

ANNUAL REPORT 2013
EXTERNAL ACTION
RECONCILING VALUES & INTERESTS IN THE EXTERNAL
ACTION OF THE EU
DE AND REGIONAL INTEGRATION
ON DYNAMICS OF EXTERNAL ACTION
FOR PEACE, SECURITY, CONFLICT
SECURITY AND RESILIENCE
NCE ECONOMIC SECURITY
CONFLICTS AND RESILIENCE
NCE ECONOMIC SECURITY
DE AND REGIONAL INTEGRATION

ecdpm

Linking policy and practice in international cooperation



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at annual-report-2013.ecdpm.org

**A MINIGUIDE TO THE
2013 ECDPM ANNUAL REPORT**

ecdpm

HOW WE WORK

The European Centre for Development Policy Management (ECDPM) is a 'think and do tank'. Our main goal is to broker effective development partnerships between the European Union (EU) and the African, Caribbean and Pacific (ACP) Group of States, particularly Africa. We combine solid knowledge on how to formulate effective development policies with practical expertise on how to implement them.

ECDPM's mission and principles of engagement – established some 25 years ago – are still fundamentally relevant today:

- Our strong niche in EU-Africa and ACP-EU relations
- Our clear strategic focus on a limited set of key policy areas
- Our proactive approach which anticipates major new trends in development and international relations
- Our non-partisanship
- Our dual role as an independent knowledge broker and process facilitator
- Our extensive networks of key actors in Europe and in developing countries, particularly in Africa, the Caribbean and the Pacific
- Our focus on making policies work by providing guidance to practitioners in development

We apply a combination of roles and methods to bridge policy and practice. ECDPM co-organises and facilitates policy dialogues, provides tailored analysis and advice, disseminates timely information on key policy processes, and participates in South-North networks.

A major thrust of our work is engaging in strategic partnerships with institutions and networks in the developing world. Our goal in this is to contribute to

a sound empirical base for policymaking, and also to ensure that there is sufficient institutional capacity for policy implementation and monitoring.

All of our activities emphasise political economy approaches. These ensure that our analyses and process facilitation are fully cognisant of the underlying drivers of change, from the local to the global level.

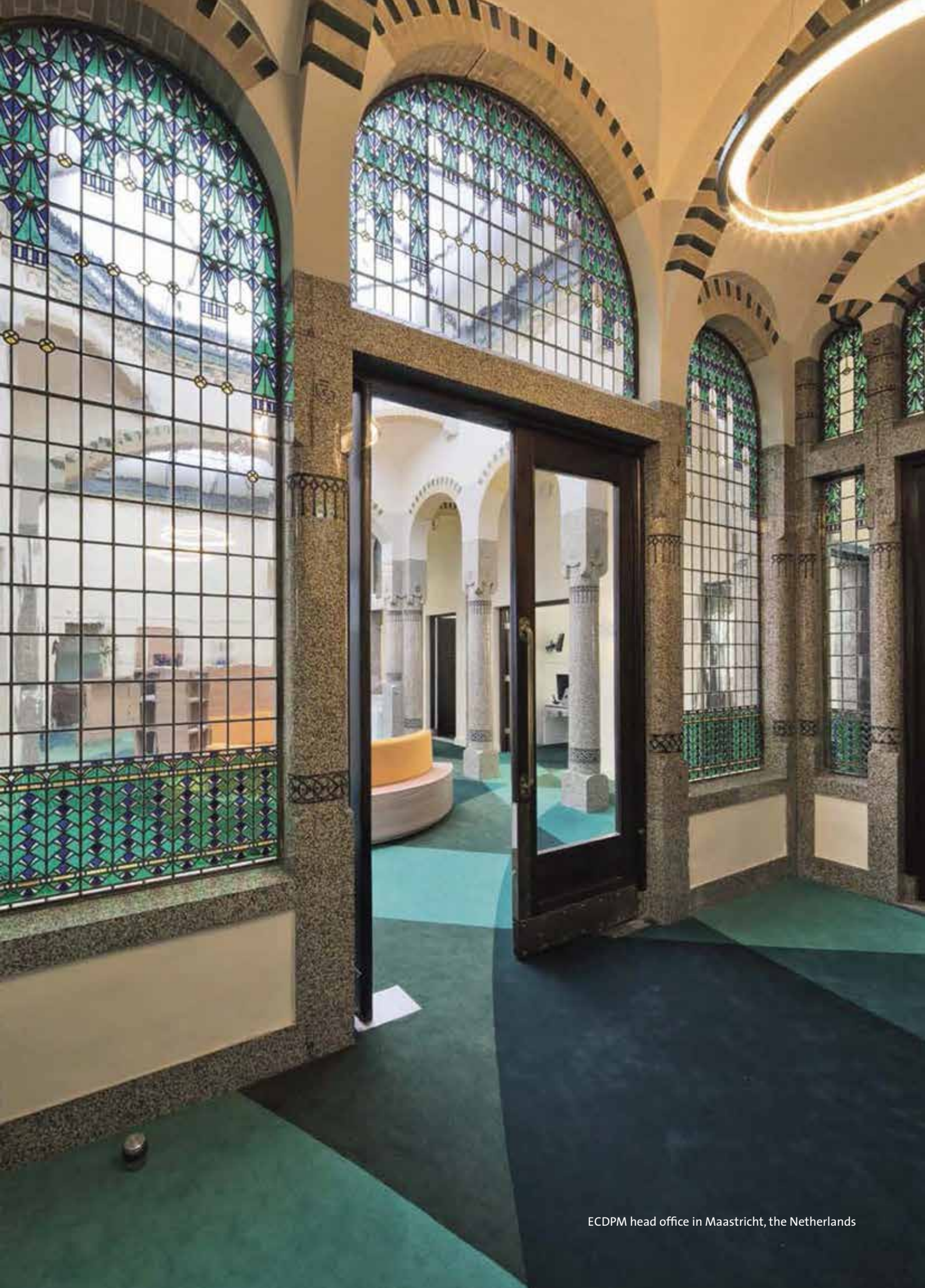
How we organised our work in 2013

To target our efforts, we organised our work in 2013 around four thematic priorities (see page 6 and 7). These were put into practice through five Centre programmes:

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

**The Economic Transformation and Trade programme is a merger of the Centre's previous 'Economic Governance' and 'Trade and Regional Integration' programmes.*

See our full report online at annual-report-2013.ecdpm.org



ECDPM head office in Maastricht, the Netherlands

FROM OUR BOARD CHAIR



4 The year 2013 brought many challenges, for the Centre as well as for our sector as a whole. More than ever, the rapidly changing international cooperation landscape called for new tools, different types of partnerships, institutional innovation and joint learning. More than ever, it required ECDPM to be vigilant and creative.

The Centre's new five-year strategy (2012-2016) underlines these changing dynamics. Following the kick-start of our strategic framework in 2012, deployment of our ambitious agenda was the hallmark of 2013. But as this required investments, against the backdrop of an economic crisis and declining budgets for development, ECDPM braced itself for a financially demanding year.

Yet, the Centre again attracted increased interest from old and new partners in Europe, in the African, Caribbean and Pacific (ACP) Group of States, and beyond. By virtue of their continuous support, we were able to consolidate our financial resources. This bears witness to the strong trust in the Centre and recognition of the importance of its work as an independent foundation. Quite encouraging to the Board is the fact that beyond EU donors, increasing interest is being shown in ECDPM by others, including Japan, the USA, Canada, South Korea, India, China and Norway.

Last year was also characterised by reinforcement of the five Centre programmes, some of which started from scratch under the new strategy. In line with the ongoing consultations on a new post-2015 framework for development, the programmes broadened the scope of their work, paying more attention to areas of global interest, such as climate change, private sector development and the link between security and development.

The programmes also played a notable role in international discussions on the future of ACP-EU and Africa-EU relations, which gained renewed momentum in 2013. ECDPM was also regularly called upon for independent analysis and facilitation work by key institutions in Europe, Africa, the ACP and beyond.

In Africa, we worked more intensively with the private sector and with farmers' organisations in West, East and Southern Africa. Officials in CAADP (the Comprehensive Africa Agriculture Development Programme) and NPCA (the Planning and Coordinating Agency of NEPAD, the New Partnership for Africa's Development) remained close allies. Perhaps the most valuable contribution of our work with Africa was influencing the preparations and 'quiet diplomacy' in the lead-up to the Fourth EU-Africa Summit held in Brussels in April 2014.

To underline the Centre's role as a strategic knowledge broker for well-informed policy dialogue, we laid foundations for a more dedicated approach towards knowledge management and communications. We invested in improved communications tools and information management platforms. These allowed us to streamline organisational processes, but also to give greater visibility to the Centre, our staff and our work. With this visibility comes the need to be attentive to quality assurance in all of our services and products.

The Board is pleased to conclude that the Centre has again demonstrated its ability to adapt to the changing global context and has reaffirmed its status as a recognised leader in brokering effective partnerships between the EU and the Global South.

A handwritten signature in dark ink, reading "Patrick I. Gomes". The signature is fluid and cursive, with a horizontal line underneath the name.

P.I. Gomes

Ambassador of Guyana to the ACP Group of States and the European Union

FROM OUR DIRECTOR

GLOBAL DEVELOPMENT IN UNCERTAIN TIMES

The year 2013 continued a fascinating episode in global development. The world was alive with new players looking for ways to scale up their influence and roles, as well as traditional actors trying to redefine theirs. Dr Nkosazana Dlamini-Zuma inspired confidence in the African Union (AU) Commission, capitalising on the growing recognition of Africa's increasing economic weight. But there was also rising awareness of the political, economic and social costs of inequality and exclusion. The price this entails in terms of lost income and opportunity for large majorities of the world's population¹ extends beyond developing and emerging economies; it strongly affects the future prospects of industrialised countries as well².

As the situation in Ukraine again tragically underlines, a new balance in international relations has yet to be found. Opinions about what it means to take global responsibility also continue to vary from country to country and region to region. This exacerbates the global governance deficit at a time when the world urgently needs to act together to address worldwide climate, economic and development challenges.

Against this backdrop, the High-Level Panel of Eminent Persons on the Post-2015 Development Agenda presented an ambitious, forward-looking report to the UN Secretary General in May 2013. Building on its international membership, it formulated global goals that are truly universal, applicable – in different ways – to all countries. The panel set out five transformations that countries must achieve to attain a more sustainable future that offers opportunity to all:

- Leave no one behind
- Put sustainable development at the core
- Transform economies for jobs and inclusive growth
- Build peace and effective, open and accountable public institutions
- Forge a new global partnership

It also provided a set of illustrative goals through which these transformations could be accomplished. Thus, in 2013 the global community seemed to be moving towards a set of post-2015 sustainable development goals with a strong emphasis on inclusive development.

What might such a global development agenda mean for development policy as we know it? Will it push international cooperation further into uncharted territory? Even recognising that the High-Level Panel's suggestions will be modified in the further negotiations, several forceful trends seem to be gaining hold.

Firstly, a broad agenda of global development challenges is being put on the table. A range of global public goods has been identified that are considered fundamental to environmentally, economically and socially sustainable development. This is a logical step, since at the end of the second millennium, besides poverty eradication; human rights, peace and security, and international trade were included on the global development agenda. Now, some fifteen years (and a global crisis) later, environmental sustainability, climate change, financial stability, private sector development and the right to food, health and clean drinking water have been added.

Secondly, the division between developing and developed countries has all but lost its meaning. The global discourse now recognises a diverse

range of nations, distinguishing themselves in the way they organise their polity, economy, and society and in the degree to which they are affected by or take responsibility for tackling global challenges.

Thirdly, the development agenda proposed is universal and has implications, albeit different ones, for all. This means that national and regional interests, such as national access to finance, markets, energy, land, water and minerals – and not just 'development interests' – will be taken into account at each step of the way.

Addressing these universal challenges will require an appropriate, but differentiated response from all countries, not just the ones most negatively affected by any one challenge in particular.

In our view, the above means that indeed development policy must raise its profile and amplify its coverage. Achieving sustainable and inclusive development everywhere requires a concerted and coherent approach involving all those concerned, whether they be national or international, public, private or non-governmental. Development policy can inspire by sharing its range of financial and partnership instruments. It can offer practical ways to increase impact by forging coherence between policy actors and areas, and it can offer ways of improving cooperation and results-based management towards particular global targets. Development policy can, furthermore, evolve towards an instrument for global public finance.

But this will be possible only if the critical examination now under way of development finance, its instruments and its effectiveness, is vigorously pursued. New narratives and inclusive standards of performance are needed. Moreover, development must continue to work closely with other external and internal policy areas, reconciling values and interests such that sustainable and inclusive global development is served.

ECDPM will continue to play its part in facilitating the transformation of development policy thinking that lies at the heart of the rapidly changing external relations between the EU and its member states and the countries of Africa, the Caribbean and the Pacific. Besides our current programmes, we will extend further into critical areas such as private sector development, climate change and adaptation, and development finance. Yet, while we are glad to be part of these very promising forward-looking dynamics, we are also concerned that current imbalances in international relations might eventually turn back the clock on the ambitious global agenda that began to emerge in 2013.



Paul Engel



OUR FOUR THEMES

Four thematic priorities shape the work of the Centre's programmes. These are areas in which ECDPM believes it can contribute decisively to improving relations and cooperation between the European Union and its member states and the countries of the ACP Group of States.

Thematic priority 1: Reconciling values and interests in the external action of the EU

This theme responds to the EU's ambition to better integrate its development objectives into the various aspects of its external action. The challenge is to do so successfully at a time when the EU is struggling to overcome the financial crisis and redefine its role on the global stage.

In 2013, ECDPM played a major part in stimulating reflection on EU development policy beyond aid, on policy coherence for development (PCD), and on the design of a new post-2015 global development agenda. Our extensive work on PCD, in particular, has been recognised as furthering thinking in this field.

The Centre's programmes strategically engaged with a range of actors and institutions in the EU and ACP, particularly in Africa, in the role of non-partisan knowledge broker and process facilitator. Our independent analyses resulted in better informed policy debates – on the internal review of the European External Action Service (EEAS), on the new EU development framework and on EU policies related to food and nutrition security, conflict prevention

and statebuilding, and economic governance and trade within the African and ACP context. Our timely analyses on EU external action paved the way for productive engagement of African and ACP partners in negotiations with EU counterparts.



Thematic priority 2: 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. ECDPM was active in various policy arenas to deepen, discuss and share knowledge about the social, economic, institutional and political drivers of economic transformation. Our political economy analysis of regional integration, for example, was recognised as particularly valuable by a number of key African and European stakeholders.

Many African governments have re-engaged with the private sector, and Europe has embraced the private sector as a powerful driver of growth and development. In 2013, we focused on private sector development and effective public sector support for improving the business and investment climate. Programme priorities included extractive industries, regional integration and trade facilitation, given their relevance for economic

transformation. The impact of emerging economies on Africa's and the ACP's relations with traditional partners was also factored into our analysis and networking.

We contributed to global policy debates by combining our understanding of these different areas with our longstanding expertise on economic governance and trade for inclusive growth. ECDPM's knowledge of the role of extractive industries in economic transformation, for example, led to requests from a range of stakeholders – in Africa, Europe, Asia and North America – to contribute to high-profile meetings and reports. Furthermore, the Centre continued to be a key source of independent, publicly available information on the Economic Partnership Agreement (EPA) negotiations, indirectly helping both African and EU negotiators to frame solutions and strategies towards the conclusion of EPAs.

Thematic priority 3: Supporting societal dynamics of change in developing countries

This theme relates to local initiatives for change and development, placing strong emphasis on the interface between state and non-state organisations. Our engagement here was driven by the knowledge that development processes should first and foremost be propelled from within the country and within the region.

In 2013, the Centre's programmes systematically engaged in strengthening local dynamics of change. We focused especially on Africa, where persisting turmoil in many places has underlined the need for African governments to strengthen their responsiveness to socio-economic demands.

The Centre rooted its work in analyses of political and socio-economic change dynamics at the local level. At the institutional

level, we worked with the African Union and the European Union towards greater involvement of civil society in Africa-EU relations. At the level of civil society, we worked closely with regional farmers' organisations on food security. In the Sahel, we worked with both government and civil society to promote dialogue in the context of the Mali crisis. In Madagascar and North Africa, we engaged in activities to support regional reforms and strengthen the capacity of civil society.

Our approach – via political economy analysis and direct collaboration with both official institutions and civil society – contributed to a better understanding of local dynamics, and thus to more effective brokerage of knowledge and sensitive facilitation of processes.

Thematic priority 4: Addressing food security as a global public good

Our final theme concerns food and nutrition security and its recognition as a global public good. The international community has re-emphasised the need for governments to prioritise agriculture and to encourage the agricultural sector to play its vital role in provision of adequate food and nutrition. However, to make this happen, a structural transformation of the agricultural sector is needed, particularly in Africa.

The Centre actively stimulated debate and international cooperation to advance food and nutrition security and sustainable agricultural development. We focused on understanding the social, economic, institutional and political economy drivers behind food and nutrition insecurity. We worked with a range of institutions and regional organisations in Africa, Europe and beyond, to realise the potential of regional cooperation and trade, of public-private partnerships, and

of more effective support from development partners, including the European Union and its member states.

In 2013, much of this work involved implementation of the regional dimensions of the Comprehensive Africa Agriculture Development Programme (CAADP). In West Africa, for instance, we worked with local researchers and ROPPA (the Network of Farmers' and Agricultural Producers' Organisations of West Africa) to assess the region's progress towards the CAADP goals.

Although the Centre started working in the area of food and nutrition security only two years ago, we are already recognised as a leading contributor to debates on regional agricultural and trade processes. This led to frequent invitations to participate in international food and nutrition security fora.



INSTITUTIONAL RELATIONS AND PARTNERSHIPS

In 2013, the Centre continued to expand, diversify and strengthen its partnerships and networks in Europe, the ACP and beyond. We aimed to build relationships focused on the joint learning and innovation that is required to effectively adapt to the changing global context.

ECDPM looks back on an exciting and fruitful 2013 in terms of institutional relations and partnerships, with four major accomplishments:

- We strengthened our presence in Africa and the ACP, and the African and ACP presence within ECDPM
- We broadened and deepened our institutional partnerships in Europe
- We expanded our range of global networks and contacts
- We gained the trust and respect of players beyond the traditional development sector

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We strengthened our presence in Africa and the ACP, and the African and ACP presence within ECDPM

We strengthened our relationships with key institutions in Africa and the ACP Group of States, and consolidated our network of programme associates in Africa. We created more opportunities for fieldwork, particularly for our younger staff members. We increased the presence of Africans on our staff through the Young International Professionals Programme (YIPP) launched in 2013. This programme builds capacity among talented aspiring professionals from the ACP region in the area of international cooperation, by recruiting them to ECDPM for a seven-month to one-year period.

We broadened and deepened our institutional partnerships in Europe

While recognising our role as an independent broker, the implementation of our strategy requires sustained and flexible funding. At the start of the year, however, the Centre was unsure whether it could maintain the required levels of institutional funding. Through an intensive dialogue process with all of our institutional partners, the Centre did manage to consolidate its sources of multiple-year funding. The Netherlands and other longstanding supporters – Belgium, Luxembourg, Finland, Ireland, Portugal, Sweden and Switzerland – assured us of their continued support, and we were especially pleased to welcome Austria as a new institutional partner.

At the level of the European institutions, we solidified our relationship with the European External Action Service (EEAS), while strengthening our relations with the European Commission, EU delegations and the European Parliament. We also cooperated with the Irish and Lithuanian EU presidencies in 2013.

We expanded our range of global networks and contacts

The Centre stepped up its engagement with an increasing number of global players. We reinforced ties with Japan and engaged in new relationships with official and non-state players in South Korea, Canada, Norway, the USA, China, India and Brazil. At the level of the global institutions, we continued our strong cooperation with the African Union Commission and the Organisation for Economic Co-operation and Development (OECD). The World Bank, the African Regional Economic Communities (RECs), the United Nations Economic Commission for Africa (UNECA) and an increasing number of international foundations showed growing interest in our work.

We gained the trust and respect of players beyond the traditional development sector

A key element of our 2012-2016 strategy is to strengthen linkages between development and other areas of international relations and diplomacy. This led to increased interest in our work by institutions involved in conflict prevention, security, defence and migration issues. In addition, we drew increased attention from the private sector, from international financing institutions, departments of economic affairs and international trade, and players in the field of natural resources management, environment and climate change.



Geert Laporte (fourth from the right) at the EDCF Development Finance Seminar in Seoul, South Korea, May 2013.

EXTERNAL EVALUATION OF THE THINK TANK INITIATIVE (TTI)

In 2013, ECDPM and the Overseas Development Institute (ODI) completed an external evaluation of phase I of the international Think Tank Initiative (TTI). This is an ambitious multi-donor programme to strengthen the capacity of independent think tanks in the developing world. The evaluation provided us an opportunity to work with the Bill & Melinda Gates Foundation, the William and Flora Hewlett Foundation, the International Development Research Centre (IDRC), and the governments of the UK and the Netherlands. It also provided us opportunities to connect with influential and up-and-coming think tanks across the Global South.



FACILITATING THE AFRICA-EU AND ACP-EU PARTNERSHIPS

The year 2013 provided new impetus for strategic thinking on Africa-EU and ACP-EU relations. ECDPM, as a recognised leader in brokering partnerships between the EU and the Global South, provided analysis and facilitation for key institutions in Europe, Africa, the ACP and beyond.

THE ACP-EU PARTNERSHIP

ECDPM provided facilitation and analytical input to the ongoing process of reflection on ACP-EU cooperation after 2020. Our initiatives contributed to better informed dialogues and were highly welcomed by both the ACP and the EU side. In the role of independent sounding board, we formulated background analysis and critical questions that helped to open fundamental debates and advance reflection. European institutions, member states and NGOs frequently invited us to present our views on the future of the partnership. We also participated in a number of internal ACP process meetings, including the ACP Eminent Persons Group meeting in the Pacific.

THE AFRICA-EU PARTNERSHIP

ECDPM particularly contributed to the discussions on the future of the Africa-EU partnership. Key African and EU actors and institutions sought us out for analytical and facilitation input. As such, we were the only non-African participants at several African meetings, including consultations run by the Pan-African Parliament. With the other members of the European Think-Tanks Group – the Overseas Development Institute (ODI), FRIDE (a European Think Tank for Global Action), and the German Development Institute (DIE) – we facilitated a high-level conference bringing together influential African and European policy actors. Outcomes were fed back into official meetings, including the EU-Africa biannual collective task force meeting for the Joint Africa-EU Strategy (JAES). We were also invited to host a follow-up meeting with the AU Commission in Addis Ababa. Perhaps the most valuable contribution of our work was its influence on the preparations and ‘quiet diplomacy’ in the lead-up to the Fourth EU-Africa Summit held in Brussels in April 2014.

2013 EUROPEAN REPORT ON DEVELOPMENT

After a productive collaboration on the 2012 European Report on Development, ECDPM again joined forces with ODI and DIE for the report’s 2013 edition, ‘Post-2015: Global Action for an Inclusive and Sustainable Future’. This time, ECDPM took the lead role in the team. The Centre received numerous invitations to present the report from European and African stakeholders and institutions as far afield as South Korea and India. EU Development Commissioner Andris Piebalgs described the report as particularly timely and relevant. It has been widely consulted in the advancing post-2015 global development framework debate.

OUR MAIN PARTNERSHIPS IN 2013

ACP institutions: the ACP Secretariat and the ACP Committee of Ambassadors

The Africa Governance Institute (AGI)

The African Union Commission (AUC)

The Consumer Unity & Trust Society (CUTS International)

The European Association of Development Research and Training Institutes (EADI)

The Europe-Africa Policy Research Network (EARN) and its members

The European Think-Tanks Group (ETTG), comprised of the German Development Institute (DIE), FRIDE (a European think tank for global action), the Overseas Development Institute (ODI) and ECDPM

The Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN)

The Friedrich-Ebert-Stiftung (FES)

The Global Alliance for Improved Nutrition (GAIN)

The Institute for Security Studies (ISS)

The Institute of International Relations (IIR) at the University of the West Indies

Instituto Marquês de Valle Flôr (IMVF)

The Konrad-Adenauer-Stiftung (KAS)

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

The Network of Farmers' and Agricultural Producers' Organisations of West Africa (ROPPA)

The Nordic Africa Institute (NAI)

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

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

Regional Economic Communities in Africa (COMESA, EAC, CEMAC, ECCAS, ECOWAS, UEMOA, SADC, SACU, IRCC and others)

The South African Institute of International Affairs (SAIIA)

The Technical Centre for Agricultural and Rural Cooperation ACP-EU (CTA)

The United Nations Economic Commission for Africa (UNECA)

The World Bank

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A gradual change is taking shape in the culture of dialogue and partnership between Europe and Africa. Co-responsibility holds a greater potential for success than conditionality and unilateral imposition.

Geert Laporte
ECDPM Deputy Director



THEMATIC FOCUS: RECONCILING VALUES AND INTERESTS IN THE EXTERNAL ACTION OF THE EU

In its 2012-2016 strategy ECDPM has given a prominent place to the crucial thematic priority of 'Reconciling values and interests in the external action of the EU'. We asked five institutional actors representing Africa, the ACP and the EU to reflect on the progress that the EU has made in terms of reconciling values and interests since the introduction of the Lisbon Treaty, which entered into force in 2009. We were also interested in their views on the partnership between Europe and Africa.

The interviews can be watched online at annual-report-2013.ecdpm.org.

"We are doing much better today in terms of reconciling values and interests in EU external action. The changes in the world have created better conditions for that as well. Today the relationship with our partner countries is very much based on a set of universal values."

Fernando Frutuoso de Melo - EuropeAid Director General



"Africa and Europe are partners of destiny, we cannot help but work together. Our cooperation has succeeded quite remarkably in some areas, such as peace and security issues. However, in other areas, cooperation has not worked so well. In terms of private sector cooperation for example, we need to do more work in facilitating and advancing the course of trade cooperation between our two regions."

Obadiah Mailafia - Chef de Cabinet of the African, Caribbean and Pacific Group of States



"As far as development cooperation is concerned, the jury is still out. The EU institutions are in place. But I'm still waiting for this to translate into practical policy. Since Lisbon we have not been able to put the development cooperation policy domain at the top of the agenda."

Peter Moors - Director General of the Belgian Development Cooperation



"Consistency will become an increasingly important element in the definition of values in terms of their true universality. Universality in the sense that we can all recognise ourselves in the way in which those values are articulated."

Adebayo Olukoshi - Director of the UN African Institute for Economic Development and Planning



"Our joint Africa-EU strategy has been in place, and it is a good strategy. But we still need to reach a level of understanding, where the benefits are more mutual. At the moment, from the African perspective, we believe that it is Europe that continues to benefit more from this partnership than Africa does."

Ajay Bramdeo - African Union Ambassador to the European Union



STRENGTHENING EUROPEAN EXTERNAL ACTION

The European Union carries considerable weight in international affairs as the world's largest trade bloc and foremost contributor of development assistance. However, against the backdrop of the changing international cooperation landscape, the shifting global balance of power, and the financial crisis, the EU is struggling to reconcile its development ideals and goals with its economic, political and security interests. To perform effectively on the changing global stage and to respond to the challenges it presents, the EU must consolidate its external action and upgrade it into a more consistent, coordinated and development-friendly foreign policy.

ECDPM's Strengthening European External Action programme focuses on improving overall EU policy coherence and delivery for development objectives. We engage with African, ACP, EU and global stakeholders, who rely on us for timely independent analysis and clarification of key policy and practice issues, as well as for facilitation of dialogue and processes. Our work in 2013 was organised in three streams:

- The EU and the global development agenda
- EU development policy and practice
- The EU institutional set-up for external action

The EU and the global development agenda

Throughout the year, we helped African, ACP, European and global actors to navigate international debates on the post-2015 development agenda. We also actively contributed to the discussions by providing a range of research reports and articles and by participating in high-level events. ECDPM took a leading role in preparing the 2013 European Report on Development, which focused on the post-2015 development framework. We received a number of invitations to present the report to a range of stakeholders and institutions, addressing audiences as far afield as South Korea and India. Our thematic contributions on migration and financing within the post-2015 framework furthered the global debates and led to our cooperation with the International Organization of Migration and the UN Intergovernmental Committee of Experts on Sustainable Development Financing.

EU development policy and practice

We provided independent analysis and advice on various facets of EU development policy and practice, including the new EU development framework, the new EU budget and Europe's principal aid funding instruments. We contributed to the OECD (the Organisation for Economic Co-operation and Development) and EU commitment to step up policy coherence for development (PCD) monitoring – one of our foremost areas of expertise. Results of our research on PCD in different EU member states proved particularly timely and valuable. A report summarising our findings was

cited and used by the European Commission, the OECD-DAC (OECD Development Assistance Committee), and numerous NGOs and think tanks. We were invited to present the study to the OECD and at events in Belgium, Denmark, Germany and Ireland – some with ministerial-level participation. These countries sought to learn from our analysis in order to develop their own monitoring systems. Furthermore, we broke new ground by developing a first methodology to assess the impact of various policies of OECD member states on food security in individual partner countries. This work drew the interest of Finland and Switzerland, both of which intend to fund and actively engage in country pilots in 2014.

“ECDPM's expertise on the Multiannual Financial Framework and the Centre's deep understanding of the topics made the conference a real success.”

Civil society umbrella organisation representative during an ECDPM-facilitated discussion on the next EU budget

The EU institutional set-up for external action

ECDPM actively engaged in research and analytical work relating to the EU institutional set-up for external action. We sought to inform European, ACP and African stakeholders, as well as the wider public, on important external action processes. Our publications on EU processes in the post-Lisbon framework enabled African and ACP stakeholders to better engage in negotiations with EU counterparts. Institutional donors, the EU Court of Auditors and key decision-makers at the European Parliament and the European External Action Service (EEAS) particularly appreciated our independent analysis of the internal EEAS review process and frequently sought our opinion on this.



European Development Days 2013, Brussels, Belgium - November 2013

OUTPUTS IN 2013: HIGHLIGHTS

- 1) ECDPM, ODI and DIE published the 2013 European Report on Development, entitled 'Post-2015: Global Action for an Inclusive and Sustainable Future'. ECDPM was in high demand to present the report to key European, African and global stakeholders and institutions.
- 2) A post-2015 edition of our *GREAT insights* magazine featured articles from Betty Maina, a member of the UN High-Level Panel on the Post-2015 Development Agenda, and Klaus Rudischhauser, EuropeAid Deputy Director General.
- 3) We published a study on how different EU member states approach the concept of policy coherence for development (PCD). We developed a first methodology to assess the impact of a range of policies of OECD member states on food security in individual partner countries. Both the study and the methodology were recognised as key in advancing policy debate on this topic.
- 4) We provided the first independent analysis of the EU joint programming process, pointing to critical bottlenecks and remedial measures. We also published an independent assessment of early experiences in programming two principal EU funding instruments: the Development Co-operation Instrument (DCI) and the 11th European Development Fund (EDF). Our review of six ongoing initiatives to increase

the effectiveness and relevance of EU development aid and cooperation provided novel insights into budget allocations across funding instruments.

5) ECDPM was an active participant at the European Development Days 2013. Together with the other members of the European Think-Tanks Group (FRIDE, ODI and DIE) we organised a well received side event that brought together high-level EU officials to discuss the evolving development scene.

6) ECDPM produced a background paper on the future of EU-Pacific relations in preparation for the Eminent Persons Group meeting in Samoa on the future of the ACP Group. We also launched analytical reflections and papers on potential roles to be performed by the ACP Group in a post-2020 context, in cooperation with DIE and independent consultants.



ECDPM's Florian Krätke interviewed Bruno Wenn during the European Development Days 2013



2013 European Report on Development



ECDPM's *GREAT insights* edition on the post-2015 development framework, April 2013

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2013 marked the settlement of the EU budget for 2014-2020 and the start of the seven-year programming of EU aid. In the years to come, the challenge for the new leadership of the EU institutions will be to close the implementation gap and to establish the credibility of the EU as a global player in international cooperation.



Andrew Sherriff

Head of the Strengthening European External Action programme

PROMOTING CONSOLIDATED APPROACHES TO CONFLICT PREVENTION, PEACEBUILDING AND STATEBUILDING

Despite the media's intense coverage of conflict in Africa, research shows that the onset of armed strife has actually declined over the past 20 years³. However, the nature of conflicts has changed. Today there are more inter-state conflicts and radical movements undermining governmental authority in fragile states. Moreover, the persistence of certain civil wars on the African continent and recent events in North Africa, Central Africa, South Sudan and the Sahel are a continuing concern. There is growing recognition that current African, European and global approaches to peace and stability are insufficient. A solid foundation of institutional effectiveness is required and the structural causes of conflict and fragility must be addressed.

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ECDPM's Conflict, Security and Resilience programme supports key EU, African and global institutions and societal actors in addressing conflict in an effective and consolidated manner. We provide timely and independent advice and analysis to a range of stakeholders, fulfilling our role as neutral broker and dialogue and policy process facilitator. In 2013, we engaged in three key streams of work:

- Reinforcing the EU conflict prevention and peacebuilding agenda
- Facilitating international policy processes on conflict prevention and peacebuilding
- Supporting African processes and institutions dealing with conflict management

Reinforcing the EU conflict prevention and peacebuilding agenda

Throughout 2013, we contributed to the consolidation of the EU conflict prevention and peacebuilding agenda. We supported the EEAS (European External Action Service) in its efforts to strengthen capacity for conflict prevention and transformation. Our inputs on mediation were noted as particularly valuable by the EEAS, the Irish EU Presidency and the European Parliament. ECDPM's expertise in this area led to an invitation to contribute to a high-level European Parliament conference. We actively monitored and analysed EU processes, instruments and approaches related to conflict prevention and peacebuilding. This work was valued by European officials and by our African, ACP and other international partners who sought to gain a deeper understanding of EU policy and practice in relation to conflict prevention and peacebuilding.

“ECDPM has made a valuable contribution to establishing the practice of conflict analysis within the EU.”

EU Official

Facilitating international policy processes on conflict prevention and peacebuilding

Our work in 2013 fed into a number of international initiatives on conflict prevention and peacebuilding. ECDPM analysis and articles fed into the peacebuilding and statebuilding dimension of the global debate on the post-2015 development framework. Furthermore, as one of the few external parties, we provided analytical and operational support to the g7+, a self-selected group of fragile states, on the implementation of the New Deal. The New Deal is an initiative by the g7+ to involve international development actors in a new architecture and new ways of working to build peaceful states.

Supporting African processes and institutions dealing with conflict management

We continued to engage with African, European and global stakeholders to promote enhanced linkages between internationally-led and African-led processes for conflict prevention and peacebuilding. The message of Africa-Europe cooperation, meanwhile, has been incorporated into the 2014 work priorities of the g7+. We also strengthened partnerships with African institutions and non-state actors, engaging in joint efforts with them to advance conflict prevention and security. We continued to build our partnership with the South Africa-based ACCORD (the African Centre for the Constructive Resolution of Disputes), and prepared a new partnership with the Zambia-based Levy Mwanawasa Regional Centre for Democracy, Good Governance, Human Rights and Civic Education, the think tank of the International Conference on the Great Lakes Region.



The emergence of more inter-state conflicts in Africa underlines the need for early warning systems and prevention measures. This is recognised within EU institutions and within the EU's cooperation with the AU. But that concern has so far failed to translate into a sufficiently effective response.



Volker Hauck

Head of the Conflict, Security and Resilience programme

OUTPUTS IN 2013: HIGHLIGHTS

1) We analysed initial experiences and views on the EU's Statebuilding Contracts, a new form of EU budget support provided to fragile and transition countries. The outcomes formed a valuable step towards further discussing this new instrument within EU institutions.

2) We conducted a lessons learnt exercise on mediation capacities within the EU, reviewed the EU's institutional set-up to support mediation and produced several fact sheets on mediation. This work was highly appreciated by the EEAS, the European Parliament and the Irish EU Presidency.

3) Our analysis on New Deal Implementation led to a request by the g7+ secretariat to provide them with specific technical support. We assisted the g7+ in strengthening fragility assessments and monitoring frameworks.

4) At a high-level meeting on the future of Africa-EU relations, organised by the European Think-Tanks Group, we facilitated a session on peace and security challenges within the context of the partnership.

5) Together with our ECDPM sister programme on strengthening EU external action, we explored the EU's regional approach towards the crisis in the Sahel and its implications for EU-Africa relations. One outcome of this work was our well-received

publication 'The Mali Crisis and Africa-Europe Relations'.

6) Together with the German Agency for International Cooperation (GIZ), we helped to formulate a method for assessing the impact of the African Peace and Security Architecture (APSA) and the quality of its interventions.

7) With our publication 'Resilience: A Trojan Horse for a New Way of Thinking', we unpacked the concept of resilience and demonstrated how it could be used to foster more integrated and comprehensive thinking about institutional development in fragile states.



ECDPM's Briefing Note no. 52, June 2013
The Mali crisis and Africa-Europe relations



ECDPM's Discussion Paper no. 139, January 2013
Resilience: A Trojan Horse for a New Way of Thinking?



ECDPM's Briefing Note no. 60, January 2013
The EU's Statebuilding Contracts

PROMOTING ECONOMIC TRANSFORMATION, GOVERNANCE, INTEGRATION AND TRADE FOR INCLUSIVE GROWTH

The economic landscape of developing countries is gradually changing. Africa, in particular, has registered steady economic growth in many places. Nonetheless, the continent continues to face socio-economic challenges, as it struggles to convert its economic expansion into sustainable and inclusive transformation. For economic growth to have meaningful impact on poverty and development, it must be accompanied by a transition towards more productive and sustainable activities. Ultimately, it needs to generate more and better employment and shared wealth. Achieving this will require a better understanding of the institutional, political and social factors that drive change, not just of appropriate economic measures.

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The Economic Transformation and Trade programme facilitates and informs the economic transformation process in developing countries, with a particular focus on Africa. Formed by the merger of the Centre's previous 'Economic Governance' and 'Trade and Regional Integration' programmes, its activities are anchored in ongoing global dynamics. The programme engages with stakeholders in Africa and Europe, facilitating informal dialogues and providing timely information, analysis and case studies. Our focus is not only the policy to practice dimension, but also the underlying political economy dynamics. In 2013, the programme's work was organised in four main streams:

- Promoting the role of the private sector
- Promoting effective natural resources management
- Exploring the political economy of regional integration
- Facilitating trade processes

Promoting the role of the private sector

We intensified our work on private sector development. Our analysis and facilitation led to expanded and strengthened relations with European donor agencies, international and domestic firms, government representatives, and civil society organisations. We arranged a series of donor dialogues that provided key stakeholders opportunities to meet in an informal setting for open, concrete and frank discussions on issues related to their day-to-day work, as well as overarching strategies and grander visions. Our knowledge brokering and facilitation led to more informed and open dialogue among donors on ways to support the private sector for development. This in particular helped several European donors and the European Commission to shape their policies and identify appropriate modalities.

We contributed to a range of publications on the role of the private sector in development, covering topics such as corporate social responsibility (CSR), multi-stakeholder and public-private partnerships, employment and taxation and development finance. More generally, we contributed to a greater awareness and experience-sharing among public and private sector stakeholders on public-private collaboration.

Promoting effective natural resources management

In line with the growing interest in the role of the extractive sector in economic transformation, ECDPM continued to be active in most African and European policy spheres related to effective natural resources management and diversification. We facilitated debate on the role the extractive sector

could play in Africa with an assortment of independent analyses, publications and events. Our understanding of the topic and independent brokering role led to a request to contribute to the 2013 African Economic Outlook. It also led to invitations for our participation at a number of high-profile meetings in Africa, Europe, Asia and North America. We contributed to European Parliament events and to the United Nations Conference on Trade and Development (UNCTAD) 16th Annual Ministerial Conference on OilGasMine in Niger.

Exploring the political economy of regional integration

Our analyses enhanced understanding of what stimulates countries to cooperate in the Southern African region; and what prevents progress. Together with the South African Institute of International Affairs (SAIIA), we undertook a study of effective cross-border cooperation and functional integration. Based on the findings, we produced a series of short cases, an in-depth study and a tool that allows for better assessment of political economy actors and factors driving or blocking regional integration. The African Development Bank drew on this work in formulating its new ten-year strategy on regional integration. Our analyses also contributed to the forthcoming 2013 African Development Report. Other international partners, including the UK's Department for International Development (DFID) and the World Bank, have shown continued interest in our findings and have asked ECDPM to help with political economy analysis of regional integration.

Facilitating trade processes

We were active in facilitation of trade processes. ECDPM is a key source of independent, publicly available information on the EPA (Economic Partnership Agreement) negotiations. Our contributions in 2013 indirectly helped African negotiators to frame solutions and strategies towards satisfactory conclusion of the negotiations. Similarly, we actively informed the internal reflections and strategies of some EU member states on the way forward in the EPA process.

ECDPM is one of the few Centres working on the regional dimensions of Aid for Trade (Aft), which is an international initiative to assist developing countries to become better integrated in global value chains. We continued to advise policymakers on the design of effective regional Aft plans, for example, contributing to a meeting of the Aft experts group of the Economic Community of West African States (ECOWAS) in Abuja in May. Findings of a major research project on the topic, funded by the Bill & Melinda Gates Foundation, were published by the Commonwealth Secretariat.

OUTPUTS IN 2013: HIGHLIGHTS

1) Together with the South African Institute of International Affairs (SAIIA), we entered into a dialogue with stakeholders in South and Southern Africa to document examples of effective cross-border cooperation and functional integration. The resulting in-depth study and repository of short cases enhanced understanding of some of the drivers and incentives for regional integration. This work drew the interest of a number of key stakeholders, among them, Southern African policymakers, the African Development Bank, the World Bank and DFID.

2) The Centre provided information on EPAs to African and European negotiators, indirectly helping them frame solutions and strategies towards the satisfactory conclusion of EPAs.

3) We arranged a series of donor dialogues on private sector development, presenting stakeholders opportunities to meet in an informal setting for open, concrete and frank discussions on issues related to their day-to-day work and to overarching strategies and grander visions.

4) We made contributions on the role of effective natural resources management to prominent publications, including the 2013 African Economic Outlook. We published widely read studies on linking extractive sectors to productive value chains and on the dynamics of reforms in resource-rich countries.

5) We carried out a major research project on regional Aid for Trade effectiveness and corridors, funded by the Bill & Melinda Gates

Foundation. This highly visible work was published by the Commonwealth Secretariat and advertised on platforms such as the Business Fights Poverty blog.

6) We dedicated several issues of ECDPM's monthly magazine *GREAT insights* to economic transformation. These addressed the political economy of regional integration; trade and development; Aid for Trade; the extractive sector; financing infrastructure; and debt relief.



Above and below:
Meeting with SAIIA: 'A Dialogue on the Drivers and Politics of
Regional Integration in South Africa',
Pretoria, South Africa, July 2013



ECDPM's *GREAT insights* edition on Aid for Trade,
July/August 2013



ECDPM's *GREAT insights* edition on financing
infrastructure, May/June 2013

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Economic growth is a necessary, but not a sufficient condition for poverty reduction and long term inclusive development outcomes. Economic growth must be accompanied by economic transformation towards more sustainable activities, a vibrant private sector, diversification away from over-reliance on natural resources, and integration into regional and global value chains.

San Bilal

Head of the Economic Transformation and Trade programme



SUPPORTING AFRICA'S CHANGE DYNAMICS

Economic and political progress is transforming the face of Africa. Countries across the continent continue to experience steady economic growth and improved governance. However, they are still struggling to translate societal demands for change into concrete actions that strengthen democracy, human rights and inclusive development. For societal reforms to be truly consolidated, they need to be accompanied by strong institutions that can support fundamental change processes and hold governments accountable. African continental structures, such as the African Union, are being called upon to reinforce institutions and forge links between governance frameworks and peace and security. International partners, the EU in particular, need to support African countries to 'weave their own mat' and come up with home-grown agendas for socio-political and institutional reform.

ECDPM's Africa's Change Dynamics programme cooperates with key African institutional and non-governmental actors to support them in implementing their policy agendas. Our aim is to improve understanding of the local dynamics of governance, and to support alignment between the African and European development agendas. To achieve this, we use a range of typical ECDPM approaches.

18 These include promotion of dialogue between different policy and societal actors in Europe and Africa, knowledge brokering through independent analysis and research, and facilitation of policy processes. Our work in 2013 was organised in three streams:

- Supporting African local and regional governance dynamics
- Reinforcing African institutional actors' capacities to support change dynamics
- Facilitating the Africa-Europe partnership

Supporting African local and regional governance dynamics

ECDPM continued to support African local and regional governance dynamics through research, analysis and promotion of dialogue. Our engagement in this area is driven by the longstanding experience that development processes should first and foremost be propelled from within the country and from within the region. In North Africa, we helped launch an initiative to support local and national reforms through political economy analysis. In a similar vein, we engaged in a reflection process in Madagascar aimed at strengthening the capacity of civil society at the local level. Both initiatives are relevant to our efforts to link country and regional processes to support provided by the EU and other international partners.

Reinforcing African institutional actors' capacities to support change dynamics

We supported African institutions' efforts to promote positive change dynamics across the African continent through evaluations, analyses and operational guidance. We collaborated with the AU Commission in technical meetings and knowledge dissemination. In particular, we supported the AU Commission's efforts to operationalise the African Governance Architecture (AGA). To forge connections between

governance and peace and security, we promoted the idea of creating linkages between the AGA and the African Peace and Security Architecture (APSA). The African Development Bank commissioned us to conduct an independent evaluation of its support to governance institutions at the national and regional levels. The conclusions of that evaluation provided a basis for further reflection among the management of the Bank on its future direction.

Facilitating the Africa-Europe partnership

ECDPM was an active contributor to the ongoing discussions on the Africa-EU partnership. We invested enormous effort in preparatory work and 'quiet diplomacy' in the lead-up to the Fourth EU-Africa Summit held in April 2014. We published articles and analyses, and facilitated a series of events around the Summit, with the aim of stimulating debate on the future of the partnership and understanding the challenges and opportunities ahead. Our efforts culminated into the organisation of a high-level meeting providing an informal platform for dialogue among African and European policymakers involved in different aspects of the partnership. The conference laid useful groundwork, and its outcomes were reflected in subsequent official events, including the biannual collective task force meeting for the Joint Africa-EU Strategy (JAES). The AU Commission asked us to co-host a follow-up meeting, which was held in February 2014 in Addis Ababa.

Finally, our regular exchanges with African and European stakeholders contributed to improve awareness among African actors of relevant policy discussions in the EU, and vice versa.

“Congratulations on a well-organised, very successful and insightful conference. The conference was not only substantively rich, but more importantly also inclusive of all strands of opinions, and particularly views from Africa – which is mostly underrepresented, or undermined even when represented.”

Mehari Taddele Maru, Consultant at MATU Consult and former Head of Programme at the African Union and South African Institute for Security Studies

OUTPUTS IN 2013: HIGHLIGHTS

1) Key publications on the future of Africa-EU relations included our annual 'Challenges Paper', which sought to situate debates concerning Africa-EU relations, and a thematic issue of ECDPM's *GREAT insights* magazine on the Africa-EU partnership featuring contributions from, amongst others, AU Chairperson Dr Nkosazana Dlamini-Zuma and European Commission President José Manuel Barroso. We also launched a blog dedicated to Africa-Europe relations, featuring contributions from African and European stakeholders.

2) We facilitated several meetings to promote dialogue about the future of the EU-Africa partnership. In cooperation with the Friedrich-Ebert-Stiftung (FES) we

organised a conference in Berlin, which brought together some 40 senior officials from African, ACP and EU institutions and member states with participants from think tanks and civil society organisations. Together with fellow members of the European Think-Tanks Group (ODI, DIE and FRIDE) we hosted a high-level conference in Brussels. This event included African and European stakeholders responsible for implementing various priorities in the EU-Africa partnership.

3) The African Development Bank commissioned us to evaluate its support to governance institutions at the national and regional levels. The conclusions of the evaluation provided a basis for further

reflection among the management of the Bank on its future direction.

4) We launched a reflection process in Madagascar aiming to strengthen the capacity of civil society at the local level. Our assessments looked at the different components required for a strong civil society, also identifying alternative sources of finances for local organisations.

5) In North Africa, ECDPM and the International Institute for Democracy and Electoral Assistance (International IDEA) launched a joint initiative to stimulate the use of political economy analysis in support of local and national reforms.



Conference on the future of Africa-EU relations
September 2013



Conference on the future of Africa-EU relations
September 2013

Conference on the future of Africa-EU relations
(ECDPM and the Friedrich-Ebert-Stiftung), Berlin,
Germany, September 2013



ECDPM's *GREAT insights* edition on
Africa-Europe relations, May/June 2013

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Even with current growth rates, a quarter of Africans will still live below the poverty line in 2030. This is what should be on the agenda of African leaders: maximising the impact of economic growth to fight inequality, and supporting the gradual emergence of an active citizenry that can give a stronger push to development efforts.

Faten Aggad-Clerx

Head of the Africa's Change Dynamics programme



BOOSTING FOOD SECURITY THROUGH REGIONAL COOPERATION

Food security remains a major challenge worldwide, notwithstanding the progress made in recent years. In Africa alone, some one in four people are still undernourished⁴. To effectively tackle food insecurity, structural agricultural transformation will be essential. African governments and institutions are recognising the need to increase their efforts towards food security. Regional integration could play a key role, as local and national markets alone are too small to bring about the required agricultural sector transformation. Stronger links are also needed between different policy areas and between public, private and civil society actors. Finally, coherent and coordinated development interventions will be needed to effectively support efforts being made on the African continent.

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ECDPM's Food Security programme supports regional organisations and processes, particularly in Africa, in formulating effective regional agricultural policies and investment plans. We also assist development partners, in particular the EU, in adopting coherent and effective approaches that foster thriving agricultural markets and promote food security. We realise these aims by promoting and facilitating policy dialogues and processes, and building bridges between different policy domains and levels. We strategically engage in partnerships with African, European and other global actors and institutions. In 2013, we focused on three streams of work:

- Supporting African regional food security processes
- Reinforcing development partners' approaches to food insecurity
- Contributing new thematic insights on food and nutrition security and agricultural development

Supporting African regional food security processes

ECDPM actively supported African processes to formulate effective regional agricultural policies and investment plans. In doing so, we worked closely with African Regional Economic Communities. African partners, including the African Union Commission and the New Partnership for Africa's Development (NEPAD), frequently asked us to provide technical inputs and to facilitate consultative meetings with other development partners and farmers' organisations. For instance, for ROPPA (the Network of Farmers' and Agricultural Producers' Organisations of West Africa) we analysed regional progress towards achievement of the goals of CAADP (the AU's Comprehensive Africa Agriculture Development Programme). Outcomes of this analysis were presented at the ECOWAS (the Economic Community of West African States) Ministers of Agriculture meeting. As such, we contributed to the constructive and evidence-based involvement of smallholders in regional policymaking.

Reinforcing development partners' approaches to food insecurity

We supported African, European and global development partners in adopting more effective approaches for tackling food insecurity. Our

critical analysis on policy coherence for food security in the EU raised awareness of the negative impact that a range of policies can have on efforts to secure an adequate food supply for all. We helped to develop a first methodology for assessing the impact of policies of OECD (the Organisation for Economic Co-operation and Development) member states on food security. ECDPM, furthermore, helped development partners increase the effectiveness of their support to CAADP. In recognition of our knowledge brokering and facilitation skills, the UK Department for International Development (DFID) asked us to conduct an independent assessment of the \$50 million CAADP Multi-Donor Trust Fund (MDTF), a key channel for CAADP support to continental and regional institutions.

“We are happy that ECDPM will be conducting this assessment for DFID as we think nobody has followed the CAADP process, especially regional level processes, like you.”

Sam Kanyarukiga, CAADP Coordinator of the Common Market for Eastern and Southern Africa (COMESA) Secretariat

Contributing new thematic insights on food and nutrition security and agricultural development

Building on our knowledge of CAADP-related processes, we contributed to African, European and global policy debates in a number of niche areas. Through targeted publications and facilitation of events, we expanded our focus to the role of emerging economies and the private sector in African agriculture, as well as the links between nutrition and agriculture. We also explored existing and alternative approaches to agricultural development in relation to CAADP. This work was particularly appreciated by the AU, which distributed an issue of ECDPM's *GREAT insights* magazine dedicated to family farming and food security at the AU Summit on Agriculture and Food Security in January 2014.



Working for food security in Africa nowadays means supporting CAADP. Impact on the ground remains mixed, but CAADP is a solid institutional framework, leading to more transparency on policies, non-state actor involvement, and coordination of development partners. Now CAADP needs to be more results-oriented, better reflecting the private sector dynamism in African agriculture and strengthening the integration of regional markets.



Francesco Rampa

Head of Food Security programme

OUTPUTS IN 2013: HIGHLIGHTS

1) We collaborated with ROPPA and conducted ten country studies analysing West Africa's progress towards the CAADP goals. ROPPA presented the outcomes to the ECOWAS Ministers of Agriculture, enabling the Centre to contribute to the constructive and evidence-based involvement of smallholders in regional policymaking.

2) We published a study on multi-stakeholder partnerships for nutrition security, with a particular focus on regional approaches and the role of CAADP. The interest generated by this report led to our facilitation of an informal policy dialogue in collaboration with the Global Alliance for Improved Nutrition (GAIN) - the first step towards an important new partnership.

3) We authored a series of reports providing insights on how the activities of emerging economies in the African agricultural sector relate to CAADP. Furthermore, we facilitated an informal policy dialogue on sustainable agricultural investments, bringing together stakeholders from Africa, Europe and China.

4) In collaboration with the European NGO network APRODEV (the Association of World Council of Churches related Development Organisations in Europe), we organised a roundtable in Brussels on existing and alternative approaches to agricultural development to inform CAADP. Building on

this dialogue, we published a thematic issue of *GREAT insights* which was distributed at the AU Summit in January 2014.

5) We analysed in how far the European Union's commitments to policy coherence for development (PCD) have supported its development objectives in the area of global food security. We also contributed to the development of a first methodology for assessing the impact of policies of OECD member states on food security in partner countries.

6) For DFID, we conducted an independent assessment of the CAADP Multi-Donor Trust Fund, the key channel for CAADP support to continental and regional institutions. The findings informed the design of the next Fund (MDTF II).



Propac meeting, Cameroon, April 2013



ROPFA meeting, Liberia, September 2013



COMESA CAADP Regional Compact, Kenya, June 2013

KNOWLEDGE MANAGEMENT & COMMUNICATIONS

ECDPM continued to raise the bar in knowledge management and communications (KMC) activities. In 2012, we laid the foundation for a more targeted and dedicated KMC approach that underlines the Centre's role as a strategic knowledge broker for well-informed policy dialogue. This year we invested in innovative communications tools, knowledge exchange platforms and information management facilities, while also strengthening our networks.

To support the Centre's 2012-2016 strategy, the KMC units focused on four streams of activity in 2013:

- Enhancing our external communications
- Improving our in-house information and knowledge management platforms
- Supporting our partners in strategic knowledge management
- Networking with peers

Enhancing our external communications

We boosted our external communications in order to disseminate and promote the Centre's work in a targeted, timely and effective manner. Our strategic communications campaigns around key policy issues supported the behind-the-scenes role of the Centre. At the same time, we worked to

raise the visibility of the Centre, which necessitated continuous attention to quality assurance in all our services and products.

We updated our corporate identity and some of our flagship products (for example, *GREAT insights* magazine). We increased our digital engagement through social media and blogs, adopted a new approach to media relations, and re-launched our news service The Filter. As such, KMC contributed to achieving ECDPM's overall aim of better-informed policy debates. Our activities also allowed the Centre to expand its geographical outreach, particularly in Africa.

Improving our in-house information and knowledge management platforms

We continued to improve our internal information and knowledge management platforms, particularly through the Information and Knowledge Management Exchange (IMAKE) technology project launched in 2012. These platforms enabled the Centre to streamline organisational workflows and ensure sound management of information and knowledge. In addition, we continued to strengthen our internal learning agenda through peer to peer exchanges within the Centre, and with colleagues in Europe, Africa and beyond.

Supporting our partners in strategic knowledge management

We expanded our knowledge management engagement with African institutions. In partnership with CTA (the Technical Centre for Agriculture and Rural Cooperation) and Co-Capacity, we facilitated a knowledge management workshop for Regional Economic Communities and the Planning and Coordination Agency of NEPAD (the New Partnership for Africa's Development). Workshop participants assessed the current state of knowledge and information management within the Comprehensive Africa Agriculture Development Programme (CAADP), in close cooperation with a range of continental and regional stakeholders.

Networking with peers

We strengthened our networks in the knowledge management and communications field, actively contributing to WonkComms and On Think Tanks, discussion fora for think tank communicators. We also continued our role as senior editor of the Knowledge Management for Development Journal. Such networks enable us to stay ahead in this rapidly evolving field, and to jointly address challenges and promote innovation in the international development cooperation sector.

KEY STATISTICS FOR 2013

www.ecdpm.org 103,518 users

Talking Points 80 blog articles
Our blog 16,623 users

Africa-EU blog 'Africa-Europe relations: looking beyond 2014' 39 blog articles
3,318 users

Publications 447,164 publications disseminated
(digital and hard copies)

Weekly Compass 9,682 subscribers
Our newsletter

GREAT insights 3,581 subscribers
Our monthly magazine

    3,539 followers
Social media channels

YouTube  35 videos

SoundCloud  18 podcasts

FINANCES

As 2013 began, the Centre braced itself for a financially challenging year. We foresaw the need for significant investments to get our 2012-2016 strategy solidly under way. Furthermore, the ongoing financial and economic crisis cautioned us that changes might be at hand in our usual sources of donor support. Although substantial investments were indeed needed, fundraising fortunately kept pace. At year's end, we could gratefully say that in financial terms, the Centre rose to the challenge.

Anticipating the difficult financial year ahead, our Board of Governors allowed us a €100,000 deficit to cover needed investments. However, the Centre concluded the year with a much more limited shortfall of €32,000. This was largely thanks to increased institutional funding on the part of some of our most trusted funders – the Netherlands, Belgium, Sweden and Finland – and the decision of the Austrian Government to join ECDPM as an institutional funder. This continued support to the Centre in the face of austerity emphasises our partners' appreciation of our work. With a total increase of €668,000 institutional funding was substantially higher than originally budgeted.

In the first quarter of 2013, the Netherlands' Ministry of Foreign Affairs confirmed its substantial institutional contribution to ECDPM for the 2013-2016 period⁵. However, in October 2013 the Minister also called an end to the extended loan agreement that had been at ECDPM's disposal since its establishment in 1986⁶. As full compensation was given for the loss of income from interest for the 2014-2016 period, this decision in a sense 'normalised' the relationship between ECDPM and the Netherlands' Ministry of Foreign Affairs into an institutional funding relationship much like those ECDPM has with other EU member states, though at a substantially higher level.

ECDPM continued to be conscious of costs. Operational costs were lower than budgeted, even though demand for our services grew considerably. The efficiency of internal coordination, information management and external communication was further increased, most notably through tools developed under the umbrella of the Information and Knowledge Management Exchange (IMAKE) project. 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 5.5% over 2012.

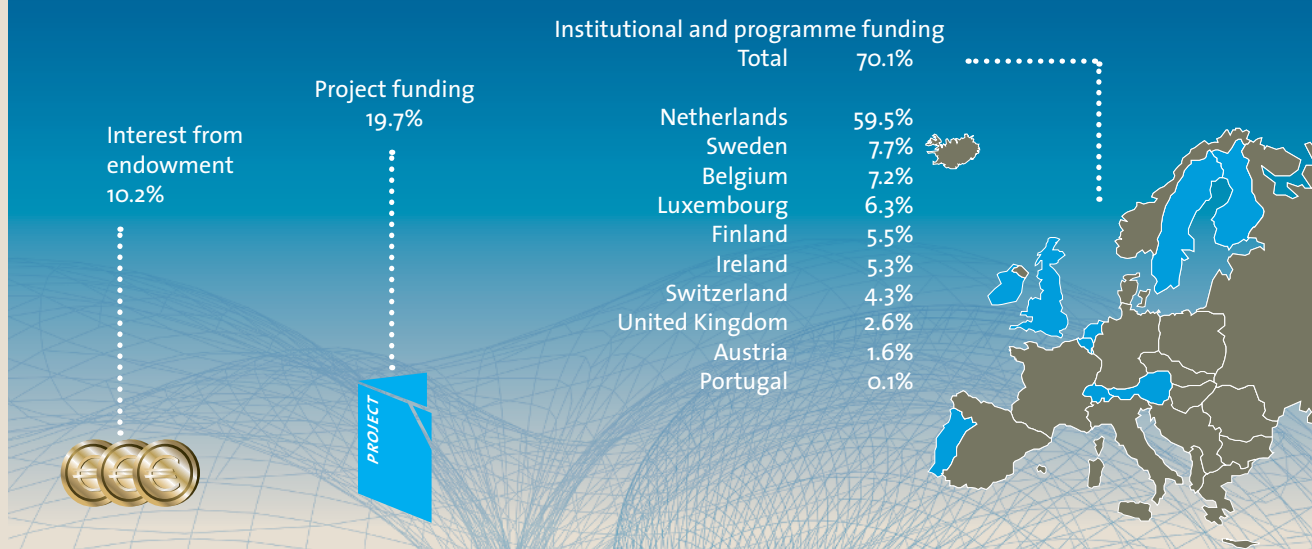
FUNDING TRANSPARENCY

Transparify, an initiative providing a global rating of the financial transparency of think tanks, awarded ECDPM its maximum five-star rating for funding transparency. ECDPM shows 'exemplary transparency', according to Transparify, 'set[ting] the gold standard for the field as a whole'. Transparify believes that transparency boosts the credibility of a think tank's research findings and policy recommendations.

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HOW WE ARE FUNDED

TOTAL FUNDING IN 2013= €6.4 MILLION



BALANCE SHEET

AFTER ALLOCATION OF RESULT 2013, AS PER DECEMBER 31, 2013
IN THOUSANDS OF EUROS

		31-12-2013	31-12-2012
ASSETS			
I	Financial fixed assets		
1.1	Debentures	2,560	21,413
1.2	Participation in EDCS share fund	12	11
1.3	Participation in OneWorld Europe B.V.	0	0
	Total financial fixed assets	2,572	21,424
II	Tangible fixed assets	2,939	3,040
III	Current assets		
3.1	Payments in advance	83	47
3.2	Receivables	44	452
3.3	Debtors	1,517	839
3.4	Tax contributions	41	63
3.5	Cash	20,530	2,996
	Total current assets	22,216	4,397
TOTAL ASSETS		27,727	28,861
LIABILITIES			
IV	Long-term liabilities		
4.1	Commitment to the Netherlands' Government	18,378	18,378
	Total long-term liabilities	18,378	18,378
V	Current liabilities		
5.1	Creditors	164	177
5.2	Tax, pension and social security contributions	282	192
5.3	Current debts	869	1,192
	Total current liabilities	1,314	1,561
VI	Provisions	82	49
TOTAL LIABILITIES		19,774	19,988
EQUITY			
	From annual turnover:		
	Manageable results from income over current costs	3,178	3,210
	Subsidy Ministry of Economic Affairs for housing	2,269	2,269
	From debentures portfolio:		
	Realised capital gains from debentures portfolio	2,506	1,682
	Revaluation reserve from debentures portfolio	0	1,712
TOTAL EQUITY		7,953	8,873

INCOME AND EXPENDITURE ACCOUNT

IN THOUSANDS OF EUROS

		Realisation	Revised	Top down	Realisation
		2013	budget 2013	budget 2013	2012
INCOME					
I	Funding				
1.1	Core funding	652	685	715	725
1.2	Institutional funding	3,668	3,668	3,000	2,872
1.3	Programme and project funding	2,076	2,159	2,090	1,931
	Total funding	6,396	6,512	5,805	5,528
II	Result from debentures				
2.1	Result on sales debentures	(767)	p.m.	p.m.	185
2.2	Result on market value debentures	1,656	p.m.	p.m.	301
	Total result from debentures	889	p.m.	p.m.	486
TOTAL INCOME		7,285	6,512	5,805	6,014
EXPENDITURE					
III	Operational expenses	1,276	1,338	1,100	932
IV	Other costs				
4.1	Salaries and other personnel costs	4,329	4,228	3,950	3,697
4.2	Accommodation expenses	212	217	219	201
4.3	General and administrative expenses	288	276	282	266
4.4	Investments	11	4	3	7
4.5	Information Technology	169	157	140	167
4.6	Depreciation	173	176	176	174
4.7	Miscellaneous	34	30	35	25
	Total other costs	5,216	5,088	4,805	4,536
TOTAL EXPENDITURE		6,491	6,426	5,905	5,468
UNFORESEEN		0	86	0	0
TOTAL RESULT		794	0	(100)	546
<i>Results from debentures:</i>					
	- difference realised interest income and budgeted interest	(63)	p.m.	p.m.	(40)
	- result on sales and market debentures	889	p.m.	p.m.	486
	Total	826	p.m.	p.m.	446
Total result excl. results from debentures		(32)	0	(100)	100

BOARD OF GOVERNORS AND STAFFING

Our Board of Governors

The ECDPM Board of Governors is composed of highly respected policymakers, practitioners and specialists from countries in Africa, the Caribbean and the Pacific, and EU member states. The full Board convenes twice a year. The Board chooses from its midst an Executive Committee and Programme Committee. The Executive Committee meets at least three additional times each year. Among other things, it reviews the mid-year and annual balance sheets and income and expenditure statements. The Programme Committee meets twice a year to review the ECDPM annual work plan and annual report.

Our staff

At the end of 2013, ECDPM had 63 staff members, 35 of whom were women and 28 men. Among these, 53 were based at the head office in Maastricht and 10 operated from ECDPM's Brussels office. The Centre employed 40 programme staff members, of whom 18 were junior policy officers and research assistants. Its support staff numbered 23, or 16.6 full-time equivalents, working in administration, IT, communications, publications and human resources.

In addition to the regular staff, nine programme associates collaborated closely with the Centre in 2013. ECDPM further worked closely with a network of specialist consultants.

ECDPM staff represented 22 nationalities at the end of 2013: Algerian, American, Australian, Austrian, Belgian, British, Cameroonian, Canadian, Dutch, Ethiopian, French, German, Irish, Italian, Mauritian, Mauritanian, Namibian, Portuguese, South African, Spanish, Swedish and Swiss.

Young professionals

The Centre strives to provide opportunities for young professionals, especially those from countries in Africa, the Caribbean and the Pacific. In 2013, we kicked off our Young International Professionals Programme (YIPP) in collaboration with partner institutes and peer organisations. This programme builds capacity among talented young professionals from the ACP region in the area of international cooperation, by recruiting them to ECDPM for a minimum period of seven months and a maximum period of one year.

We awarded nine internships, seven research assistantships and 11 programme assistantships to university graduates in 2013, providing them an opportunity to work in a stimulating environment and gain international exposure. These postgraduates have outstanding intellectual qualities and personal strengths, hold a master's degree in development, social studies, international affairs/relations, communications, law or economics, and have specialisations relevant to ECDPM's work.



*Our Board of Governors with
our Director*

Board of Governors

From Left to Right:

Dr. M.J.A. van Putten*
Managing Director Global
Accountability B.V.

Mr. R. Makoond
Executive Director
Joint Economic Council

Prof. P.H. Katjavivi, MP
SWAPO Party Chief Whip
Republic of Namibia
National Assembly

Mr. J.T.A.M. Jeurissen
Former Chief Investment
Officer Pension Fund PMT

Mrs. N. Bema Kumi
Founder and Director
of the Institute of
Diplomatic Practice and
Development Policies
(IDDP)

Dr. P.I. Gomes
Ambassador of Guyana to
the ACP Group of States
and the European Union

Mr. D. Frisch
Former Director-General
for Development at the
European Commission

Dr. Ir. P. Engel
Director of ECDPM

Not pictured:
Mrs. G. Kinnock
Member of the House of
Lords of the Parliament of
the United Kingdom

Mr. A.J. de Geus
Chairman and CEO of the
Bertelsmann Stiftung

Mr. L. Wohlgemuth
Guest Professor School of
Global Studies, Göteborgs
Universitet

*Member of the ECDPM Board of Governors until April 2013.



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NOTES:

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- 5 P.23 Ministry of Foreign Affairs of the Netherlands. Support to ECDPM Strategy 2013-2016. Act no. 24975, 26 February 2013.
- 6 P.23 Ministry of Foreign Affairs of the Netherlands. Termination funding agreement. Act no. 3033, 24 October 2013.



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COLOPHON

Editorial concept, coordination and editing
Nina Thijssen, ECDPM

Editorial assistance
Michelle Luijben-Marks,
Marks Editing and Translation
Emily Barker, ECDPM
Clem Silverman, ECDPM

Art direction, design and production coordination
Yaseena Chiu-van 't Hoff, ECDPM

Production coordination assistance
Claudia Backes, ECDPM

Front cover design
Yaseena Chiu-van 't Hoff, ECDPM

Photography
Erst van Loon, Page 3

Think Stock, Page 6 and 7

ECDPM staff profiles and Board of Governors
Maurice Bastings

ECDPM staff photos and videos
Clem Silverman, ECDPM

At European Development Days 2013
Nina Thijssen, ECDPM

Printing
Schrijen-Lippertz, Voerendaal

Design and production of Annual Report website
Nina Thijssen, ECDPM
Yaseena Chiu-van 't Hoff, ECDPM

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**European Centre for
Development Policy
Management**

www.ecdpm.org

Onze Lieve Vrouweplein 21
NL-6211 HE Maastricht
The Netherlands *Pays-Bas*

T: +31 (0)43 350 29 00

F: +31 (0)43 350 29 02

E: info@ecdpm.org

Brussels Office

Rue Archimède 5
B-1000 Brussels
Belgium *Belgique*

T: +32 (0)2 237 43 10

F: +32 (0)2 237 43 19



Sources mixtes

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