



Linking policy and practice in international cooperation

# Work Plan 2014-2015

November 2013

European Centre for Development  
Policy Management

*ecdpm*

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## 1. Introduction

The Centre is now well into its current Strategic Plan period that started in 2012. The years 2014-2015 are the core years of the period and will be marked by a Mid-Term Review of the Strategy during which ECDPM expects to consolidate the progress achieved and further strengthen the focus and relevance of our work as we confront new challenges. This Work Plan therefore provides for considerable continuity in our work but also proposes three important changes with respect to the previous plan: (a) a more concerted effort to increase ECDPM's presence in Africa, (b) a stronger emphasis on knowledge management and communication and (c) the merger of our two 'economic' programmes into one. These changes are explained in the following pages. Overall our intention is to maintain ECDPM's strong track record as an independent broker and contributor to strengthening cooperation and relations between Europe, its Member States and institutions, and the countries and institutions of Africa, the Caribbean and the Pacific (ACP). The Strategic Plan, which has shown its worth by guiding our work over the past two years, was based on an external evaluation carried out by a team of experts from Africa and Europe. The evaluation concluded that ECDPM had become well established as a centre of excellence that achieves substantial outcomes and impacts in relation to EU-ACP policy, cooperation and related capacities.<sup>1</sup> The Centre remains committed to building on that legacy and in 2015 we will also prepare for our next external evaluation.

### The evolving global context

Fundamental shifts are under way in global development. Africa has weathered the 2008 financial crisis better than most, but despite the real progress made, its strong economic growth has not yet been sufficiently translated into 'jobs, justice and equity' across the continent. On the other hand, Europe, still struggling to recover from the financial storm, is no longer a source of global dynamism and growth. Emerging economies are establishing themselves as global players, including in the development arena, though even their recent impressive growth rates are now lower than a few years ago. At a political level the promise of the Arab Spring is not being realised as some had initially hoped and unresolved social conflicts are affecting various countries across a broad region from the Sahel to the Middle East.

As we approach the Millennium Development Goals (MDGs) target date of 2015 it is clear that they will only partially be met. Globally, income poverty has been reduced by half (MDG1), though in sheer volume terms, largely due to the major progress made in China. Developing countries are increasingly showing strong leadership of development processes. Effective development is now a widely shared expectation. At the same time, as more countries achieve middle-income country status, three quarters of the world's poorest people now live in MICs like China, India or Nigeria. Persistent inequalities are a worrying feature of many MICs and also a growing problem in richer countries. The emerging post-2015 debate on what should follow the MDGs shows promising signs of increasing global recognition that the new development framework needs to tackle an array of governance, security, environmental and economic challenges, and embrace multiple global public goods, in addition to the principal objective of eradicating poverty. It must also involve the contributions from multiple actors including the state, the private sector and social movements. The need for more fundamental political and economic change, if the objective of inclusive and sustainable development is to be reached, is increasingly recognised. While international platforms such as the United Nations, the G8 and the G20 are working to accommodate the new challenges and new players, the United States and Europe are held back by political and financial instability, fiscal and

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<sup>1</sup> See *Striking the Balance: A synthesis of ECDPM's External Evaluation Report 2011*.

budgetary constraints, and stalling global leadership. The enduring impasse in the talks on global climate finance is a case in point. Another is the inability of donors to meet their Gleneagles commitments to developing countries. In the meantime, the private sector is stepping up its role in global development. Foreign direct investment is on the rise. Joint ventures are multiplying, and business leaders are taking steps to assume their global responsibilities. An increasing number and variety of public and private donors are getting involved in development aid – often resulting in more fragmented development efforts.

There is a sense that the end is nigh for the development policy landscape that characterised the start of the millennium – with donor leadership, a clear focus on eight MDGs, and recipient countries in need of aid to make ends meet. As traditional global powers struggle with austerity, new powers assert themselves as serious contenders for global development impact. There is widespread acceptance that a new post-2015 framework is needed and a growing recognition that it should include a broader sustainable development agenda than in the past, but numerous questions regarding international cooperation still remain to be resolved in the two years running up to this 2015 deadline. These include questions of:

- *Scope:* How best should the new development framework be drafted to promote inclusive and sustainable development, that includes both the MDG focus on poverty and the wider concerns of sustainable development goals (SDGs)? Should we seek a more differentiated set of goals or propose goals that would be universal in application, i.e. that also address OECD countries? How can development cooperation and finance be integrated with global efforts in other policy domains?
- *Political support:* How can we build the effective global collective action required to deliver on this ambitious agenda?
- *Approach:* How can effective development partnerships be designed with countries that show a lack of progress and resilience? How to meet the varying needs of very different country contexts, including those countries that are struggling with conflict and striving to recover from it? How can we further improve ‘value for money’? How can we strengthen national ownership and local initiative and further integrate donor efforts into national and regional initiatives driven by developing countries themselves?
- *Resourcing:* How can this wide-ranging and more expensive development agenda best be financed? How does the emergence of new donors affect the financing landscape, the nature of partnerships and “aid models”? How best to share responsibility for the new sustainable development agenda? Is the old ODA model still relevant in the context of today’s economic downturn?

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

The Centre has aligned its Strategy with the evolving global development landscape. We look for the general direction of change and its deeper causes and identify major transitions that will drive the dynamics of international cooperation in the years to come. For the 2012-2016 Strategy period<sup>2</sup> there are six transitions we see as particularly relevant:

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

<sup>2</sup> See *ECDPM Strategy 2012–2016*, p. 2.

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

Our Strategy for 2012–2016 recognises that, while poverty reduction remains the principal objective, effective development partnerships will be called upon to contribute decisively to these six global transitions, in addition to the MDGs. Responding to this call requires profound changes in the policies, practices and institutions of development cooperation. These global transitions will fundamentally challenge future cooperation between Europe and the developing world. In response, our Strategy defines four 'thematic lenses' that build on our 25 years of experience as an independent foundation. These are areas of focus in which we believe that we can contribute decisively to improving relations and cooperation between the European Union, its Member States and countries in Africa, the Caribbean and the Pacific (in the main) over the next five years.

#### **Theme 1: Reconciling values and interests in EU external action**

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

#### **Theme 2: Promoting economic governance and trade for inclusive growth**

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

#### **Theme 3: Supporting societal dynamics of change in developing countries**

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

#### **Theme 4: Addressing food security as a global public good**

This final theme focuses on food insecurity and the drivers behind it. It recognises the linkages between (different types of) agriculture, trade, private sector development and investment. It also acknowledges the impact of regional integration and international and European policies on developing countries' capability to



ensure food security. Work on this theme builds on several areas of ECDPM expertise: facilitating effective political dialogue, highlighting key issues and alternative policy options through practical policy-oriented research, and bridging gaps between adjacent policy areas (in this case, gaps between policy areas that affect food security). It will directly support various regional initiatives in Africa and the Caribbean.

## Work Plan for 2014-2015

Our key strengths stem from the way we work.<sup>3</sup> As an honest broker,<sup>4</sup> we take a process-oriented approach. We commit to long-term engagement with key actors in selected programmes. Acting in a diversity of roles,<sup>5</sup> we combine three distinct capacity strategies<sup>6</sup> to advance and improve the quality of interaction between the EU and the developing world, to move forward the selected programmes, and to bridge gaps between policy and practice. We offer an extensive range of services that are now familiar to many EU-ACP policymakers and practitioners:

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

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

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

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

One element that we plan to strengthen during the period of this Work Plan is to increase our presence in Africa. Rather than simply opening an office which would limit us largely to one place, our programmes will address this goal through a package of five interrelated tools: (i) building on our existing partnerships and networks and creating new ones through joint activities and initiatives, (ii) staff placements (and exchanges) with partners to encourage our staff to spend more time in Africa, (iii) establishing a Young International Professional Programme (YIPP) to bring Africans into ECDPM and create a network of

<sup>3</sup> See *ECDPM Strategy 2012–2016*, p. 7 and *ECDPM External Evaluation Report 2011*.

<sup>4</sup> Lessons learned: We maintain operational autonomy, steer a non-partisan course, maintain inclusive stakeholder participation, respect for diversity and creativity, open communication and full transparency of roles.

<sup>5</sup> Lessons learned: we act alternately as researcher, knowledge broker, facilitator and policy advisor on policy management and institutional change.

<sup>6</sup> Lessons learned: we effectively combine three capacity strategies: (1) The facilitation of dialogue, networking and joint initiatives, (2) the generation and integration of relevant knowledge and information and (3) functional result-oriented strategic partnerships.

alumni, (iv) increasing our online presence in African fora by participating in the debates that concern Africa, and (v) enhancing our Programme Associates programme with more African associates and the use of more African consultants.

## Engaging in selected programmes

The key strategic decision that we make for each new planning period is our choice of programmes. These determine the main work streams within the Centre. While flexible, they are based on a thorough and continually updated analysis of the relevant actors and partnerships, the main issues at stake, the potential for achieving pertinent outcomes, and the opportunities for influencing cooperation and relations between Europe and developing countries, mainly in Africa, the Caribbean and the Pacific, as well as the potential risks involved. Within each programme we seek to focus on a few of the most promising avenues but at the same time we balance this with adequate breadth to ensure continued relevance and we remain open to new opportunities. From the experience of the first years of the Strategic Plan, it has been decided to merge two of the programmes (the third and fourth) because of the overlapping nature of their concerns which are best managed in an integrated manner. The five remaining programmes identified as our principal work streams for the coming two-year period, i.e. 2014-2015, are therefore:

1. **Strengthening European external action (SEEA programme).** By being well informed about global, African and particularly the EU context, this programme focuses on improving the overall relevance and coherence of EU external action and the effective delivery on development objectives. It contributes to inclusive and informed policy dialogue processes, the effective and responsible integration of development dimensions into EU policy-making and external action, and the participation of EU and developing countries' public and private sector actors in modernising EU development policies. To reduce the 'implementation gap', it seeks ways to advance the effective functioning of the new EU architecture for external action, while contributing to a more coherent EU that speaks with one voice. The programme pays particular attention to engaging with African partners so as to improve their understanding of EU processes and institutions and better equip them to engage with the EU.
2. **Deepening overall responses to conflict, security and resilience (SECURE programme).** This programme supports and stimulates integrated, coherent, conflict-sensitive and development-friendly EU responses to conflict, security and resilience. Its activities aim to build upon and reinforce the efforts and dynamics of African continental and regional organisations, such as the African Peace and Security Architecture, and to support initiatives of fragile states, such as the g7+ on the New Deal, to develop new international cooperation modalities suited to their needs. Among its targeted outcomes are inclusive and informed Africa-EU dialogues on conflict, security, resilience and post-conflict action; effective participation of key public-sector and private-sector actors, supporting African actors in particular to assume lead responsibilities; strengthened development-oriented interaction between state and society to foster the resilience of local communities and reduce the 'implementation gap'; and integrated EU external action that bridges approaches to conflict, recovery and development, that reconciles values and interests and furthers EU development objectives.
3. **Economic transformation, governance, integration and trade for inclusive growth (Economic Transformation programme)** This programme seeks to facilitate and inform the economic transformation and integration process under way in the ACP by supporting the change agenda set out by African actors themselves with conducive trade and economic policies. An agenda that is formally also supported by Europe, the emerging economies and relevant international institutions,

as endorsed by the G20 Seoul Development Consensus for Shared Growth, the Busan Partnership and the EU *Agenda for Change*. A key aim is thus to achieve a more inclusive, better informed policy dialogue between the public and private sectors on economic governance at local, national, regional, continental and international levels, as well as on international trade arrangements and regional integration processes in the ACP. Equally it is hoped to stimulate new coalitions for the economic and trade reforms needed to promote inclusive growth. Major topics for this dialogue include the sustainable, equitable and transparent management of natural resources, effective domestic resource mobilisation, business facilitation and improved regulatory capacity. The programme works towards improving the understanding of the drivers of change in economic governance, including the role of the BRIC countries. It seeks enhanced opportunities for political and economic participation of vulnerable groups, in particular small and medium-sized enterprises (SMEs), women and young people. Another aim is to support better-informed trade negotiators who are able to conclude trade agreements in line with their national and regional development objectives. Other key outcomes are improved coherence between trade and development policies; the more effective participation of public-sector and private-sector actors in trade policymaking and in setting the regional integration agenda, thereby achieving a broader impact; and greater understanding of what drives genuine regional integration and cooperation and what the international partners can do to facilitate the process. Finally, the programme seeks strengthened partnerships to foster the equitable and sustainable governance of global development challenges.

4. **Africa on the move: understanding and building dynamics for change (Africa's Changing Dynamics - ACD - programme).** This programme accompanies and provides demand-driven support to African actors and institutions. It thus helps them 'weave their own mat' and regain policy space to implement home-grown socio-political and institutional reforms for effective governance for development. On the European side, it supports improved EU responses to Africa's changing socio-political dynamics and governance. A key aim in this regard is to enhance policy dialogues and facilitate fertile encounters between 'demands' from societies and the 'supply' of EU cooperation. The programme is also concerned with how national and international policies affect resilience and institutional adaptation in Africa. Improving African stakeholders' articulation of demands is a key element, as well as seeking a better understanding of the societal dynamics that drive change in Africa and the impact of EU external action. This relates directly to the need for improved policy coherence for development in the EU's internal and external policies on governance. The programme focuses on both sub-Saharan and North Africa.
5. **Regional and local markets for agricultural development and food security (Food Security programme).** This programme seeks to support ACP regional organisations in strengthening their contribution to food security. It assists development partners, in particular the European Union and its Member States, to adopt more coherent and effective approaches to foster agricultural markets for food security. More inclusive and better informed policy dialogue could play a key role in enhancing regional integration and the business and investment climate for food security. It also seeks to raise awareness of the impact of European policies, in particular the CAP, on food security in the ACP. The programme seeks synergies for food security through strengthened linkages between trade and agricultural actors, policies and programmes. Its activities examine the design and implementation of the regional dimensions of the Comprehensive Africa Agriculture Development Programme (CAADP) and other agricultural policies and programmes in the ACP. It also emphasises policy coherence for development and food security in Europe and the ACP, and looks at ways to improve public-private partnerships for trade, agricultural development and business facilitation.

Chapter 2 of this Work Plan takes a closer look at each of these programmes for the upcoming period of 2014-2015.

Certain issues run across all five programmes. Typically these are coordinated by in-house task forces or other flexible mechanisms. Africa-EU relations and ACP-EU relations, for instance, are considerations for all programmes, particularly in the context of the 2014 EU-Africa Summit and the forthcoming end of the Cotonou Agreement in 2020. Equally policy coherence for development (PCD) is a cross-cutting concern and not just the preserve of one programme.

Chapter 3 outlines the activities of the **Institutional Relations and Partnership Development** team, which fosters strategic alliances with key stakeholders and supporters: the ACP Group, the African Union and African regional organisations, networks of partner institutions in Europe and in the ACP. Chapter 4 outlines **all-Centre support services**, such as strengthening staff competences in political economic analysis and governance work, knowledge management and communication, and responses to the various institutional challenges that we face to further improve our quality in today's changing development policy landscape.

## 2. Programmes

### 2.1. Strengthening European external action (SEEA programme)

#### Context

In an increasing multipolar and globalised world, the ability of the EU to affect change will continue to be challenged. The Treaty of Lisbon expresses the European Union's ambition to play a **coherent and effective global role**, bringing together all of its potential assets. The Treaty defines EU external action as comprising the Common Foreign and Security Policy, the common commercial policy, cooperation with third countries, humanitarian aid, relations with international organisations and the EU Delegations (EUDs). In the four years since the Treaty's acceptance, there has been considerable global change combined with a European sovereign debt crisis and an enduring economic recession in Member States. These have placed great pressure on the European project and on Europe's position and influence in the world at a time when emerging and established powers continue to offer alternatives for the EU's major development partners.

The Treaty sets out the Union's values as 'peace, security, the sustainable development of the Earth, solidarity and mutual respect among peoples, free and fair trade, eradication of poverty and the protection of human rights'. These **values** have to be reconciled with the EU's own economic, governance, and security **interests** in developing countries and on the global stage. With its 28 Member States, the EU carries considerable weight in global affairs. Collectively it is the world's largest development donor and trading block. Yet it 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 development-related partnerships.

The **European External Action Service (EEAS)** and the post of **High Representative for Foreign and Security Policy** are relatively recent creations, but can no longer claim to be entirely new. The same applies to the organisational adjustments in the European Commission, including the merger of the former Directorate-General for Development (policy) and EuropeAid (implementation) into **DG Development and Cooperation – EuropeAid (DEVCO)**. There is increasing pressure for this new configuration to deliver results. Despite these new structures and ambitions of the Treaty, certain EU Member States remain highly influential in the realm of EU external action.

In addition to the creation of the EEAS and DEVCO, the Lisbon Treaty has prompted additional reforms that have changed some of the 'rules of the game' for external action and development cooperation. There are upgraded 'EU Delegations', and the European Parliament has been given increased powers to shape and validate policies that strongly affect EU external action. The EEAS with DEVCO and other partners will seek to implement increasingly 'integrated' EU strategies that bring together a range of policy issues under the umbrella of a 'comprehensive approach'. Guided also by EU's new development policy, *Agenda for Change*, a new generation of country and regional development interventions are being drawn up and implemented. Member States development policies are also evolving and interacting with the EU's own in new ways. In this context lies a challenge of development-proofing European external action.

In 2014, political momentum and scope for change will be built up by the European Parliament elections and the change of the European Commission, including the High Representative and Vice President. 2014-2015 will also see the implementation of the 2013 Review of the External Action Service and the first stages of using the financing instruments for EU external action as negotiated in the **EU multi-annual financial framework (MFF)** and the **11<sup>th</sup> European Development Fund**. The on-going crisis is likely to mean a continuing decrease in EU Official Development Assistance (ODA) and continued efforts to

develop alternative sources of financing beyond ODA. At the same time, the crisis has generated additional interest for efficiency in EU development cooperation, for instance by prompting further action in joint programming, coordinated external action, a more careful differentiation of support to developing countries, and a focus on results and value for money.

How the European Union organises itself in this field will thus be a key issue for development cooperation in the coming years. Equally important are the **priorities set by the EU and the nature of EU dialogue with its development partners** at national, regional, continental and global levels. The future of ACP-EU relations is the subject of growing debate that will gain momentum as we head towards the 2015 revision of the Cotonou Agreement at its end in 2020. The 2014 EU-Africa Summit and the change of leadership in the African Union Commission also provide a window of opportunity to reset faltering EU-Africa relations. The fall-out from the 'Arab spring', including the fallouts from the Egyptian and Syrian conflicts, continues to challenge the EU in its own neighbourhood. The phrases 'deep democracy' and 'inclusive and sustainable development' are gaining traction as new concepts for framing EU external action in the political and development spheres. Yet translating these concepts into effective cooperation practice with tangible results continues to be a challenge.

A search has begun to redefine the assumptions that underlie the development consensus promoted by the MDGs and the Paris Declaration's 'aid effectiveness' agenda in preparation for a global post-2015 development framework. The growing power of emerging players, particularly the BRIC countries, in Africa and beyond, as well as the growing number of middle-income countries, some of which have also become sizeable donors themselves, as well as the need to focus on global public goods, will require new approaches. Global dynamics and EU external action, including development policy and practice, thus stand at a point of major change over the next two years covered by this Work Plan.

### **Aim of this programme**

This programme covers the future of EU external action in a range of domains relevant to our work. Its **core aim** is to **contribute to the strengthening of EU external action**, with a focus on **improving overall coherence and delivery** for development objectives.

To narrow the scope from this broad aim, we will **focus on overall policy discussions and strategy formulation in EU external action** and link these to operationalisation and implementation processes both at headquarters level and in developing and transition countries. Detailed country or sector-based operationalisation issues are however tackled in other parts of our Work Plan for those specific sectors. We will scale up our knowledge base on the implementation of EU policies and on general developments in countries and institutions, primarily in Africa, to ensure that the work is sufficiently informed by events in the field. This knowledge is not an end in itself but will serve to contextualise the work of the programme and enable synergies with other programmes to help ensure the uptake of their outputs.

This programme is relevant to all four major themes of our Strategy for 2012-2016. Its principal focus is on analysing and influencing the dynamics of the relationship between official EU actors and development partners, as these will determine how the EU reconciles its values and interests (Theme 1). The European Union's own strategy for promoting inclusive and sustainable growth (Europe 2020) must permeate its external action, even though the EEAS has no competence on economic policy (Theme 2). By means of development cooperation and political dialogue with partner countries, the EU aims to strengthen the governance of development (Theme 3). Finally, EU external action must relate to how the Union's own internal policies on agriculture affect global food security (Theme 4).

The programme promotes change in five domains that are instrumental to advancing EU external action:

- **EU institutional, Brussels-based, systems and processes** for policy formulation, programming and coordination (European Parliament committees, relevant units within DEVCO and EEAS);
- **Europe-wide processes in Member States** (involving the same actors as above and the permanent representations, ministries and agencies in capitals, including the EU presidencies);
- **Interaction with the politics of global governance** (same actors as above);
- **EU interventions in continental, regional and country-level dynamics, primarily in Africa** (involving the EU Delegations and Member State representations abroad, institutions of the ACP and the African Union, and civil society);
- **Political engagement of ACP countries and African institutions** with EU actors and institutions both in Africa and at the international level.

Our added value in this programme consists of four elements that together provide a solid and credible basis for supporting the strengthening of EU external action:

- Our **knowledge** of how EU external action systems and processes do and do not work;
- Our wide **network** (now being extended beyond ‘aid’ actors) amongst the various policy communities in Europe, and also in Africa and the ACP (e.g. on Africa, development, conflict, trade, culture, migration, human rights and governance; relevant EU actors are Member States, the EEAS, the European Commission, civil society and parliaments);
- Our **thematic and regional expertise** in areas key to EU external action (i.e. trade, governance, development, migration and conflict) and to the ACP, particularly Africa;
- Our research **methodology**, which means that we engage primarily with policymakers and practitioners, gives ECDPM a keen sense of the challenges of the policy-to-practice link and differentiates our approach from others driven by commentary, academic analysis or partisan ‘advocacy’.

### Activities and outputs

Promoting the modernisation and development-proofing of EU external action is both an information, analytical and relationship-intensive endeavour. We have therefore chosen to focus on activities and outputs in four areas that will give us breadth and depth:

1. The global development agenda;
2. Thematic EU policy and practice related to development;
3. The EU’s geographic policies on different regions;
4. The EU’s inter-institutional relations.

This will allow us to engage in both high-level political discussions and policy-to-practice implementation challenges. We will particularly be seeking opportunities to engage in facilitation work and use political economy approaches in all four areas listed below as well as increasing our presence in Africa. With respect to our engagement in the next two years, we expect to achieve results in the following areas:

- **Global agenda.** Monitoring and engaging in how the *changing global development agenda* both *impacts and is impacted* by **EU external action**. This includes the follow-up to the Rio+ 20 agenda and the discussions on a future set of goals to succeed the MDGs, now widely expected to result in one overarching global development framework post-2015. The team will follow the EU’s

engagement in the discussions on the post-2015 agenda and its implications for EU external action, its development cooperation policies and its dialogue and implementation processes with partners. We will also look at how global economic and political trends influence the post-2015 agenda for the EU and its major development partners.

- **Thematic policy and practice.** The team will closely follow specific policy reform and implementation processes, as a means of gaining a deeper understanding of EU external action and its development cooperation component. More specifically, we will focus on the follow-up and implementation of the *Agenda for Change*, including related thematic / sectoral policy proposals as well as policy-to-practice dimensions such as differentiation, blending and (joint) programming. While the evolution of the political agenda will inform our on-going choices, the focus is expected to be on **the design and realisation of thematic development policy proposals and political commitments** related to implementation challenges such as budget support and policy initiatives (e.g. EU support for governance, human rights and democracy in non-EU countries). The programme team will also follow the wider EU external action policy debate (e.g. on security, conflict and economic governance) under the leadership of other ECDPM programmes.
- **Strategic/geographic policy.** We will analyse the European Union's plans for aligning its various external action levers by **developing strategies for particular regions and countries**. This is both in the foreign policy sphere (e.g. in relation to political dialogue, human rights and democratisation support) and in the development sphere (e.g. regarding policy dialogue, budget support and other aid modalities). The aim is to facilitate a consistent approach. **What strategic trade-offs and compromises** will be made? What has been learnt from past experience, and what are the challenges to consistency and alignment? We will monitor the extent to which **Europe's dialogue with its partners** is consistent with EU external action and is **coherent with development objectives**. Particularly in the evolution of **relations with stakeholders inside and outside of the key partnership frameworks for ACP-EU, EU-Africa, and European Neighbourhood Policy (ENP)-South relations, other sub-regional strategies in Africa (i.e. in the Horn of Africa, the Sahel and the Gulf of Guinea) and specific agreements with regional hegemony (i.e. South Africa, Nigeria)**. We will look to engage in facilitation of dialogue in relation to evolutions in some of these strategies and the implementation of them, including at a higher level than undertaken in the past.
- **Institutional change and inter-institutional relations.** EU external action is conducted through an extensive network of primarily European stakeholders with a varied group of partners (i.e. global, regional and national). Follow-up to the 2013 EEAS review, will offer important opportunities to assess the **organisational challenges and institutional relationships** between the different actors involved, both in Brussels and in the field. We will use **political economic analyses** at various levels and within various areas of EU external action with the goal of improving knowledge **on the drivers of and obstacles to positive change**. The programme will provide timely contributions to frame the debate. We will pay particular attention to the evolving trade-off between development and other foreign policy interests. We will continue to monitor progress and, where possible, support approaches that prioritise **development outcomes in the EEAS, European Commission and European Parliament**. Following the adoption of the **multi-annual financial framework** – (the EU budget for 2014-2020), we will focus on the implementation of the regulations, as well as on the financing instruments' fitness for achieving EU development objectives.



In addition, the team will provide expertise and support for the development-proofing of key EU policies (that is promoting policy coherence for development - PCD). This will be undertaken only within specific policy areas where either this or other ECDPM programmes have specific knowledge (e.g. security, migration, tax or food security).

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

- **Dialogue and facilitation** will emphasise interactions amongst European stakeholders on EU external action issues relating to coherence and delivery. This will also include exchanges between EU actors and stakeholders from ACP and AU countries and institutions. Notably, the future of the relationship between the EU and the ACP will be under review. Special efforts will be made to brief and inform African and ACP actors on how EU external action functions and how it is likely to impact them we will also stand ready to engage in direct facilitation of informal dialogue on these and other issues when requested.
- **Research, communication and knowledge management** will be key activities, particularly on the link between policy and practice in the domain of EU external action and EU development policy. We will seek to further understand how EU external action is received in Africa by doing more work in Africa. In this we will be making use of ECDPM's Communication Strategy and the various methods noted. This engagement will take the form of ECDPM papers and studies, briefs, blog posts and use of website and social media. External requests for strategic studies, evaluations, expertise and support in drafting policy and operational guidance will also be considered in line with the goals of the programme.
- In terms of **ECDPM partnerships**, the programme will engage with institutional and non-institutional partners. We expect to interact with the African Union, the Regional Economic Communities and the ACP Secretariat, and also to work with other partners in Africa (such as ISS and SAIIA). The Centre's partnership with FRIDE, ODI and DIE/GDI will be continued through the European Think Tank Group. We will explore specific knowledge and staff exchanges with those of our partners who are interested.

### Expected outcomes and impacts

In view of the aim of this programme, the key task will be to monitor and help improve the consistency of European external action, in line with EU development objectives. Our efforts will focus particularly on engaging with the EU's overarching policy frameworks on development and Africa, and on how these are modified or evolve in relation to the changing context. This engagement will contribute to all four themes of the ECDPM Strategy for 2012-2016 (Table 1).

**Table 1: Operationalising the four key themes of the ECDPM Strategy**

Strategy themes	Programme contribution
Reconciling values and interests in the external action of the European Union	EU external action better reconciles values and interests for pro-development outcomes.
Promoting economic governance and trade for inclusive growth	Integrated EU external action actively engages in discussions on trade and economic governance with the aim of promoting inclusive and sustainable growth.
Responding to societal dynamics in the developing world	EU external action is better attuned to societal dynamics in the developing world, with responses that take account of past lessons and the current political dynamics.
Promoting food security as a global development challenge	Integrated EU external action promotes rather than undermines food security.

In order to implement our Strategy in this way, we will try to contribute to the following outcomes:

1. ECDPM information, facilitation and advice are used by actors in both Africa and Europe to promote effective and consistent EU external action contributing to development objectives.
2. Strategic African partners are better equipped to engage with the EU in order for them to pursue their interests thanks to a better understanding of EU processes in the post-Lisbon institutional architecture.
3. EU policymakers increasingly regard it as a matter of good practice to consider the effects of their decisions on developing countries.
4. ACP and EU actors understand the development consequences and implications of the negotiation and implementation of the new EU financial framework and instruments for development.
5. In its external action, the EU better reconciles its values and interests to promote development outcomes.

While the onus is on the SEEA Programme to deliver on these outcomes, we will undertake many of these in conjunction with other ECDPM programmes.

### Summary table for the SEEA programme

<b>SEEA Programme: Strengthening European external action</b>	
Overall issue	Strengthening European external action
Programme aim	To strengthen EU external action, with a focus on improving overall delivery and coherence
Key actors	EU Delegations; EP Committees; DG DEVCO and EEAS; EU presidencies; EU Member States' representations and foreign/development ministries; ACP institutions; AU institutions; ACP/African regional and national representations in Europe; other Brussels-based development stakeholders
<b>Plan of action</b>	
Activities and outputs	<p><i>Dialogue and facilitation</i></p> <ul style="list-style-type: none"> <li>Events organised or co-organised by ECDPM and support for third-party events</li> </ul> <p><i>Research, knowledge management and networking</i></p> <ul style="list-style-type: none"> <li>Policy research on EU policy formulation in EU external action and its application</li> <li>Stakeholder briefings and operational guidance on policy issues and the development of tools</li> <li>Research papers and technical briefs on critical issues (own-initiative or commissioned)</li> <li>Increasing use of social media more generally</li> <li>Feature articles in ECDPM <i>Talking Points</i>, <i>GREAT insights</i>, and on ECDPM's website</li> </ul>
Partnerships	<p><i>Programme-specific</i></p> <ul style="list-style-type: none"> <li>European Think Tanks Group (ODI, GDI, FRIDE)</li> <li>European Report on Development team (ODI, GDI)</li> <li>Think tanks with an interest in EU external action in Africa and the BRICs (ISS, SAIIA)</li> <li>Europe-Africa Policy Research Network (EARN) and its members</li> </ul> <p><i>Institutional partnerships</i></p> <ul style="list-style-type: none"> <li>African Union and ACP Secretariat</li> </ul>
Risks	<ul style="list-style-type: none"> <li>Possible loss of balance between topics due to a primary focus on fundable areas</li> <li>Difficulty managing the balance between policy and practice, critical analysis and facilitation</li> <li>Focus and reputation of programme currently primarily limited to Brussels-based EU actors</li> <li>Difficult in managing balance between being EU focussed but being grounded in the reality of how EU external action 'lands'— particularly in Africa</li> <li>Loss of interest in, public support for or prioritisation of development cooperation and/or EU external action leading to loss of relevance and funding</li> <li>Difficulty managing synergies or complementarity with other programmes</li> </ul>
<b>Results</b>	
Expected outcomes	<ul style="list-style-type: none"> <li>ECDPM information, facilitation and advice used by actors on both continents to promote effective and consistent EU external action that contributes to development objectives</li> <li>Strategic African partners better equipped to engage with the EU in order for them to pursue their development interests through enhanced understanding of EU processes in the post-Lisbon institutional architecture</li> <li>EU policymakers in all areas of external action increasingly regard it as good practice to consider the effect of their decisions on developing countries</li> <li>ACP and EU actors understand the development implications of the negotiation and implementation of the new EU multi-annual financial framework and instruments</li> <li>In its external action, the EU better reconciles its values and interests with the promotion of development outcomes</li> </ul>
Impact	<ul style="list-style-type: none"> <li>Integrated EU external action that furthers EU development objectives by reconciling values and interests</li> </ul>

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

### Context

Over the last 20 years, the number of armed conflicts and major civil wars worldwide reduced both steadily and significantly. Wars between states have become relatively rare.<sup>7</sup> Major civil wars have also become less deadly. Battle deaths have dropped from an average of 92,000 a year in the 1990s to 42,000 a year in the 2000s. The same trend can be noted for the African continent where the average number per conflict has declined by 90 per cent since 2000.<sup>8</sup> At the same time, the persistence of certain conflicts and dictatorial regimes on the African continent are a continuing concern and recent developments in Northern Africa and the Sahel also threaten the more positive trends. **While the onset of new conflicts has significantly been reduced, conflict relapse has become characteristic of today's civil wars, in large part because conflicts have become more difficult to win.** Every civil war begun since 2003 has been a resumption of a previous one, with the result that entire regions, states or parts of a country fall into a state of continuous crisis, destabilisation or fragility.<sup>9</sup> Numerous reasons have induced these developments. **Traditional state-to-state armed conflicts have increasingly been replaced by civil war and non-state conflicts in which insurgencies, rebel movements and popular demands for regime change play increasingly important roles.** Some of these actors associate themselves with terrorist groups operating often across borders and in areas that are weakly governed. This can be intertwined with border disputes, arguments over increasingly scarce land and water resources or communal conflicts between farmers and pastoralists, or between indigenous groups and migrants, refugees or internally displaced people. Moreover, transnational organised crime, in particular illegal trafficking in drugs and minerals, has become increasingly entangled with political violence.

The prominence of conflict and insecurity, the prevalence of human tragedy and the need for stabilisation is reflected in the priority these are given by the African Union (AU) and the African regional organisations. In response to severe conflicts on the African continent in the 1990s, **the African Peace and Security Architecture (APSA)** was formulated in 2002 with the advent of the AU. It was seen as an important response by African actors to systematically address peace and security on the continent and there is growing evidence that it has substantially contributed to the conclusion of peace agreements. ECDPM research on APSA engagement between 2007 and 2012 shows that the AU has been diplomatically engaged, and has made a significant contribution to the de-escalation of the conflict in at least 11 out of 34 countries with violent conflict.<sup>10</sup> Beyond the AU, other continental institutions, such as the International Conference on the Great Lakes Region (ICGLR) also took initiatives to address instability and war in this region. **Yet, much still needs to be done to create lasting peace and there is broad agreement that international, continental, regional and national responses have not yet been sufficient, and conflicting, fragmented and incoherent approaches have undermined the effectiveness of such efforts.** The complexity of the peace and security issues sketched above require effective short-term and long-term comprehensive approaches that integrate measures aimed at conflict prevention, crisis management and stabilisation, peace building, reconstruction and development. The regional-continental-international nexus needs to be further clarified and institutionalised. There is also growing awareness that responses have not taken sufficient account of the possible value of endogenous processes, social capital and capacities that are so essential to promote resilience and ownership for early recovery and development.

<sup>7</sup> World Bank, *World Development Report (WDR) 2011*.

<sup>8</sup> Human Security Report Project (HSRP), *Human Security Report 2012*.

<sup>9</sup> World Bank, *World Development Report 2011*.

<sup>10</sup> This research was still ongoing at the time of writing of this Work Plan.

Since the early 2000s, dialogue also intensified about how the EU and its Member States could effectively support African efforts to address peace and security continent-wide, including by actors that were not linked to the African Union. The dialogue comprised support to peacebuilding, conflict prevention, management and resolution as well as specific sections on terrorism, post-conflict assistance to disarmament, demobilisation and reintegration of former combatants, landmines and non-proliferation. European funding for APSA was made available and channelled through the African Peace Facility (APF) with over EUR 1 billion from the 9<sup>th</sup> and 10<sup>th</sup> European Development Fund (EDF). Peace and security is also high on the political agenda among EU Member States that have mobilised increasing amounts of ODA funding for conflict prevention and peacebuilding in Africa.

The Lisbon Treaty sets out EU values as ‘peace, security, the sustainable development of the Earth, solidarity and mutual respect among peoples, free and fair trade, eradication of poverty and the protection of human rights’. **The EU aims to reconcile these values with its interests to shape security and support development in fragile environments globally.** Against this background, EU institutions have made significant strides in their policy frameworks, instruments and strategic partnerships over the past decade. The Union has at its disposal a range of instruments in the spheres of diplomacy and mediation, crisis management, development, humanitarian assistance, trade and migration. **However, EU institutions and EU Member States could still improve the coherence of their action to jointly address the nexus between peace and security and development.** Furthermore, the EU needs to enhance its profile as a global actor and move towards more ‘differentiation’ in its partnerships and cooperation strategies.

**At the global level,** there exist new international mechanisms to address the nexus between security and development as set out in the **New Deal** agreed during the last High-Level Forum on Aid Effectiveness in Busan (2011). The jury is still out on the New Deal’s real value, though international development partners (including the EU) and a range of so-called fragile partner countries are determined to use it as a framework for more effective and country-led responses to the nexus. As part of the New Deal, but also beyond, effective financing for conflict response, human security and resilience will remain a shared concern. **In particular, support needs to be provided to on-going African processes aimed at linking conflict and security responses with measures to promote resilience and development.**

Furthermore, **post-2015 discussions** linking international non-state actors, humanitarian and development agencies, partner country actors and multilateral institutions are in progress and raising proposals to address the peace, security and development nexus in a more integrated manner. Peace and security related goals will have their bearing on the functioning of the EU as well as on its relations with African and other international partners calling for an active participation in this debate. Globalisation, the rise of new powers and **competition for precious raw materials, land and water** will only raise the pressure for innovation in terms of delivering comprehensive approaches to address security and development as global public goods.

**The challenge in the next few years is to deepen the collective EU response to African processes aimed at the transition from conflict and fragility to security, resilience and development.** These processes need to be reinforced through well-informed and targeted approaches that take into account the efforts of African partners to build on the achievements of the APSA and to further improve African responses to issues related to the nexus. Several such processes are under way that provide windows of opportunity for targeted action by an independent foundation like ECDPM. At least five of these warrant mention:

- (i) The EEAS review of the post-Lisbon configuration for EU external action, with several units in both the EEAS and DEVCO dealing with the broader conflict prevention and security agenda;
- (ii) Efforts within EU institutions as well as between the EU and its Member States to work more comprehensively to address the nexus between security and development, including integrated regional strategies for the Sahel and the Horn of Africa;
- (iii) Strategic developments within the African Union and the regions to give further shape to the APSA and increase its effectiveness; including efforts to give renewed momentum to PCRD (post-conflict reconstruction and development);
- (iv) The efforts of EU institutions, its Member States and other international development partners and G7+ members to implement the New Deal commitments together with partners in conflict regions and fragile countries;
- (v) Global policy discussions on post-2015 relating to conflict and security, resilience and development that will potentially impact on EU-Africa relations as well as on Africa itself.

### **Aim of the programme**

The overall **aim of this programme** is to support and positively influence the consolidation of more integrated, development-friendly, conflict-sensitive, politically aware and coherent policies and operational responses by EU institutions and Member States that build upon, reinforce and, where possible, align with African continental and regional approaches to address conflict, security and resilience.

Within this broad aim, **we will give priority to international policy dialogue, the formulation of strategic frameworks and their operationalisation that address the interfaces between conflict prevention and transformation (including mediation), early recovery, peacebuilding and post-conflict reconstruction and development.** The focus will be on processes that can deepen collective EU responses to on-going African approaches addressing the nexus between security and development. In particular those that build on existing frameworks such as the EU's Linking Relief Rehabilitation and Development (LRRD) policy, the EU's thinking on a new comprehensive approach, the AU's APSA and the African Solidarity Initiative. To remain relevant in our work, we will keep an eye on complementary developments in this field by the UN, the World Bank, major bi-lateral agencies and international NGOs, their cooperation with the EU and its Member States as well as their interaction with African actors that are pursuing the APSA and other African initiatives at continental, regional and country level.

To deepen a collective EU response to African peace, security and development processes, the programme stimulates change through the following entry points:

- EU institutions and their departments promoting conflict prevention and peace building, humanitarian response, early recovery and resilience as well as responses to situations and contexts of fragility (EEAS, DG DEVCO, ECHO, European Parliament committees);
- Processes, instruments and platforms connecting EU institutions and EU Member States with the aim to develop more comprehensive approaches on the nexus between conflict, security and development, with a focus on African regions (involving same actors as above, plus ministries and agencies and permanent representations of Member States);
- Processes, systems and programmes of EU institutions and EU Member States that partner with African institutions for an enhanced response to post-conflict reconstruction and development (involving same actors as above, plus AU, RECs, African networks and programmes);
- Through collaboration with non-state actors, their platforms and networks in Africa and Europe that advocate for more effective European policies in the area of conflict prevention, peacebuilding and statebuilding;

- Global policy exchange and initiatives to promote a more effective response to peace and security, fragility, resilience and development (involving global networks such as the g7+, INCAF, OECD/DAC, UN peacebuilding and statebuilding networks in addition to the European actors mentioned above).

ECDPM's added value is the **knowledge** of the EU's institutional architecture, policies, instruments and channels that are dealing with the nexus between security and development, including linkages with EU presidencies. We reach out to different **policy communities** on the subject and **network** with a range of institutional actors from the EU institutions and its Member States, African stakeholders as well as with non-state actors in Europe and Africa. Our **thematic expertise** encompasses areas central to conflict prevention, peacebuilding and statebuilding, including conflict analysis and political economy assessment; early warning and mediation; governance; civil society and fragility as well as societal resilience; M&E of interventions to address peacebuilding and statebuilding, including indicators; applying a 'development lens' on EU peace and security programming; institutional dynamics and approaches deployed through the APSA; and approaches to capacity development in contexts of fragility. We have **regional expertise** from our exposure to fragile and conflict-ridden environments in Sub-Sahara Africa and selected areas in Asia that we have gathered during numerous missions and longer-term involvement in practice.

The strength of the programme is its ability to **establish linkages at different levels between policy and practice** whereby the above knowledge and expertise is applied to respond to demand-led advisory work and evaluations, policy-oriented research, facilitation of multi-stakeholder dialogue and the targeted dissemination of information and other outreach activities into policy communities. We strive for adding value to 'political and technical' issues grounded in a solid knowledge base, as explained above, and seek opportunities to engage in dialogue at the interface between Europe and Africa taking account of learning and experiences in different continents. In applying this approach, **we bring African and developing country actors into the dialogue on evolving European responses to African engagement on peace, security and resilience.**

### Activities and outputs

To promote change through the five entry points mentioned above, we have identified three closely related areas of work. **They target a spectrum of transition processes at the interface of conflict prevention, resolution, transformation, support to resilience and development.** They constitute the building blocks of a triangle of processes that we will simultaneously promote to move towards more comprehensive and coherent partnership approaches to address global issues of conflict, security and resilience:

- ***Enhancing the EU's overall political and institutional capacity to be an effective global player in dealing with conflict, security and resilience.*** This represents the 'European' leg of the tripod. It relates to the 'homework' that EU institutions and Member States need to do in order to enhance the EU's collective capacity for integrated external action. In order to assist this change, we will focus on:
  - (i) Improving the quality of EU policy frameworks and the overall institutional set-up for dealing with these issues;
  - (ii) 'Connecting' the various diplomatic and development actors involved (e.g. EEAS including CDSP, DEVCO, ECHO, EU Delegations (EUDs), and experts in Member State capitals and in the field);
  - (iii) Supporting the effective delivery of meaningful EU support with a focus on the 'how' questions<sup>11</sup> related to conflict prevention, peacebuilding and state-building, including early warning, conflict analysis, (preventive) mediation and post-conflict needs analysis;
  - (iv) Documenting innovative implementation practices and synthesising the lessons they provide;

<sup>11</sup> This involves working on instruments, procedures, aid modalities and channels, the role of non-state actors, etc.

- (v) Researching coherence issues relating to policies and their implementation that address the linkages between humanitarian response, early recovery, peacebuilding and statebuilding;
  - (vi) Monitoring EU policy coherence, including how the EU reconciles values and interests in the security-development nexus and in other policy areas.<sup>12</sup> This work stream is strongly linked to the programme aimed at strengthening EU external action.<sup>13</sup>
- ***Supporting the consolidation of African institutions and processes that deal with conflict, security and resilience.*** This second work area focuses on African institutions in charge of peace and security and initiatives to support continent-wide responses to the transition from conflict and fragility to resilience and development. It recognises the need for continued Centre investments in a number of areas:
    - (i) Providing assistance to the institutional development and responsive capacity of key continental and regional actors (such as the African Union, regional bodies and the NEPAD Planning and Coordination Agency);
    - (ii) Supporting the consolidation of the APSA, for instance through stronger linkages with the African Governance Architecture (AGA) and improved delivery;<sup>14</sup>
    - (iii) Monitoring the support of EU institutions and Member States to African institutions and processes dealing with the nexus between security and development, with a particular focus on the APSA;
    - (iv) Facilitation of learning and constructive dialogue between Africa and Europe on conflict, security and fragility matters, for instance in the run-up to the Africa-EU Summit 2014, as well as on the implementation of the New Deal commitments.
    - (v) Strengthening our presence in Africa, collaborating with African organisations and networks on research and dialogue that can help deepen collective EU responses to African processes and initiatives aimed at the transformation of situations from conflict and fragility to resilience and development.
  - ***Contributing to (global) policy discussions and initiatives on peace, conflict, security and resilience that will potentially impact on EU-Africa relations.*** The EU has a track record of following international policy discussions and initiatives that address the nexus between security and development. Current global discussions on transition processes and the linkages between peace, security and development require a pro-active accompaniment to anticipate the EU's upcoming internal policy discussions and their operationalisation. In this area we will:
    - (i) Engage in processes and networks that support more effective and country-led responses to the nexus between peace, security and development, such as the g7+ and their exchange with the international community at OECD/DAC and UN level;
    - (ii) Participate in the post-2015 discourse that promotes a more effective linking between peace, security and development in the new post-2015 framework with a view to stimulate discussions on more effective European responses to peace, security and development nexus;

<sup>12</sup> Other EU policies may affect the EU's response to conflict, security and resilience. These include policies such as CSDP (crisis management) and CFSP (counter proliferation), on arms and dual use technology trade (DG Trade leading in the EC but also CFSP code of conduct on arms exports and role of COARM) and on biofuels and energy more generally (DG Energy leading in the EC), as well as policies dealing with human mobility as a component of human security (DG Justice and Home Affairs leading).

<sup>13</sup> Both policy processes could benefit from working together on how conflict and security considerations are taken on board when new country and regional strategies are developed.

<sup>14</sup> Delivery of concrete products and services that help to attack the 'root causes' of conflict and fragility such as improved management and equitable distribution of natural resources; the fight against corruption; respect for human rights; and the promotion of social justice.



- (iii) Undertake research on societal resilience in post-conflict as well as post-disaster situations that can inform our conceptual understanding on how policies can better take account of communities and their ability to stay resilient against the odds, in developing their own markets, community services and governance structures. Post-disaster situations will be dealt with if they take place in conflict and post-conflict environments.

**Collaboration across ECDPM programmes** will be sought to reinforce our work. The themes laid out above have close linkages with other areas of ECDPM's engagement, notably dealing with EU external action, EU institutional change and inter-institutional relations (SEAA Programme), economic governance, domestic resource mobilisation and drivers of international governance<sup>15</sup>, including employment and fragility and the discourse on raw materials (ET Programme), 'Africa on the move', in particular the linkages between the APSA and the AGA (ACD Programme) and food security that prominently touches upon issues of resilience (Food Security Programme). There is also scope to apply lessons learned from ECDPM's work on political economy analysis (PEA) to conflict analysis and conflict assessment. PEAs are particularly relevant for deploying effective approaches to institutional transformation that is at the heart of statebuilding processes.

Throughout the programme we will apply ECDPM's capacity strategies, i.e. (i) dialogue and facilitation, (ii) research, knowledge management and networking, and (iii) capacity development through partnerships and collaboration. **Dialogue and facilitation** will be undertaken in the context of our activities spelled out under the three areas of work, for example in the context of our work with the g7+ and the run-up to the African-EU Summit in 2014. **Research** is envisaged in specific areas, such as in relation to our work on EU coherence issues and resilience. **Knowledge management, communication and networking** will be part and parcel of our activities as listed above and will take the form of ECDPM papers, briefs, blog posts and use of website and social media. Publishing in external papers and formats, such as for evaluations or studies, will also be done if considered relevant for the programme. Wherever possible we aim to more systematically feed knowledge acquired in the context of our research and systematisation into relevant wider policy discussions and the public arena.

Regarding **partnerships**, all activities will be oriented towards key players in this policy arena. In Europe, this means regular contacts with EEAS and DEVCO units concerned with conflict, human security and resilience as well as with ECHO on humanitarian issues; Member States' permanent representations to the EU, European foreign and development ministries and agencies engaged in conflict issues; institutional funders and the EU presidencies. In Africa, we will work with institutional regional structures, government bodies, as well as non-governmental organisations. Partnerships will be key to the success of our work. We hope to collaborate with the following partners on this particular programme:

- Engagement with the African Union and Regional Economic Communities with a focus on the APSA.
- Continuation and deepening of existing strategic partnerships with *L'Observatoire de Afrique*, the Europe-Africa Policy Research Network (EARN), the NEPAD Planning and Coordination Agency, the Institute for Security Studies (South Africa), ACCORD (South Africa), the Africa Governance Institute (Dakar) and the Levy Mwanawasa Regional Centre for Democracy and Good Governance, which was

<sup>15</sup> There is a growing consensus that the EU could strengthen its global engagement to tackle some of the drivers of conflict and state fragility. This is also related to the notion of 'state-building' that far too often is still an empty concept stuffed with overoptimistic notions of institutional fixing and engineering in situations that are structurally fragile and continue to be so due to extreme forms of 'rent seeking' and elite capture. The latter prevent a more inclusive *political settlement* from emerging that has the potential to create the conditions required for state security, safety and ultimately development.

established in the wake of the International Conference of the Great Lakes Region (ICGLR) with a clear focus on conflict prevention and security.

- To strengthen our presence in Africa, new strategic partnerships and forms of collaboration will be sought in line with the ambitions of the three areas of work in this programme.

### Expected outcomes and impacts

**This programme is relevant to each of the four major themes outlined in the ECDPM Strategy for 2012-2016.** A more coherent EU approach to conflict, security and resilience is a major challenge in terms of both enhancing the EU's profile as a global actor and ensuring development-friendly EU external action that reconciles values and interests (Theme 1). Improved economic governance, including better management of natural resources (Theme 2), is key to ensuring inclusive growth and social justice. EU responses, even those of a more integrated nature, are likely to yield sub-optimal benefits if they are not underpinned by stronger responses from the developing countries themselves, at institutional, societal and community levels (Theme 3). The linkages between food security as a public good (Theme 4) and conflict, security and resilience are also evident.

**Table 1: Operationalising the four key themes of the ECDPM Strategy**

Strategy themes	Programme contribution
Reconciling values and interests in the external action of the European Union	EU external action better reconciles values and interests in its responses to conflict and fragility, security, resilience and development.
Promoting economic governance and trade for inclusive growth	EU external action responses to fragility and resilience take account of discussions on trade and economic governance with the aim of promoting inclusive and sustainable growth.
Responding to societal dynamics in the developing world	EU external action and African Institutions are better equipped to take account of societal dynamics when assisting in contexts that move from conflict and fragility towards resilience and development.
Promoting food security as a global development challenge	African and EU external responses include food security as a vital element in addressing conflict and fragility, security and resilience.

The overall expected outcome of this programme is an enhanced ability of EU institutions and Member States, African institutions and societal actors to use their capacities to prevent and respond to conflict in an integrated manner while promoting policies and measures that help to transform conflict situations and fragility into resilience, lasting peace and statebuilding.

Our activities will contribute to the achievement of six specific outcomes:

- Policy makers from EU institutions and its Member States increasingly consider their decisions and actions through a conflict-sensitive lens and recognise the need to address conflict and resilience issues collectively.
- Strategic actors from the EU and African institutions dealing with peace, security and resilience progressively value the advantages of EU action in support of on-going African processes that support peace and security as well as post-conflict reconstruction and development.
- Partners from African institutions, as well as African non-state actors, are better informed and prepared to incorporate approaches by the EU institutions and its Member States into their own responses to address the nexus between conflict, resilience and statebuilding.
- ECDPM's information, facilitation and advice are used by policy actors in both Africa and Europe to promote conflict-sensitive as well as resilience-sensitive approaches for their engagement in situations that seek stabilisation, recovery and statebuilding.

- Policy actors and practitioners from Europe and Africa have a better understanding on how to reduce the 'policy implementation gap' on post-conflict reconstruction and development based on evidence that document policy approaches and their effects in practice.
- EU external action better reconciles its values and interests in relation to security and fragility with pro-development outcomes while taking into account global discussions and initiatives that advance policy and practice on peacebuilding and statebuilding.

### Summary table for the SECURE programme

<b>SECURE Programme: Conflict, security and resilience</b>	
Overall issue	Conflict, security and resilience, including the linkages that need to be addressed in order to move from conflict and fragility towards resilience and development
Programme aim	The overall aim of this programme is to support and positively influence the consolidation of more integrated, development-friendly, conflict-sensitive and coherent policies and operational responses by EU institutions and Member States that build upon, reinforce and, where possible, align with African continental and regional approaches to address conflict, security and resilience
Key actors	Policy makers and practitioners concerned with conflict, human security and resilience in EEAS, EUDs, DEVCO and Foreign Policy Instrument service; Member States' permanent EU representations; relevant units of foreign and development ministries; institutional funders and EU presidencies; ACP institutions; the African Union and RECs, European and African NSAs
<b>Plan of action</b>	
Activities and outputs	<p><i>Dialogue and facilitation</i></p> <ul style="list-style-type: none"> <li>• Dialogue events organised or co-organised by ECDPM and support for third-party events</li> </ul> <p><i>Research, knowledge management and networking</i></p> <ul style="list-style-type: none"> <li>• Policy research on policy and practice of post-conflict reconstruction and development</li> <li>• Stakeholder briefings, advice and operational guidance on policy issues and instruments</li> <li>• Discussion papers, briefs and blogs on key policy issues (own initiative or commissioned)</li> <li>• Reports and (evaluation) studies commissioned by third parties</li> <li>• Feature articles in ECDPM <i>Talking Points</i>, <i>GREAT insights</i> and on ECDPM's website</li> <li>• Increasing use of social media</li> <li>• Provision of demand-driven forms of technical assistance to key African and global organisations (e.g. the g7+)</li> </ul>
Partnerships	<p><i>Programme-specific</i></p> <ul style="list-style-type: none"> <li>• L'Observatoire de l'Afrique</li> <li>• Europe-Africa Policy Research Network (EARN)</li> <li>• Institute for Security Studies (Pretoria, S.A)</li> <li>• ACCORD (Durban)</li> <li>• Africa Governance Institute (Dakar)</li> <li>• NEPAD Planning and Coordination Agency,,</li> <li>• Levy Mwanawasa Regional Centre for Democracy and Good Governance</li> </ul> <p><i>Institutional partnerships</i></p> <ul style="list-style-type: none"> <li>• African Union (including AU Commission and RECs) and ACP Secretariat</li> <li>• g7+</li> </ul>
Risks	<ul style="list-style-type: none"> <li>• Limited access to external funding on some issues described; hence a possible loss of balance due to focus on fundable areas</li> <li>• Lack of focus: activities too widely dispersed</li> <li>• Lack of access to key policy processes</li> <li>• Insufficient synergy with other ECDPM programmes; possible lack of coherence</li> </ul>
<b>Results</b>	
Expected outcome	<ul style="list-style-type: none"> <li>• Policy makers from EU institutions and its Member States increasingly consider their decisions and actions through a conflict-sensitive lens and recognise the need to address conflict and resilience issues collectively</li> <li>• Strategic actors from the EU and African institutions dealing with peace, security and resilience progressively value the advantages of EU action in support of on-going African processes that support post-conflict reconstruction and development</li> <li>• Partners from African institutions as well as African non-state actors are better informed and prepared to incorporate approaches by the EU institutions and its Member States into their own responses to address the nexus between conflict, resilience and statebuilding</li> <li>• ECDPM's information, facilitation and advice are used by policy actors in both Africa and Europe to promote conflict-sensitive as well as resilience-sensitive approaches for their engagement in situations that seek stabilisation, recovery and statebuilding</li> <li>• Policy actors and practitioners from Europe and Africa have a better understanding on how to reduce the 'policy implementation gap' on post-conflict reconstruction and development based on evidence that document policy approaches and their effects in practice</li> <li>• EU external action better reconciles its values and interests in relation to security and fragility with pro-development outcomes while taking into account global discussions and initiatives that advance policy and practice on peacebuilding and statebuilding</li> </ul>
Impact	EU and African policies and partnerships make more effective contributions to ending conflict and achieving human security and resilience

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

#### Context

There is a growing consensus that economic growth is a necessary, but not sufficient condition, for poverty reduction and long-term inclusive development outcomes. That is, growth must be accompanied by **economic transformation** towards more productive and sustainable activities, a vibrant private sector, diversification away from over-reliance on natural resources, integration into regional and global value chains through conducive trade arrangements, and creation of effective regional markets. Growth must lead to job creation and social equity if it is to have any meaningful impact on poverty and sustainable development.

Achieving this requires an understanding of the institutional, political and social factors that drive changes, promote better governed economic transformation, stimulate responsible private-sector activity, foster efficient, transparent and sustainable management of natural resources, boost trade and regional integration and that ensure that economic benefits flow to the wider population through decent employment and efficient public services. This requires that proper attention be given to the political economy dynamics and governance of the transformation process, not just to appropriate economic measures.

Europe has been Africa's major trade, investment and aid partner for many years. However, the African economic landscape is rapidly changing. While Europe struggles with financial and economic crises, 'Afro-pessimism' has given way to more optimistic views of Africa, not only among Africans, but also among international actors, particularly in economies such as Brazil, China, India, Indonesia, Japan and Turkey.

Because **politics** matters and **societal dynamics** ultimately shape development outcomes, greater emphasis must be placed on economic governance and understanding political economy realities at work in Africa and beyond in this transformative process.

#### Aim and objectives

The **overall aim** of this programme is to facilitate and inform a process of change in Africa, the Caribbean and the Pacific, favouring an economic transformation and integration agenda as set down by African actors themselves, with conducive trade and economic policies. Particular attention will be paid to the synergy with international drivers of governance, Europe, the emerging economies and relevant international institutions, so as to meet the objectives identified by developing countries and regions, notably at the pan-African level, and endorsed by the international community, including the G20 Seoul Development Consensus for Shared Growth, Busan Partnership, post-2015 agenda and the EU's *Agenda for Change*, with due consideration to agreements reached in other international arenas, such as the multilateral trading system of the World Trade Organization.

In our non-partisan, knowledge-broker and facilitating role, we are well placed to foster new synergies for informal dialogue and cooperation on issues of economic transformation, integration and trade. We will do so by adopting a political economy approach to address economic transformation and governance issues, including on development-oriented state-business relations, dimensions of leadership and coalition-building, governance dimensions that can influence reform coalitions, and formal and informal institutions and incentives at work.

## Activities and outputs

Our work will centre on the triangular relations between developing countries, their partner countries and the private sector in fostering inclusive and sustainable growth. It will be articulated around six underlying themes:

1. Private sector for development;
2. Extractive resources and resource-led economic transformation;
3. Trade, which includes Africa's internal and external trade agenda;
4. Regional integration;
5. Financing for development, including from non-traditional partners; and
6. Africa and its partners

While specific activities will be undertaken under each theme, these will in practice be intertwined, in line with our strategic approach to maximise synergy and ensure coherence in our work, including with other ECDPM programmes, notably the SEEA, ACD and Food Security programmes.

### 1. *Private Sector for Development*

Numerous factors are driving ever-closer linkages between the private sector and development policy-makers. The need for private sector development has never been off the agenda in Africa and developing countries, but the need for economic transformation towards productive employment opportunities is growing with a focus on mobilising both domestic and foreign investment, integrating into national, regional and global value chains, and creating the policy environment to do this. This is high on the agenda for governments but increasingly also for Regional Economic Communities with respect to regional corridors and their accompanying investments. Domestic public-private dialogue and initiatives at national and regional levels are determinant to foster a more conducive environment for business in a sustainable and inclusive manner, as part of an economic transformation reform agenda.

International business concerns about securing supply chains, competition with subsidised firms from the BRICs, reputational risk among Western consumers, expanding consumer-markets in developing countries, and a desire to "do good", all conspire towards increasing interest in addressing development concerns through business. This can be through "Base of the Pyramid" models that address development through their core business, but also through so-called Corporate Social Responsibility initiatives, international codes of conduct and multi-stakeholder partnerships with CSOs, local businesses, local governments and others in developing countries. Finally, donors are under increasing pressure to use aid finance to engage with the private sector to leverage both additional finance in a climate of stagnating or declining aid resources, and private sector know-how and innovations. This is highlighted in policies and statements and underlined by governments increasingly linking development with trade and/or foreign policy ministries as in the UK, Ireland, the Netherlands, Australia and Canada.

All of the above raises important questions about the *processes* and *political economy dynamics* that accompany engagement with and by the private sector, the potential positive and negative *impacts* on a balanced growth agenda, the lessons that can be drawn from existing *partnerships*, regional endeavours in this field, and lessons for *donor instruments*.

The work in this stream will therefore focus on the following:

- (i) *Facilitating dialogue and initiatives to improve the business climate*, notably in East and Southern Africa countries and (EAC and APEI) regions, with special attention to natural resources (extractive

and agriculture), value addition and value chains, sectoral linkages, services, and integration and trade dynamics;

- (ii) *International business and African development*, with activities on the development approaches and impact of international business (from traditional and emerging partners) on sustainable development, including on industrialisation, value chains and trade in Africa, at national but also regional levels, including growth corridors.
- (iii) *Informal donor dialogue and knowledge platform*, building on donors demand for continuing informal knowledge sharing among donor organisations, initiated by ECDPM, on the challenges and lessons from their current engagement with the private sector for development.
- (iv) *Partnership Case Studies*, with research and dialogue facilitation around the process of implementing multi-stakeholder partnerships in developing countries that involve business, international and national CSOs and governments.
- (v) *Non-ODA and private sector engagement*, with research and dialogue on the forms that governments are currently using to link their commercial and development policies, including the use of regional funds within EU Member States and private financing.

Work in the agricultural sector will be done in cooperation with ECDPM's Food Security Programme.

## **2. Extractive resources and resource-led transformation**

Extractive sectors in developing countries, if harnessed, can be powerful drivers of economic transformation. Yet this potential often remains untapped. Global and domestic pressures, in particular from a growing youth population, have produced some efforts to unlock this development potential in certain countries and regional and international arenas. In Africa, this is all the more important as new discoveries of minerals, oil and gas are increasingly raising expectations and bringing forward significant prospects to transform opportunities into real and inclusive development outcomes. But while these opportunities will indeed occur, there will be equally as many political, governance, economic and institutional challenges. For the development community, large endogenous sources of revenue are expected to lead to a significant reduction in the financial support (aid) they have been willing to provide so far in many African countries, leading to new types of relationships that move away from traditional donor-recipient relations. Increased engagement with other stakeholders, such as emerging players or the private sector, is also expected to rise, which in turn is likely to lead to new forms of power and economic relationships between resource-rich countries and these "new" actors.

In line with these dynamics, our work will focus on facilitating dialogue and practical research on the following key areas:

- (i) *Governance questions*, focusing in particular on issues of financial transparency, building on initiatives such as the recent EU Transparency Directive, the Dodd Frank Act, those recommended by the G8 or the Extractive Industries Transparency Initiative (EITI).
- (ii) *Resource-led economic transformation*, notably through linkages within and outside the extractive sectors and value addition, so that countries have a more resilient and sustainable economic base, beyond the lifespan of non-renewable natural resources; this will also include accompanying African initiatives and identifying case studies on political economy dynamics and governance insights.
- (iii) Partner countries self-interest and development endeavours in extractive resources, notably in Europe, with an emphasis on the Beyond Aid agenda, policy coherence and private initiatives.



### 3. Trade policy

Trade policy is a key instrument in the drive for economic transformation in Africa, Caribbean and Pacific. Europe has also been a strong advocate of trade policy as a tool for inclusive growth to foster economic recovery and create jobs both in its own countries and in developing countries.

Boosting intra-Africa trade, with a specific focus on intra-regional and inter-regional trade, is at the core of Africa's development strategies, all designed to enable businesses to integrate more fully in regional and international value chains and to create effective regional markets. Improved access and openness to international markets are also vital for Africa long-term development. The way forward on the Economic Partnership Agreements (EPAs) towards the October 2014 deadline may have significant consequences, not only with regard to economic and political relations with the EU, but also for the integration dynamics of some regions. In parallel, Europe's own trade dynamics with its key partners (namely the US, but also Asian countries) are likely to have implications for Africa. The pattern and direction of Africa trade should also continue to shift over the coming years.

In this context, ECDPM, drawing on its longstanding expertise on the topic, will continue to engage on trade issues, in light of the potential they hold for poverty reduction, the promotion of decent work and employment, and, more broadly, to underpin the economic transformation agenda. Our activities will address the following issues:

- (i) *EPAs* will become high again on the agenda of African and European policy makers, given the October 2014 deadline, and hence on our trade agenda. We will, inter alia, provide support to African policy makers (including regional groupings, the Africa Union), as well as facilitating the way forward with African and European stakeholders to overcome political deadlocks. More broadly, we will continue to focus on the European trade and development framework.
- (ii) *Intra-regional trade policy* in some of the major Africa Regional Economic Communities, such as the common external tariff of ECOWAS, the Tripartite COMESA-EAC-SADC trade, and a stronger cooperation with Central Africa, in the context of a new partnership centred on trade policy and agriculture with the Economic Community of Central African States (ECCAS).
- (iii) *Inter-regional trade* is a somewhat neglected issue in Africa. Building on the Tripartite initiative and Continental Free Trade Area outlined by the African Union, we will contribute to better understanding on key factors affecting inter RECs trade and facilitate multi-stakeholder dialogue around the issue.
- (iv) Making the best of *trade ties with third parties* and shaping them to serve national and regional development strategies will be an important element of our work on trade. In the context of preference erosion and emerging new trade patterns, particular attention will therefore be paid to Africa's trade relations with major OECD economies, beyond the European Union, as well as with its new (emerging) trading partners.

### 4. Regional integration

Beyond trade policy, regional integration remains a key objective of African/ACP economic transformation, which Europe is committed to support. This includes institutional strengthening to ensure implementation of commitments, but also physical integration through improved trade facilitation and infrastructure notably through corridors, better policy coordination among overlapping settings and the pooling of financial and human resources. It also entails a better understanding of the underlying dynamics for regional integration, notably the political and economic interests at play at national levels and their articulation at regional levels. The governance of integration processes is also a key factor affecting the potential for sustainable and balanced growth from regional initiatives.



Addressing these issues, our work will focus on:

- (i) Facilitating economic integration, through 'Aid for Trade' initiatives as defined under the WTO framework, with an increasing focus on private sector and global value chains, will remain a key area of our work. We will support home-grown national and regional strategies to integrate and move up the production ladder in the global economy, reaching beyond traditional donor-led initiatives. Particular attention will also be given to trade facilitation and corridors approaches. This work will be done as far as possible jointly with the ECDPM Programme on Food Security, in the context of the CAADP, as well as in the context of resource-led industrialisation, potentially in partnership with UNECA and the African Union.
- (ii) Supporting regional integration remains a key element of our work. On the economic side, we will continue to support regional economic integration dynamics on the African continent, in recognition of the potential they hold for boosting intra-African trade and for the strengthening of the productive fabric of countries and regions on the continent, engaging with RECs and fostering a multi-stakeholders approach. More broadly, learning from the exercise on the political economy of regional integration in Southern Africa, in particular on our work on the corridors, we will continue to engage with other RECs and institutions such as the African Development Bank to bring in these dimensions to our work.

## 5. *Financing for Development*

Development objectives require adequate financial means to implement any transformative agenda. Identification and mobilisation of domestic and international financial resources are thus high on the agenda of developing countries and the international community. Among innovative sources of finance, those emanating from private channels are increasingly seen as having a significant (and relatively unexploited) potential. Similarly, when it comes to regional integration, it is now widely accepted that African countries and regional organisations need to tap into new sources of finance so as to lessen their reliance on direct budgetary contributions from individual Member States and on the financial support provided by multilateral and bilateral donors.

Against this background, we intend to analyse ways and means of tapping into innovative sources of finance for Africa, and also to increase the capacities of African stakeholders to broaden revenue generation for regional integration at all levels, in a sustainable, substantial and accountable manner. In particular, we will:

- (i) Look both at innovative sources of finance for the functioning of regional organisations themselves and the mobilisation of revenue for attaining their ambitions, i.e. implementing regional integration programmes and projects, notably large-scale cross-border/regional infrastructure projects and programmes.
- (ii) Consider the political economy of reforms, ranging from fiscal adjustments to domestic resource mobilisation, taking into consideration the link between national revenue generation and sustainable local finances.
- (iii) Look specifically at the governance of the extractive industry, in terms of modalities for transparent and effective revenue generation and management.
- (iv) Contribute to the 5<sup>th</sup> *European Report on Development* 2014 on "Financing and other means of implementations in the Post-2015 context".

In order to perform these activities, we will build on our network, including participation in the OECD's Development Finance Network (DeFiNe), and cooperation with IFC, AfDB, DBSA, EIB, European Development Finance Institutions (EDFI), AFD and KfW, as well as African regional banks and bodies

(such as IRCC). Activities will be conducted in close cooperation with other ECDPM programmes, notably the SEEA and ACD programmes.

## 6. *Africa and its partners*

International drivers play an important role in the economic transformation of developing countries and regions. Europe has long been a privileged and dominant partner of the ACP, and of Africa in particular. Today, however, new players such as China, India and Brazil are rising in importance thanks to their bilateral relations and through international fora such as the G20. Africa is also rethinking its partnership relations with the world in an attempt to move to a more balanced relationship based on common interests, and moving away from a donor-recipient relationship. This is becoming increasingly relevant as ODA is dwarfed by increasing financial resources from the commodity super-cycle or by a larger volume of foreign direct investment.

Building on our work on emerging players, and in close collaboration with the SEEA, ACD and Food Security Programmes, we will examine in a crosscutting manner:

- (i) The shifting Europe and Africa economic partnership, its political repercussions and the implications African emerging partnership with new players have on Africa's relationship with Europe, notably in the context of the 2014 EU-Africa Summit and follow up;
- (ii) The dynamics and implications of Africa's partnerships with China and other emerging partners, with a particular focus on economic transformation and governance.

Our work will take the form of joint research, networking and targeted policy dialogue encompassing government, intergovernmental and civil-society actors (including private-sector and policy-oriented research institutes in Europe, the United States, Africa and the emerging economies).

## Expected outcomes and impacts

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

- **Outcome:** a well-informed informal dialogue effectively fed into formal policy and reform processes at local, national, regional, continental and international levels, especially within the European Union, the African Union, all levels of the ACP, and in some Regional Economic Communities, as well as the G20.
- **Impact:** better informed engagement by domestic and international actors of change in the improvement and reform of economic governance and transformation in ACP countries and the European Union.
- **Outcome:** better understanding of the incentives facing drivers of change for promoting economic transformation with improved economic governance in the ACP and Africa ('drivers of change' refers here to domestic elites, government institutions and the middle classes in the ACP region, Africa, Europe and the emerging economies; as well as the international community).
- **Impact:** balanced and shared growth and sustainable development.
- **Outcome:** Better informed trade negotiators able to conclude trade agreements in alignment with national and regional development objectives.
- **Impact:** Increased integration of ACP firms into regional and international markets, ultimately leading to inclusive growth.
- **Outcome:** Better understanding of drivers of genuine regional integration, as well as bottlenecks and spoilers of the process, and knowledge of how internal and external actors can stimulate the integration process.
- **Impact:** More realistic regional integration and trade agendas that balance ambitions and external pressures with political and economic realities.

This engagement will contribute to all four themes of the ECDPM Strategy for 2012-2016.

**Table 1: Operationalising the four key themes of the ECDPM Strategy**

Strategy themes	Programme contribution
Reconciling values and interests in the external action of the European Union	European stakeholders better reconcile values and interests for pro-development outcomes through coherent economic, governance, trade & development and foreign policy actions.
Promoting economic governance and trade for inclusive growth	Increased ability of African actors to efficiently manage their economic transformation and achieve sustainable and shared growth, with the support of their partners. ACP and Europe's policy makers agree on trade policy that is aligned to the national and regional development objectives and leads to inclusive growth.
Responding to societal dynamics in the developing world	Better understanding of the incentives facing drivers of change for promoting economic transformation with improved economic governance in the ACP in general and Africa in particular. A better understanding of the political economy of regional integration processes in Africa so as to adapt the EU's response to support the positive dynamics.
Promoting food security as a global development challenge	Economic actors and policies better promote food security at national and regional levels, notably through sectoral linkages, value addition and integration into regional and global value chains.

### Summary table for the Economic Transformation programme

<b>ET Programme: Economic transformation, governance, integration and trade for inclusive growth</b>	
Overall issue	Development demands more than economic growth: it requires profound economic transformation, a favourable economic environment conducive to private sector development, suitable structural and governance institutional settings, at domestic and international levels, with an explicit focus on greater social equity, poverty alleviation and sustainable development objectives
Programme aim	To facilitate and inform a process of economic transformation through enhanced economic governance in the ACP/Africa, Europe, the emerging powers and international actors, so as to attain trade, integration and economic changes for the development aims and balanced transformation objectives endorsed by the ACP/Africans, supported by the EU and international community, taking into account political economy dynamics
Key actors	<ul style="list-style-type: none"> <li>• Institutions of the ACP and officials from the ACP</li> <li>• The African Union; and African institutions (in particular, the African Development Bank and the United Nations Economic Commission for Africa)</li> <li>• The European Union (DEVCO, ENTR, TRADE, MARKT DGs plus EEAS, the European Parliament, EIB), officials EU Member States, notably from ministries of foreign affairs, trade and industry, mines, economic affairs and finance</li> <li>• Regional Economic Communities; SADC, COMESA, EAC, ECOWAS, ECCAS</li> <li>• Private sector actors in Europe (such as extractive industries; Business Europe) and in Africa (APEI private sector organisations; African chambers of mines and of commerce)</li> <li>• International organisations (the OECD Development Centre, DEFINE, the World Bank, EDFI)</li> <li>• African think tanks (in particular Southern African Institute for International Affairs, SAIIA; the African Centre for Economic Transformation, ACET; the Institute for Global Development, IDG; the African Capacity Building Foundation, ACBF; Trade Mark Southern Africa, TMSA)</li> <li>• Civil-society organisations and independent experts</li> </ul>
<b>Plan of action</b>	
Activities and outputs	<p><i>Dialogue and facilitation</i></p> <ul style="list-style-type: none"> <li>• Business facilitation platforms on private sector for development, extractive industries, financing for development, trade and regional integration, to stimulate the formation of coalitions of domestic and international drivers of change, including on EPAs, the Extractive Industry Development Forum, business facilitation platforms with APEI countries and in Europe, and promotion of dialogue with partners engaged in Africa (in particular China, India and Brazil)</li> </ul> <p><i>Research, knowledge management and networking</i></p> <ul style="list-style-type: none"> <li>• <i>Analysis of the political, economic and governance dynamics underlying the economic transformation, trade and the regional integration agenda, based on a political economy approach</i></li> <li>• Monthly <i>GREAT Insights</i> on governance, regional integration, economic, agriculture and trade related issues</li> </ul>
Partnerships	Partnership and cooperation with ACP, AUC, RECs and other relevant regional institutions (e.g. IRCC, APEI, business associations, development finance institutions, African and European think tanks and CSOs)
Risks	<ul style="list-style-type: none"> <li>• Lack of reform dynamics and little engagement by policymakers and relevant stakeholders</li> <li>• Insufficient funding and insufficient synergy among activities</li> </ul>
<b>Results</b>	
Expected outcome	<ul style="list-style-type: none"> <li>• Well-informed informal dialogue that effectively feeds into formal policy and reform processes at local, national, regional, continental and international levels, especially in the EU, the African Union and at all levels of the ACP and some Regional Economic Communities, as well as the G20</li> <li>• Better understanding of incentives facing drivers of change, especially domestic elites, to promote improved economic transformation, integration, trade and governance in the ACP and Africa</li> <li>• Establishment of the Extractive Industry Development Forum and Private sector for Development Platforms, encouraging constructive engagement among key stakeholders to generate knowledge and understanding of the key issues involved in managing extractive resources and public-private dialogues for economic transformation and trade</li> </ul>
Impact	<ul style="list-style-type: none"> <li>• Informed engagement by domestic and international actors of change toward improvement of economic transformation and governance in developing countries as well as in the EU</li> <li>• More balanced and shared growth and sustainable development, with job creation and equity, through economic transformation harnessing private sector dynamics, natural resources, sectoral linkages, integration to regional and global value chains and markets, notably through trade.</li> <li>• More efficient, transparent and equitable mobilisation and management of financial resources</li> <li>• More balanced and effective partnership between Africa and its partners</li> </ul>

## 2.4. Africa on the move: understanding and building on dynamics of change (ACD programme)

### Context

The context of Europe-Africa relations is changing fast. This new context is shaped by progress in a number of areas and countries, but also by stagnation and even decline in others. In positive terms, some African countries have registered major advances. Economically, there has been a steady increase in the gross domestic product (GDP) growth rates and in trade flows with key partner countries. On the social front, although the continent will fall short of its MDG targets in 2015, significant progress has been made in important areas such as infant mortality. Foreign direct investment (FDI) is steadily increasing and contributing towards a growing movement of resources towards Africa. Politically, there are now several African initiatives in operation that are geared towards better governance, such as the African Charter of Democracy, Elections and Governance. Recent figures indicate that 72 per cent of Africans value democracy, as opposed to 61 per cent in 2005.<sup>16</sup>

But there are also contrasting narratives on Africa which are major causes of concern. Political transitions are yet to be completed in several countries and stolen revolutions need to be put back on track, notably in North Africa, to respond to an increasingly impatient citizenry. Economically, there is still a need to transform growth into concrete measures that help improve the lives of Africans in a way that allows them to buy in the 'Africa rising' narrative. Indeed economic growth on the continent is robust but jobless and is still driven by commodities, with little economic transformation; intra-Africa trade remains very low; although poverty levels have, for the first time, gone under the 50 per cent level, inequality remains a daunting challenge; infrastructure and energy deficits are major handicaps to trade and the cost of doing business; there is increasingly greater demand for change from social actors and indicators such as those related to maternal health or HIV/AIDS rates remain too high. Political *coup d'états* and violent political contestation remain regular occurrences. Thus as some observers have said: 'Africa is rich but Africans are poor'.

Africa therefore continues to face big challenges. In order to overcome these difficulties, it needs to assess how the **progress achieved thus far can be harnessed** to address the remaining difficulties. This undertaking is of foremost relevance to African stakeholders whose domestic demands require continuous efforts to promote **governance for development**. This implies a multi-sectoral approach driven by a multiplicity of actors (institutional and non-institutional) and implemented at different levels (from local to continental) with a view to contributing to development outcomes in different forms (political, economic and social).

External partners could improve the manner in which they support these African processes. Recent research and lessons from development cooperation practice point to a need to set aside traditional top-down approaches, invest in understanding change dynamics, harness progress and accompany positive local dynamics. Such support would help consolidate the ownership of developmental agendas.<sup>17</sup> In turn, this should contribute to the EU's key objective of promoting sustainable development. But we recognise the difficulties associated with identifying the most promising dynamics and engaging with them. This is often the result of two, inter-related causes:

<sup>16</sup> AfroBarometer, *Democracy making a headway in Africa*, 2 June 2009

<sup>17</sup> ECDPM recognises that ownership is a **process** rather than an action. It is therefore important to provide continuous support to the process of **consolidating ownership**.

1. Unclear, and at times contradictory, articulation by partner countries of their views on, engagement with and expectations of the role played by international partners. This is often the result of evolving and sometimes overlapping, institutional frameworks and dynamics.
2. Limited knowledge, understanding and acknowledgment of the complex realities involved in the process of change. Quick deliverables are therefore prioritised over a process approach to cooperation. With the changing face of development cooperation, there is a need to rethink the manner in which African dynamics are supported.

### Aim of the programme

The programme's general aim is to help Africa 'weave its own mat' in governance terms. The key issue is: ***how can the evolving dynamics in Africa best be supported and how can development partners connect with them better?***

The programme will focus on initiatives taken in Africa by Africans in an attempt to '**regain policy space**' and come up with **home-grown agendas** for reform in both socio-political and institutional terms. Secondly, we will consider how this enhanced policy space will influence **EU interaction** with the continent. More specifically, we will seek to support African actors' efforts to consolidate their institutional frameworks so as to promote governance for development (the supply side of change) and deepen the understanding of societal dynamics of change in order to better assess how they influence governance reforms (the demand side of change).

These activities correspond with several themes in the new ECDPM Strategy for 2012-2016. In particular, they support political and institutional reform in developing countries (Theme 3) and contribute to a better EU understanding of dynamics in Africa that should help the EU undertake more responsive external action (Theme 1). Improved governance is also key to addressing the transitions identified in ECDPM's Strategy.

**Table 1: Operationalising the four key themes of the ECDPM Strategy**

Strategy themes	Programme contribution
Reconciling values and interests in the external action of the European Union	Informing EU external action to enable it to better reconcile values and interests for pro-development outcomes in Africa.
Promoting economic governance and trade for inclusive growth	Better linkage between economic governance and development.
Responding to societal dynamics in the developing world	Change dynamics in Africa are sustainable and pro-development.
Promoting food security as a global development challenge	Regional governance supports the food security agenda.

As a non-African actor, ECDPM is conscious of the need to clearly define our added value in African-led processes. A wide range of African organisations are sufficiently active and capable of supporting African institutions at different levels. For this reason, we seek to build on our experience of **selective engagement** in processes where there is a **demand** from partner institutions and where such initiatives can foster a stronger and more **balanced dialogue** between Europe and Africa. Furthermore, by adding a socio-political dimension to our analysis, we seek to enhance knowledge in the EU and thus improve understanding of the dynamics in the field.

### Activities and outputs

The programme builds on ECDPM's strengths. However, it also recognises new trends in Africa and seeks to expand the Centre's focus on promising processes and dynamics. The programme is built on **three pillars** that combine the supply and demand sides of change dynamics in Africa:

1. Support for African institutional actors in implementing their policy agendas with a specific focus on the operationalisation of the African Governance Architecture and its link with the African Peace and Security Architecture.
2. Improving understanding of the local dynamics of governance for development. This includes going *beyond* institutions and understanding political dynamics *within* the countries.
3. Deepening knowledge about the (emerging) drivers of Africa's international relations and, on that basis, contribute to reflections to improve Europe-Africa relations and define the added value of the partnership.

*Pillar 1: Support for African institutional actors in implementing their policy agendas*

This will be implemented by means of **demand-driven technical and facilitation support**. We will focus on institutional innovations that have the potential to enable Africa to 'regain policy space'. Particular emphasis will be placed on governance promotion at continental and regional levels. We will promote a **shared values agenda**, due to its potential for strengthening accountability and enhancing linkages between governance and security. More specifically we will continue to support, when requested, the process of operationalising the African Governance Architecture and linking it to the African Peace and Security Architecture.

ECDPM will also continue to monitor the institutional development of the African Union Commission, as well as the consultation process underway, in order to define the Vision 2063 and the Strategic Review of Africa's international partnerships.

*Pillar 2: Improving understanding of the local dynamics of governance for development*

A number of changes are taking place in local governance, accountability, transparency and development across Africa. Our work in this pillar will focus on non-institutional domestic initiatives for strengthening accountability systems and transparency. More specifically, we will:

1. Seek to extend knowledge of the '**drivers of change**' in **North Africa**. Events since 2011 have demonstrated that considerable reforms will be required for the countries in the region to meet popular aspirations in areas such as governance, socio-economic development and employment. In order to deepen the knowledge on the political economy of change and how reforms are taking place, ECDPM and International IDEA have launched a joint stream of work in 2013. Our work initially focuses on three pilot countries: Tunisia, Morocco and Egypt.
2. Deepen understanding on the role of civil society as a change agent in local processes with an initial focus on Madagascar.

*Pillar 3: Facilitation of dialogue between African and EU actors on governance for development agendas, notably by deepening understanding on the drivers of Africa's international relations*

In preparation for the **EU-Africa summit** in 2014, and building on our extensive knowledge of cooperation frameworks guiding Europe-Africa relations, we intend to organise a series of activities, including in Africa, ranging from information and analysis to informal meetings in order to help the relevant stakeholders prepare their input for the Summit, but also to follow up on its outcomes. It is important to also remember that Africa relations with Europe are increasingly operating as part of a more complex network of partnerships. Understanding how Africa is relating to the world but, most importantly, who the drivers are that guide these relationships, is crucial. We will therefore look into those new partnerships and what they mean for Africa. We will focus in particular, on their implications for Africa's own assertiveness on the global scene and the way they affect Africa's place in the world and the its relationship with Europe.

### **An ambitious partnership approach**

We will rely increasingly on networks and partnerships to incorporate African perspectives into our analysis and facilitation efforts. In this respect, the program will continue to rely on its partnership with key African partners, notably:

- Institutional African actors, including the AU Commission, the African Peer Review Mechanism Secretariat, UNECA, the NEPAD Planning and Implementation Agency (NPCA), and the African Development Bank (AfDB).
- African think tanks such as the Africa Governance Institute (IAG), the Institute for Security Studies (ISS), the Institute for Global Dialogue (IGD), the South African Institute of International Affairs (SAIIA), and International IDEA.

### **Expected outcomes and impacts**

We will seek to achieve three specific outcomes:

- African actors are better able to formulate and articulate their demands vis-à-vis their international partners, as they are more resilient and able to formulate their own agendas.
- Societal dynamics driving change in Africa are better understood in the European Union and as a result are better reflected in EU external action and policies.
- Better understanding of the impact of national and international policies on improving resilience and institutional adaptation in Africa.



### Summary table for the ACD programme

<b>ACD Programme: Africa on the move: understanding and building on dynamics of change</b>	
Overall issue	How can we best assist Africa to 'weave its own mat'? Many changes are under way in Africa, both social and institutional. The key issue here is how these processes can best be supported to ensure more inclusive and better-informed donor support
Programme aim	<ul style="list-style-type: none"> <li>• Helping African actors to regain policy space to develop in line with home-grown agendas for reform, both socio-political and institutional</li> <li>• Connecting EU responses to Africa's changing dynamics</li> </ul>
Key actors	African institutional players (AU Commission, African Development Bank, AU member states, Regional Economic Communities, Pan-African Parliament and NPCA), non-institutional actors (AGI, ISS, LM-Regional Centre and the Arab NGO Network) and EU actors (European Commission, EU Member States, EEAS and the EP)
<b>Plan of action</b>	
Activities and outputs	<p><i>Dialogue and facilitation</i></p> <ul style="list-style-type: none"> <li>• Dialogue on EU-Africa relations, in particular in the run up to the AU-EU Summit in 2014</li> <li>• Events for external actors provided or facilitated on request</li> </ul> <p><i>Research, knowledge management and networking</i></p> <ul style="list-style-type: none"> <li>• Technical notes for African stakeholders supplied on request</li> <li>• Policy research on the evolution of social dynamics in Africa</li> <li>• (In)formal briefings for stakeholders</li> <li>• Reports and studies commissioned by third parties</li> <li>• Brief commentaries using ECDPM's communication tools (e.g. Talking Points blog)</li> </ul>
Partnerships	<ul style="list-style-type: none"> <li>• Institutional African actors including the AU Commission (e.g. the Political Affairs Department, the Economic Affairs Department and the Office of the Deputy Chairperson), the African Peer Review Mechanism Secretariat, the NEPAD Planning and Implementation Agency (NPCA), the Regional Economic Communities (RECs) and the African Development Bank (AfDB)</li> <li>• African think tanks such as the Africa Governance Institute, the Institute for Security Studies (ISS), the Institute for Global Dialogue (IGD) and the South African Institute of International Affairs (SAIIA)</li> </ul>
Risks	<ul style="list-style-type: none"> <li>• Reliance in two areas of work on demand-driven approaches, meaning that our interventions may be limited if demand is limited</li> <li>• Rapidly changing situation on the ground, especially in north Africa</li> </ul>
<b>Results</b>	
Expected outcome	<ul style="list-style-type: none"> <li>• African actors are resilient, able to develop their own agendas, and better able to formulate and articulate their demands vis-à-vis Europe</li> <li>• The societal dynamics driving change in Africa are better understood in Europe and as a result are better reflected in EU external action and policies</li> </ul>
Impact	Africa 'weaves its own mat' for development by building more resilient political institutions and societies

## 2.5. Regional and local markets for agricultural development and food security (Food Security programme)

### Context

Food security relies on linking agricultural producers with local and regional markets. Sustainable and inclusive growth, political stability and effective international cooperation are all at risk in a world where food insecurity affects more than one billion people. The global financial crisis and rising food prices have worsened the vulnerability of developing countries in general, and African, Caribbean, Pacific countries in particular, and made food security an urgent concern for governments and development partners.

Sustainable agricultural development is crucial to achieve food security, especially where a large majority of the population depends on small-scale agriculture. Many ACP countries are net importers of agricultural products. Their few agricultural exports tend to be dominated by traditional commodities and a dependence on preferential access to a few markets in developed countries. Major challenges also remain for sustainable water and land management, which play an essential role in agricultural development and food security.

Trade enables farmers to capitalise on the economic potential of their produce, helping them to turn agriculture into an engine for income generation and pro-poor growth. However, in many cases, local and national markets and institutions remain too small to bring about the required transformation of the agricultural sector. Markets within national boundaries are often isolated and too limited in terms of input supplies and customer base (i.e. demand) to justify investments,. Creating synergies between regional integration and agricultural market development thus offers great potential.

*Coherence* and coordination of trade and agriculture policies and programmes tend to be problematic in various ACP regions. Cross-sector communication between agriculture and trade is often weak, while parallel and at times competing policy frameworks hamper the necessary synergies. Better coherence, coordination and complementarity are needed between regional integration, trade and agriculture initiatives, as well as with donors and external supporters. The ultimate goal is to create policy frameworks that facilitate the sustainable development of agricultural markets and stimulate public and private investment. Equally essential is strengthening the capacity of regional institutions to develop and implement regional agricultural strategies.

Various independent processes are under way to promote food security and agricultural development and to encourage regional trade in ACP regions. There is increasing traction for the Comprehensive Africa Agriculture Development Programme (CAADP), which is celebrating its 10<sup>th</sup> year in 2013, and for the development of trade corridors in Africa, as well as for the Caribbean Agriculture and Food Security Strategy and the Framework for Action on Food Security in the Pacific.

Against this background, ECDPM established a new programme on regional and local markets for agricultural development and food security in 2012, focusing on regionally owned initiatives in the ACP regions with a particular focus on Africa. The programme seeks to address some of the key transitions identified in the ECDPM Strategy for 2012-2016, in particular the need to deliver on global public goods such as food security, as well as to advance towards a 'green' global economy, more inclusive growth and development, and increased societal resilience and adaptability.

## Aim of the programme

The overall aim of the programme is to support ACP regional organisations and processes in strengthening their contributions to food security and to assist development partners, in particular the EU, to adopt coherent and effective approaches that foster thriving agricultural markets and promote food security.

Expertise in and knowledge of agriculture and food security are abundant. Still widely lacking however, are *broad political dialogue, process facilitation and bridges between different policy domains and levels* (continental, regional and national). These are precisely the areas in which ECDPM can offer solid expertise, proven methods and practical experience. Our research, expertise in dialogue facilitation, strategic networking activities and track record of partnership with Southern actors place us in a good position to step up work on regional integration and agricultural markets in the ACP and to respond to existing demand in these areas, particularly around the CAADP. The programme brings together various strands of expertise within ECDPM on trade, economic transformation, regional integration, governance, and local economic development; on African institutions and non-state actors; and on EU policy coherence issues in relation to agriculture and food security.

We have a particularly high added value to offer in terms of:

- (i) Strengthening African regional organisations;
- (ii) Enhancing the business and investment climate by improved policy dialogue between national governments and the private sector;
- (iii) Addressing various governance dimensions of food security – such as economic governance (including the management of natural resources, land, water and energy), participation of stakeholder organisations and consumers, and EU policy coherence.

The programme seeks to contribute to the four themes of ECDPM's Strategy for 2012-2016.

**Table 1: Operationalising the four key themes of the ECDPM Strategy**

Strategy themes	Programme contribution
Reconciling values and interests in the external action of the European Union	Promotion of policy coherence for development in EU internal policies such as the Common Agricultural Policy (CAP) and EU biofuels policy, thus enhancing the credibility of EU external action
Promoting economic governance and trade for inclusive growth	Providing a better understanding of the political economy of agriculture and stronger public-private cooperation in trade, agricultural development and business facilitation, thereby fostering more inclusive growth
Responding to societal dynamics in the developing world	Supporting ACP institutional and societal actors in their lead role on food security initiatives, and supporting positive dynamics
Promoting food security as a global development challenge	Contributing to effective regional CAADP compacts and stronger regional integration of agricultural markets, leading to greater food security in Africa.

## Activities and outputs

We will perform policy-oriented research, facilitate dialogue and build partnerships with ACP/African institutions. Our activities will build on existing initiatives for supporting regional integration and will be undertaken in collaboration with relevant partners at the different levels involved in regional agricultural market development. In accordance with the programme's aim, priority will be given to the regional level. The ultimate beneficiaries of stronger regional markets are local farmers and consumers. In order to ensure their inclusion in agricultural markets our work also addresses the effectiveness of regional initiatives in integrating local markets with national and regional ones. Given that most farmers are women, due consideration will be given to gender issues.

The programme is structured in **three phases**, following a gradual implementation route:

1. ***Phase 1. Establishing a track record by achieving early deliverables with key partners:***

In 2012, our focus was on assessing the key issues involved and engaging with stakeholders in interested regions to **provide support and establish a track record** in this new area of ECDPM's work. As a first step, we published 'mapping' studies of the progress made in implementing and supporting the CAADP in specific regions (COMESA, EAC, ECOWAS and SADC). These included analyses of the linkages between the CAADP and other regional cooperation programmes. The results were used to foster informal dialogue on agriculture and trade policy issues, in cooperation with the Regional Economic Communities (RECs) and other partners. In particular, we supported the formulation of REC-specific roadmaps in order to step up efforts towards the formulation and implementation of regional CAADP 'compacts', specifying the commitments of all key stakeholders, and investment plans.

We also provided regular support to the CAADP coordination group of development partners. We contributed to official continental CAADP meetings, such as the annual Partnership Platform and Business meetings, for example by co-organising side-meetings with NPCA on regional issues. These were conducive to the increased consideration of regional integration and cross-sectoral linkages in the CAADP agenda. Such activities continued and intensified in the next phases of the programme in 2013 and beyond.

2. ***Phase 2. Expanding activities, including new regions and partnerships:***

In Phase 2 (which started in 2013), we seek to replicate the activities and outputs of the first phase in new regions such as IGAD and ECCAS. In all regions we aim to deepen our work in support of African regional organisations and processes to strengthen food security and agricultural markets. We carry out region-specific facilitation and analytical work based on the mapping exercises, the REC-specific roadmaps and concrete demands from African institutions. This includes work on: trade facilitation and development corridors; private sector development for food and nutrition security; ('vertical') synergies between regional and national initiatives for strengthening food security; ('horizontal') synergies between regional policies and investments in food security and other sectors of regional cooperation; and the role of emerging economies on Africa's agricultural development. We also seek to support the engagement of farmers in regional agricultural policy-making processes by means of targeted studies and facilitation work in collaboration with regional farmers' organisations.

In this phase, while continuing to support the CAADP Development Partners (including through informal gatherings of like-minded donors), we also contribute to the functioning of the CAADP Joint Action Group on Regional Trade and Infrastructure established in 2012. This brings together African actors and development partners under AUC/NPCA leadership. In these fora, and beyond, we share knowledge about regional integration, aid for trade as well as various governance dimensions of food security, and we engage in critical thinking on CAADP and the way forward, taking political economy dimensions into account. This fits in with the on-going African efforts to strengthen CAADP's impact, notably to mark the occasion of the AU Year of Agriculture and Food Security in 2014.

### 3. **Phase 3. Strengthening capacities to ensure independent implementation of programme:**

In Phase 3 (from 2015 onwards) we will, together with key partners, continue building on the earlier phases, while attracting external support for the largely independent application of the methodology by strengthened Southern partners. We will assist them in monitoring and implementing the regional policies and investments identified through the CAADP regional processes, as well as the related external technical and financial support. Further activities and partnerships in different sub-regions (possibly including North Africa) could be developed to build ACP-African capacities to engage effectively on trade and agriculture development issues, in order to promote food security and ensure the sustainability of the approach in the long term. Beyond Africa, we may provide support to Caribbean and Pacific actors in formulating and implementing regional agricultural policies and securing effective assistance from the EU and other development partners, if requested to do so by stakeholders in these regions.

Throughout the two-year period, we will also undertake PCD related activities that look at EU internal and external policies that affect food security in the ACP and Africa, in particular the CAP and biofuels support. This is likely to include case-studies to apply the methodology we developed with the OECD for assessing in-country impact on food security of OECD country policies, in particular as a tool to enhance EU policy coherence for development.

In terms of methodology, the team will undertake research and networking, as well as production and dissemination of knowledge through ECDPM papers, studies and blog entries. We will continue to use ECDPM tools such as *GREAT Insights*, the Centre's monthly magazine covering policy debates between the EU, the developing world and Africa on trade, agriculture, governance and economics more broadly. Other ECDPM communication tools that we will be using include the *Weekly Compass* and our website. We intend to make more use of social media while recognising that some stakeholders still prefer printed publications.

We will work in collaboration with relevant partners:

- African governments and their continental, regional and sub-regional organisations;
- External partners, especially European donors;
- Non-state actors, particularly farmer's organisations, with a focus on enhancing their capacities to make trade and agriculture policies and programmes a truly multi-stakeholder process.

In addition to working with the secretariats of the Regional Economic Communities (RECs), upon the NPCA's request and in line with our arrangements with the AU Commission, our partnership with the NPCA made good progress in Phase 1. We are building on this in Phase 2, thus contributing to strengthening capacity at the NPCA and the REC secretariats with regard to regional and agricultural development. The aim is to make the continental-regional-national nexus work more smoothly in the context of the CAADP. To this end, we will continue to collaborate, and conclude memoranda of understanding (MoU), with 'drivers of change' in each region who can bolster regional progress using methods similar to ours. We will keep working with the Food, Agriculture, and Natural Resources Policy Analysis Network (FANRPAN) in Eastern and Southern Africa (with whom we signed a MoU in 2012) and the West African regional farmers organisation ROPPA (with whom we signed a MoU in 2013). We will also continue our collaboration with the Global Mechanism (GM), and with Hub Rural in West and Central Africa. Partnering with regional farmers' organisations (i.e. EAFF, ROPPA, SACA and PROPAC) will also continue to be a priority, given

the key role played by farmers in relation to food security. Other actors have also expressed interest in collaborating with us. These include CTA, the African Development Bank, the Global Donor Platform for Rural Development (GDPRD), the World Bank (WB), UN Food and Agriculture Organization (FAO), the German Marshall Fund (GMF), the UNDP Africa Facility for Inclusive Markets (AFIM), APRODEV, and the African Capacity Building Foundation (ACBF).

The success of our activities depends on the ability of our Southern partners to drive the process. For this reason, we will continue to seek to identify and work with drivers of change in agricultural development and food security (across and within organisations). Capacity issues may hinder these actors and thereby endanger the realisation of our projected results. Weak organisations are particularly common at regional level. For this reason, awareness of capacity constraints and strategies for addressing these constraints will be at the core of our approach. Finally, agricultural development and food security is a vast area in which, as a small centre with a specific approach, we have a clearly delineated niche (as described above). We will therefore need to clearly communicate our role as an independent broker, our expertise and our aim, to avoid unrealistic expectations among our partners and other stakeholders.

### **Expected outcomes and impacts**

We aim to contribute to five specific outcomes:

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

### Summary table for the Food Security programme

<b>Food Security Programme: Regional and local markets for agricultural development and food security</b>	
Overall issue	The development of trade and agriculture in support of food security
Aim of Programme	Support regional organisations and processes in the ACP in strengthening their contribution to food security through agricultural development; assist development partners (e.g. EU), in adopting coherent and effective approaches to foster thriving agricultural markets and promote food security
Key actors	Regional Economic Communities, regional farmers' organisations, business intermediary organisations, regional centres of excellence, ACP institutions including CTA and AUC-NPCA, EU institutions and Member States, other development partners
<b>Plan of action</b>	
Activities & outputs	<p><i>Dialogue &amp; facilitation:</i></p> <ul style="list-style-type: none"> <li>• Trade and Agriculture Policy Dialogue Events at regional and African continental levels</li> <li>• Business facilitation dialogue events</li> <li>• Facilitation support at other relevant events organised by key stakeholders</li> </ul> <p><i>Research, knowledge management and networking:</i></p> <ul style="list-style-type: none"> <li>• Publications on relevant topics, e.g., regional CAADP lessons, business facilitation and coherence between national and regional CAADP compacts</li> <li>• Policy design/contributions/formulation for REC-specific regional agricultural policy frameworks and plans, e.g. input for the Tripartite CAADP Compact formulation</li> <li>• Stakeholder briefings</li> </ul>
Partnerships	<p><i>Programme-specific:</i></p> <ul style="list-style-type: none"> <li>• RECs (e.g. CARICOM, COMESA, EAC, ECCAS, ECOWAS, SADC, IGAD)</li> <li>• Southern institutions with a methodology similar to ours (FANRPAN, Hub Rural)</li> <li>• Regional farmers' organisations (EAFF, ROPPA, SACAU, PROPAC)</li> <li>• Think tanks and universities in the ACP and EU (e.g. ODI, Sokoine University of Agriculture)</li> <li>• EU institutions and Member States</li> <li>• Development banks (World Bank, African Development Bank)</li> <li>• United Nations entities (Global Mechanism, FAO)</li> <li>• Global Donor Platform for Rural Development (GDPRD)</li> <li>• German Marshall Fund (GMF)</li> <li>• Regional agricultural research institutions in Africa (e.g. FARA, ASARECA)</li> </ul> <p><i>Institutional partners:</i></p> <ul style="list-style-type: none"> <li>• African Union/NPCA</li> <li>• ACP institutions/CTA</li> </ul>
Risks	<ul style="list-style-type: none"> <li>• Limited access to external funding</li> <li>• Southern partners do not drive the process and/or weak capacities of partners may prevent the projected results from being attained (especially for Phase 3)</li> <li>• Partner expectations do not tie in with our role as an 'independent broker', expertise and overall aim</li> </ul>
<b>Results</b>	
Expected outcomes	<ul style="list-style-type: none"> <li>• Improved design and implementation of the regional dimensions of CAADP and agricultural policies and programmes more broadly (in Africa/ACP)</li> <li>• More effective regional integration, combining broad regional policy frameworks and business-driven initiatives</li> <li>• Synergies for food security created by stronger linkages between trade and agricultural actors, policies and programmes</li> <li>• Scaled up public-private partnerships for food and nutrition security (aligned to regional policy priorities)</li> <li>• Improved understanding of PCD and the impact of non-development EU policies, in particular the CAP, on food security in the ACP</li> </ul>
Impact	<ul style="list-style-type: none"> <li>• More effective regional and local markets for agricultural development and food security</li> </ul>

## 3. Institutional Relations and Partnership Development

### 3.1. Context

The global political and economic landscape is undergoing rapid change. In the development sector a fundamental reflection is taking place on a new narrative post-2015. As a major player in development, the EU takes an active part in these discussions. But, under the continuous pressure of the financial and economic crises in the Eurozone, several EU Member States are making major budget cuts in development spending. Cutting first and foremost in the development budgets has become common practice. Global and EU aid budgets are declining for the first time since 2000 and the longstanding objective to reach the 0.7 per cent ODA/GNI target by 2015 seems further away than ever. However, these negative trends affecting aid budgets may have contributed to broadening the perspective on development. The discussion on the post-2015 development agenda therefore already stresses a more political, more coherent and more effective approach to development including a more ambitious financial strategy that looks beyond traditional aid into other types of development funding. This will also require the engagement of a wide range of actors (including the BRIC countries and other emerging economies) and a stronger sense of responsibility by public and private actors in the developing regions, particularly Africa, to ensure a fair distribution of the benefits of the spectacular economic growth of the past years.

ECDPM's Institutional Relations and Partnership Programme will further strengthen its efforts to accompany these fundamental processes of change. Against a background of renewed multi-annual funding from the Netherlands, we will continue to work closely with our key partners in the ACP regions, and in Africa in particular, and our long-standing institutional partners in Europe. At the same time we will continue efforts to strengthen our cooperation with other partners, including the BRIC countries, non-EU DAC members (USA, Switzerland, Norway, Japan, etc.) and development foundations (such as the Gates Foundation). As a 'think-and-do-tank', we will continue to play a role as a non-partisan provider of practical and tailored analysis, as a facilitator of policy dialogue and as a supplier of advice. We will also continue to support institutions in the developing world in defining their own policies and setting their development agendas. Our extensive networks and institutional partnerships, both in Europe and in the South, remain strong assets in our work to bring together policy and practice so as to impact on development.

### 3.2. Aim and objectives

#### **Aims in terms of partnerships with Southern institutions**

We have three aims related to partnerships with Southern institutions in 2014–2015:

- Deepen the existing Centre-wide institutional partnerships with the ACP Secretariat and relaunch the partnership with the African Union and strategic partnerships in Africa, the Caribbean and the global South;
- Further engage in new partnerships in Africa and the BRIC countries to further improve the legitimacy, relevance, effectiveness and impact of our work;
- Diversify the various types and modalities of partnerships with a view to ensuring mutual benefits and impacts.

#### **Aims in terms of institutional relations**

In line with our funding strategy for 2012-2016, we have set ourselves the following objectives for 2014-2015:



- Consolidate and strengthen relations with our European partners who have consistently supported ECDPM over the years (i.e. the Netherlands, Belgium, Luxembourg, Finland, Sweden, Ireland, Portugal and Switzerland) and with our new institutional partner, Austria;
- Strengthen institutional relations (and possibly funding opportunities) with other EU Member States (Denmark), EU Presidencies (Italy) and non-EU countries (Norway, USA, Japan);
- Explore funding opportunities with development and political foundations;
- Further strengthen Centre-wide efforts to mobilise programme and project funding, including by strengthening alliances with new Northern and Southern players in development;
- Accompany and assist the Centre programmes in obtaining framework contracts and tenders in key thematic areas of expertise of ECDPM;
- Target new potential donors who could be interested in our strategy, such as the United Nations, the World Bank, the African Development Bank and the United Nations Economic Commission for Africa (UNECA), and ministries that are not directly dealing with development (economic affairs, education and defence) and research funds.

### 3.3. Activities and outputs

#### Partnerships with Southern institutions

ECDPM plans to deepen its partnerships with Southern organisations and intensify its presence in Africa through several types of cooperation.

As of 2014, ECDPM plans to implement a number of new partnership tools. Among these, the Young International Professionals Programme (YIPP) is a programme through which ECDPM can recruit research assistants and junior staff from developing countries. By doing so we hope to provide more opportunities for exposure and capacity building of highly talented young professionals, mainly from Africa. In addition, the Centre also aims to increase the number of programme associates in Africa and the ACP and to promote more regular exchanges of staff with partner institutes.

ECDPM will also accompany the **ACP Group** in some of its key challenges for the immediate, medium and long-term. These relate to the implementation of the Cotonou Partnership Agreement, the EPA negotiations and the future of the partnership with the European Union. In terms of prospective thinking on the future of the ACP Group and the Cotonou Agreement, ECDPM will provide inputs in the regional reflections of the various ACP regions and the EEAS/EC and EU Member States. We will also assist the ACP Ambassadorial Working Group on future perspectives and the ACP Secretariat in analysing the possible options and scenarios for the ACP beyond 2020. We will continue to support the ACP Group on other key issues, including those relating to post-2015 and the EPAs.

The partnership with the **African Union** and **African Regional Economic Communities** is a recurrent theme in all our programmes. Since the creation of the African Union in 2002, we have worked with various units of the **AU Commission** in Addis Ababa. Our partnership with the AU Commission was formalised in 2008 in a memorandum of understanding setting out a framework for structured, long-term cooperation. Our strategy revolves around the goal of strengthening pan-African and regional African organisations.

In 2013-2014 we will assist the AU with awareness raising initiatives around the key priorities of its Strategic Plan 2014-2017 and the Agenda 2063, the prospective thinking on the future of Africa in the next 50 years. With the new AUC leadership in Addis Ababa and at the AU's Brussels mission, we also intend to

provide support for the revitalisation of EU-Africa relations and the Joint Africa-EU Strategy in the run-up to the 4th EU-Africa Summit of Heads of State (due to be held in Brussels in April 2014).

We will link up as much as possible with several of the longstanding and the newly growing sector of African policy research institutes and think-and-do-tanks. In addition to longstanding partners such as the Institute for Security Studies (ISS), the South African Institute of International Affairs (SAIIA) and the African Governance Institute (AGI), we will further engage with other policy research institutes in Africa with the aim to generate mutual benefits.

In the Caribbean, we will continue our efforts to strengthen our partnership with the Institute of International Relations (IIR) at the University of the West Indies in Trinidad and Tobago.

### **Centre Partnerships and Networks**

- African Union Commission, Addis Ababa and Brussels
- ACP institutions: ACP Secretariat and ACP Committee of Ambassadors, Brussels
- South African Institute of International Affairs (SAIIA), Johannesburg
- Europe-Africa Research Network (EARN), Africa and Europe
- Institute for Security Studies (ISS), Pretoria and Addis Ababa
- NEPAD Planning and Coordination Agency (NPCA), Midrand, South Africa
- Food, Agriculture, & Natural Resources Policy Analysis Network (FANRPAN), Pretoria
- Forum for Agricultural Research in Africa (FARA), Accra
- African Governance Platform, Addis Ababa
- Africa Governance Institute (AGI), Dakar
- Trade Policy Training Centre in Africa (TRAPCA), Arusha
- United Nations Economic Commission for Africa (UNECA), Addis Ababa
- Institute of International Relations (IIR), University of the West Indies, Trinidad and Tobago
- Shridath Ramphal Centre, University of the West Indies, Barbados
- Regional Economic Communities in Africa (COMESA, EAC, CEMAC, ECCAS, ECOWAS, UEMOA, SADC, SACU and others)
- Caribbean Community (CARICOM/CARIFORUM), Georgetown, Guyana
- Pacific Islands Forum, Suva, Fiji
- Commonwealth Secretariat, London
- International Lawyers and Economists Against Poverty (ILEAP), Toronto
- European Association of Development Institutes (EADI), Bonn
- United Nations University, Centre for Regional Integration Studies (UNU-CRIS), Bruges
- Network of Regional Integration Studies (NETRIS), Bruges
- International Centre for Trade and Sustainable Development (ICTSD), Geneva
- Technical Centre for Agricultural and Rural Cooperation ACP-EU (CTA), Wageningen, the Netherlands
- United Nations Conference on Trade and Development (UNCTAD), Geneva
- Chinese Academy of Social Sciences (CASS), Beijing
- China Institute of International Studies (CISS), Beijing
- Brazilian Centre for International Relations (CEBRI), Rio de Janeiro
- Research and Information System for Developing Countries (RIS), New Delhi
- German Marshall Fund, Washington, DC
- Egmont Royal Institute for International Relations, Brussels
- South-North Network

- OECD Development Finance Network (DeFiNe)
- Consumer Unity and Trust Society (CUTS), Jaipur and Geneva
- Bond (British organisation for NGOs working in international development), London
- European Peacebuilding Liaison Office (EPLO), Brussels
- Netherlands Institute of International Relations, “Clingendael”, The Hague

### **Institutional relations with European partners**

As a policy-relevant institute operating at the interface between the ACP and Europe, we maintain close relations with EU institutions such as the EU Commission, EEAS, the European Parliament, successive EU presidencies and EU Member States. In line with this tradition, we will make ourselves available to support the Greek and Italian EU presidencies in 2014 with advice, independent analysis and facilitation work.

In a context of uncertainty, we will make substantial efforts to retain and increase the levels of flexible institutional funding provided by our long-standing institutional partners, i.e. the Netherlands, Austria, Belgium, Luxembourg, Finland, Ireland, Portugal, Sweden and Switzerland. At the same time, we intend to invest in further diversifying our external funding base by tapping into new types of funding from new donors. A better mix of funding types will spread risks and make us less vulnerable. Potential partners are the new global players, other EU Member States that could become our institutional partners, new donors outside Europe (such as the USA, Japan, South Korea), and ministries beyond the traditional development departments and private foundations. It will take time to build these new relationships and for them to generate long-term, flexible funding.

Even in the current context of uncertainty and new challenges, it remains essential that we stay loyal to our principles of independence and our strategic orientations, and do not therefore become overly demand and market-driven. Intellectual and financial independence of the Centre provides the best guarantees for increased credibility and impact.

### **3.4. Expected results and impact**

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

- Increased recognition of ECDPM as a non-partisan facilitator of dialogue, analysis and exchange between different categories of actors in EU-ACP and EU-Africa relations;
- Increased awareness within the European Union and its institutions of the concerns, expectations and views of ACP/African and Southern partners on strategic programmes;
- Consolidated flexible institutional funding that enables us to continue to act as an independent, non-partisan sounding board, facilitator and supplier of analysis and capacity support;
- Better informed policymakers and other stakeholders in the developing world;
- For the BRIC countries: more systematic access to information and knowledge on key programmes;
- Improved capacity of ACP/Southern institutional and strategic partners to manage and influence key programmes.

## 4. Centre management, competencies and support

### 4.1. Political economy and governance approaches

#### Context

Politics and institutions matter for development outcomes. An ever-increasing volume of political economy analyses or diagnostics help unravel how politics and institutions affect development processes. Political economy approaches are increasingly being applied at regional, country, sector or sub-sector levels or focus on particular problem areas. Most political economy analysis has been conducted by academics. Typically, such diagnostics are funded through donors (including the World Bank, DEVCO, and some European Member States) and they have begun to integrate such political economy diagnostics in their work as billions of euros have been wasted in many well-meant, but often ill-informed, efforts at institutional reform. Yet, one also notices a degree of resistance building up within these very same donors, a resistance to *internalise* the findings and adapt strategies and policies. The potential of such political economy approaches – also in other development arenas – remains underutilised.

#### Aims and objectives

The ECDPM five-year Strategy emphasises the relevance of political economy diagnostics and approaches<sup>18</sup> and a *Political Economy and Governance (PEG) Knowledge Hub* has been set up to support programme work across the Centre. The aim is to improve the understanding of actors and factors that drive or obstruct development outcomes or processes by applying a political economy lens to context analysis that identifies the interplay of foundational factors, formal and informal institutions and the incentives these have on political and economic processes and actors. Such analysis will be complemented with a more systematic assessment of global and regional drivers (which can be markets, FDI, aid, etc.) and how these affect the domestic political economy. This involves identifying the most important drivers, and analysing the primary and secondary effects on the domestic political economy.

#### Approach and priorities

Political economy (PE) approaches have helped downplay the relevance of idealised “best-practice” development models as applied in OECD countries, have helped query underlying assumptions of current change and development strategies, have drawn the attention to certain actors and stakeholders that have been ignored for too long, and have demonstrated the potential for learning and adaptation. Theoretical insights, tool development and applied political economy studies provide relevant and pertinent insights for development practitioners.

Based on initial experience, the PEG hub will:

- a) Develop a repository of relevant findings, experiences, tools for the Centre and its partners;
- b) Socialise core PEG concepts, findings, analytical frameworks or tools within the Centre and beyond;
- c) Apply PEG approaches in a few key policy processes
- d) Network with other PE practitioners within the Centre and beyond to facilitate knowledge development and uptake by key stakeholders, strategic partners and coalitions of actors.

<sup>18</sup> Political economy (PE) analysis involves the study of both politics and economics, and specifically the interactions between them. It focuses on power and resources, how they are distributed and contested in different country and sector contexts, and the resulting implications for development outcomes. PE analysis involves more than a review of institutional and governance arrangements: it also considers the underlying interests, incentives, rents/rent distribution, historical legacies, prior experiences with reforms, social trends and how all of these factors effect or impede change’. *How to Notes*, WB, 2011.

The PEG hub will contribute to more effective engagement strategies by concentrating essentially on two domains, within which it will:

#### **Work within ECDPM**

- Build on the Centre's PEG knowledge base and in-house expertise (for example, in areas such as food security and CAADP; regional integration; economic transformation; Policy Coherence for Development, etc.) and develop *repository* of political economy and governance tools and diagnostics
- Facilitate uptake of relevant research findings, tools and experiences out of the growing body of political economy praxis
- Provide timely back-up for ECDPM programmes or in prioritised areas of work

#### **Work outside ECDPM**

- Target support for applying, field-testing and improving PE analytical tools or approaches
- Partner strategic actors in the South on applying political economy approaches to strengthen engagement and change strategies
- Tap into collaborative arrangements with strategic knowledge partners – including other policy and practice oriented think tanks

#### **Challenges and risks**

A solid political economy analysis moves beyond the traditional stakeholder analysis of winners and losers. It asks more probing questions about *how development happens*, and *why things are as they are*. These 'how' and 'why' questions have to be broken down in a more systematic way:

- How do various interest groups contest and bargain over rights and access to power, resources, and rents?
- What are the economic dynamics and institutions that generate and distribute wealth, rents?
- What global and regional 'drivers' create and affect opportunities for reforms and development in developing countries?

There are two serious risks, however, that were also highlighted by a World Bank review of its own PE analysis in anti-corruption work. The first is about the difficulties for actors such as donors to properly diagnose "interactions between political motives and economic policies that prompt or obstruct governance reforms".<sup>19</sup> And the second one is a lack of commitment by those who commission such studies to also assess the "politics of aid" and the interests, institutional incentives or politics within these organisations that often obstruct uptake of such findings or action on the implications. Thus, guarding against a narrow *instrumentalisation* or *domestication* of political economy approaches is a big challenge.

## **4.2. Knowledge management and communication**

Knowledge management and communications (KM&C) is one of our principal strategies for enhancing the capacity of stakeholders for policymaking by improving access to and the use of relevant information, in particular by those who traditionally lack access. To this end, the KM&C units will continue to support the aims of the Centre's new strategy of influencing and informing key global policies for positive development outcomes. The KM&C units aim to do this through the provision of strategic and practical guidance to Centre staff, the provision of information and publication services, the use of modern communication tools,

<sup>19</sup> Desai, R.M. (2011) *An Evaluation of Political-Economy Analysis in Support of the World Bank's Governance and Anticorruption Strategy*. Independent Evaluation Group Working Paper 2011.

and support for external communications tailored to each ECDPM programme as well as to the needs of the Centre as a whole.<sup>20</sup>

We will continue to implement our KM&C Strategy and further improve knowledge-sharing and communications in a more targeted, efficient and timely manner with stakeholders, our partners and new audiences. To do this effectively, KM&C activities will continue to be fully integrated into the Centre's programmes and partnerships and given priority to enhance capacity for policymaking. Programmes will also adapt work processes to meet new demands for effectively communicating our work. The work of KM&C in 2014-2015<sup>21</sup> will seek to meet the following aims:

*Improve Centre communications, outreach and visibility*

To support the Centre's fundraising efforts and to reach our target audiences, we will update our corporate profiling and further improve external communication. Building on our existing communication tools, we will increase our outreach through the strategic use of tailored "media mixes", including digital communication, social media and multi-media. This will allow us to better serve existing and new target audiences, including media representatives, via their preferred means of communication. Through targeted use of our communication and knowledge sharing channels and tools, we will increase ECDPM's presence in the networks of our African partners. This will allow us to consolidate and intensify partnerships and increase our impact. We will continue investing and maintaining a more user-friendly website to attract more visitors and to facilitate communication. We will also strengthen on-line interactivity, based on our proven dialogue methods and practical policy brokerage approaches. High quality, added-value content based on our policy work remains the basis of any communication strategy. The production of such content will be subject to decisions of programme managers and Centre management.

*Disseminate publications*

We will continue to assist with the production of publications, including corporate publications such as the annual report. We will refine our publications' dissemination policy and investigate the consequences for Southern audiences of switching to full-scale digital mailing instead of hard-copy distribution.

*Intensify KM&C support to key African institutions and networks*

We will focus in particular on our partnerships with the African Union including the Commission, the Pan-African Parliament, the NEPAD Agency and the Regional Economic Communities. This will enable ECDPM to intensify its assistance in strengthening the capacities of these key institutions with regard to KM&C and pan-African knowledge management. A central element in this work will be our partnership with the NEPAD Agency to assist in integrating its various knowledge management initiatives and to gradually build up a Pan-African Knowledge Platform for Rural Development, Agriculture and Markets for Food & Nutrition Security.

We also aim to intensify and further structure our partnerships with the growing number of African knowledge networks, private sector actors, policy research institutions, independent think tanks and 'watchdog' accountability organisations by pooling resources and capacities, building ownership, and supporting the societal transformations necessary to achieve inclusive and sustainable development.

*Enhance in-house knowledge management*

KM&C will continue to work together with the Centre's IT and Operations departments on the implementation of the IMAKE project to reposition ECDPM's technical and information architecture. This

<sup>20</sup> See the diagram outlining our KM&C approach on the inside cover of this Work Plan.

<sup>21</sup> Further information on these innovations is available in the ECDPM KM&C Strategy for the period up to 2016.

will create more effective and efficient processes, enhanced internal and external knowledge-sharing and tighter integration with external communications and publication production.

#### *Understand our impact better*

In close collaboration with Centre management and the IT department, we will improve the KM side of monitoring and evaluation. KM&C will gather, measure and analyse data on our outreach and the use of our content.

### 4.3. Management and institutional challenges

As already indicated in the Work Plan for 2012-2013, we are tackling a number of organisational challenges to safeguard our identity, autonomy and impact as an independent foundation:

#### *Intensify the partnership programme*

We will continue to intensify and extend our partnerships with actors and institutions in the South. In particular, we will explore the feasibility of various approaches for intensifying our presence in Africa (see Chapter 3).

#### *Ensure appropriate funding (level and quality)*

In line with our funding strategy, we will further strengthen our fundraising capacity, seek to diversify our funding, strengthen our ties with EU Member States and adapt to trends in the delivery of development finance. In 2013, courses were introduced to staff to enhance our proposal writing skills. We will continue to work on:

- Improving our internal systems to identify and share information on funding, to systematically identify funding opportunities by reviewing existing databases and to create an ECDPM database with information of particular relevance to our work;
- Enhancing our ability to identify, design and write fundable programmes, by providing regular training courses and incentives to staff to come up with proposals;
- Strengthening our capacity to manage the acquisition and implementation of international tenders, calling, where necessary, upon specialised external expertise in a targeted and timely fashion.

#### *Enhance the competence of our management*

We will further boost our capacity to set priorities and to act in conditions of uncertainty. A proposal on risk management will be developed and presented to the Board for discussion and approval. Our current strategy enables us both to sharpen our focus and to remain flexible. We will continue to ensure that a proportion of our budget remains available for innovative programmes and projects. We will maintain our new management structure that enables decentralised day-to-day management. At the same time, we will take further steps to strengthen our management for quality and results.

#### *Broadening the range of our expertise and skills*

As the challenges facing us become more varied, we will seek to diversify our staff expertise and skills and extend our outreach to wider knowledge and expertise networks. For this, among other things, we will seek to recruit more young ACP professionals through our new Young International Professionals Programme and extend and diversify our Programme Associates Scheme. We will seek to create space for new contributions and thinking and yet retain key skills among older employees by allowing them to move into part-time employment through a Senior Fellows Scheme.

*Ensure staff competence and effectiveness*

We have taken several steps to increase staff competence and ability to effectively practise the art of brokerage and facilitation and we will continue to consolidate and build on these initiatives:

- We have adopted competence-based management;
- We are strengthening staff career planning and training programmes;
- We are creating 'knowledge hubs' to support staff for on-the-job development of essential skills.

*Efficiency gains*

We have been able to increase our internal efficiency over the years. As part of this on-going objective the Centre management will continue to focus on reducing our overhead costs.

#### 4.4. Risk assessment and learning to adapt

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

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

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

- Insufficient focus and over-fragmented activities: prioritisation and selectivity for greater impact will have to be continuous throughout the implementation of the Strategy and Work Plans to mitigate this risk;
- Insufficient synergy and coherence between the ECDPM work streams: the Centre management and board will need to monitor effective coherence closely and continuously;
- Insufficient capacity or funding to complete the work: active fundraising will be pursued to complement institutional subsidies. To safeguard our integrity, the size and scope of activities will be adjusted to reflect the actually available funding;
- Diminished traction and engagement on the part of policymakers and other relevant stakeholders in key programmes. To maximise our influence on outcomes and impact, we will constantly liaise with policymakers and other change drivers and will consider disengagement, if necessary.

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



### About ECDPM

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

### Thematic priorities

ECDPM organises its work around four themes:

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

### Approach

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

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

For more information please visit [www.ecdpm.org](http://www.ecdpm.org)

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