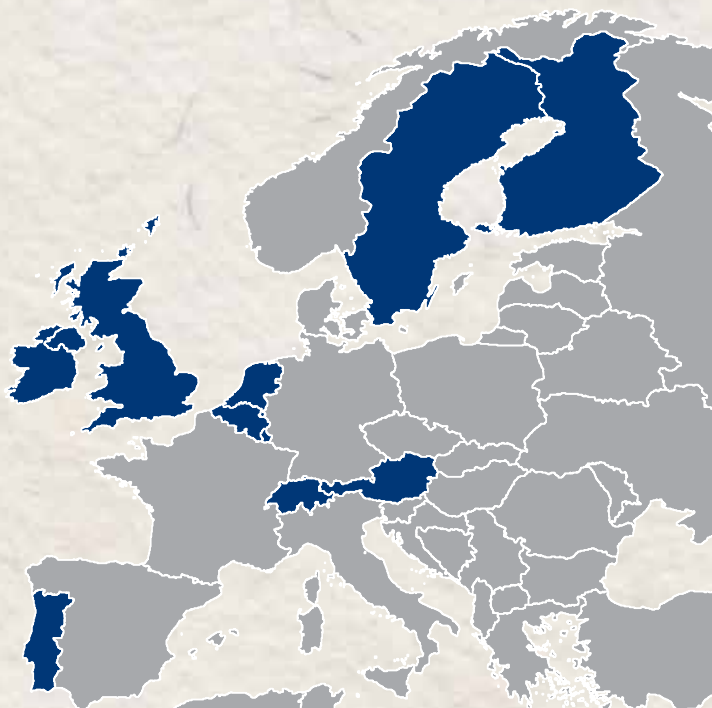
Learn more at transparify.org

Institutional funders



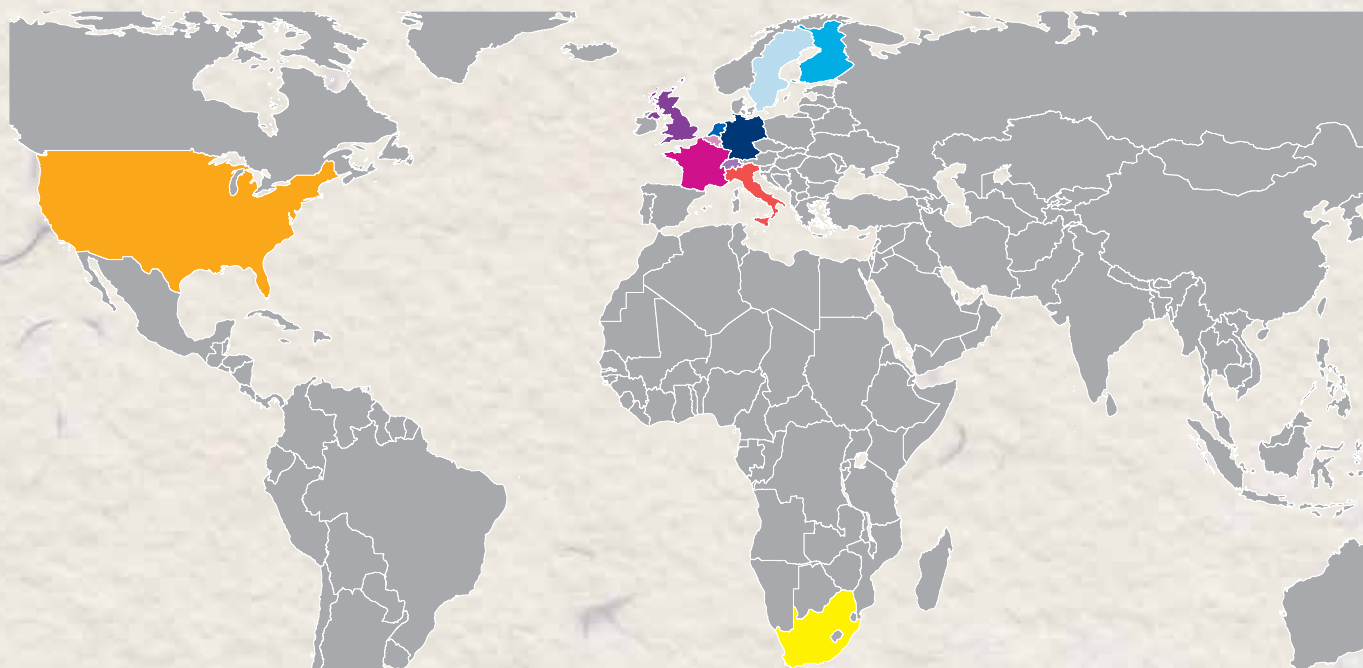
- Dutch Ministry of Foreign Affairs, Directorate-General for International Cooperation, **the Netherlands** €2,860,000
- Belgian Ministry for Foreign Affairs, Foreign Trade and Development Cooperation - Directorate General for Development Cooperation, **Belgium** €419,537
- Swedish Ministry for Foreign Affairs/Swedish International Development Agency (Sida), **Sweden** €300,899
- Swiss Development Cooperation, **Switzerland** €235,619
- Finnish Ministry for Foreign Affairs, **Finland** €225,000
- Irish Aid, **Ireland** €184,635
- Luxembourg Ministry of Foreign & European Affairs, Directorate of Cooperation and Humanitarian Action, **Luxembourg** €140,228
- Austrian Development Agency, **Austria** €82,645

Programme funders



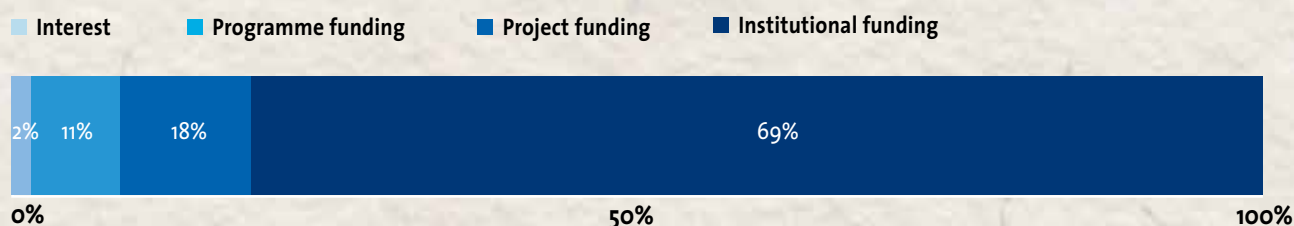
- Dutch Ministry of Foreign Affairs, Directorate-General for International Cooperation, **the Netherlands** €258,213
- British Department for International Development (DFID code: 204500-101, PO: 40082120), **United Kingdom** €219,338
- Swiss Development Cooperation, **Switzerland** €58,307
- Camões Institute for Cooperation and Language, **Portugal** €47,631
- Finnish Ministry for Foreign Affairs, **Finland** €42,022
- Swedish Ministry for Foreign Affairs/Swedish International Development Agency (Sida), **Sweden** €38,184
- Irish Aid, **Ireland** €30,194
- Belgian Ministry for Foreign Affairs, Foreign Trade and Development Cooperation - Directorate General for Development Cooperation, **Belgium** €20,677
- Austrian Development Agency, **Austria** €8,091
- Luxembourg Ministry of Foreign & European Affairs, Directorate of Cooperation and Humanitarian Action, **Luxembourg** €7,136

Project funders



<p>European Commission - Overseas Development Institute (ODI), Belgium €134,793</p> <p>European Commission - Partecip GmbH, Belgium €111,958</p> <p>Aide à la Décision Économique (ADE), Belgium €90,592</p> <p>European Commission - Université Catholique de Louvain - CAERUS, Belgium €86,004</p> <p>European Commission - Delegation Madagascar, Belgium €83,800</p> <p>European Commission - Development Researchers' Network (DRN), Belgium €68,221</p> <p>European Parliament, Belgium €19,366</p> <p>IBF International Consulting, Belgium €18,540</p> <p>European Commission - Delegation South Africa, Belgium €17,500</p> <p>Finnish Ministry for Foreign Affairs, Finland €50,000</p>	<p>L'Agence Française de Développement (AFD), France €17,158</p> <p>The Organisation of Economic Co-operation and Development (OECD), France €7,260</p> <p>L'Association Groupe ESSEC, France €2,595</p> <p>Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Germany €75,455</p> <p>Goethe Stiftung, Germany €18,600</p> <p>Italian Ministry of Foreign Affairs, Italy €22,305</p> <p>Dialogue Facility, South Africa €2,780</p> <p>South African Institute of International Affairs (SAIIA), South Africa €1,098</p> <p>Swedish Ministry for Foreign Affairs/ Swedish International Development Agency (Sida), Sweden €200,333</p> <p>PeaceNexus, Switzerland €16,169</p> <p>International Centre for Trade and Sustainable Development, Switzerland €3,150</p>	<p>Technical Centre for Agricultural and Rural Cooperation (CTA), the Netherlands €4,638</p> <p>European Institute of Public Administration (EIPA), the Netherlands €2,099</p> <p>Knowledge Platform Security & Rule of Law, the Netherlands €1,407</p> <p>Overseas Development Institute (ODI), United Kingdom €57,016</p> <p>British Department for International Development (DFID PO: 40075338), United Kingdom €25,886</p> <p>Landell Mills, United Kingdom €11,488</p> <p>Saana Consulting, United Kingdom €7,877</p> <p>The World Bank, United States of America €30,091</p> <p>Various funders < €1,000, €4,141</p>
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How we are funded



Balance sheet, after allocation of result 2014, as per 31 December, 2014

In thousands of euros

		31-12-2014	31-12-2013
ASSETS			
I	Financial fixed assets		
1.1	Debentures	2,524	2,560
1.2	Participation in EDCS share fund	12	12
1.3	Participation in OneWorld Europe B.V.	0	0
	Total financial fixed assets	2,536	2,572
II	Tangible fixed assets	2,831	2,939
III	Current assets		
3.1	Payments in advance	53	50
3.2	Receivables	30	44
3.3	Debtors	1,175	1,517
3.4	Tax contributions	65	74
3.5	Cash	2,671	20,530
	Total current assets	3,993	22,216
TOTAL ASSETS		9,360	27,727
LIABILITIES			
IV	Long-term liabilities		
4.1	Commitment to the Netherlands' Government	0	18,378
	Total long-term liabilities	0	18,378
V	Current liabilities		
5.1	Creditors	122	164
5.2	Tax, pension and social security contributions	301	282
5.3	Current debts	859	869
	Total current liabilities	1,283	1,314
VI	Provisions	119	82
TOTAL LIABILITIES		1,402	19,774
EQUITY			
	From annual turnover		
	Manageable results from income over current costs	3,212	3,178
	Subsidy Dutch Ministry of Economic Affairs for housing	2,269	2,269
	From debentures portfolio		
	Realised capital gains from debentures portfolio	2,477	2,506
	Revaluation reserve from debentures portfolio	0	0
TOTAL EQUITY		7,958	7,953

Income and expenditure account

In thousands of euros

		Realisation 2014	Budget 2014	Realisation 2013
INCOME				
I	Funding			
1.1	Core funding	98	685	652
1.2	Institutional funding	4,449	3,662	3,668
1.3	Programme and project funding	1,922	2,331	2,076
	Total funding	6,469	6,678	6,396
II				
	Result from debentures			
2.1	Result on sales debentures	0	p.m.	767-
2.2	Result on market value debentures	36-	p.m.	1,656
	Total result from debentures	36-	p.m.	889
TOTAL INCOME		6,433	6,678	7,285
EXPENDITURE				
III	Operational expenses	800	1,300	1,276
IV	Other costs			
4.1	Salaries and other personnel costs	4,687	4,462	4,329
4.2	Accommodation expenses	238	221	212
4.3	General and administrative expenses	292	276	288
4.4	Investments	8	4	11
4.5	Information technology	259	150	169
4.6	Depreciation	126	135	173
4.7	Miscellaneous	17	30	34
	Total other costs	5,627	5,278	5,216
TOTAL EXPENDITURE		6,427	6,578	6,491
UNFORESEEN		0	100	0
TOTAL RESULT		5	0	794
<i>Results from debentures</i>				
	- difference realised interest income and budgeted interest	7	p.m.	63-
	- result on sales and market debentures	36-	p.m.	889
	Total	29-	p.m.	826
Total result excluding results from debentures		34	0	32-

OUR PEOPLE

ECDPM consists of many building blocks



Roland Lemmens
Head of Finance

ECDPM consists of many building blocks – a lot of creative people from all over the world. We have seen quite an increase in the number of young people, especially in the past five years. This brings new flavour, new ideas, new approaches and also to some extent a new culture.

Our flexible and informal way of working has been reinforced, and I am convinced that this has helped keep

our organisation moving forward, because it makes working together more efficient.

I also see the positive effect of this organisational culture on the quality of our work. It enables us to adapt to changing environments faster than many other organisations. This shows in our many partnerships, which are so important to our organisation.

Our Board of Governors in 2014

P. I. Gomes

Secretary General of the ACP Group of States; former Ambassador of Guyana to the ACP Group of States and the EU

P. H. Katjavivi

SWAPO Party Chief Whip, Republic of Namibia National Assembly

J. T. A. M. Jeurissen

Former Chief Investment Officer, Pension Fund PMT, the Netherlands

N. Bema Kumi

Founder and Director of the Institute of Diplomatic Practice and Development Policies, Ghana

R. Makoond

Executive Director, Joint Economic Council, Mauritius

A. J. de Geus*

Chair and CEO of the Bertelsmann Stiftung, Germany

L. Wohlgemuth

Guest Professor, School of Global Studies, Göteborgs Universitet, Sweden

M. de Jesus Veiga Miranda

State Secretary of Foreign Affairs, Cabo Verde

A. Olukoshi

Director, African Institute for Economic Development and Planning, Senegal

G. Kinnock*

Member of the House of Lords of the Parliament of the United Kingdom

Board advisor

D. Frisch*

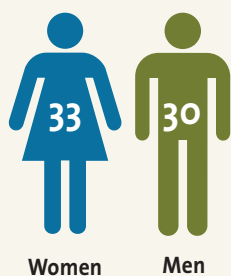
Former Director-General for development at the European Commission

Learn more at ecdpm.org/board

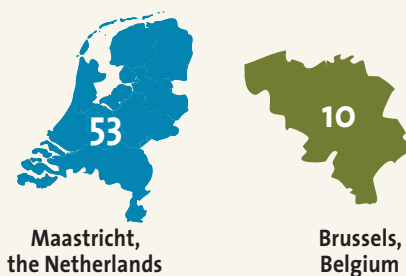
**These members of the Board stepped down in 2014.*

Our staff in 2014

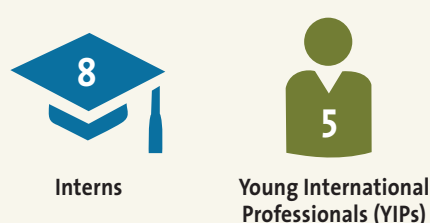
63 staff members



Staff based in



26 junior staff members of which



We provide opportunities to many young professionals from Europe, Africa and beyond.

Our network



Broad network of specialist consultants and programme associates



Programme associates

Number of nationalities at ECDPM



Algerian, American, Australian, Austrian, Belgian, Benin, British, Burundian, Cameroonian, Canadian, Croatian, Danish, Dutch, Ethiopian, French, German, Irish, Italian, Kenyan, Mauritian, Mauritanian, Moroccan, Portuguese, South African, Spanish, Swedish and Swiss.

Learn more at ecdpm.org/people



Colophon

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European Voice
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Social Committee

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ecdpm

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