

European Centre for Development
Policy Management

ecdpm

Annual Report 2011

linking policy
and practice in
international
cooperation



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Acronyms

see inside cover



Group picture participants ECDPM 25th anniversary event 2011

1. The year in review and future perspectives

Introducing the Annual Report

By all counts, 2011 was a particularly busy year for ECDPM. We settled into our newly refurbished offices just in time to launch our 25th anniversary celebrations. Those events were capped off with a high-level seminar on the future of ACP-EU relations and the official opening of the Prince Claus memorial hall at ECDPM. Other highlights during the year were the completion of an external evaluation and the unveiling of our new five-year strategy (2012–2016). The strategy will effectively gear ECDPM to respond to the significant global transitions under way, today and in the coming years.

Reflecting on the “state of the art” in international relations, ECDPM Director Paul Engel suggests in his annual message (page 6) that 2011 might well be remembered as the year in which South-South cooperation gained its rightful place in international relations. He further notes that African countries sent a clear signal to the international community with the Tunis Consensus. Appearing ahead of the Fourth High-Level Forum on Aid Effectiveness (held in Busan, Korea, in late 2011) the declaration asserts Africa’s readiness to abandon “aid business as usual” and to take on a greater role in establishing the new global architecture.

The insecure future of ACP-EU relations was the theme of ECDPM’s 25th Anniversary Seminar held mid-year. The topic elicited vibrant debate in the weeks leading up to the seminar, as well as during the two-day event (for highlights see page 8). Reflecting

on the meeting and its outcomes, ECDPM’s Board Chairperson, P. I. Gomes, remarked on the wide range of views represented, not only on the future of the ACP-EU relationship but also on the ACP Group itself. Further, participation of high-level experts from emerging economies (such as China, India and Brazil) revealed some new possibilities that could be opening up for the ACP Group in the future (for more from the Chairperson see page 5).

This Annual Report continues ECDPM’s tradition of interviews with key stakeholders. This year we are pleased to present four such interviews with stakeholders from the European Union, Africa and the Caribbean. Each provides illuminating insights into the “real world” implications of some of the policy processes that we are involved in.

The changing face of EU external cooperation is the topic of our interview with Françoise

Moreau, Head of the Policy and Coherence Unit of the European Commission’s Directorate General for Development and International Cooperation (DEVCO) (page 14). According to Moreau, Europe’s new guiding framework, *Agenda for Change*, underscores the need to promote sustainable and inclusive growth that ‘translates into increased policy attention to such issues as job creation and social protection systems’.

The difficulty of accomplishing this is underlined by our next interview subject, Raymond Magloire, Haiti’s ambassador in Brussels. Though EU support to Haiti clearly articulates local capacity building as a main objective, Magloire points out that there has been little change to reflect this ideal in the way programmes are implemented on the ground (page 16).

The need for greater action by developing countries themselves to bridge the

STRIKING THE BALANCE: THE EXTERNAL EVALUATION OF ECDPM

A team of external evaluators assessed ECDPM's performance between late 2010 and early 2011. The team found ECDPM's 2007–2011 strategy to be a comprehensive, solid and coherent guiding framework for the Centre's activities and informed by relevant choices and well-founded approaches. The team commented on ECDPM's successful implementation of the strategy as well. The Centre has delivered demonstrable outcomes in addition to supporting institutional improvements. ECDPM has developed a unique position as a facilitator of development policy processes and as a broker between the ACP and Europe.

ECDPM had three core programmes during the period under evaluation: Development Policy and International Relations, Governance, and Economic and Trade Cooperation. The study team found each of the programmes to be well designed along relevant and complementary policy processes ...each linked to a major innovative theme of ACP-EU cooperation. The programmes responded to a clear demand and resulted in substantial outcomes and impact. Among the examples cited were ECDPM's role in facilitating dialogue around the Joint Africa-EU Strategy (JAES) and the Centre's capacity development support to the African Union Commission and to the emergence of an African governance architecture. The study team noted a similar level of impact in bringing to bear ECDPM's "core competencies", in linking research, policy and practice and enhancing the engagement of key stakeholders in relation to the Centre's contribution to key EU development-related policies.

All in all, the study team concluded that the Centre has contributed to reducing power asymmetries between the European Union and the ACP, Africa in particular. For instance, ECDPM was instrumental in the emergence of a common African position on the ongoing Economic Partnership Agreement (EPA) negotiations.

The evaluation remarked on the high esteem among stakeholders and partners 'for the exceptionally high quality of [Centre] staff, its excellent analyses and ability as a skilled process facilitator, its specialised and in-depth knowledge of policy processes, its flexible, open and responsive attitude and the outstanding quality of the service it provides'.

The team concluded with a number of recommendations on how ECDPM can build on its successes:

- Continue to refine the partnership approach, particularly with organisations in the South
- Extend outreach beyond the meso-level by exploring ways to share the Centre's "visionary thinking" on ACP-EU relations with high-level political decision makers, whilst enhancing links to practitioners "on the ground"
- Sharpen focus on emerging global issues and southern perspectives by further analysing the implications of global changes for ACP-EU cooperation
- Continue to broaden the funding base to maintain ECDPM's niche as an independent and innovative broker in international relations

For more on the evaluation turn to page 44.

"implementation gap" is a central theme in our final two interviews. Maurice Enguéléguélé of the Africa Governance Institute says 'Our ultimate goal is to bring about an "end to aid" by reinforcing our domestic resource mobilisation and regional integration' (page 17). Highlighting some successes of regional cooperation, COMESA Secretary General Sindiso Ngwenya observes that African countries are shedding their "victim" mentality (page 15). 'If we fail', says Ngwenya, 'it will be because we have not strategically positioned ourselves to fully benefit from the partnership [with emerging global economies] on a win-win basis'.

At ECDPM, the search has begun in earnest for innovative ways to adjust development cooperation to a "post-aid" world. Published at the close of the year, the 2012 edition of ECDPM's flagship annual Challenges Paper, entitled *Questioning Old Certainties*, explores the future of international cooperation at a time of austerity in Europe, which is in sharp contrast to the vibrant growth in many developing regions.

The wide range of policy initiatives and partnerships highlighted in the programme sections of this report (pages 18 to 37) illustrates ECDPM's unique contribution to creative and systematic responses to the evolving context. We mention just a selection of the many examples here: ECDPM actively contributed to the further shaping of a more integrated and coherent EU external action post-Lisbon, particularly

in the area of governance, democracy and security. We conducted joint studies with our African partners on emerging global players and the implications for Africa-EU relations. We co-authored the 2012 *European Report on Development*. Furthermore, ECDPM co-facilitated a meeting on the Joint Caribbean-EU Strategy, and we stepped up our explorations of the linkages between agriculture, trade and aid policies and processes. This last was accomplished mainly through our work on the regional dimensions of the Comprehensive Africa Agriculture Development Programme (CAADP).

Late last year, ECDPM unveiled its new strategy for 2012–2016, which, as Paul Engel notes on page 7 will strengthen the Centre's contribution to effective links between "traditional" development priorities and emerging global challenges. It will also enable us to better support partner organisations to stay "ahead of the curve" in the new global development context. The strategy draws on key findings and recommendations from an external evaluation of the Centre's activities that was carried out from late 2010 to early 2011. The main conclusions of that review are summarised in the box above and outlined in more detail on page 44 of this Annual Report.



Paul Engel,
ECDPM Director



Message from the ECDPM Board Chairperson

P.I. Gomes

As incoming chairperson of the ECDPM Board, I would like to start by acknowledging the contribution of Lingston Cumberbatch, the outgoing chairperson. His skill and dedication in steering the work of the Centre over the past 10 years, particularly his keen focus on practical ways to improve ACP-EU relations, have had a great impact on the Centre's performance. His warm interest in ECDPM and its staff and his enthusiasm in leading ECDPM have left a lasting mark.

This Annual Report comes at a momentous time. In the year under review, ECDPM marked its 25th anniversary as an independent 'broker' of ACP-EU relations. At the same time, the final five-year review of the ACP-EU Cotonou Partnership Agreement was fast approaching. It is therefore fitting that ECDPM seized the occasion to launch a process of reflection on the future of ACP-EU relations. The Centre's 25th anniversary seminar in June addressed the theme 'global changes, emerging players and evolving ACP-EU relations'. The seminar brought out different perspectives and positions, not only on the ACP-EU relationship, but also on the 'reinvention' of the ACP Group itself. Participation of high-level experts from emerging economies moreover highlighted the range of possibilities that are opening up for the ACP Group and its member states as they seek to chart a more sustainable and inclusive development course.

As Chair of the Ambassadorial Working Group on the Future Perspectives of the ACP Group, I fully welcome ECDPM's initiative. It is a strong stimulus to efforts by ACP Secretary

General Mohamed Ibn Chambas and the Committee of Ambassadors to engage ACP stakeholders in systematic work towards a meaningful future for the Group.

Continuation of this discussion will be crucial to find a common ground for reinventing the ACP's relationship with the European Union post-Treaty of Lisbon. At a time when multilateral governance is being forced to accommodate new geo-political dynamics, the role of the ACP Group cannot be over-emphasised. Indeed, the Group offers a space for deep reflection, exchange and strategic action on issues that unite a number of the world's developing regions. As set out by ECDPM in its 2011 Challenges Paper, future ACP-EU relations will have to accommodate the ACP's growing need for integration into the global economy, while incorporating European interests and the values that the European Union has committed itself to pursue. How, for instance, can Europe's concerns about managing migration be aligned with policy priorities within the ACP regions, such as efforts to tackle rising crime and unemployment in the Caribbean? How can the legitimate development interests of ACP countries be reconciled with European aspirations related to trade, raw materials, energy, climate change and other global ambitions in the years to the end and beyond the Cotonou Agreement? By designating 2012 as the Year of Shared Values, the African Union has strongly signalled the need for deeper and more equitable engagement on the principle of mutual accountability.

These emerging challenges reinforce the continuing need for high-quality and independent policy research to support evidence-based decision making. The ECDPM Board will be called upon in the next few years to effectively support the Centre as it redefines its role. Actors in international development cooperation increasingly need to think 'out of the box' in responding to the changing global context. The recently completed strategic review process saw an overhaul of the Centre's core programmes. ECDPM will now focus more explicitly on six global transitions that it believes will have a profound impact on future cooperation between Europe and EU member states and the countries of Africa, the Caribbean and the Pacific.

Under growing societal pressure for more democratic and accountable governance, policymakers will be challenged to maintain a focus on the broader dynamics that reinforce existing asymmetries, and hence threaten global security and sustainable development. ECDPM's new strategic framework will enable the Centre to deepen its relevance as a facilitator of international relations and cooperation between development partners in Europe and across the South.

P.I. Gomes

Message from ECDPM Director Paul Engel



Development: Between a rock and a hard place?

It seems fair to expect that 2011 will come to be seen as the year in which the contours of a new global consensus on development emerged. The traditional focus on aid alone was replaced by a more comprehensive view of international cooperation aimed at achieving solutions to national and global challenges. It was also the year that South-South cooperation arose as a potential standard for good practice in development cooperation. Above all, it was the year in which Africa, with the Tunis Consensus on Development Effectiveness in hand, turned a page on aid dependency. The outcome of the Fourth High-Level Forum on Aid Effectiveness, the Busan Partnership for Effective Development Cooperation, illustrates this.

The Busan Partnership is more than just the next step after Rome, Paris and Accra. It proposes a more inclusive partnership for development, in which effective international cooperation is the key concern. New powers, emerging economies and private sector development actors have joined as partners and there is recognition of the primary role of domestic resources and national and international investments to truly trigger development. While pledging to work to reduce aid dependency, the Busan Declaration confirms the role of development cooperation in catalysing the governmental, private-sector and civil society-led transformations needed for effective development.

Within the current global context of multiple crises, present and looming, this shift in development thinking represents huge opportunities. Yet it also carries at least two formidable risks. On the positive side is the recognition that 'development' can be supported in more ways than just by providing development assistance and the endorsement of the important role of the global and national private sector. Moreover, the recognition that development is first and foremost the responsibility of the countries themselves seems to have moved from rhetoric to practice. Ownership is increasingly seen as a responsibility you take, not one to be given. In fact, partner governments are now expected, even required by their domestic constituencies to

be 'developmental', having the opportunities and well-being of their populations at heart. Besides, in times of scarcities due to global crises, development partners need to make stricter choices on where and how to invest their resources. As a result, the domestic accountability of governments becomes a key factor of choice. More than any policies on 'coordination and complementarity', budget restrictions might prove the strongest drivers of closer cooperation and division of labour amongst donors.

On the negative side, the shift beyond development cooperation as we know it entails real risks for evidence-based development thinking. It could disappear from the radar of mainstream development, together with the lessons learnt and good practices built up over decades. As a consequence, global development thinking might revert to the overly optimistic frontier approaches of the past, before we learned that development is political and complex; that it doesn't respond well to linear thinking; and that development must be seen as a historical process that doesn't allow for 'quick fixes'. Beyond such a sidestepping of knowledge and insights gained, in times of financial and fiscal crisis another danger is that this shift will be used as an argument to reduce public funding for international cooperation, asserting that 'the private sector is taking it over' or 'it wasn't effective anyway'. This would represent a denial of everything we have learned about the need for multi-stakeholder processes to drive the transformations that are the true foundation for development.

Today's opportunities and risks have multiple implications for the relationship between developing countries and their partners, new and old. First, development partners will need to reinforce their political dialogues with partner countries in order to be able to align (or realign) their choices and to adjust (or readjust) amongst 'the different and complementary roles of all actors'. Second, accountability and transparency are becoming ever more important to bring about 'openness, trust and mutual respect and learning'² for constructive dialogues. Third, dialogues will go beyond a strict focus on poverty issues, to address a range of national, regional and global challenges from governance, effective institutions and the business climate, to regional and global integration, global health, climate change, crisis management, conflict, fragility and vulnerability to shocks and

disasters. Fourth, dialogues will need to include all relevant actors from government, the private sector and civil society to 'deepen, extend and operationalise the democratic ownership of development policies and processes'.³ Fifth, developing countries will be increasingly confronted with tough choices made by partners who champion particular solutions to global challenges, putting their relations to the test.

The above shifts portend exciting times in international relations. They also call for a fundamental reappraisal of development policy management. Will policymakers and practitioners rise to the challenge? What will give between the 'bedrock' of traditional ways and the 'hard spot' of global change? Will Europe be able to line up to effectively deal with today's global challenges? Similarly, will our partners in Africa, the Caribbean and the Pacific? And will ECDPM?

In Europe, the *Agenda for Change* represents a clear move towards a more value-driven approach and greater specificity of the European Commission as a development actor, as well as increased emphasis on private sector involvement and development impact. This is certainly aligned with the times. Yet the *Agenda* remains very much an 'aid agenda' focusing on development cooperation in relative isolation. How will Europe achieve consistency between EU development policy and its policies on climate, migration, trade, agriculture and fisheries – to name just a few? Will Europe indeed take into account the impact of its policies on developing countries – as prescribed by the Lisbon Treaty? Or will such values fall victim to European global interests in times of crisis? The negotiations on the reform of the Common Agricultural and Fisheries policies in 2011 showed little convincing European leadership or broad political will for policy coherence among EU member states. The European Commission and the European External Action Service are as yet unclear about the steps they are going to take to ensure coherence between European external, internal and development policies.

In the Southern neighbourhood, the Arab Spring resulted in sudden regime changes in three of the five countries and some political reforms in others. But the challenges remain tremendous. The new leaderships will need to consolidate democratic transitions, ensure stability and respond to the socio-economic demands of their youth. In Europe, the Arab Spring triggered calls for a 'European awakening', recognising the need for the European Union to fundamentally revisit the underpinnings of its relationship with the Southern rim of the Mediterranean.

At the same time, Africa is making progress on regional integration, peace and security, intra-African trade, infrastructure and investment. But the gap between good intentions and practical implementation remains wide. Six of the ten fastest growing economies in 2011 were African, yet inequalities within these countries continue to deepen. At the continental level, efforts are being made to strengthen pan-African governance and peace and security architectures. Strong leadership will be required to consolidate these and maintain momentum. A key advance is that the operational budget of the African Union is now fully covered by the contributions of its member states. Almost all AU programme and project funding, however, still comes from international partners. That means African ownership of the *implementation* of the African agenda remains low.

The ACP Group launched a proactive search for a decision-making framework on its future beyond 2020. South-South cooperation is already high on its agenda, as is developing relationships with emerging players and new donors. The ECDPM anniversary seminar – Global Changes, Emerging Players and Evolving ACP-EU Relations – helped to kick start the explorations.

This list is far from exhaustive. It barely touches on many of the initiatives underway. At the close of 2011, the *Agenda for Change* still had to be endorsed by EU member states; the European budget, the multi-annual financial framework, was still in the making; strong EU leadership on European international cooperation was not yet apparent; and levels of official development assistance (ODA) were wavering. Meanwhile, the debate on the future of the ACP Group of States was getting into full swing, and South-South cooperation was just starting to emerge as the new standard for international cooperation. In short, the jury is still out on whether and how the key development actors will navigate the global seas of change. This is reason enough to look forward to the debates surrounding the upcoming European Report on Development, *Development in a Changing World: Elements for a Post-2015 Global Agenda* (working title), now under preparation by the Overseas Development Institute (ODI), the German Development Research Institute (DIE) and ECDPM.

As for ECDPM, in 2011 we developed a completely new strategy for 2012–2016. Anticipating the changes required in international relations and external policies, as well as their practical implementation, we defined four thematic areas: reconciling values and interests in EU external action; promoting economic governance and trade for inclusive growth; supporting societal dynamics for change in developing countries; and addressing food security as a global challenge. And we organise our work in six programmes, each focusing on a policy process that lies at the heart of the challenges faced by Europe and the countries of Africa, the Caribbean and the Pacific:

- strengthening European external action
- deepening overall responses to conflict, security and resilience
- economic governance, domestic resource mobilisation and international drivers of governance
- trade and regional integration for inclusive growth
- Africa on the move: understanding and building on dynamics of change
- regional and local markets for agricultural development and food security.

Together with our partners in Europe, Africa, the Caribbean and the Pacific, we look forward to taking on the challenges that the new global development agenda presents.

Paul Engel



Your comments are welcome at our Talking Points blog:
www.ecdpm-talkingpoints.org/development-between-a-rock-and-a-hard-place

1 See the article 12a of the *Busan Partnership for Effective Development Cooperation* (www.busanhlf4.org)
 2 idem, article 11c.
 3 idem, article 11c.

2011 Highlight ECDPM marks 25 years as a broker of international relations

Continuing its tradition of stimulating independent debate, ECDPM hosted a high-level seminar on 30 June and 1 July looking at the global changes under way, the roles of emerging players and the evolving relationship between the ACP and the European Union. Attending the seminar were more than 70 representatives of institutions and interest groups in Europe and Africa, as well as observers from emerging economies.

A panel discussion on the first seminar day explored three questions:

- How are the expanding global agenda and emerging economies impacting ACP-EU relations?
- What common interests could provide a foundation for effective partnership between the European Union and the ACP as a group and the separate ACP regions?
- Can the ACP Group reinvent itself in such a way as to impact the new global landscape?

On the second seminar day, policymakers, practitioners, researchers, civil society organisations and eminent persons deliberated further on these questions. While no clear consensus emerged on the way forward, participants shared the view that the ACP-EU relationship as it is currently formulated needs to be adapted to current realities. Participants identified possible areas of common interest between the ACP and the EU beyond 2020. However, views were mixed on the suitability of the Cotonou Agreement as a framework for addressing the issues of today. Furthermore, it became clear that the survival of the partnership is fundamentally linked to the ability of the ACP Group to forge a new identity in relation to the rapidly evolving global and regional landscape.

ECDPM produced a policy management report on the event which also captures comments on the blog to extend and further stimulate debate. For the seminar materials and other information please visit ECDPM's special 25th anniversary webpage at www.ecdpm.org/25years

During the opening ceremony, HRH Prince Constantijn of the Netherlands unveiled a plaque in the historic central hall of the newly renovated ECDPM offices in Maastricht. The hall was named in honour of his father, Prince Claus, an early proponent of principled development policy and management that fosters ownership within developing countries. Looking on is ECDPM Director, Paul Engel



HRH Prince Claus of the Netherlands

A development diplomat ahead of his time

"Development is a process of change, requiring adjustments in the societies of the developing countries themselves, as well as in those of developed countries. It also calls for profound changes in the structure of the relations between all nations of the world."



TALKING POINTS AND THE 25TH ANNIVERSARY

Talking Points

A blog on the challenges of the EU's international cooperation



A unique feature of the seminar was the intensive engagement by ACP-EU stakeholders leading up to the event through an online debate that took place on the special 25th anniversary blog (www.ecdpm-talkingpoints.org/the-acp-and-europe/). We drafted views, propositions and questions and shared these with our audiences some five weeks ahead of the seminar. The online discussion contributed to the rich and lively debate in the lead up to the event and generated more than 60 thought-provoking reactions from the European Commission, development organisations, funding organisations and individual experts. An ECDPM summary of the inputs for the two-day high-level seminar helped to stimulate reflection, analysis and debate on the future of the ACP Group and ACP-EU relations.

Comments from the debate surrounding ECDPM's 25th anniversary seminar, both online and during the event:

The [Cotonou Partnership] Agreement should be continued, but taking different approaches to the individual regions, each approach designed to specifically meet the requirements of each region to finally gain meaningful entry into the global economy.' Sandra S. Pierantozzi, former Vice President and Minister of State, Republic of Palau

'The political dialogue that comes with the Cotonou agreement is unique. ACP countries and the European Union have put down in a treaty that they will talk honest politics with each other. But how honest is it?'

Judith Sargentini, Member of the European Parliament (the Netherlands)

'Both the EU and ACP states have themselves invested little practical effort in clarifying the unique value of their partnership in a transformed development context... and how signatories intend to reset engagements for better, clearer 'win-win' outcomes. In four words, "what remains in it" for both sides?'

Ola Bello, Policy Officer, FRIDE (A European Think Tank for Global Action)

'The ACP remains a useful networking device, coordinating mechanism and a listening post for the exchange of policies and practical experiences between the ACP countries and the EU, and drawing on their rich linkages within the various emerging regions.'

Phyllis Johnson, Executive Director, SARDC (Southern African Research and Documentation Centre), Zimbabwe

'The programme put together was very timely indeed and I have no doubt that the conclusions of the two-day deliberations will impact positively on the thinking process currently ongoing for the future of the ACP.'

Vijay S. Makhani, Former Secretary General African Union

'Operational cooperation should be more and more focused on sub-regions (the EPA regions). This regionalisation should not be seen as a dismantling of the Group, but on the contrary, as a consolidation of its regional building blocks.' Dieter Frisch, former Director General for Development, European Commission

The 25th Anniversary seminar was attended by a broad range of participants, including from representatives from EU and ACP Member States as well as from emerging (BRIC) economies, the ACP Secretariat, European Commission, and various multilateral and civil society organisations.



Prince Constantijn meets guests of ECDPM



ECDPM 25th Anniversary Seminar, 1 July 2011



Debate on 'Global Changes, emerging players and evolving ACP-EU relations: towards a common agenda for action?'

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Global changes, emerging players and evolving ACP-EU relations

Towards a common agenda for action?

Edited by James Mackie, Bruce Byters, Sonia Niznik and Geert Laporte



ECDPM 25th Anniversary Seminar

25 years ecdpm Linking policy and practice

ECDPM works to improve relations between Europe and its partners in Africa, the Caribbean and the Pacific. L'ECDDPM œuvre à l'amélioration des relations entre l'Europe et ses partenaires d'Afrique, des Caraïbes et du Pacifique.

'If it wants to survive, the ACP Group needs to strengthen itself on what unites its members and cleverly use its weight in the international negotiations. In a multi-polar world, 79 countries represent a very important minority bloc.'
Louis Michel, Co-President of the ACP-EU Joint Parliamentary Assembly

Partnerships and institutional relations



Participants of the ECDPM 25th anniversary event, July 2011

Partnerships with the ACP and institutions in the South

Overview

ECDPM intensified cooperation with the ACP Group in 2011. On several occasions, the Centre was invited to participate in internal reflections led by the ACP Secretariat and the Brussels-based Group of ACP Ambassadors. We provided inputs for ACP concept papers on the future of the ACP Group post-2020 and participated in several meetings of the ACP Ambassadors Committee on the ACP's future. Our 25th anniversary seminar, on the topic of global changes, emerging players and evolving ACP-EU relations, further contributed to the debate on the future of the ACP (see page 8).

ECDPM deepened its long-term institutional partnership with the African Union (AU) during the year, mainly through intensified cooperation with the AU Commission in both Addis Ababa and Brussels. Within the AU Commission, we worked with the departments of Economic Affairs and Political Affairs as well as with the Office of the Deputy Chairperson. ECDPM participated in high-level AU meetings on trade, governance, the Joint Africa-EU Strategy and AU financing. Our Brussels office hosted a workshop with a delegation of the Pan-African Parliament on the current state of EU-Africa relations.

Also in Africa, we continued our productive partnership with the South African Institute of International Affairs (SAIIA) in Johannesburg,

producing analyses on the emerging economies and implications of their activities for EU-Africa relations. At the request of the Dialogue Facility of the Trade and Development Cooperation Agreement (TDCA), which is part of the South Africa-EU Strategic Partnership, we jointly prepared a report on the impact of EU-South Africa relations on the relationship between the European Union and the African continent overall.

With the Africa Governance Institute (AGI) in Dakar we worked on a variety of issues including an assessment of the Governance Initiative of the European Commission based on practical fieldwork and workshops in Africa. On behalf of the African Development Bank, we collaborated on a study on enhancing citizens' voice and accountability.

HIGHLIGHTS OF THE COOPERATION WITH THE ACP GROUP

- The ECDPM 25th anniversary seminar focused on the future of ACP-EU relations.
- ECDPM provided inputs to strategic reflection papers by the ACP Committee of Ambassadors.
- The Centre provided resource persons and delivered presentations at several internal meetings of the ACP Committee of Ambassadors and the ACP Secretariat. The topic was ACP-EU relations post-2020.
- Responding to a request from the ACP Secretariat, ECDPM provided a briefing note on the implications of the Lisbon Treaty and establishment of the European External Action Service (EEAS).
- ECDPM organised various briefings of ACP ambassadors on EU development policy and the implications of the new post-Lisbon institutions.
- The Centre organised a lunch seminar in Brussels on the European Commission Green Paper on increasing the impact of EU development policy (*EU Development Policy in Support of Inclusive Growth and Sustainable Development*). Selected ACP ambassadors attended as well as representatives of the ACP Secretariat.
- The Centre delivered a presentation on the European Commission Green Paper for the Committee of ACP Ambassadors.
- An ECDPM-authored briefing note on the European Commission Green Paper provided background for the annual meeting of the EU national and regional authorising officers.
- The Centre acted on several invitations to participate in internal ACP reflections led by the ACP Secretariat and the ACP Committee of Ambassadors. These opportunities went hand in hand with informal dialogues involving diverse ambassadors and ACP Secretariat staff in relation to natural resources, emerging economies, the Economic Partnership Agreements (EPAs) and migration.
- ECDPM presented its briefing note on EU development cooperation and the role of aid for trade in strengthening EU support for inclusive growth and sustainable development at the ACP House in Brussels. Among those present were the ACP Committee of Ambassadors and the EU national and regional authorising officers.

HIGHLIGHTS OF THE COOPERATION WITH THE AFRICAN UNION

- ECDPM provided technical support on financial management, European Development Fund (EDF) procedures and external resource management to the AU Commission's Bureau of the Deputy Chairperson.
- ECDPM worked with the AU Commission's Department of Economic Affairs to organise one of their regular *Fridays at the Commission* seminars. The topic was EU-Africa relations.
- We worked with the AU Commission to produce and disseminate throughout Africa a special edition of the *AU Bulletin* devoted to EU-Africa relations. ECDPM authored five articles in the issue, which appeared in March.
- We worked closely with the AU Commission Department of Political Affairs to conceptualise and facilitate a series of events around the establishment of an African governance architecture.
- In June, ECDPM facilitated a fact-finding trip to Brussels for the AU Commission's newly established Policy Analysis and Research Division.
- The Centre participated in several AU meetings on trade, governance, the Joint Africa-EU Strategy and AU financing.
- On regional integration, ECDPM took part in various meetings organised by the AU Commission and the United Nations Economic Commission for Africa (UNECA) to prepare for the 2011 AU Summit with the theme of boosting intra-regional trade.
- ECDPM participated in several high-level AU meetings including the Second Ordinary Session of the AU Conference of Ministers Responsible for Mineral Resources Development.

With the Caribbean, we expanded cooperation with the Group of Ambassadors in Brussels, mainly in relation to the Joint Caribbean-EU Strategy. With our Caribbean partner the Trinidad-based Institute of International Relations (IIR) we co-organised a meeting on the Joint Caribbean-EU Strategy. That event took place 15 April with a select group of Caribbean stakeholders. We also initiated a secondment arrangement for an IIR staff member to join us at ECDPM to stimulate joint reflection and dialogue on the future of Caribbean-EU relations post-Cotonou Agreement. That collaboration produced a number of valuable products, including papers on the role of the emerging economies in the Caribbean. Finally, ECDPM was a keynote speaker at the Caribbean-EU Tourism Summit in Brussels in March 2011 at the request of the Caribbean Tourism Organisation in Barbados and the Caribbean Council in London.

Outcomes

- ECDPM strengthened capacities within the ACP Group and among African and Caribbean institutions to effectively take part in reflections on the future of the ACP Group and the future of EU-Africa and EU-Caribbean relations.
- ECDPM information channels – including newsletters, blogs and policy briefs – raised awareness while sensitising and empowering the African Union and ACP institutions on topics related to partnership with the European Union.
- Our regular exchanges with governmental and non-governmental partners in the South increased our understanding of the concerns and expectations of key ACP and African players in their relationship with the European Union.
- Increased exposure through our partners to the complexities and political sensibilities in the field helped ECDPM bring Southern perspectives to the attention of EU institutions and member states.

Institutional relations with EU member states and Switzerland

Overview

The setting for international cooperation became more political, more competitive and more results-oriented as a result of the uncertain global context arising from the financial and economic crisis. There is nothing wrong with greater emphasis on tangible results and “value for money”. However, it does bring a risk of favouring short-term investments and results over a longer term institutional development perspective. Against this background, the Centre was able to withstand another year of the effects of economic turbulence. We continued to receive institutional funding from the

Netherlands, Belgium, Finland, Ireland, Luxemburg, Portugal, Sweden and Switzerland. Inspired by the excellent external evaluation of the Centre in 2011, most of our institutional partners expressed strong commitment to support the Centre in the future. The Benelux dialogue organised by the Netherlands in September, prompted Belgium and Luxemburg to strengthen their engagement with the Centre. Sweden and Switzerland also indicated that they might take a stronger role in financially supporting the Centre in the coming years.

Unfortunately, we were also confronted with setbacks. Spain did not extend its flexible funding agreement with the Centre after the Spanish EU Presidency in 2010. The United Kingdom (DFID) replaced its flexible grant agreement (2009–2011) with another, smaller grant agreement for 2012–2013.

A NEW FUNDING STRATEGY TAILORED TO UNCERTAIN TIMES

In the face of a rather unfavourable funding context, the Centre continues to promote flexible institutional and programme funding from its institutional partners. In addition, we seek to diversify our funding by welcoming new partners among foundations, non-EU donors, bilateral executing agencies, multilateral organisations and Southern partners. With the new funding strategy for the 2012–2016 period, ECDPM builds on its track record of highly appreciated relationships with institutional partners such as Belgium, Finland, Ireland, Luxemburg, the Netherlands, Portugal, Sweden and the non-EU member state Switzerland.

ECDPM actively supported the Hungarian and Polish EU presidencies in 2011, using the flexible portion of the Netherlands' contribution to the Centre. With the Hungary we worked on two key priorities of the presidency: conflict and security and water management. With Poland, we prepared a background paper and facilitated a seminar on the future of ACP-EU relations for the EU member states, the European External Action Service (EEAS) and the European Commission. For Polish non-governmental organisations (NGOs) we provided substantial inputs to guidelines on EU development cooperation policy for members of parliament. Finally, ECDPM produced informal reflections on the European Endowment for Democracy and actively participated in several seminars in Warsaw on EU development policy, including sessions of the European Development Days.

We again increased our service delivery to institutional partners and funders. ECDPM staff authored written contributions and organised in-house seminars on the state of the Economic Partnership Agreement (EPA) negotiations, emerging economies and their impact on EU-Africa relations, extractive industries, migration and EU support to democracy. With the EEAS and the Development and Trade directorate generals of the European Commission, ECDPM established a regular informal dialogue exploring subjects such as the future of ACP-EU relations and EU support for democracy.

On balance ECDPM is increasingly appreciated for its role as a well-connected "think and do tank", linking policies and practice using a mix of roles and methods. We continue to conduct practical analysis and provide advice in partnership with institutes in the North and the South. Our facilitation of policy dialogue and targeted assistance in policy implementation are increasingly called upon. Institutional funding from EU member states and other partners has helped the Centre to maintain its independence and enabled us to support institutions in the developing world so that they can define their own agendas.

In order to prepare well for the future, the Centre developed a funding strategy for 2012–2016. With the strategy, our aim is to maintain stable institutional funding and to broaden our mix of funding partners, for example, by increasing the number of foundations that support us.

COOPERATION WITH THE NETHERLANDS AS CORE FUNDER OF THE CENTRE

- The Centre completed its support to the evaluation of Dutch capacity development by the Policy and Operations Evaluation Department (IOB) of the Netherlands Ministry of Foreign Affairs. ECDPM has contributed to this initiative since 2009. ECDPM provided technical support and back-up for the General Reference Group, of which ECDPM's director was a member. Outputs of the evaluation initiative include seven reports: an environmental effects report, a report on the Ghanaian health sector, and reports on five development-oriented organisations (SNV, PSO, Partos, NIMD and Agriterra). We also contributed to a synthesis report by IOB and a conference. The ECDPM capacity development evaluation reference document published in association with the initiative is available at www.ecdpm.org/5Cs.
- ECDPM stepped up its work on the regional dimensions of the Comprehensive Africa Agriculture Development Programme (CAADP). The Centre facilitated a side-meeting on the topic at the 7th CAADP Partnership Platform meeting in Yaounde, Cameroon. At the request of the Development Partners Task Team, we followed up with "mapping" studies documenting regional progress in four African economic communities and linkages with other policies and programmes. These were published in early 2012.
- ECDPM completed a scoping study and drafted terms of reference for an evaluation of EU development cooperation policy. The Centre joined the evaluation's reference group following a 2010 request from the Netherlands Ministry of Foreign Affairs.
- ECDPM analysed bilateral funding policies towards civil society organisations, among OECD member countries as well as the European Union.
- ECDPM Director Paul Engel delivered a presentation on the EU Common Agricultural Policy at a lunch seminar of the Netherlands Ministry of Foreign Affairs in September.
- The Centre carried out a study of the role of civil society in fragile states for the Netherlands Ministry of Foreign Affairs. The aim was to provide strategic input to thinking about the roles of civil society in fragile states and how they can be supported. The report will be finalised in 2012.
- ECDPM joined a project group on the Generalised System of Preferences (GSP) along with several departments in the Netherlands Ministry of Foreign Affairs. The group aims to bring together stakeholders involved in decision making (e.g., the European Commission, EU member states, the European Parliament) and to serve as a platform for exchanges of views and positions on the (new) goals of the GSP.
- At the request of the Ministry, ECDPM staff members participated and contributed to various meetings and brainstorming sessions. We also shared information with various departments on a less formal basis.

Outcomes

- Longstanding relationships and flexible multi-annual funding enabled ECDPM to maintain its independent character. In turn, the Centre was well positioned to support an agenda of reform in EU development and to improve the relevance and impact of EU relations with the developing world.
- ECDPM judiciously used flexible funding to organise debate on some of the most sensitive issues affecting EU relations with the ACP Group, Africa and the Caribbean.
- Our systematic work with successive EU presidencies contributed to refine presidency priorities and ensure that ACP and African perspectives are better reflected in more balanced policies.
- The Centre's practical focus has been instrumental in finding ways to operationalise policies in the field, leading to better outcomes on the ground.



www.ecdpm.org/partnerships

Institutional Relations & Partnerships team:



Geert Laporte



Anitta Montoutte



Sabine Mertens

'ECDPM has always played a **very important role** in facilitating ACP-EU dialogue, and in particular bringing other voices – including non-state actors and local authorities – around the table. ECDPM has also been a **close ally** in our work on the coherence of policies, together with other international organisations such as the OECD. There will continue to be a need for independent organisations and think tanks to promote the dialogue on how to share global prosperity – and responsibilities – in a more equitable and sustainable way.'

Françoise Moreau, Head of the Policy and Coherence Unit, Directorate General for Development and International Cooperation (DG DEVCO), European Commission

*'[A] big **thank you** for facilitating my stay at ECDPM. The experience was very rich, valuable and extremely rewarding. In many ways, this experience has changed many aspects of my thinking and perspectives on the EU ACP relationship. This came principally from hearing from the real actors and players on both sides. I also **learned a lot** from ECDPM as an organisation, I was particularly **impressed** with how cordial staff relations are and the openness among all categories of staff, including junior and senior staff. ECDPM is a **great organisation** and I am proud to be associated with it.'*

Associate seconded from ECDPM partner institute

'On behalf of the Caribbean Tourism Organisation, we would like to extend our **sincere appreciation** to you for joining the Annual Caribbean Tourism Summit (ACTS) in Brussels on 14 March 2011... Your presentation was **enriching** and very relevant to our current debates; you initiated a lively debate among those in attendance. The feedback has been **highly favourable** and confirms the need for this level of interaction.'

Senior official of the Caribbean Tourism Organisation

Stakeholder perspectives

International relations in a changing global context:
some viewpoints from ECDPM's stakeholders

Interview with Françoise Moreau DEVCO



Françoise Moreau heads the newly restructured policy and coherence unit within the European Commission Directorate General for Development and International Cooperation (DEVCO). She recently coordinated the formulation of the Commission Communication 'Agenda for Change', which defines the priorities that will frame EU development policy over the next few years. In this interview, Moreau explains how EU development policy is evolving to keep pace with a rapidly changing global environment.

The global geo-political arena is in a state of flux. What does that mean for EU development cooperation?

First, the world as a whole is 'developing' and some of our partners can now be characterised as emerging economies. Secondly, the number of actors in development cooperation has increased tremendously. A third important factor is the increased demand for democracy and participatory development, primarily associated with the Arab Spring, but also elsewhere. A less positive development is the increased frequency and volatility of crises such as those linked to food and energy prices, and the fact that such crises are increasingly taking on a global dimension. Also, while economic performance in many developing countries has remained strong this has not always been accompanied by a proportionate reduction in poverty rates.

The EU's new guiding framework, *Agenda for Change*, underscores the need to promote inclusive growth, which translates into increased policy attention to such issues as job creation and social protection systems. We also consider the 2005 European Consensus on Development as being fully valid and relevant in today's environment because it clearly states that EU external action is guided by a value-based policy that fosters the same values as the EU project itself.

What about concerns that the EU's focus on 'values' is tantamount to imposing new conditionalities on developing countries?

EU external relations refer to the various international instruments that very clearly set out some shared values in development cooperation. With regard to the ACP-EU partnership, for instance, the Lomé IV convention in 1990 was the first international treaty to explicitly mention the political dimension and values underlying the relationship. However, it is true that we need to be clear on what we mean when we emphasise governance, democracy and human rights in development cooperation

and to get the balance right as we try to become more responsive to the aspirations of peoples and societies.

The 2011/12 European Report on Development revisits the issue of natural resource management. How much progress has been made in addressing core EU policies that may have a negative impact on sustainable development goals?

We have tabled proposals for reforms in a number of areas. One of these is the EU 2020 Biodiversity Strategy that was adopted by the Council in December 2011. This has direct implications for EU fisheries policy and the Common Agricultural Policy and is one example where the interlinkages and positive complementarities of different sector policies can be looked for.

With regard to migration, the Joint Africa-EU Strategy has become an important place for dialogue on a coherent and rights-based global approach to mobility, including both legal and illegal migration. This entails looking at a whole range of related factors, including employment, labour markets, and educational opportunities within countries and regions as well as internationally.

The ACP-EU platform has historically played an important role in facilitating dialogue on shared concerns. With the current Cotonou Agreement set to expire, and with the EU pursuing an increasingly strategic and differentiated development cooperation policy, is there still a role for this partnership post-2020?

We should not forget that both the Cotonou Agreement as well as its main funding instrument, the European Development Fund, remain valid until 2020. We still have a lot of ground to cover within this partnership, both with regard to the more traditional agenda around poverty, governance and economic growth, the private sector and social protection, and on new forms of cooperation around issues such as migration and mobility.

One of the positive aspects of the partnership is that it has built up a tradition of open and frank dialogue that is independent of more institutionalised UN processes, or the purely regional or bilateral agreements. This platform offers an interesting dimension as a place for these two groups of actors to have a better understanding of each other's interests, which increases the chances of reaching consensus during multilateral negotiations.

What do you see as ECDPM's role in helping to further such dialogue?

First of all, ECDPM has always played a very important role in facilitating ACP-EU dialogue, and in particular bringing other voices – including non-state actors and local authorities – around the table. ECDPM has also been a close ally in our work on the coherence of policies, together with other international organisations such as the OECD. There will continue to be a need for independent organisations and think tanks to promote dialogue on how to share global prosperity – and responsibilities – in a more equitable and sustainable way.

The full-length interview is available online at: www.ecdpm.org/ar_11_moreau_interview



Against the backdrop of economic recession elsewhere, Africa is booming. In this interview, Sindiso Ngwenya, Secretary General of the Common Market for East and Southern Africa (COMESA) explains how market integration is driving subregional cooperation and setting the stage for economic, social and political cohesion on the continent.



Interview with Sindiso Ngwenya, Secretary General of COMESA

Would you highlight some milestones of greater integration in the COMESA region?

The COMESA region constitutes a population of 465 million people, with a combined GDP of more than US \$485 billion, compared to a typical national GDP of just \$5 billion or \$6 billion. This is why, fundamentally, our regional integration strategy is about market integration. We were the first African subregion to launch a free trade area on 21 October 2000. As a result, our intra-regional trade grew from \$3.2 billion to \$17 billion by 2010. We are beginning to see intra-regional cooperation contributing to the resilience and sustainability of our economies, which is particularly significant as it has happened at a time of global economic recession.

Integration is first and foremost being driven by the trade liberalisation policies put in place by national governments. However, progress is occurring because the private sector is taking advantage of these opportunities. An example of a national company that has evolved into a regional champion and will ultimately become a multinational is the Kenyan edible oils company, *Bidco*, which is active in 15 countries. We are also starting to see private sector expansion across the regional economic communities. *Zambeef*, a Zambian agri-business company, has invested in Nigeria and is soon to be listed on the stock exchange there.

Integration also requires social and political cohesion. How can this be achieved in a region that is characterised by extreme variations in poverty levels, democratic institutions and governance capacities?

COMESA's strong point is that through its market integration strategy the root causes of social and political instability, which are linked to poverty and under-development, are being tackled head on. Hence, we for example started the Trading for Peace Programme in 2006 to support the Great Lakes countries that are emerging from war. This involves working with the private sector and civil society to address economic development challenges and encourage cross-border trade.

One should also not forget that COMESA has established institutions to support regional integration. These institutions are dealing with the people on the ground, in terms of trade financing, project financing and services provision.

There is growing debate about the impact of the emerging economies in Africa. How would you rate their contribution to regional integration?

Those who talk about a new scramble for Africa are thinking about what happened in Berlin in the late 19th Century. Let me be brutally frank here: I can assure you that Brazil, China, and India are not in that league. They are not neo-colonialists and there is no re-colonisation of Africa taking place. On the contrary, what we are witnessing is that for the first time, Africa's infrastructure and energy deficit is finally being addressed because these new players have come in with a different model of development.

Second, and even more important, there is increased participation of firms from these countries in manufacturing activities within our region, creating employment and transferring technologies and skills. This will bring about economic complementarities and foster intra-industry trade.

If we fail, it will be because we have not strategically positioned ourselves to fully benefit from the partnership on a win-win basis.

What is your assessment of the drawn out Economic Partnership Agreement (EPA) negotiation process with the European Union? One of the contentious issues has been that the EPAs undermine regional integration, particularly with regard to rules of origin. However, this requirement has now been relaxed to allow for cumulation between regional blocs such as COMESA and SADC whose members may belong to different EPA negotiating configurations. This helps explain why the negotiations have taken so long. Africa is looking after its own interests and making sure that EPAs are on a win-win basis. The partnership should not be one of a horse and a rider.

From the perspective of COMESA, the best outcome would have been for additional resources to be committed for the restructuring of national economies, particularly ensuring that the private sector has access to credit, technology and so on. It's as simple as that. We need to create jobs and we cannot create jobs through agriculture alone. We must create jobs through industrialisation.

ECDPM has been closely involved in the EPA process. How can it continue to contribute to Africa-EU relations at a time of changing global dynamics?

At COMESA, we are very happy with the partnership we have with ECDPM. The research and analytical work that they do has helped us to come up with informed and appropriate policies.

In terms of future research and policy analysis, first, the issue of aid effectiveness needs to be further explored because so far, aid has not brought about transformation. We also need to explore how aid can serve as a catalyst to private sector development.

Secondly, we need to undertake empirical research to determine the real impact of the activities of emerging economies in Africa.

The third aspect is to explore what will replace the current trade regime, which will be phased out in the coming five to seven years. This applies not only to relations with the EU. The emerging powers are also looking at preferential trade agreements [PTAs].

The full-length interview is available online at: www.ecdpm.org/ar_11_ngwenya_interview



Interview with Raymond Magloire, Ambassador of Haiti to Belgium, the Netherlands, Luxembourg and the European Union



Ambassador Raymond Magloire was appointed as Haiti's representative in Brussels just prior to the devastating earthquake that hit his homeland. Two years on, he reflects on lessons learnt in the reconstruction process and how Haiti's partners can reorient their support to facilitate true capacity development.

Would you start by briefly describing your experience as Haiti's ambassador in Brussels at the time of the devastating earthquake?

I was appointed ambassador towards the end of 2009, and just as I was settling in to my new post we had this terrible catastrophe. From being a country that did not attract much interest, we suddenly became the focus of international sympathy and solidarity. Because of my role as the representative of Haiti, I was projected onto the international scene, so to speak, both in Belgium and elsewhere in the EU.

What is the situation in Haiti now?

At the humanitarian level many things have improved significantly, but the cholera epidemic has led to over 7,000 reported deaths. This illustrates the complexity of the issues we are facing, because combating the immediate health problem is linked to broader socio-economic development, including access to clean water, sanitation and education. Physical reconstruction has been very slow, however, owing to our limited capacity to help people to rebuild their homes and livelihoods and the sluggish disbursement of aid pledged by the international community.

We must also bear in mind that human resources are sorely lacking. Many public sector workers lost their lives, and a large number of professionals and skilled government workers have emigrated since the earthquake.

Have there been efforts on the part of your government to systematically address these issues?

Although attention has been focused on internal negotiations to ensure political stability, progress has been made on the economic and social rehabilitation front. Since President Martelly took office in May 2011, free primary education has received a big boost and one million more children are now attending school. More than two-thirds of the 1.5 million displaced persons who had been housed in makeshift tents have now been relocated to organised camps or temporary housing. Under the decentralisation programme, a regional development pole has been launched in the north of the country. It will include the construction of a free trade zone and related infrastructure slated to provide jobs to more than 30,000 factory workers.

Additional steps are being taken at the policy and administrative levels to open up the country to foreign investment.

One of the greatest challenges that we face is with respect to environmental protection and disaster mitigation. The severity of regular hurricanes and floods is increasing every year, primarily due to deforestation, which is also a major cause of soil degradation and low farm productivity. Widespread tree cutting is of course related to other subsidiary problems, such as lack of affordable alternatives to fuel wood for most of the population. Unless we can address all these problems in an integrated way we will never solve the vulnerability issue.

Are Haiti's development partners helping to tackle the issue of poor institutional capacity?

The support provided by external partners has been very important, but the impact in terms of sustainability has been limited. Due to governance problems in the past, development aid has primarily been channelled through major international organisations and a section of the estimated 10,000 NGOs in the country. This has further weakened the country's already limited capacity. Let me give you an example. You will not find a single decent engineer working for the government. Why? Because they are all working for NGOs, or have emigrated.

We would welcome stronger signals from Haiti's partners in the EU and elsewhere of their willingness to channel resources to our public institutions, while working together with them to upgrade their capacity.

How can platforms such as the ACP-EU partnership help to refocus attention on building local capacity?

EU policy towards Haiti states very clearly that one of its main objectives is to build local capacity. I would say that the main challenge is implementation. An example of a capacity issue that has been mentioned without resulting in concrete action is the role of the diaspora [in addition to the local population of nearly 10 million, some 4 million Haitians live abroad]. If you could effectively link international assistance with the involvement, participation and eventual permanent return of skilled Haitians, this could help a lot. On a positive

note, France, which has a relatively large Haitian population, is currently exploring how to make this link through a co-development approach.

What about the role of Haiti's neighbours in the Caribbean region?

We have been a formal member of the Caribbean Community (CARICOM) since 2002, but it is only from 2006 onwards that substantial efforts were made to integrate Haiti in the CARICOM single market economy. This will take time because as a former French colony, Haiti evolved with a completely different institutional set up and economic policies from its English-speaking neighbours.

I would say, however, that our integration into the region has definitely been accelerated because of the substantial support from CARICOM and its technical agencies as well as bilateral support since the earthquake. Guyana has offered to collaborate with us on agricultural development and trade, while Jamaica and Trinidad & Tobago are providing support in investment promotion and private sector development, respectively. Another very interesting example is Saint Lucia with which we share common cultural ties and which has committed itself to help us reform our social security system. The Dominican Republic has constructed a new university in Northern Haiti, which will benefit from technical advice from the University of the West Indies. In addition to its traditional support to our health sector, Cuba has recently provided assistance with the maintenance of heavy transport and power equipment.

How can independent knowledge institutions such as ECDPM contribute to these efforts?

ECDPM could help to further flesh out issues such as the effective involvement of the diaspora and the promotion of South-South and triangular cooperation at the ACP and ACP-EU levels. This would help to bolster capacity in Haiti through broad partnerships or specific institutional strengthening and staff training projects for key agencies. Another issue is how to improve NGO coordination and effectively align their activities to broader development objectives as well as building local capacity. The Haitian government is now putting much hope and emphasis on the private sector and the attraction of direct foreign investment. ECDPM could be useful in analysing the requirements and avenues for a greater role by EU and ACP investors and companies in Haiti's revival and development.



Interview

with

Maurice Enguéléguélé

Africa Governance Institute

Programmes Coordinator

Nearly half of Africa's 54 countries carried out elections in 2011. However, the civic freedoms and political stability that are needed to build democratic governance are still a long way from being realised. The Africa Governance Institute (AGI), based in Dakar, Senegal, is a pan-African think tank that works to advance developmental governance on the continent. In this interview, Maurice Enguéléguélé, AGI Programmes Coordinator, offers insights on Africa's governance agenda and the changing dynamics of Africa's relationship with its international partners.

Much has been said about the winds of change in North Africa. What impact has this had, if any, on democratisation processes elsewhere on the continent?

Our view on the recent developments in North Africa is that they are very good for Africa. They are the expression of widespread need for democratic accountability in African countries. But we also need to differentiate between political transition and political consolidation. It is critical that Africans themselves begin to drive the political process of change, based on African solutions.

What would you characterise as important elements of a political consolidation process?

There are three key issues for us. The first is how we approach elections. Beyond their political function of bringing in a new leadership, there is need to explore the social role of elections and how they can become an integrating factor. The 8th African Governance Forum taking place in Midrand, South Africa, in October 2012, will address precisely this question by exploring the theme "Democracy, Elections and the Management of Diversity".

The second issue is the shift from aid to development effectiveness. Our ultimate goal is to bring about an "end to aid" by reinforcing our domestic resource mobilisation and regional integration. As an example, we are currently developing an African mining vision together with the AU Commission and the UN Economic Commission for Africa, to promote accountable, participatory and transparent exploitation of natural and mineral resources in Africa. We are pleased that this initiative is being carried out under the umbrella of the Africa-EU platform on democratic governance and human rights, which is co-facilitated by AGI and ECDPM.

The third issue is conflict resolution, since we cannot have development in an unstable environment. Much has been done here as well, including the launch of the African Architecture for Peace and Security (APSA). We must be aware, however, that not only have the sources and the nature of security threats changed, we must also work to better define and operationalise the capacity-building mechanisms of the African Union and regional economic communities. The large number of strategic – and sometimes conflicting – security concerns calls for strengthening exchange and dialogue for greater convergence.

Africa already boasts a large number of initiatives aimed precisely at bringing about such convergence. What is still missing?

In my view, the real problem is the lack of implementation. Action now needs to focus on the construction of the developmental state. We have some emerging examples of strong leadership in this area, from countries such as South Africa, Rwanda, Kenya and Algeria. What we still lack is a critical mass of political leaders who take account of democratic accountability. But we now have the opportunity to reinforce progress. We should also not forget that Europe is struggling with an economic crisis while many African countries are continuing to grow. These are reasons for optimism about Africa's future.

Which brings us to the issue of Africa's relationship with its development partners. Taking the case of the European Union, what should it do to work more in tandem with Africa's governance agenda?

Indeed, this is an issue we addressed in a recent joint study with ECDPM on the European Commission's "Governance Facility" and related "Incentive Tranche". The main problem for the EU is how to move away from a top-down conditionality framework to one of mutual accountability.

The next step is to find ways to begin implementing our shared values in a concrete way. For example, is the right of sexual minorities a shared value for Africans and Europeans? We cannot arrive at a shared solution without taking into account the different perceptions and social meanings that each partner brings into this conversation. But there are many universal values that we all agree on, with respect for democracy and human rights being just two examples. These are the kinds of issues

we will be exploring in more detail as part of the African Year of Shared Values in 2012.

What do you see as ECDPM's role in bringing this about?

ECDPM has a special role to play in this dialogue. Firstly, it has built up a lot of expertise in institutional development. A second element is the dual perspective that characterises all of its work. Let me explain this point. Unlike some other think tanks involved in Africa, ECDPM does not just "bring the good word". Its partnerships build on a thorough political economy analysis, and, most importantly, it networks with African actors. This gives it a "double legitimacy", in Europe and in Africa. We would very much like to see other international partners adopt this type of approach.

The full-length version of this interview is available online at www.ecdpm.org/ar_11_Enguелеguеле_interview



2. Engagement in policy processes

Introducing ECDPM's programme reporting over 2011

This section reports on ECDPM's three core programmes as well as the ECDPM units dealing with knowledge, communications and innovation. It starts with the work of the Development Policy and International Relations (DPIR) programme, followed by the Economic and Trade Cooperation (ETC) programme and the Governance programme.

PARTNERS AND OTHER ORGANISATIONS WE

EUROPEAN UNION INSTITUTES

COUNCIL SECRETARIAT OF THE EUROPEAN UNION, BELGIUM

EUROPEAN EXTERNAL ACTION SERVICE (EEAS), BELGIUM

DEVELOPMENT AND COOPERATION DIRECTORATE GENERAL (DEVCO) OF THE EUROPEAN COMMISSION, THEMATIC DEPARTMENTS, JOINT EVALUATION UNIT, VARIOUS EU DELEGATIONS

EUROPEAN PARLIAMENT, BELGIUM

EUROPEAN ECONOMIC AND SOCIAL COMMITTEE, BELGIUM

RESEARCH INSTITUTES AND FOUNDATIONS OUTSIDE EUROPE

AFRICA GOVERNANCE INSTITUTE (AGI), SENEGAL

UNIVERSITY OF THE WESTERN CAPE INSTITUTE OF POVERTY, SOUTH AFRICA

TRADE POLICY TRAINING CENTRE IN AFRICA (TRAPCA), TANZANIA

LAND AND AGRARIAN STUDIES, ADDIS ABABA UNIVERSITY, ETHIOPIA

INSTITUTE FOR SECURITY STUDIES, ETHIOPIA AND SOUTH AFRICA

SOUTH AFRICAN INSTITUTE OF INTERNATIONAL AFFAIRS (SAIIA), SOUTH AFRICA

CHINA INSTITUTE OF INTERNATIONAL STUDIES, CHINA

INSTITUTE FOR INTERNATIONAL RELATIONS (IIR), UNIVERSITY OF THE WEST INDIES, TRINIDAD

BRAZILIAN CENTER FOR INTERNATIONAL RELATIONS (CEBRI), BRAZIL
RESEARCH AND INFORMATION SYSTEM FOR DEVELOPING COUNTRIES, INDIA

RESEARCH INSTITUTES AND FOUNDATIONS IN EUROPE

EUROPEAN INSTITUTE FOR PUBLIC ADMINISTRATION (EIPA), THE NETHERLANDS

INTERNATIONAL CENTRE FOR TRADE AND SUSTAINABLE DEVELOPMENT (ICTSD), SWITZERLAND

CENTRE FOR THE ANALYSIS OF REGIONAL INTEGRATION AT SUSSEX, UNITED KINGDOM

OVERSEAS DEVELOPMENT INSTITUTE (ODI), UNITED KINGDOM

CONSORTIUM FOR PRODUCTION OF THE EUROPEAN REPORT ON DEVELOPMENT WITH THE OVERSEAS DEVELOPMENT INSTITUTE (ODI, UNITED KINGDOM) AND THE GERMAN DEVELOPMENT INSTITUTE (GDI)

INSTITUTE FOR DEVELOPMENT POLICY AND MANAGEMENT (IOB) BELGIUM

NETHERLANDS ENVIRONMENTAL ASSESSMENT AGENCY, THE NETHERLANDS

THE GERMAN DEVELOPMENT INSTITUTE (GDI)

WAGENINGEN UR CENTRE FOR DEVELOPMENT INNOVATION, THE NETHERLANDS

UNIVERSITY OF UTRECHT INSTITUTE OF DEVELOPMENT STUDIES, THE NETHERLANDS

GERMAN MARSHALL FUND, BELGIUM

THE HAGUE ACADEMY OF LOCAL GOVERNANCE, THE NETHERLANDS

CIVIL SOCIETY ORGANISATIONS AND NON-GOVERNMENTAL NETWORKS AND PLATFORMS IN EUROPE

ROSA-LUXEMBURG STIFTUNG, GERMANY

DEVELOPMENT FINANCE NETWORK (DEFINE) (A GLOBAL NETWORK OF THINK TANKS ESTABLISHED BY THE OECD DEVELOPMENT CENTRE), FRANCE

EUROPEAN THINK-TANKS GROUP, INCLUDING THE OVERSEAS DEVELOPMENT INSTITUTE (ODI), THE GERMAN DEVELOPMENT INSTITUTE (GDI) AND FRIDE (A EUROPEAN THINK TANK FOR GLOBAL ACTION)

SÜDWIND INSTITUTE, GERMANY

"FRIENDS OF EPAS" GROUP, MADE UP OF BELGIUM, FINLAND, FRANCE, GERMANY, IRELAND, THE NETHERLANDS, SWEDEN AND THE UNITED KINGDOM

EU CIVIL SOCIETY ORGANISATION STEERING COMMITTEE OF THE JOINT AFRICA-EU STRATEGY

FRIEDRICH-NAUMANN STIFTUNG, GERMANY

EUROPE-AFRICA POLICY RESEARCH NETWORK (EARN), THE NETHERLANDS

EURODAD, BELGIUM
COUNCIL COMMITTEE ON AFRICA (COAFRI) MEMBER-STATE REPRESENTATIVES, BELGIUM

EUROPEAN ASSOCIATION OF MINING INDUSTRIES (EUROMINES), BELGIUM

AU PERMANENT DELEGATION TO THE EUROPEAN UNION, BELGIUM

EUROPEAN PEACEBUILDING LIAISON OFFICE (UMBRELLA GROUP OF NGOS AND THINK TANKS), BELGIUM

KONRAD-ADENAUER STIFTUNG, GERMANY

FRIEDRICH-EBERT STIFTUNG, GERMANY

Each section highlights outcomes of ECDPM engagement and describes our contributions to five key policy processes:

- EU-Africa relations and the Joint Africa-EU Strategy
- EU international cooperation post-Lisbon and policy coherence for development
- Economic Partnership Agreements (EPAs) and aid for trade
- Africa's search for home-grown governance agendas
- Governance, power and politics in development

Each programme report ends with a list of publications and events organised or contributed to over the year.

The final section reviews our work in knowledge sharing, communications and information support. It also briefly summarises the outcomes of the external evaluation of ECDPM's 2007–2011 performance and the new Centre strategy.

COLLABORATE WITH

CIVIL SOCIETY ORGANISATIONS AND NON-GOVERNMENTAL NETWORKS AND PLATFORMS OUTSIDE EUROPE

AFRICA GOVERNANCE MONITORING AND ADVOCACY PROJECT (AFRIMAP), KENYA, SOUTH AFRICA, SENEGAL

FOOD, AGRICULTURE AND NATURAL RESOURCES POLICY ANALYSIS NETWORK (FANRPAN), SOUTH AFRICA

AFRICAN CIVIL SOCIETY ORGANISATIONS INVOLVED IN THE JOINT AFRICA-EU STRATEGY

NETWORK OF REGIONAL INTEGRATION STUDIES (NETRIS), BELGIUM

INTERNATIONAL LAWYERS AND ECONOMISTS AGAINST POVERTY (ILEAP), CANADA

OPEN SOCIETY INITIATIVE, SOUTH AFRICA

COUNCIL FOR THE DEVELOPMENT OF SOCIAL SCIENCE RESEARCH IN AFRICA (CODESRIA), SENEGAL

CANADA-EU MINING COUNCIL CANADA AND BELGIUM

SOUTH-NORTH NETWORK (SN2), ITALY

OBSERVATOIRE DE L'AFRIQUE (A NETWORK OF AFRICAN AND EUROPEAN THINK TANKS ON INTERNATIONAL RELATIONS AND PEACE AND SECURITY), BELGIUM

INTERGOVERNMENTAL ORGANISATIONS, NETWORKS AND PLATFORMS IN EUROPE

INFORMAL DEVELOPMENT PARTNERS' WORKING GROUP ON DECENTRALISATION AND LOCAL GOVERNANCE PORTAL DELOG (TRAIN4DEV AND MONITORING AND EVALUATION SUB-GROUPS), GERMANY

OECD NETWORK ON POLICY COHERENCE FOR DEVELOPMENT (THE NETHERLANDS, GERMANY, SWITZERLAND, SWEDEN AND THE UNITED KINGDOM), FRANCE

OECD DEVELOPMENT CENTRE, FRANCE

INTER-PARLIAMENTARY UNION, SWITZERLAND

TRADECOM FACILITY, BELGIUM

WORLD BANK, UNITED STATES

TECHNICAL CENTRE FOR RURAL AND AGRICULTURAL COOPERATION ACP-EU (CTA), THE NETHERLANDS

EU MEMBER STATES AND DEVELOPMENT AGENCIES

KFW ENTWICKLUNGSBANK, GERMANY

DANISH INTERNATIONAL DEVELOPMENT AGENCY (DANIDA), DENMARK

DIRECTORATE-GENERAL FOR INTERNATIONAL COOPERATION (DGIS), THE NETHERLANDS

DIRECTORATE-GENERAL FOR DEVELOPMENT COOPERATION (DGDC), BELGIUM

DEPARTMENT FOR INTERNATIONAL DEVELOPMENT (DFID), UNITED KINGDOM

HUNGARY, EU PRESIDENCY JANUARY TO JUNE 2011

SWISS HUMANITARIAN AID UNIT (DEZA), SWITZERLAND

FEDERAL MINISTRY FOR ECONOMIC COOPERATION AND DEVELOPMENT (BMZ), GERMANY

TECHNICAL COOPERATION AGENCY (BTC), BELGIUM

NORWEGIAN AGENCY FOR DEVELOPMENT COOPERATION, NORWAY

IRISH AID, IRELAND

GERMAN AGENCY FOR INTERNATIONAL COOPERATION (GIZ), GERMANY

POLAND, EU PRESIDENCY JULY TO DECEMBER 2011

INTERGOVERNMENTAL ORGANISATIONS, NETWORKS AND PLATFORMS OUTSIDE EUROPE

UNITED NATIONS ECONOMIC COMMISSION FOR AFRICA (UNECA), ETHIOPIA

AU COMMISSION, BUREAU OF THE CHAIRPERSON AND THE BUREAU OF THE DEPUTY CHAIRPERSON, AND THE DEPARTMENT OF ECONOMIC AFFAIRS, DEPARTMENT OF POLITICAL AFFAIRS, ETHIOPIA

AFRICAN PEER REVIEW MECHANISM (APRM) SECRETARIAT, SOUTH AFRICA

THE OECD DEVELOPMENT ASSISTANCE COMMITTEE NETWORK ON GOVERNANCE, FRANCE

ALL AFRICA MINISTERIAL CONFERENCE ON DECENTRALISATION AND LOCAL DEVELOPMENT (AMCOD), CAMEROUN

REGIONAL ECONOMIC COMMUNITIES IN WEST, CENTRAL, EAST AND SOUTHERN AFRICA AND THE CARIBBEAN (ECOWAS, CEMAC, COMESA, EAC, ESA, SADC, CARIFORUM) AND THE INTER-REGIONAL COORDINATING COMMITTEE (IRCC) OF THE COMMON MARKET FOR EASTERN AND SOUTHERN AFRICA (COMESA)

AFRICAN DEVELOPMENT BANK, TUNISIA

ACP SECRETARIAT, BELGIUM

ACP COMMITTEE OF AMBASSADORS

ACP-EU JOINT PARLIAMENTARY ASSEMBLY, BELGIUM

SOUTHERN AFRICAN DEVELOPMENT COMMUNITY DIRECTORATE OF FOOD, AGRICULTURE AND NATURAL RESOURCES (SADC-FANR), BOTSWANA

ACP-EU COMMITTEE OF THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE

PAN-AFRICAN PARLIAMENT, SOUTH AFRICA

ECONOMIC, SOCIAL AND CULTURAL COUNCIL OF THE AFRICAN UNION (ECOSOCC), ETHIOPIA

PLANNING AND COORDINATING AGENCY OF THE NEW PARTNERSHIP FOR AFRICA'S DEVELOPMENT (NPCA-NEPAD), SOUTH AFRICA

Development Policy and International Relations (DPIR)



Programme overview and objectives

The Development Policy and International Relations (DPIR) programme fosters debate on key EU external action policy issues that affect ACP-EU relations. Ultimately, its aim is to support the ACP, particularly African actors, to derive maximum development benefit from their relations with the European Union. Because development cooperation is not an isolated policy area, the programme situates its work in the broader context of international relations.

DPIR focused on two policy processes in 2011:

- EU-Africa relations and the Joint Africa-EU Strategy
- EU international cooperation post-Lisbon and policy coherence for development

The first concerns relations between the European Union and a critical region for development. The second focuses on internal EU processes in relation to the Union's external action. The Lisbon Treaty, and the institutional reforms associated with it, aims to make the European Union a stronger, more coherent player in international affairs. This new and evolving EU external action architecture is thus of keen interest to EU development partners in the ACP and beyond.

Policy process: The Joint Africa-EU Strategy

Context and priorities

EU-Africa It is too early to tell whether 2011 will really be remembered as a pivotal year in the history of Africa-Europe relations. Certainly, it was a momentous year in terms of events. Sadly, the pace of political and economic change was not accompanied by a quickening of Africa-EU dialogue. Indeed, though enshrined in the Africa-EU Ministerial Dialogue framework, formal dialogue simply did not occur. This further frustrated implementation of the Joint Africa-EU Strategy.

The Libya that hosted the Third EU-Africa Heads of State Summit in November 2010 was a very different place from the Libya of November 2011. European states were divided on the subject of external responses to the Libyan uprising, and similarly split on appropriate responses to the Arab Spring. As the European Union struggled to react coherently to the calls for greater democracy in many Arab states, the African Union was criticised for its lukewarm response to the tumult. Economically, while Africa's fortunes continued to rise, Europe confronted crisis on a number of fronts. However, despite Africa's improving economic prospects, humanitarian crises continued to arise on the continent, and progress in governance was mixed.

Both the European Commission and the European External Action Service (EEAS) reviewed the Joint Africa-EU Strategy in 2011. The aim was to improve JAES implementation and management. ECDPM was consulted on both of these exercises and used the opportunity to re-emphasise points made earlier in a 2010 discussion paper: the gradual dilution of the political content of Africa-EU dialogue and the need for all relevant interests and even difficult issues to be put on the table. There was progress in one respect. The European Commission suggested creation of a pan-Africa programme under the Development Cooperation Instrument in the next EU budget. This is a positive step, as ECDPM has long argued that dedicated financial resources are crucial for the Joint Africa-EU Strategy's success.

A number of EU member states, such as Ireland and Germany, issued new Africa strategies explicitly supporting the Joint Africa-EU Strategy. However, little real commitment was discernible in terms of action at the member-state level, in Europe or in Africa. In fact, many EU member states began to reframe their view of Africa as an economic opportunity to be grasped rather than as a development partner to support. The "big three" that were absent from the EU-Africa Summit in late 2010 were nevertheless very present in Africa in 2011. High-level economic missions were made by UK Prime Minister David Cameron to Nigeria and South Africa, by German Chancellor Angela Merkel to Nigeria, Angola and Kenya, and by French President Nicholas Sarkozy to Morocco. Europe's continued strong interest in Africa thus extends well beyond development issues. However, these visits were not "European". Rather, they represented strong member states acting on their own behalf. Serious questions remain about whether, in relation to Africa, the overall goal of advancing Europe's interests is reconcilable with the values that the European Union has committed itself to pursue. ECDPM examined this question in some detail in its annual brief on challenges facing EU-Africa relations in the upcoming year.

NEW EU COMMITMENTS ON CONFLICT PREVENTION

In June 2011 the Council of the European Union issued its first dedicated policy statement on conflict prevention in ten years. The statement was based on work by the Hungarian EU Presidency and the European External Action Service (EEAS), strongly supported by a number of EU member states. ECDPM provided content and facilitation support to the Hungarian EU Presidency on this topic. We also contributed informal inputs to the EEAS and the EU member states that pushed the process forward. Some of ECDPM's advice was reflected in the final EU Council conclusions, and our role was acknowledged as being very useful by a number of those involved in this difficult but important process.

Process outcomes

ECDPM looked at a number of key topics in EU-Africa relations. We investigated the positions of the African Union and European Union on migration. This research produced a discussion paper on AU continental frameworks for migration and the European Union's potential to support or undermine these. ECDPM presented these findings at a conference on ACP migration and regional integration held by the Network for Regional Integration Studies (NETRIS) 28–31 March. A related publication, *Operationalising African Union Migration Policies: Meeting the Ambitions?*, was featured in the newsletter of the Joint Africa-EU Strategy's Partnership on Migration, Mobility and Employment.

New in 2011 was our focus on EU-South Africa relations in terms of the bilateral dimension. South Africa is the European Union's only country-level "strategic partner" in Africa, and Europe increasingly seeks to pursue its continental agenda in close collaboration with South Africa. At the request of the TDCA Dialogue Facility a team from ECDPM worked with our partners from the South African Institute of International Affairs (SAIIA) to examine how EU-South Africa relations impact and relate to the continent's overall relations with Europe. This important strategic work fed directly into the Joint Cooperation Committee meeting in July and the EU-South Africa Summit in September. A public version of our report to the European Union and South Africa will be available in 2012.

The European External Action Service, particularly its directorate for Africa, continued to map its role in future EU-Africa relations. Nicholas Westcott, managing director of this key EEAS department, visited ECDPM in April to take part in an internal seminar and briefing. In November the EEAS laid out its vision for engagement in Africa. This indirectly raised the question of whether the Joint Africa-EU Strategy still is the dominant policy framework for the European Union in Africa or whether a new direction is being set. Indeed, the EU Council, assisted by the EEAS, finalised new regional strategies and cooperation frameworks for the Horn of Africa and the Sahel during the year. As we noted at the time, these do not utilise the partnership principle that is very much in evidence in previous EU strategies for Africa. The European Parliament's working group on conflict, security and development (part of the Foreign Affairs Committee) invited ECDPM to provide a briefing on the EU Strategy for the Sahel.

ECDPM interacted directly with African stakeholders in a number of contexts. We delivered a presentation on EU-Africa relations to a large delegation from the Pan-African Parliament visiting our Brussels office late in the year. We reached a broader African audience by collaborating with the AU Commission to produce and disseminate a special edition of the AU Bulletin devoted to EU-Africa relations. We worked with the Policy Analysis and Research Division of the AU Commission on development of their research strategy. Finally, we continued to facilitate the EU-Africa civil society dialogue process in relation to the Joint Africa-EU Strategy, chairing and reporting on a joint steering group meeting in May.

ECDPM provided expertise for an evaluation of ten years of European Commission conflict prevention and peacebuilding (over the 2001–2010 period). The final report was welcomed by senior EU officials responsible for conflict prevention, peacebuilding, fragility and the Instrument for Stability. Representatives of various EU divisions – such as the EEAS, DEVCO and the Foreign Policy Instruments Service – were on hand to receive copies. The evaluation was timely, as these new divisions and units were beginning to set out their work plans and find their feet, often with new personnel. Since the evaluation, both the EEAS and DEVCO have called on ECDPM for further informal advice and insights to advance this agenda in this area.

Among other things we also investigated the positions of the African Union and European Union on migration. This research produced a discussion paper on AU continental frameworks for migration and the European Union's potential to support or

undermine these. ECDPM presented these findings at a conference on ACP migration and regional integration held by the Network for Regional Integration Studies (NETRIS) 28–31 March. A related publication, *Operationalising African Union Migration Policies: Meeting the Ambitions?*, was featured in the newsletter of the Joint Africa-EU Strategy's Partnership on Migration, Mobility and Employment.

A few conclusions can be drawn on the contributions of our work on this policy process. First, a more open-ended, inclusive Joint Strategy process was achieved based on multi-actor dialogue and effective contributions from stakeholders, including African and European institutions and civil society. We continued to raise awareness of the Joint Africa-EU Strategy by organising events and activities on both continents. We also facilitated a number of dialogue processes. One of these is the formal EU-Africa civil society organisation dialogue which we continued to support at the request of both sides. Similarly, we kept African and European stakeholders informed of key developments on the EU scene that were likely to impact the Joint Africa-EU Strategy. We authored articles on the structure and staffing of the EEAS, on the EU Strategy for the Sahel, and on EU approaches to conflict and fragility. We further continued to remind stakeholders, including the EEAS, of the commitment enshrined in the Joint Africa-EU Strategy to maintain an inclusive process in Africa-EU cooperation.

Second, information on EU-Africa relations was made widely available and used by key policy actors, especially in the African Union and regional economic communities. The special edition of the *AU Bulletin* published in March contained five articles authored by ECDPM. With this vehicle, we reached a new audience within Africa, as the AU Commission mailed some 700 hard copies to universities, think tanks and other organisations on the continent. Our dedicated website *Europafrica.net* and our monthly newsletter remained popular. However, after a review we concluded that our added value now lies more in the production of informed analysis rather than in the dissemination of information produced by others. The European Commission and the AU Commission now run an effective joint website, and our own bulletin, the *Weekly Compass*, continues to grow. This enables us to focus our resources on the production of analytical pieces related to EU-Africa relations.

Third, the imbalance between African and European actors was diminished as AU institutions and other African stakeholders strengthened their capacity. Our most tangible contribution to capacity building was through our partnership with the AU Commission, particularly our support to the Bureau of the Deputy Chairperson and the Strategic Planning, Policy Monitoring, Evaluation and Resource Mobilization Department at the African Union Commission. We also briefed directly the Pan African Parliament on EU-Africa relations.

Policy process: EU international cooperation post-Lisbon and policy coherence for development

Context and priorities

The year saw substantial institutional change within the European Union. The European External Action Service (EEAS) became operational with the arrival of the bulk of its staff in the early months of the year. The movement of staff from the European Commission to the EEAS prompted some rationalisation and reorganisation of the former. The new Development and Cooperation Directorate General (DEVCO), formed from the fusion of the former Development and Europeaid directorates, had a three-month transition period during which staff were informed of their new assignments and adjustments made. By mid-year most staff were in place, but it was autumn before DEVCO really started to settle. These changes inevitably slowed our work with the Commission and required additional investments to maintain relations with staff through the transition period.

In late June, the Commission produced a communication summarising its proposals for the multi-annual financial framework 2014–2020. This effectively launched a debate that will last some two years. It was interesting to note that for the first time in several decades the Commission did not propose “budgetising” the European Development Fund (EDF). Rather, it suggested leaving the EDF outside of the EU budget, as it is at present. This is possibly a recognition that the debate on the rightful place of EU development funding should be focused on the situation post-2020, when the ACP-EU Cotonou Partnership Agreement expires. In fact, the Commission’s proposals show considerable continuity in most external action areas, with only limited changes recommended in the instruments and programmes compared to the 2007–2013 period.

In October, Commissioner Piebalgs launched his proposed *Agenda for Change*, alongside a separate communication on EU budget support. Like the existing EU development policy statement, the *European Consensus on Development* from 2005, the *Agenda* seeks to increase the impact of EU aid. It puts considerable emphasis on support for good governance as well as sustainable and inclusive growth. Furthermore, it makes a case for differentiation, suggesting a reduction of EU grants to middle-income countries and greater focus on support to low-income and fragile states.

Process outcomes

ECDPM produced various papers and think pieces on the implications of the Lisbon Treaty for development cooperation and EU international relations. These were well received by audiences in Africa and the ACP, where there is robust demand for balanced information on the topic.

The Centre found scope to contribute to the debate in Brussels as well. At the level of European institutions, we provided a paper to the European Economic and Social Council on the impact of creation of the EEAS on European development cooperation. ECDPM then expanded on the study to produce Discussion Paper 123: *EU Development Cooperation after the Lisbon Treaty*. The Hungary and Poland EU presidencies sought ECDPM inputs for a series of background papers, seminars and briefing sessions on EU development policy, development financing, policy coherence for development and aid effectiveness. We drew on this analytical work again to respond to an ACP Secretariat request for a briefing paper on the implications of the Lisbon Treaty and establishment of the EEAS to help prepare ACP ambassadors for meetings with the EEAS.

On policy coherence for development, the Centre conducted in-depth research at the request of the Dutch Ministry of Foreign Affairs. The study examined reform in three areas of European policy with clear

links to development: (i) trade and the reform of the Generalised System of Preferences, (ii) the Common Agriculture Policy and (iii) the Common Fisheries Policy. In addition to the report for the Ministry, ECDPM produced discussion papers and held seminars for a wider audience on each of the topics.

Regarding the EU budget, we developed two strands of work; one integrated into the official policy process, and the other external to it. The first was a study, for the European Commission, completed in July, of the logic of the external action instruments in the current EU budget. The findings were linked to results of previous Commission evaluation studies as well. The overall objective was to suggest improvements that could be incorporated into the next round of instruments for the 2014–2020 multi-annual financial framework. The Commission published the finished study on its evaluations website in the autumn and was referred to in their Impact Assessment conducted in preparation of the legal instrument proposals. A member of the European Parliament then invited ECDPM to present the findings to the Development Committee of the Parliament in early 2012. The second strand of work involved participation in joint reflections and publications with members of the European Think-Tanks Group on issues for development cooperation likely to emerge in the forthcoming multi-annual financial framework debate. A meeting was organised at the European Parliament to brief parliamentarians and officials on some of the topics raised. This was followed by an open letter to key parliamentarians from the European Think-Tanks Group entitled *The Future of EU External Action Is Up for Grabs*.

Evaluation of the visibility of EU external action is another ongoing study for the Commission led by ECDPM. This work is being conducted in collaboration with the Italian consultancy company DRN and Particip in Germany. It involves taking an integrated look at perceptions of EU international relations (not just development cooperation) within the Union and beyond. An ECDPM team contributed a thematic report on conflict prevention including a case study on Georgia. Other colleagues conducted an internet-based survey of 4,000 contacts from ECDPM’s database and a media coverage analysis in cooperation with the European Journalism Centre in Maastricht.

A major undertaking in 2011 was the preparation of the *European Report on Development*. ECDPM won the contract in late 2010 as part of a three-institute consortium with ODI (as lead institute) and the German Development Institute. The work with the EC and 7 EU member states (United Kingdom, France, Germany, Spain, Luxembourg, Finland and Sweden) involves production of the report by mid-2012 based on a series of consultation events with experts and commissioned academic papers. The subject of the report is management of three natural resources – water, energy and land – in the context of increasing scarcity and climate change and with the objective of inclusive and sustainable growth. One of the seminars, that on land and governance, took place in Maastricht. ECDPM drafted major sections of the report including the chapters on land, governance and public policy and the concluding chapter on EU policy.

Debate on the overall framework of EU development policy figured prominently throughout the year. For the Commission the programme completed and submitted a Feasibility Study for an evaluation of the European Consensus on Development. Further, the team drafted a response to the Commission’s consultation on the Green Paper on increasing the impact of EU development cooperation. That was also the topic of a lunch seminar organised in Brussels for a select group of ACP ambassadors and the ACP Secretariat. At the request of the ACP Secretariat, we delivered a presentation on the same topic at the ACP House for the Committee of Ambassadors and prepared a related briefing note for the annual meeting of national and regional authorising officers.

Programme staff also submitted comments on the Commission Communication following on the Green Paper, *An Agenda for Change*, including an article in *The Parliament* magazine. ECDPM was consulted by the OECD Development Assistance Committee (DAC) on EU development policy and implementation trends for a peer review of the European Commission. Finally, the end of the year saw the

European Development Days in Warsaw. There, the European Think-Tanks Group hosted a debate with French research institute Ferdi on modernising European development policy. Commissioner Piebalgs was on hand and participated and ECDPM's director sat on the panel.

ECDPM's annual challenges paper, an all-Centre effort coordinated by the DPIP programme, was as usual waiting for readers returning to their desks in January. With the paper, the Centre seeks to identify important debates expected in the coming year and to sketch the backdrop against which these will unfold. The aim is not to predict outcomes, but to help readers situate imminent debates concerning Africa-EU relations so that as wide a group of stakeholders as possible can follow and participate in them. The 2012 paper, entitled *Questioning Old Certainties*, evoked the emerging contradiction of Europe going through a period of austerity alongside the African continent that despite many continuing problems has still managed to achieve impressive growth rates. The question posed is what does this imply for the future of European development cooperation.

ECDPM also collaborated with the College of Europe (Bruges) and the European Institute of Public Administration (EIPA) to develop an e-learning module on EU development cooperation. This is part of a series of modules on various aspects of EU policy. The module is primarily targeted at officials within EU institutions, decentralised agencies and field offices abroad, and diplomats from the 27 EU member states. However, it will also be useful for professionals from the private sector, universities and other agencies within Europe and beyond.

Combining the various types of work described above has enabled the programme to remain abreast of ongoing debates within the Commission and other EU institutions. The knowledge gained from this exposure has been invaluable for better understanding the many changes currently taking place. This has translated into a stronger institutional knowledge base and better ability to participate in the debates and make salient issues accessible to stakeholders in Africa and the ACP.

A few conclusions can be drawn on how our work on this policy process contributed to longer term objectives. EU officials in many areas of policy increasingly consider it established practice to consider how their decisions will affect developing countries. With the EEAS bringing together officials from various areas of EU external action this has been a particularly important time to work towards this objective. Our focus on the Lisbon Treaty's impact on development cooperation seems to have been well chosen, given the many requests for knowledge sharing on this topic from both Europe and Africa and the ACP.

A two-way ACP-EU dialogue on evidence-based policymaking has taken root. An excellent example of this outcome – and the most significant ACP-EU dialogue moment organised last year – was the seminar for ECDPM's 25th anniversary. That event focused on the future of ACP-EU relations, helping to kick-off a potentially difficult debate.

Non-state actors and academic communities have become more active in promoting policy coherence for development and attention for policy coherence is more discernible at the political level. The study for the Dutch Ministry of Foreign Affairs provided us an excellent opportunity to continue relevant and targeted research on these issues and feed the results directly into an ongoing policy process at the European level. By organising seminars around the findings and publishing results, we also brought the results to a wider audience.

DPIP team:



Faten Aggad
Policy Officer



Niels Keijzer
Policy Officer



James Mackie
Head of Programme



Frauke De Weijer
Policy Officer



Simone Gortz
Policy Officer



Jeske van Seters
Policy Officer



Tilly Bogotaj-de Coninck
Senior Executive Assistant



Ulrika Kilnes
Research Assistant



Andrew Sherriff
Senior Executive International Relations

Not pictured:

Alessandro Trevisan, Research Assistant,
Anna Knoll, Research Assistant,
Barbara van Paassen, Research Assistant,
Eleonora Koeb, Policy Officer,
Henrike Hohmeister, Junior Policy Officer

'Thanks again for your time for us and I must say, it was wonderful being with you. We [are] looking forward to interacting with you and learning from you.'
Official at the AU Commission Policy Analysis and Research Division

'I want to thank you for your really helpful and honest analyses of the EU Africa Strategy.'
Official of the EU-Africa and Africa Governance Strategy Unit, British Foreign and Commonwealth Office

'Thank you ECDPM Team! The Bulletin gives an excellent overview of all the major Africa-EU events and developments and is a pleasure to read in the present format.'
Official of the South African Department of International Relations and Cooperation

'Thank you... Your publications are very useful for the researchers and practitioners who use the Centre for Conflict Resolution's Peace Library.'
Librarian at the Peace Library, Centre for Conflict Resolution Cape Town

'Expert knowledge, policy counsel and procedural advice provided by ECDPM have proven instrumental in facilitating the Presidency's efforts to reinvestigate reflections on EU conflict prevention. They contributed to a highly tangible and meaningful outcome of Council conclusions on Conflict Prevention – the most substantial political declaration on conflict prevention in 10 years.'

Senior official of the Political and Security Committee, Permanent Representation of the Republic of Hungary to the European Union

'I thank you for having sent us this important publication. This is absolutely an excellent initiative. We congratulate you wholeheartedly.'
Official of the AU Permanent Mission to the European Union on The EU's New Diplomats for Africa: Who Are They and What Policy Context Do They Face?

Publications

ECDPM publications

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ECDPM. 2011. *Increasing the impact of EU development policy: What the Commission needs to prioritise now. ECDPM contribution to the public consultation on the Green Paper "EU development policy in support of inclusive growth and sustainable development"*.

ECDPM. 2011. *The impact of the European External Action Service on EU development cooperation* (Paper commissioned by the EESC).

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Görtz, S. with A. Sherriff. 2011. *The EU's new diplomats for Africa: Who are they and what policy context do they face?* *Europafrica.net e-Bulletin*, 42 (March).

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Engel, P. and J. van Seters. 2011. *Modernising Europe*. *The Parliament* 339: 61.

Engel, P., E. Koeb and J. van Seters. 2011. *On development policy, the EU's External Action Service is looking vulnerable*. *Europe's World* (10 March).

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Klavert, H., E. Koeb and J. van Seters. 2011. *Market-led growth and trade: Towards a modernised EU development policy?* *Trade Negotiations Insights* (10, 2).

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ECDPM. 2011. *European Commission Green Paper "EU development policy in support of inclusive growth and sustainable development" and the place for regional integration* (ECDPM reflections for the IRCC).

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Gavas, M., S. Koch, O. Bello, J. van Seters and M. Furness. 2011. *The EU's multi-annual financial framework post-2013: Options for EU development cooperation*. London: ODI.

ODI, FRIDE, ECDPM, and DIE. 2011. *EU blending facilities: Implications for future governance options*. London: ODI.

ECDPM. 2011. *Commentary on the report of the retreat on the 10-year review of the Gothenburg Programme for the Prevention of Violent Conflict*, Budapest, Hungarian Ministry of Foreign Affairs, (February).

www.ecdpm.org/resources



Selection of external events

Events (co-) organised by the DPIR team

Lunch seminar on the European Commission Green Paper on inclusive growth and sustainable development and its implications for the ACP. Brussels (4 February).

Meeting with ACP Ambassadors Group on the Future of Cotonou. Brussels (4 April).

ECDPM Briefing on Africa and the EU with Nicholas Westcott, Managing Director for Africa of the European External Action Service. Maastricht (April).

Seminar on natural resources management with a focus on land and governance for the European Report on Development. Maastricht (18–19 May).

Briefing on Approaches to Policy Analysis for the Policy, Analysis and Research Division (PAR) of the AU Commission, Office of the Chairperson. Brussels (July).

Briefing of the Pan-African Parliament on EU-Africa issues. Brussels (8 December).

Events with contributions by the DPIR team

Hungarian EU Presidency launch of the review of the Gothenburg Programme of EU Conflict Prevention, Budapest (26–28 January).

University Association for Contemporary European Studies (UACES) conference “The Lisbon Treaty Evaluated: Impact and Consequences”. London (31 January–1 February).

ODI/ONE private roundtable: Rethinking the EU’s external action budget. Brussels (14 February).

Meeting with core group on European Report on Development and European Think-Tanks Group directors to discuss cooperation between DIE, ODI, FRIDE and ECDPM. Bonn (15–16 February).

Global conflict: Future trends and challenges: towards 2030. Wilton Park (28 February–2 March).

European Report on Development 2012 workshop. London (4 March).

Presentation of discussion paper on AU migration policies and the role of the EU. NETRIS Conference on ACP migration and regional integration. Dakar (27–31 March).

Presentation at ACP House, “New trends in EU development policy: Reflections on the Green Paper on inclusive growth and sustainable development”. Brussels (25 March).

Conference on development cooperation during the Polish EU Presidency. Warsaw (30 March).

OECD DAC Brainstorming session on outcomes of Busan High Level Forum. Paris (4 and 6 April).

Reference group meeting on the study on legal instruments and lessons learned from the evaluations managed by the Joint Evaluation Unit. Brussels (5 April).

European Report on Development research workshop. Brussels (5–6 April).

The EU’s strategic partnership with Africa: A model lost in translation. The International Institute of Social Studies, European Commission, and the UNDP, SID Netherlands presents in the Kapuscinski Lectures. Amsterdam (7 April).

Meeting of national and regional authorising officers on the inclusive growth Green Paper. Brussels (13 April).

Meeting of Joint CSO Steering Groups on dialogue for the Joint Africa-EU Strategy. Brussels (10 May).

European Report on Development 2012 consultation on the roles of the public and private sectors in effective natural resource management for inclusive and sustainable growth in the context of increased scarcity and climate change. Bonn (8–9 June).

Managing migration for development: Policymaking, assessment and evaluation. Thematic meeting of the Global Forum on Migration for Development. Marseille (13–15 June).

Accompaniment of AU Commission Policy Analysis and Research divisions on their visits to Brussels- and London-based policy institutions. London/ Brussels (14–24 June).

Presentation on EU conflict prevention for UK government agencies. London (29–30 June).

European Report on Development consultation. Nairobi and Addis Abeba (9–16 July).

Recent evolution in European development policy. Seattle (19 August).

Presentation to European Parliament Development Committee on financing for development. Brussels (11–12 July).

Presentations on EEAS and DEVCO and emerging economies in Africa: Implications for EU-Africa relations. Annual conference of the University Association for Contemporary European Studies (UACES). Cambridge (4–6 September).

Meeting of the Civil Society Dialogue Network, EU Policy Training, European External Action Service, European Commission and European Peacebuilding Liaison Office. Brussels (15 September).

European Report on Development consultation and panels at the EADI/ DSA general conference. York (19–22 September).

European Report on Development research workshop: Topic and storyline. European Commission. Brussels (29 September).

Expert consultation on the OECD peer review of the European Union. Brussels (3 October).

Meeting with the European Parliament Committee on Foreign Affairs’ working group on Conflict, Security and Development on the EU Strategy for Security and Development in the Sahel. Brussels (20 October).

Final presentation of the European Commission conflict prevention and peacebuilding evaluation 2001–2010 with ADE team to EEAS, DEVCO, EU member states and civil society. Brussels (7 November).

Seminar on EU development policy after the Lisbon Treaty for the Finnish Institute of International Affairs. Helsinki (16 November).

Conference on the water, energy and food security nexus for the European Report on Development 2012. Bonn (16–18 November).

The next multi-annual financial framework and the implications for development policy. European Parliament. Brussels (29 November)

EU Conflict Prevention and Peacebuilding. FriENT meeting in Berlin (6 December).

Presentation Danish policy coherence for development report. Copenhagen (11–12 December).

European Development Days. Warsaw (15–16 December).

ECDPM’S TALKING POINTS BLOG CONTRIBUTIONS

WWW.ECDPM-TALKINGPOINTS.ORG



Talking Points



• Aggad, F. 2011. *EU support to governance in North Africa: The limits* (18 March).

• ECDPM. 2011. *EU Development Commissioner and European External Action Service Chief provide first indications on future EU external spending* (14 February).

• ECDPM. 2011. *The impact of the Treaty of Lisbon on the ACP-EU Partnership* (1 April).

• ECDPM. 2011. *“I think Busan is a pivot point” An interview with Brian Atwood, Chairman of the OECD DAC* (13 May).

• Engel, P. 2011. *Next steps towards defining the future of EU Development Policy: An overview of the current debate* (25 March).

• Faria, F. 2011. *The “fragile states” debate: An opportunity to refocus EU foreign policy and institutions* (29 July).

• Faria, F. 2011. *What’s in the “New Deal” for engagement in fragile states?* (9 December).

• Julian, M. 2011. *European development policy priorities for 2012* (29 April).

• Julian, M. 2011. *The future of Africa-EU political dialogue* (29 May).

• Julian, M. 2011. *Advance copy of European Commission DEVCO Organigram revealed* (29 May).

• Julian, M. 2011. *Vision without implementation is hallucination* (8 July).

• Keijzer, N. 2011. *Harvesting questions: The results of the first two European Report on Development consultations, and a quick look ahead* (4 July).

• Laporte, G. 2011. *The ACP and Europe: What future for a privileged relationship?* (20 May).

• Sherriff, A. 2011. *The EU strategy for security and ~development in the*

Sahel: An indicator for future of EU external action? (23 September).

• Sherriff, A. 2011. *A new EU impetus on conflict and fragility, or more of the same?* (18 November).

• Sherriff, A. 2011. *Is there a new impetus on the EU to deal with conflict and fragility in these countries?* (25 November)

• Van Seters, J. 2011. *The EU financial framework 2014–2020: What’s in it for development cooperation?* (8 July).

Economic and Trade Cooperation (ETC)

Programme overview and objectives

The Economic and Trade Cooperation (ETC) programme focuses on economic development and sustainable and equitable growth. It situates these goals in today's context, in which global trade liberalisation and the emerging multilateral trading system pose acute development challenges but also offer new opportunities. The ongoing negotiation of Economic Partnership Agreements (EPAs) and regional integration processes are added dimensions of complexity for the ACP countries.

The programme aims to contribute, in a non-partisan manner, to create an ACP-EU trade regime and economic relations that promote sustainable development and integration of the ACP countries into the world economy. Specifically, the programme works to improve economic governance conditions within the ACP and to support effective regional integration processes.

The global financial crisis and economic instabilities of the past years have necessitated dedicated efforts to address short- and medium-term adjustment needs of ACP countries and regions. The European Union has had to rethink its role in supporting development in the ACP, while actors in both Europe and the ACP

have had to tackle broader systemic issues of economic governance and emerging subregional institutions.

In 2011, the ETC team continued to follow and analyse the EPA negotiation and implementation process, the reform of the EU Generalised System of Preferences (GSP), progress in aid for trade and the development of regional agricultural markets. The team also focused on regional integration dynamics, domestic resource mobilisation, business facilitation, natural resources mobilisation and the impact of the growing role of emerging players in Africa.

Policy process: The EPAs and aid for trade

Context and priorities

On the ACP-EU trade relations front, there was little to report in 2011. Some ACP regions and countries tried to move the process forward, continuing technical discussions with the European Union about the content of the EPAs. But overall interests and priorities were elsewhere. Political attention and economic focus in many ACP countries clearly had shifted away from the EPA negotiations, and more generally from Europe. Countries looked more openly towards other partners offering greater development prospects – often with fewer conditions attached. In Africa, these new partners include China, Brazil, India and the Middle East. In the Caribbean, attention turned towards South America and North America. In the Pacific ACP, Asia's neighbours such as Australia and New Zealand stepped forward.

While the EPAs did not dominate the trade scene, other issues moved to the fore, not least regional integration. The AU Commission prepared for its January 2012 Summit by holding various meetings, retreats and a ministerial conference. A major discussion topic was its great ambition for a continental free trade agreement, as well as an action plan to boost intra-Africa trade. On the European side, reform of the Generalised System of Preferences (GSP) which attempts to refocus the preference scheme on the poorer developing



countries, required a lot of attention and dialogue. Reform of this arrangement will be a test case for the influence of the newly empowered European Parliament, which the Lisbon Treaty gave co-decision authority with the EU Council.

Aid for trade and EPA development support remained topical. The World Trade Organization (WTO) held its global aid-for-trade review in Geneva in early July. The event brought together public and private stakeholders, donors and experts to review lessons learnt and to propose ways to improve the effectiveness of this aid.

Booming interest in natural resources and extractive industries on the African continent continues to offer enormous opportunities for economic growth and development. By the same token, it entails serious risks. Strong institutions, good governance at all levels (country, corporate, regional and local), genuine public-private dialogue, and economic reform that balances interests and stakes are all paramount to avoid the “curse” that wealth in natural resources may bring to developing countries. The role of the emerging players in this arena, and more broadly in Africa, has shaken the cards considerably – for African and European actors alike.

Process highlights

The Economic Partnership Agreements (EPAs) were not a prominent topic among ACP or EU member states during the year. Only late in 2011 the European Commission did announce steps to exclude countries from preferential access to EU markets if they did not move to finalise an EPA. This was perhaps an attempt to reinvigorate the process. The ETC team continued to provide information and analysis on the EPAs. We produced briefing notes, our regular newsletter *Trade Negotiation Insights* (TNI) and a dedicated website (www.acp-eu-trade.org). A different but related topic, however, took centre stage, namely the reform of the EU Generalised System of Preferences (GSP). ECDPM followed this process, informing the debate and organising and facilitating dialogues with key public and private-sector stakeholders from the ACP and Europe. In July we dedicated a special issue of *Trade Negotiation Insights* to the topic.

Related to the EPAs, but more broadly linked to international trade relations, San Bilal co-edited a book on asymmetries in North-South trade negotiations with Philippe de Lombarde from the United Nations University Institute for Comparative Regional Integration Studies (UNUCRIS) and Diana Tussie from the *Facultad Latinoamericana de Ciencias Sociales* (FLACSO) and the Latin American Trade Network (LATN), Argentina.

Somewhat paralleling the inertia of the EPA negotiations in Africa and the Pacific, implementation barely commenced of the Caribbean EPA, signed 15 October 2008 in Barbados by the Caribbean Forum (CARIFORUM) and the European Union. Faced with this lack of progress, ECDPM took a closer look at challenges and bottlenecks hindering EPA implementation. A first paper derived from this work (Discussion Paper 117), by Errol Humphrey, examines the challenges at the national and regional level in the Caribbean Forum. A second paper (Discussion Paper 118), written by KEA European Affairs, focuses on the cultural protocol of the EPA and the steps taken by the European Union to honour its commitments. A third paper (Discussion Paper 119), by Annita Montoute, looks at the EPA Joint CARIFORUM-EU Consultative Committee and how it can work more effectively. The papers were presented at the European Parliament to a delegation of the CARIFORUM-EU Parliamentary Committee.

ECDPM continued its active engagement in reflections on the role of aid for trade in strengthening the European Union's contribution to inclusive growth and sustainable development. We produced a briefing note on the topic and presented it to the ACP Committee of Ambassadors and national and regional authorising officers at the ACP House in Brussels. We organised a lunch seminar on the topic as well. With innovative financing and stronger private-sector

involvement now central in the European Commission's proposals on trade support, ETC conducted a timely study on leveraging private-sector involvement in aid for trade. The results of this research will be published in early 2012.

The ETC team also engaged with ACP regions on aid for trade. In West Africa, we continued our work on the EPA Development Programme, particularly its potential to enhance the effectiveness of aid for trade in the region. We provided a briefing note to the ECOWAS Commission and published a comprehensive Discussion Paper (No. 121) on operationalising the West Africa EPA Development Programme. We further briefed a delegation from Ghana visiting Brussels on the study findings. ECDPM organised a dialogue in Brussels on the added value and challenges of regional approaches to aid for trade and EPA support. The event brought together representatives of ACP regional economic communities and countries along with EU institutions and member states. At the request of the COMESA Secretariat, we reviewed Eastern and Southern Africa's aid-for-trade strategy. Based on the team's recommendations, the COMESA Council decided to proceed with a strategy revision. A joint COMESA-ECPDM discussion paper will appear in early 2012.

The ETC team actively participated in international meetings on aid for trade, including the WTO Third Global Review of Aid for Trade in July, for which we submitted case studies. Finally, we presented our work on aid for trade to a WTO workshop on vulnerable economies and aid for trade.

ECDPM continued its work on agricultural policy development and regional integration dynamics, paying special attention to the linkages between agriculture, trade and aid policies and processes. The Comprehensive Africa Agriculture Development Programme (CAADP) has great potential to bring together a range of stakeholders. It can thus play a key role in consolidating efforts to promote African agricultural development and food security. In 2011, through our research, facilitation and partnership-building activities, we contributed input and support to the CAADP process, particularly at the regional level. ECDPM participated and contributed to the Seventh CAADP Platform Meeting, we “mapped” progress in implementing the regional CAADP plans, and we provided regular updates to the development partners' working groups.

Finally, in terms of knowledge sharing, the ETC team continued to provide regular analysis and news on the EPA negotiations and related issues. We produced book contributions, widely disseminated papers, the website www.acp-eu-trade.org and its associated newsletter (together with CTA), and developed a Web search tool with a newly dedicated section on the private sector (with CTA/Agritrade and Hub Rural). Many of our outputs found a place in the *Weekly Compass*, ECDPM's widely read weekly news bulletin for stakeholders. Our flagship publication, *Trade Negotiation Insights* (TNI), provided coverage of the burning issues and important questions of 2011: GSP reform, emerging players in Africa, the aid-for-trade global review, and many more. We produced TNI's final issue in December 2011. After ten successful years, TNI will now be replaced with a new publication called *GREAT Insights*. This bulletin, covering governance, regional integration, economics and agriculture, will build on TNI's success.



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Process outcomes

The global financial and economic crisis has underlined the need for ACP countries and donors to forge joint responses and look for alternative sources of development finance beyond traditional aid. There is new momentum across the international community on the question of economic reforms (especially fiscal adjustment and tax reforms) and on the broader issue of domestic resource mobilisation. The ETC team, in cooperation with ECDPM's Governance programme, worked for much of 2011 to develop a coherent, longer term strategy, to define its niche and approach in this regard. We identified a set of activities and built on our network of experts in the field. In the process, the team participated in a series of meetings on domestic resource mobilisation, producing a discussion paper (No. 125) that reviews 20 key questions on domestic resource mobilisation. ECDPM further became a full member of the OECD Development Finance Network (DeFiNe).

On regional integration, the team took part in meetings organised by the AU Commission and the United Nations Economic Commission for Africa (UNECA) in preparation for the 18th AU Summit. The main theme of the event was intra-regional trade. ECDPM provided resource persons for the AU retreat in Ethiopia in October, the AU ministerial conference in Ghana in November, and the Africa trade and development forum in Ethiopia in November. In the framework of the Centre's joint programme with SAIIA on the political economy of regional integration in Southern Africa, we organised an inception workshop in Pretoria, 1–2 February. Participants at the event identified a set of priority issues for further research and dialogue. ETC continued its cooperation with the Inter-Regional Coordinating Committee (IRCC), providing various background notes and contributing to meetings in Zambia and Mauritius. As a member of the International Advisory Committee set up by the World Bank, Groupe D'Economie Mondiale and the German Marshall Fund, we reviewed a case study of Trinidad & Tobago's implementation of regional trade commitments. The team helped to organise a lunchtime seminar on regional integration at the German Marshall Fund headquarters in Washington, DC. We also produced a paper on the lessons for the G20 of EU approaches to regional integration in Africa. That paper was presented at the workshop "promoting Trade and Development in sub-Saharan Africa: Opportunities for Transatlantic Partnership with Emerging Economies at the G20" in Istanbul.

Finally, we participated in conferences on regional integration and migration organised in Dakar by the Network for Regional Integration Studies (NETRIS), as well as a conference on regional integration challenges and prospects in Addis Ababa in December.

Emerging players continue to gain power on the global economic and political stage. The ETC team, therefore, continued to expand its activities on the implications for Africa-EU relations of the

increasing role of emerging players in development. We organised a first joint policy dialogue on this topic with SAIIA in Brussels in March followed by a similar dialogue in Johannesburg in October. ECDPM further facilitated a seminar in Helsinki for Finland's Ministry of Foreign Affairs on the role of emerging players in Africa. Our Discussion Paper 107, on emerging economies in Africa and the development effectiveness debate, sheds light on the new landscape and analyses the responses of stakeholders. It also suggests possible ways forward for international partnerships and initiatives to better support African-owned objectives and strategies.

Our analysis of the impact of the EU Raw Materials Initiative for Africa was presented to the first meeting of ACP senior officials and ministers of mining in December 2010. Following on this, the ETC team developed an extensive programme of work on the extractive industries. Our discussion paper on the topic (No. 105) was disseminated and served as an input to various meetings. ECDPM was invited to deliver presentations on this line of research at several high-level events involving the European Parliament and other EU institutions, the African Union, and the ACP Secretariat. The team organised an informal dialogue with the Canada-EU Mining Council following the release of the Transparency Directive by the European Commission. This was the first concrete activity of the Extractive Industry Development Platform. The team attended the Second African Union Ministers of Mining Meeting in Addis Ababa in December 2011 and signalled its interest in being part of the Africa Mineral Policy Centre to be set up in Addis Ababa in 2012.

More broadly than the extractive sector, ECDPM developed a stream of work on business facilitation in an effort to find new ways to foster dialogue between public and private-sector actors. The aim is to learn and document what facilitates business and what hinders it using concrete indicators developed by actors such as the World Bank.

Finally the trade team continued to foster and build on its existing partnerships. Firstly, in the context of our partnership with the Institute of International Relations (IIR), University of the West Indies in Trinidad, the Centre hosted Annita Montoute. Secondly, as a member of the South-North Network, we hosted a research assistant for six months, namely Hilary Patroba from the University of Nairobi. His assistantship was then extended for another six months to work with our partner SAIIA in Johannesburg. Thirdly, as part of our capacity-building mandate, the team provided training and lectures at the College of Europe in Bruges and at the University of Maastricht.



Construction works at the site of the new African Union (AU) conference center in Addis Ababa, Ethiopia.
Photo : ANP/AFP

Trade team:



San Bilal
Head of Programme



Bruce Byiers
Policy Officer



Isabelle Ramdoo
Policy Officer



Hilary Patroba
Research Assistant



Kathleen van Hove
Senior Policy Officer



Alexandra Beijers
Senior Executive Assistant



Dolly Afun-Ogidan
Junior Policy Officer



Melissa Dalleau
Policy Officer



Quentin de Roquefeuil
Research Assistant

Not pictured:
Takesh Luckho, Research Assistant

On Discussion Paper 105: Shopping for Raw Materials
**'Your paper [struck me as highly relevant].
Once again thank you.'**
Senior official of the Guinea government

On the acp-eu-trade.org newsletter
'Thanks a lot for the updates and the Newsletters.
They are indeed **informative** and assist us in advising
our MPs (especially on EPAs and trade negotiations).'
Official of the Kenya National Assembly

On the June meeting of Friends
of the EPAs
**'Thank you very much for your
well appreciated
effort to activate the discussion.
The development policy unit
benefitted from your
guidance a great deal.'**
Official at the Ministry of Foreign
Affairs, Finland

On the ECDPM-ODI Policy Dialogue:
*Putting Trade at the Service of
Development*
**'It was one of the best workshops
I've been to, both in coverage and tone.'**
Official of the University of Cambridge

Publications

ECDPM publications

EPAs and aid for trade

Bartels, L. 2011. *Legal constraints on the EU's ability to withdraw EPA preferences under Regulation 1528/2007* (Briefing Note 27).

Bilal, S., I. Ramdoo and Q. de Roquefeuil. 2011. *GSP reform: Principles, values and coherence* (Briefing Note 24).

Dalleau, M. and J. van Seters. 2011. *Operationalising the West African EPA Development Programme Moving beyond the paperwork* (Discussion Paper 121).

Dalleau, M. et J. van Seters. 2011. *L'opérationnalisation du Programme APE pour le développement en Afrique de l'Ouest De l'intention à l'action* (Document de réflexion n° 121).

De Roquefeuil, Q. and G. Laporte. 2011. *Tourism and development in Caribbean-EU relations: Bridging the gap between policy and practice* (Briefing Note 23).

ECDPM. 2011. *ACP-EU-Trade.org newsletter* (produced monthly).

Goodison, P. 2011. *Agricultural trade and production: Comparing adjustment support in the Caribbean*. (Discussion Paper 109).

Goodison, P. 2011. *Agricultural adjustment programmes: Experience from bananas, sugar and internal EU agricultural reform* (Discussion Paper 110).

Goodison, P. 2011. *European Commission support to production and trade adjustments under existing nationally programmed aid activities: Lessons from Kenya, Uganda and Tanzania* (Discussion Paper 111).

Humphrey, E. 2011. *Implementing the Economic Partnership Agreement: Challenges and bottlenecks in the CARIFORUM region* (Discussion Paper 117).

KEA European Affairs. 2011. *Implementing cultural provisions: How do they benefit the Caribbean cultural sector?* (Discussion Paper 118).

Montoute, A. 2011. *Civil society participation in EPA implementation: How to make the EPA Joint CARIFORUM-EC Consultative Committee Work Effectively?* (Discussion Paper 119).

Ramdoo, I. and S. Bilal. 2011. *EPA Negotiations: The honeymoon is over...* (Briefing Note 31).

Governance of economic reform

Bilal, S. and F. Rampa. 2011. *Emerging economies in Africa and the development effectiveness debate* (Discussion Paper 107).

Byiers, B. and M. Dalleau. 2011. *Fiscal challenges, development opportunities? Twenty key questions on domestic resource mobilisation* (Discussion Paper 125).

Montoute, A. 2011. *Emerging players in the Caribbean: What implications for the Caribbean, their relations with the EU and the ACP?* (Discussion Paper 116).

Ramdoo, I. 2011. *Shopping for raw materials: Should Africa be worried about EU Raw Materials Initiative?* (Discussion Paper 105).

www.ecdpm.org/resources



Publications by ECDPM staff in Journals and Periodicals

Bilal, S. and M. Dalleau. 2011. *Is the West Africa-EU EPA in Coma? Diagnosis and prospects*. ZEI Regional Integration Observer 5(2): 7.

Bilal, S. and I. Ramdoo. 2011. *EPA negotiations: Will political leadership make a change?* Bulletin of Fridays of the Commission 4(1): 31–36.

Dalleau, M. and E. Koeb. 2011. *New avenues for engagement: The implications of the Lisbon Treaty for Africa-EU trade relations*. Bulletin of Fridays of the Commission 4(1): 37–41.

Joint ECDPM Publications with Partners

ECDPM-ICTSD. 2011. *Trade Negotiations Insights*, monthly magazine (Also available in French) including monthly EPA update.

Bilal, S., I. Ramdoo and Q. de Roquefeuil. 2011. *Europe, G20 and South-South trade: Insights from European approaches to regional integration in Africa*. GMF Policy Paper, Washington: The German Marshall Fund.

Bilal S., P. de Lombaerde and D. Tussie (eds). 2011. *Asymmetric trade negotiations: The international political economy of new regionalisms series*. Ashgate.



Selection of external events

Events (co-) organised by the ETC team

ECDPM seminar for the Finnish Ministry of Foreign Affairs. Emerging players in Africa: Challenges and Opportunities for development. Helsinki (7 December).

ECDPM-GIZ-Tradedcom seminar. Liberalisation and regulation of trade in banking services in bilateral trade and regional integration agreements. Brussels (1 December).

CEUMC-ECDPM meeting. The Extractive Industry Development Forum: How financial transparency and economic governance can help achieve development goals? Brussels (18 November).

ECDPM informal dialogue. Regional approaches to aid for trade and EPA support: Added value, challenges and way forward. Brussels (21 October).

ECDPM-SAIIA-KAS policy dialogue on new actors in Africa: How is their entry affecting the continent's relations with the EU? Johannesburg (12 October).

ECDPM informal dialogue on reform of the GSP: Targeting countries most in need. Brussels (22 June).

ECDPM-ODI policy dialogue on the reform of the GSP: Putting trade at the service of development. Brussels (1 April).

ECDPM-SAIIA policy dialogue on emerging players in Africa: What's in it for Africa-Europe relations? Brussels (28 March)

German Marshall Fund-ECDPM public lunch event on preferential trade agreements, regional integration and development: What works for the poor, what doesn't, and what should trans-Atlantic partners do? Washington, DC (9 March).

ECDPM-SAIIA workshop on the political economy of regional integration in Southern Africa: What role for the EU and other partners? Pretoria (1–2 February).

Events with contributions by the ETC team

WTO Workshop on small, vulnerable economies and aid for trade. Geneva (16 February).

COMESA/AAACP regional agri-foods sector development strategy experts workshop. Lusaka, (28 February and 1 March).

International Advisory Committee (World Bank, Groupe d'Économie Mondiale and German Marshall Fund) on preferential trade agreements. Washington, DC (7–8 March).

UNECA ad hoc expert group meeting on new trends in South-South and triangular cooperation: Implications for southern African countries. Windhoek (15–16 March).

FES expert meeting on the Doha riddle: The EU as partner or rival of developing countries? Brussels (15 March).

7th CAADP Partnership Platform. Yaoundé (23–24 March).

NETRIS-University Cheikh Anta Diop. Conference on regional integration and migration policies in ACP countries. Dakar (28–30 March).

CARIFORUM-EU Parliamentary Committee meeting, European Parliament. Brussels (12 April).

European Parliament Greens/European Free Alliance conference on raw materials. Brussels (4 May).

AU-NEPAD senior experts workshop on APDev Knowledge Exchange Dialogue Series on regional integration. Abuja (9–10 May).

21st Inter-regional Coordination Committee (IRCC) meeting. Lusaka (11–15 May).

German Marshall Fund-Istanbul Policy Center workshop on promoting trade and development in sub-Saharan Africa: Opportunities for Transatlantic Partnership with Emerging Economies at the G20. Istanbul (13 May).

ACP Secretariat, GSP meeting. Brussels (23 May).

European Parliament meeting on shortage of raw materials and access to renewable energy. Brussels (1 June).

African Development Bank annual meetings including launch of the African Economic Outlook with the OECD: Africa and its emerging partners. Lisbon (6–7 June).

European Commission conference on commodities and raw materials: Challenges and policy responses. Brussels (14 June).

CARIFORUM-EU Joint Parliamentary Committee meeting. Brussels (15 June).

Friends of EPA meeting. Helsinki (16–17 June)

WTO Third Global Review of Aid for Trade. Geneva (18–19 July).

German Marshall Fund Transatlantic Aid Effectiveness Experts Groups. Brussels (20 July).

GIZ Strategy Centre lunch seminar on emerging economies in Africa: What's in it for Africa-Europe relations? Frankfurt (9 September).

International Tax Compact (ITC) workshop. Bonn (12–14 September).

COMESA aid-for-trade strategy review workshop. Lusaka (12–16 September)

ACP Secretariat panel on mineral resource management in ACP countries. Brussels (16 September).

BusinessEurope European Parliament breakfast on EU GSP: The future of EU trade preferences. Brussels (22 September).

AU retreat on Intra-African trade. Ethiopia (25–27 October).

European Parliament and Friends of the Earth Europe conference on Europe's resource use and its impacts. Brussels (8–9 November)

Indian Ocean Commission conference on eurozone crisis: re-adjusting the political economy of the Eastern and Southern Africa and Indian Ocean Region? Mauritius (14 November).

NETRIS final conference on regional integration in ACP countries: Challenges and prospects. Addis Ababa (22–25 November).

UNECA-AU Commission Africa trade and development forum. Addis Ababa (22–24 November).

AU Conference of Ministers of Trade 7th Ordinary Session: Boosting intra-African trade. Accra (26–27 November).

IRCC meeting on joint progress for the mid-term review of EU support to regional cooperation and integration of Eastern and Southern Africa and the Indian Ocean region. Mauritius (13–16 December).

AU Second Conference of Ministers Responsible for Mineral Resources Development: Building a sustainable future for Africa's extractive industry, from vision to action. Addis Ababa (12–16 December).

ECDPM'S TALKING POINTS BLOG CONTRIBUTIONS

WWW.ECDPM-TALKINGPOINTS.ORG

Talking Points



A blog on the challenges of the EU's international cooperation



- Byiers, B. 2011. *Tobin tax, Robin Hood tax: Whatever it is, will it work?* (30 September).
- Byiers, B. 2011. *Fiscal challenges, development opportunities* (19 October).
- Byiers, B. 2011. *Promoting the private sector's role in development: But whose private sector?* (16 November).
- Byiers, B. 2011. *Measuring the development impact of loans used for public investments projects* (16 December)

- Byiers, B. and Melissa Dalleau. 2011. *From words to action: Operationalising the DRM political agenda beyond statements* (23 September).
- Ramdoo, I. and S. Bilal. 2011. *EPA Negotiations: The honeymoon is over...* (30 September)
- Roquefeuille de, Q. 2011. *European Parliament Committee on international hearing on GSP reform* (10 June).

Governance



Liberians Vote in Constitutional Referendum, UN Photo

Programme overview and objectives

The Governance programme seeks to contribute to better informed dialogue and more effective cooperation in support of governance between the ACP, primarily Africa, and the European Union and European Commission. The programme has three main objectives. The first is to support Africa in its search for home-grown strategies to promote governance at different levels. The second is to boost European capacity to support governance improvements among ACP actors. The third is to promote effective linkages and synergies between policy debates and initiatives on governance, in both the ACP and the European Union.

In 2011, the programme focused primarily on two policy processes:

- Africa's search for home-grown governance agendas
- Governance, power and politics in development

The first relates to African actors' own ongoing efforts to address the governance challenges they face. In particular, we focused on the African Union-led process to establish an African governance architecture. The second policy process relates mainly to the initiatives within the European Commission and a number of EU member states to better analyse and address governance dimensions in its engagement with and support to ACP stakeholders.

Policy process: Africa's search for home-grown governance agendas

Context and priorities

The past year was one of change in Africa. The Arab Spring shook the northern coast of the continent, resulting in regime change where and when it was least expected. Revolts swept across the region, representing a swell of popular demand for real political transformation. Within the tumult, appeals were heard for democratisation and governments that respond to people's aspirations. Still, the outcomes of the Arab Spring, and the called-for deep transformations of state-society relations, have yet to be consolidated.

Change was not limited to North Africa. An uncontested democratic election in Zambia saw a change in leadership. This sent a positive sign that some countries on the continent are moving towards smoother processes of power transferal. In Cote d'Ivoire a more contested presidential election culminated in the arrest of long-serving President Laurent Gbagbo. To the north, the people of Southern Sudan chose, via the ballot, to form Africa's 54th country.

The changes that occurred on the continent underscore the need and demand for democratic transition and respect for human rights. The African Union's launch of 2012 as the "African Year of Shared Values" therefore could not have been timelier. Ensuring that all African countries commit equally to the shared values of democracy and human rights, as enshrined in several continental instruments, will be crucial. As the Assembly of the African Union declared at its 17th Summit (January 2011), 'the Continent still faces many challenges in promoting, ratifying and domesticating instruments of Shared Values'. It went on to urge those present to work together to overcome obstacles. Efforts currently under way to establish a governance architecture for Africa are a vital step in consolidation of popular demands for greater democracy across the continent.

The AU Summit in January endorsed the African Governance Platform (AGP) and mandated the AU Commission to take further steps to put an African governance architecture in place and to operationalise the AGP.

Process outcomes

ECDPM was an early supporter of the establishment of an African governance architecture. In 2011, the AU Commission's efforts to consolidate a framework for this architecture and to launch the African Governance Platform (AGP) culminated with endorsement of both undertakings by the AU Summit. The Summit further asked the AU Commission to put in place a monitoring system for an 'ongoing review of progress' in the adoption of shared value instruments on the continent. After the January Summit, ECDPM participated in follow-up meetings at which the AU Commission explored options for operationalising the AGP and began developing a framework for full implementation of the Summit mandate.

ECDPM conducted a capacity assessment on behalf of a German Agency for International Cooperation (GIZ) programme in support

of the All Africa Ministerial Conference on Decentralisation and Local Development (AMCOD). The assessment informed AMCOD's strategic planning process and priorities for the coming three years. It highlighted the need to work with a wide variety of stakeholders in support of local development and local governance, while effectively linking the national, regional and pan-African levels. The assessment revealed the complex set of relations and priorities that exist across Africa in local government movements. The AMCOD will face a number of institutional and political challenges in its efforts to promote an all-African consensus on benchmarks for decentralisation and local governance. Actors involved in the assessment indicated their appreciation of ECDPM's capacity to understand the complex relational aspects of the local government movement. They also commended our objective assessment and ability to establish effective dialogue with the different actors.

The Governance programme studied the working and impact of the European Commission's Governance Initiative. This is a 2.7 billion programme to support governance in ACP countries. The study aimed to learn more about the programme and how it has worked in Africa, as it involves budget support incentive tranches, a governance assessment methodology, and dialogue with partner country governments. Our strong emphasis was on perceptions of the programme among partners in Africa, its impact and its relations with African-owned governance programmes such as the African Peer Review Mechanism. The Centre collaborated closely with the Africa Governance Institute (AGI) in this work. The methodology was designed to stimulate dialogue between the European Union and Africa at the continental and national level. It involved four field visits and studies (Burundi, Kenya, Mali and Mozambique). In the process, the study team provided opportunities for dialogue between European and ACP stakeholders, especially those in Africa, on future governance support strategies. A two-day workshop in Dakar (12–13 June) enabled various stakeholders to enrich the study by providing inputs on key questions. For example, we asked them how the European Union could better support continental governance processes such as the African Peer Review Mechanism. During a restitution workshop in Brussels, EU member states lauded the study team's pertinent findings and participatory methodology. The European Commission was congratulated too for its willingness to frankly discuss the relatively meagre outcomes of an ambitious and expensive support programme that ultimately proved to be ill-conceived and poorly executed.

On behalf of the African Development Bank, the Governance programme produced a desk study on enhancing citizens' voice and accountability. The Africa Governance Institute (AGI) will work further on this topic with civil society actors in Africa.

ECDPM participated in the first two meetings of the EU-Africa Platform for Dialogue on Democracy and Human Rights, which focused on natural resources. The Platform operates within the framework of the Governance Partnership of the Joint Africa-EU Strategy. The first two sessions of dialogue brought together the European Commission, the AU Commission, member-state representatives from the African and European sides, as well as thematic experts and civil society representatives.

Over the year ECDPM became increasingly involved in matters related to reforms in North Africa. Building on our extensive thematic knowledge – for example, on support to democracy, political dialogue and trade negotiations – we provided inputs to several policy discussions on EU support to North Africa. This included interventions and policy notes on the European Endowment for Democracy, the Civil Society Facility and potential support strategies. The Governance programme continued to emphasise the need for coherence in EU action and for learning from the policy implementation of the past.

Policy process: Governance, power and politics in development

Context and priorities

The Arab Spring provoked much soul searching within the European Union on its past and future strategies to support democracy and human rights. ECDPM was able to provide inputs to some of these external action policy debates. Amidst the turmoil in North Africa, the European Union put in place its new external action architecture. This resulted in some lost opportunities to build on strengths, for example, in analysing and promoting governance.

Intensified pressure on global public goods has stimulated emergence of new forms of partnership and new global actors – such as middle-income countries (some of which are also donors), philanthropist financiers and multilateral groupings such as the G20. The Fourth High-Level Forum on Aid Effectiveness, held in Busan, South Korea, in December 2011, confirmed a double shift in emphasis in the aid landscape. First, new global players were more prominently integrated into the process. Second, participants continued to push for a stronger emphasis on domestic politics and change processes as key to development. The Forum strongly advocated transparency and accountability. These are two “effectiveness” principles long propagated by ECDPM in EU debates on modernising budget support. Their prominence confirmed a trend that is also evident in the debate about global public goods and the 2015 deadline for realisation of the Millennium Development Goals – still the dominant development narrative. At the request of a number of EU member states, ECDPM provided inputs on aid quality and quantity. This work fed into broader attempts to measure policy coherence for development and the relative contribution of aid inputs in all financing for development.

Process outcomes

Regarding governance and politics in aid, ECDPM facilitated two workshops with the European Commission. One examined the relevance of political economy approaches for European development cooperation. The second focused on support strategies to governance in partner countries, especially in Africa. Both workshops were participatory. They involved leading experts in the fields of political economy, sector governance, corruption and accountability alongside a range of EC practitioners from Brussels and EU delegations. Participants discussed the challenges of deepening context analysis. They also shared experiences on the difficulty of ensuring coherence among the various European actors and institutions (including external relations and member states) and engaging strategically with appropriate tools and stakeholders.

For the European Commission, the programme produced hands-on guidelines for practitioners on how to more effectively combine cooperation with different state and non-state actors. The publication presents a range of aid instruments, discussing their use with examples from countries and sectors to which the Commission provides budget support. The programme contributed to the dissemination of the guidelines among civil society organisations as well. ECDPM continued to provide content support to its most important knowledge platform, the website Capacity4Dev (<http://capacity4dev.ec.europa.eu/>). Training materials, a report on key lessons, an agenda on how to move forward on governance issues, as well as numerous references to background documents were uploaded to this website. We also triggered debate about risks and opportunities in the EU's broader external action reforms and flaws in the transition from the previous development assistance structure (with separate directorate generals for policy planning, DG DEV and implementation, EuropeAid) to DEVCO. One of our more urgent warnings relates to potential loss of institutional memory and analytical and operational capacities (see ECDPM Briefing Note 26).

On democracy, human rights and external action, ECDPM participated in a reflection process on how the European Union can more effectively promote human rights. Our involvement was at the request of the EU High Representative for Foreign Affairs and Security Policy. We contributed preliminary findings and recommendations of a joint evaluation of EU support to human rights (conducted in a consortium with Particip and ODI). Responding to a request from Sweden, we facilitated dialogue and debate during the Polish EU Presidency on the future of EU support to “political actors” through the creation of the European Endowment for Democracy. Here, a key programme aim was to promote a credible and effective EU approach that combines ongoing efforts with new initiatives and focuses on both the “hard” and the “soft” components of democratisation processes. Examples of “hard” components are formal institutions and electoral processes, while “soft” components are societal norms, informal institutions and attitudes.

The Governance programme provided strategic and operational support to help shape the EC’s support to the decentralisation agenda. With the restructuring of DG EuropeAid into DG DEVCO, there have been renewed questions for cooperation and support. The programme supports reactivating a learning network on decentralisation. Through our partnership with Particip, we mobilised expertise to improve the web-based library of Capacity4Dev. This work will continue in 2012 with presentations, sampling of relevant experiences, service and online discussions. These contributions will feed the design of new operational guidelines for EC support to decentralisation.

Further on the topic of decentralisation, we helped to develop and pilot the first “Train4dev” course in collaboration with the Development Partners’ Working Group on Decentralisation and Local Governance (DeLoG). The course, entitled *Harmonisation, Decentralisation and Local Governance*, takes into account the need for donors to reduce the managerial overload on development partners. This first course follows a modular approach and draws on training materials from the European Union and bilateral European donors and aid agencies (e.g. GIZ, DEZA, DANIDA, DFID, DGIS). The main objective is to provide opportunities for joint learning and structured reflections on harmonisation and support to decentralisation in various country settings. Initial experiences with the pilot course were presented at several multi-donor events in the run-up to the Busan High-Level Forum on Aid Effectiveness. The materials were also shared with training institutions in Europe and Africa. Dissemination will be expanded in 2012.

On accountability, aid and development, the programme presented findings of a stock-taking exercise on German support to domestic accountability in partner countries. Focusing on six countries that receive assistance in the form of budget support and programme-based approaches, we mapped and analysed how different actors in German development cooperation strengthen domestic accountability in partner countries and how they collaborate with each other and other donors in this area. Drawing on findings from the six countries (Bangladesh, Mali, Malawi, Mozambique, Peru and Tanzania), a synthesis report was produced outlining major trends in assistance. A number of proposals were made for further translating the accountability-related commitments of the Paris Declaration and German policy objectives into support strategies and lines of intervention. The report, which also suggests ways to improve synergies and complementarities, was well received. It informed the DAC Network on Governance (GOVNET) work stream on aid and domestic accountability, as well as Europe-wide debate. The findings of this exercise will feed into the revision of a German strategy document in 2012.

As in 2010, ECDPM contributed to the thematic global evaluation of the European Commission’s support to decentralisation processes. Together with the European Institute for Public Administration we reviewed a study on multi-level governance conducted for the EU Committee of the Regions.

The Paris Declaration and all of its follow-up documents emphasise the need to strengthen results-based management and monitoring and evaluation (M&E) of development cooperation. Ideally this should be done in a harmonised way, aligned with and reinforcing partner country systems. At its annual meeting in May, DeLoG (the Informal Development Partners’ Working Group on Decentralisation and Local Governance Portal) elected to contribute to this theme by stimulating the use of appropriate approaches and modalities. More concretely, the group recommended developing more unified and country-owned M&E systems, building on recent experiences. “Unified” in this sense means harmonised assessment and evaluation systems across country actors and development programmes. With the support of the Swiss Agency for Development and Cooperation (SDC), ECDPM facilitated reflections on this topic among development partners in August in the run-up to the Busan High-Level Forum. We also contributed to activities involving DeLoG and its developing-country partners in further debate and stock-taking activities following from Busan.

THE MANY FACES OF ‘GOVERNANCE’

A nagging question that resurfaces again and again relates to the definition of governance’. It is hard to give one without becoming normative, or straying into complexities. Donors have come up with numerous definitions (and we listed these in a sourcebook we produced for the OECD’s GOVNET in 2009). In 2010, DFID brought together the findings of ten years of research on governance and fragile states in the excellent synthesis paper *The Politics of Poverty: Elites, Citizens and States*. It refers to governance as follows:

Governance describes the way countries and societies manage their affairs politically and the way power and authority are exercised. For the poorest and most vulnerable, the difference that good, or particularly bad, governance, makes to their lives is profound: the inability of government institutions to prevent conflict, provide basic security, or basic services can have life-or-death consequences; lack of opportunity can prevent generations of poor families from lifting themselves out of poverty; and the inability to grow economically and collect taxes can keep countries trapped in a cycle of aid-dependency. Understanding governance, therefore, is central to achieving development and ending conflict.

Far away from ruling elites, but not unrelated to them, Ms Hawaou engages in literacy and is one of the founders of a civil forum promoting women’s development in Cameroon – the Haoussa Women’s Association for Development (AFHADEV). Her take on governance is to push the boundaries of power and space:

I am illiterate, and was married off at a young age. That lasted for ten years. One day I wanted to launch a savings club for women (tontine). The idea was to save for our kids. After long negotiations, crying and sleeping in another room, my husband ended by accepting the idea. Sadly enough he died somewhat later (Newspaper Metro, 9 May 2012).

Governance team



Jean Bossuyt,
Head of Strategy



Jan Vanheukelom,
Head of Programme



Bruce Byiers,
Policy Officer

Not pictured:

Alisa Herrero-Cangas, *Policy Officer*
Elena Fanetti, *Research Assistant*
Gemma Pinol Puig, *Junior Policy Officer*
Noelle Laudy, *Senior Executive Assistant*



Stephanie Colin,
Research Assistant



Christiane Loquai,
Policy Officer

*Not only the Non-State Actors in new aid modalities reference document will be very useful for the methodology of the sectoral mapping in Senegal, we will also work with the Governance in sector reference document. Both are **excellent!** Private consultant on development cooperation policies*

‘Many thanks for your excellent work.’

BMZ official, referring to the stock-taking exercise on German support to domestic accountability

‘ECDPM does not just “bring the good word”. Its **partnerships** build on a **thorough** political economy analysis, and, most importantly, it **networks** with African actors. This gives it a “double legitimacy” in Europe and in Africa. We would very much like to see other international partners adopt this type of approach.’
Maurice Enguéleguélé, Programmes Coordinator of the Africa Governance Institute

On the European Commission reference document, Engaging Non-State Actors in New Aid Modalities: For Better Development Outcomes and Governance

*‘Congratulations on this **extensive** and **useful** work that hopefully will also be put to further use by the delegations at headquarters.’*

Publications

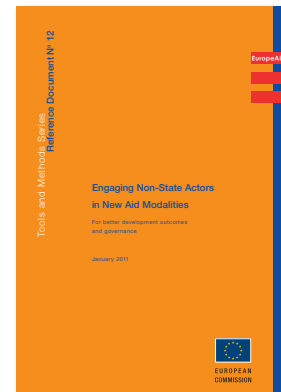
ECDPM publications

- ECDPM and BMZ. 2011. *Support to domestic accountability in developing countries: Taking stock of the approaches and experiences of German development cooperation* (ECDPM Synthesis Report).
- Fanetti, E. and C. Loquai. 2011. *Supporting domestic accountability in developing countries: Taking stock of the approaches and experiences of German development cooperation in Mozambique* (ECDPM Discussion Paper 114).
- Hackenberg, R. 2011. *Supporting domestic accountability in developing countries: Taking stock of the approaches and experiences of German development cooperation in Peru* (ECDPM Discussion Paper 112).
- Hauck, V. and T. Land. 2011. *Fostering democratic ownership: A capacity development perspective* (ECDPM Discussion Paper 103).
- Herrero Cangas, A. and N. Keijzer. 2011. *EU support to governance at a critical juncture: Will the new EU external action architecture deliver smarter support to governance in partner countries?* (ECDPM Briefing Note 26).
- Hudson, A. 2011. *How can donors best support the strengthening of domestic accountability in developing countries?* Final report from the Roundtable on Domestic Accountability and Aid Effectiveness at the European Development Days, 6 December 2010.
- Keijzer, N. and E. Spierings. 2011. *Comparative analysis of EU donor policies towards working with Civil Society Organisations Document analysis commissioned by DSO/MO.*
- Keijzer, N., E. Spierings and J. Heirman. 2011. *Research for development? The role of Southern research organisations in promoting democratic ownership. A literature review* (Discussion Paper 106).
- Keijzer, N., E. Spierings, G. Phlix and A. Fowler. 2011. *Bringing the invisible into perspective. Reference paper for using the 5Cs framework to plan, monitor and evaluate capacity and results of capacity development processes* (ECDPM).
- Klavert, H. 2011. *Supporting domestic accountability in developing countries: Taking stock of the approaches and experiences of German development cooperation in Tanzania* (restricted distribution only).
- Klavert, H., C. Loquai and R. Hackenberg. 2011. *Supporting domestic accountability in the context of budget support and programme based approaches: Findings from a stock-taking exercise on German development cooperation in Bangladesh* (restricted distribution only).
- Koch, S. 2011. *Supporting domestic accountability in developing countries: Taking stock of the approaches and experiences of German development cooperation in Tanzania* (ECDPM Discussion Paper 113).
- Loquai, C. 2011. *Supporting domestic accountability in developing countries: Taking stock of the approaches and experiences of German development cooperation in Mali* (Discussion Paper 115).
- Loquai, C. and H. Klavert. 2011. *Supporting domestic accountability in the context of budget support: Findings from a stock-taking exercise on German development cooperation in Malawi* (ECDPM Briefing Note 28).
- Odén, B. and L. Wohlgenuth. 2011. *Where is the Paris Agenda heading? Changing relations in Tanzania, Zambia and Mozambique* (ECDPM Briefing Note 21).
- Rampa, F. with G. Piñol Puig. 2011. *Analysing governance in the water sector in Kenya* (ECDPM Discussion Paper 124).
- Vanheukelom, J., S. Colin and J. van Seters. 2011. *The future of EU budget support to third countries?* (ECDPM Briefing Note 22).



Joint ECDPM Publications with Partners

- African Studies Centre, ECDPM and SNV. 2011. *The accountability web: Illustrating effective local accountability mechanisms* (Policy Brief for the OECD).
- DEVCO. 2011. *Impliquer les acteurs non-étatiques dans les nouvelles modalités d'aide. Pour améliorer les programmes de développement et la gouvernance* (European Commission Reference Document 12).
- DEVCO. 2011. *Engaging non-state actors in new aid modalities for better development outcomes and governance* (Leaflet briefly presenting European Commission Reference Document 12 (published on the development practitioners' platform capacity4dev).
- DEVCO. 2011. *The EC's governance analysis framework applied to trade facilitation in the Philippines: Findings from the Philippines pilot case study* (Published on the development practitioners' platform capacity4dev).
- DEVCO. 2011. *Pilot case study of governance in the trade facilitation sector in the Philippines* (Published on the development practitioners' platform capacity4dev).
- DEVCO. 2011. *Analysing and addressing governance in the infrastructure sector.*
- ECDPM, The Hague Academy for Local Governance and Wageningen Centre for Development Innovation. 2011. *Harmonisation, decentralisation and local governance: Training materials prepared on behalf of the Informal Development Partners Working Group on Local Governance and Decentralisation (DPWG-LGD)* (trainers' kit and participants' kit).
- ECDPM and AGI. 2011. *Concept note for the African consultation meeting on the initial findings of the support study on the Governance Initiative, Dakar, Senegal, 7-8 June.*
- European Commission. 2011. *Thematic evaluation of European Commission support to respect for human rights and fundamental freedoms.*
- European Commission 2011. *Sector approaches in the environment and natural resources* (Commission Staff Working Paper 31.03.2011, SEC(2011)439, final).
- SNV. 2011. *Accountability at the local level: Experiences from the partnership with the Netherlands Ministry of Development Cooperation on Domestic Accountability.*



Selection of external events

Events (co-)organised by the Governance team

- European Commission, DEVCO seminar on political economy at work. Brussels (11–12 January).
- Training4dev seminar on harmonisation, decentralisation and local governance. Brussels (24–28 January).
- AGI-ECDPM first technical meeting on the European Commission Governance Initiative Study. Dakar (12–13 February).
- ECDPM virtual training on the use of online survey systems, for the staff of the Africa Governance Institute. (1 March).
- AGI-ECDPM second technical meeting on the European Commission Governance Initiative Study. Dakar (21–24 April).
- ECDPM-AGI African consultations on the initial findings of the support study on the Governance Initiative. Dakar (7–8 June).
- DEVCO training seminar on European Commission support to governance in partner countries with a focus on the African continent. Brussels (4–8 July).



GIZ capacity assessment and political economy analysis on the All Africa Ministerial Conference on Decentralisation and Local Development. Douala and Limbe (23 September–1 October).

GIZ second capacity assessment mission on the All Africa Ministerial Conference on Decentralisation and Local Development (AMCOD). Yaounde (27 November–2 December).



Events with contributions by the Governance team

GIZ professional forum on health and social protection, session on the relevance of political economy approaches for German development cooperation. Bonn (13–14 January).

European Commission structured dialogue meeting on civil society and local authorities: Presentation on engaging non-state actors in new aid modalities. Brussels (26 January).

ODI workshop series: Recent lessons from evaluations on budget support. London (22 March).

Presentation on the role of civil society in development and related Paris/Accra processes, in a master course on civil society at the University Carlos III. Madrid (22–23 March).

Presentation on findings of the BMZ stock-taking exercise on German support to domestic accountability in the context of budget support and programme-based approaches. Bonn (6 April).

ODI workshop series: The political economy of budget support. London (8–9 April).

Local Government and Non-State Actor's Programme conference in support of Lesotho non-state actors: Session on key national policy issues and opportunities and challenges for state and non-state actors. Maseru (12–13 April).

African restricted focus group meeting on the European Commission Governance Initiative. Dakar (February, April and June).

DEVCO training course on public policies. Training module on when and how to strategically engage non-state actors in new aid modalities. Brussels (3 and 23 May).

Annual conference of the Development and Governance Working Group on domestic accountability in the context of budget support, Berlin (5–8 May).

DEVCO Infopoint presentation on how the European Commission can engage more strategically with non-state actors in a context of new aid modalities. Brussels (26 May).

AU Commission consultation on establishment of a framework to undertake periodic review of AU member state compliance with shared values instruments. Bamako (27–28 May).

European and African stakeholders workshop on the initial conclusions of the support study on the European Commission Governance Initiative. Dakar (12–13 June).

AU Commission-EU Platform for Dialogue on Democracy and Human Rights: First session of the Working Group on natural resources management. Dakar (14–15 June).

ECDPM presentation on domestic accountability and budget support at the Maastricht Graduate School of Governance. Maastricht (21 June).

Development Partners' Working Group on Decentralisation and Local Governance meeting: Presentation on challenges for harmonisation and alignment in the field of monitoring and evaluation of decentralisation and local governance. Eschborn (1–2 September).

'Assises de la Coopération' organised by the Ministry of Foreign Affairs of Luxembourg. Presentation on EU external relations after Lisbon. Luxembourg (16 September).

AU-EU expert meeting on natural resources management. Brussels (26–28 September).

AU Commission consultation on establishment of a framework to undertake periodic review of AU member state compliance with shared value instruments. Freetown (11–13 October)

Zagranica international conference on democracy and development: Presentation on EU support to democracy and development in the Middle East and North Africa. Warsaw (30 November).

Polish Ministry of Foreign Affairs high-level conference on the EU and Southern Neighbourhood: New prospects for mutual cooperation in a changing environment. Warsaw (1–2 December)

ECDPM'S TALKING POINTS BLOG CONTRIBUTIONS

WWW.ECDPM-TALKINGPOINTS.ORG

Talking Points



- Aggad, F. *Is the EU's new SPRING programme so new? Commentary on the EU's new package for North Africa* (30 September)
- Byiers, B. 2011. *Taxes, states and economic growth: How can we better design and implement tax policy for development? Commentary on domestic resource mobilization* (27 June).
- Byiers, B. 2011. *Land grabs, the 'WEL nexus', and a lot of questions. Report from an ECDPM consultation event for the European Report on Development* (26 May).
- Colin, S. 2011. *The practical norms of real governance in Africa. Report from the seminar at the Institute of Development Policy and Management, University of Antwerpen* (26 May).

- Pinol Puig, G. 2011. *Involving local authorities and civil society organisations in EU development cooperation. Detailed report on Second Assises of Decentralised Cooperation for development meeting* (1 April).
- Vanheukelom, J. 2011. *Transparency, economic governance and development: The Extractive Industry Development Forum* (16 December).
- Vanheukelom, V. 2011. *The EU policy on budget support: What is new? And can it work?* (21 October).

Knowledge management and learning

Overview

This year's working areas can be divided into three broad areas set out in the sections below. First is the external review of the Centre's performance, which provided valuable opportunities for reflection and learning. Second is our translation of the Centre's mandate and strategy into practice with innovations in a number of fields. Third is our comprehensive support to ECDPM's programmes and corporate matters.

Monitoring, evaluating and looking ahead

The external evaluation of the Centre's performance from 2007 to 2011 was an important event for the Knowledge Management and Communications unit during the reporting period. It characterised the unit's work as 'well integrated' into the overall Centre strategy and as 'comprehensive, well focused and coherent'. It confirmed that we can continue with the overall Knowledge Management and Communications approach for the forthcoming strategic period (see also the next section on the corporate evaluation and our planning for the future).

The external evaluation was useful too in pointing out two areas into which ECDPM should invest more in the future. The first was external communications, on which the team suggested the following:

- intensification of work with the programmes to more proactively and strategically plan for external communications
- reformulation and reframing of content into formats that are easier for a wide audience to digest
- increased use of social media for policy work, such as to facilitate online discussions, but also to stimulate collaborative work within ECDPM teams as well as with partners

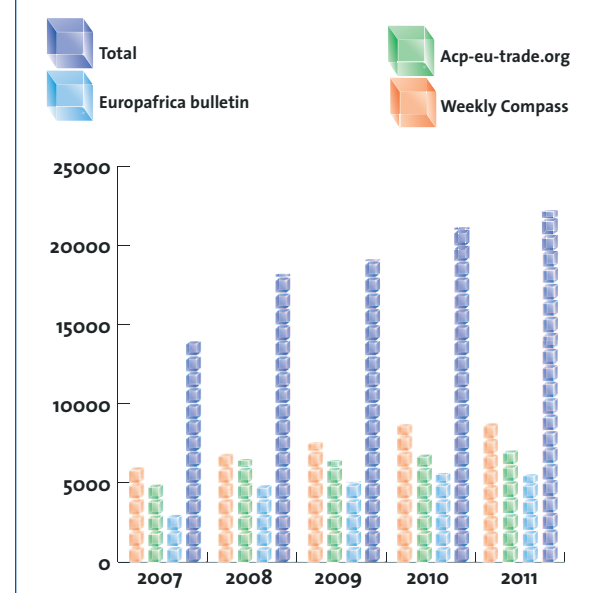
The second area for further attention was bringing staff up to speed on the implementation of the IMAKE project. Staff's full collaboration and compliance with the requirements and procedures of the new system will be needed to make the initiative a success. For this, training will be provided and the benefits of the new system clearly communicated to make a case for change.

With the external review behind us, we entered the formulation process for the new 2012–2016 ECDPM corporate strategy well informed. An updated knowledge management and communications strategy will be formulated in early 2012 to further guide and position the unit's work over the next five years.

Translating strategy into practice

Our investment in the creation of the *Weekly Compass* newsletter and underlying ECDPM online information service yielded us innumerable positive responses over the year. With this service, ECDPM monitors and reports on salient issues from some 500 newspapers, blogs and official websites and meetings on some 30 policy topics. It has helped us to inform policy processes effectively while functioning as a tool for networking and getting relevant information into policymaking circles. In some cases, we conveyed news to stakeholders considerably before the items were picked up by the international media, the European Commission and NGOs. Our success in drawing out and transmitting policy-relevant and timely topics reflects our substantially deepened professional experience over the past four years. Some of the comments received are displayed in boxes throughout this section.

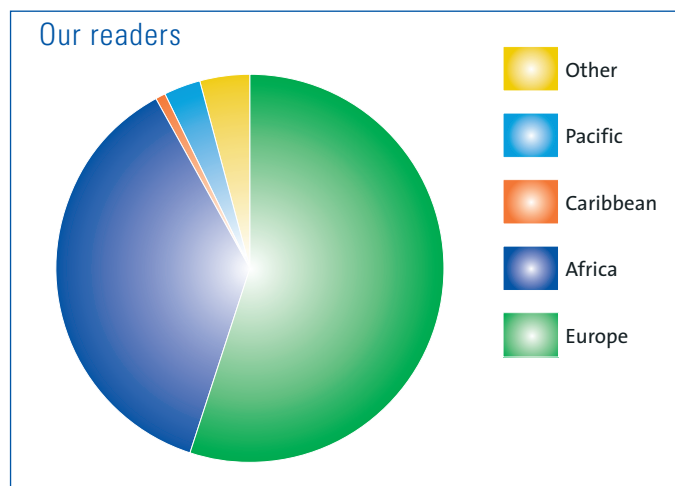
Electronic newsletter subscribers



ECDPM's *Talking Points*, introduced in early 2010, took off considerably over the reporting period. This is a corporate blog that addresses challenges in European international cooperation. The blog provides a platform for ECDPM and its colleagues to succinctly transmit views and information on policy developments to the public through brief texts and text fragments. New blog articles are announced and shared with policy communities via our weekly newsletter, the *Weekly Compass*. This coordinated approach has brought a mounting

readership to *Talking Points* and increased visitors to our website from 4.000 in 2010 to over 21.539 at the end of 2011. This broad also along an increase in comments from our readers from 5 received in 2010 to 76 in 2011, of which 55 came from the 25th anniversary ACP-EU debate.

One of the year's peaks in *Talking Points* readership was in the run-up to the ECDPM 25th anniversary policy conference on the future of the ACP-EU partnership (see page 8). Another *Talking Points* success was a short article that helped to catalyse a policy debate on trade. The article concerned the European Commission's proposal to withdraw preferential market access from countries that had shown little progress in EPA negotiations. Viewed almost 900 times, the article sparked a lively debate amongst stakeholders and was quoted in the international press.



In 2011, we underlined our commitment to knowledge partnering and networking on various fronts. We continued to support Capacity.org, a gateway for capacity development comprised of a magazine and a website published in English and French. ECDPM founded the initiative in 1999. Today it has developed into a partner-driven warehouse of learning about capacity development in practice. Led by the Netherlands Development Organisation (SNV), partners in Capacity.org are the United Nations Development Programme (UNDP), the Dutch Inter-church Organisation for Development Cooperation (ICCO), the New Delhi-based Society for Participatory Research in Asia (PRIA) and ECDPM.

Two issues of the *Capacity.org* magazine appeared in 2011: *Voices of Capacity Development* (No. 43) and *Strengthening Health Systems* (No. 42). Issue No. 43 was published to coincide with the Fourth High-Level Conference on Aid Effectiveness in Busan, South Korea. It provided a vehicle for change agents in the South to speak about their experiences in leading capacity development processes. Issue No. 42 focused on the effects of "vertical" health-care programming targeted at specific diseases, such as HIV/AIDS and tuberculosis. Such programmes often undermine the development of strong national health systems, as they draw resources away from other in-country health priorities.

Another traditional knowledge networking effort is the "Pelican Initiative", an electronic discussion platform for evidence-based learning and communication for social change. This continued to offer a platform for practitioners in monitoring, evaluation and change management. Since its launch in 2005, the Pelican Initiative has carried 1,327 contributions from 49 countries. It has grown into a dedicated space for knowledge sharing propelled mainly by members and requiring minimal steering from ECDPM. Themes discussed last year included the evaluation of capacity development, the usefulness of complexity theory in development cooperation, and ways to improve results-based management in development cooperation. In addition, members increasingly announced new publications and

job positions via the platform. This brought current thinking on capacity development into the limelight on a number of occasions. In 2011, membership rose to some 1,100 members (from 489 in 2008) and now spans 102 countries.

ECDPM played an active role in a debate on the future of Dutch expertise on international cooperation and development. The online debate followed publication of a discussion note by Ben Knapen, Dutch Minister of European Affairs and International Cooperation. In the note he proposed merging international cooperation-related research into five "knowledge platforms". The debate was organised by *The Broker* and focused on the role of knowledge and research in tackling global development issues. ECDPM participated, representing the perspective of international knowledge networks in the Netherlands and Europe.

We continued to maintain contact with a variety of European organisations active in knowledge networking – both to share our experiences and to widen our horizons. These included the German Agency for International Cooperation (GIZ), the European Journalism Centre, IKMemergent (a knowledge management research programme led by the European Association of Development Institutes), the Maastricht Debates and the Maastricht School of Management. We also participated in the annual meeting of the Informal Network of DAC Development Communicators in Paris, October 2011.

In terms of internal knowledge networking, we set up an alumni platform on LinkedIn to maintain a strong network of colleagues, former colleagues and associates. We continued organising lunchtime seminars. In particular, we invited a number of international guest speakers to share views on policy issues relevant to our discussions on a new corporate strategy for the 2012–2016 period. The box below lists the ten seminars organised. In cooperation with ICT staff, we started to implement the IMAKE project (briefly highlighted above) as of November 2011. The project is slated to extend until early 2013.

CENTRE SEMINARS IN 2011

Maria Alaminos	EU involvement in Sudan: An expectations-capabilities gap, or the comfort of denial?
Faten Aggad	Results of the EU Governance Initiative study
Anthony Otieno	Diaspora engagement and participation in policy processes at the national and local government levels: Ghana, Somalia and Ethiopia
James Mackie and Simone Görtz	Looking ahead: Challenges for European cooperation in 2012
Jean Bossuyt	Human rights in EU international cooperation
Nicholas Westcott	The European External Action Service (EEAS)
Christiane Loquai	How to support domestic accountability in developing countries
Ambassador Skeritt-Grosskurth	The Joint Caribbean-EU Partnership Strategy
Jasper Grosskurth	The futures of technology in Africa
Geert Laporte	Emerging players in Africa and the European Union

Support to programmes and corporate tasks

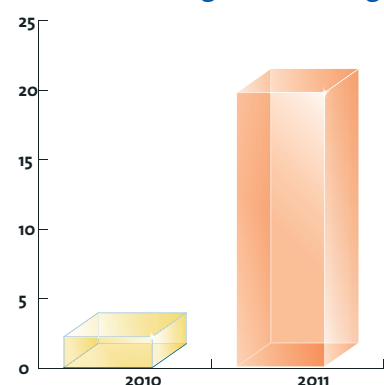
The unit assisted in producing and disseminating 79 Centre publications in 2011. Another 44 were produced jointly with other organisations, widening our dissemination to complementary policy audiences. Some 14,093 hard copy publications were distributed by mail and at workshops and conferences.

Among our corporate services in 2011 were the following:

- Provided advice on knowledge management and communications strategies and tools to the Africa Governance Institute (AGI) and AU Commission

- Supported ECDPM's contribution to the European Development Days in Warsaw
- Supported ECDPM's input to the 13th General Conference of the European Association of Development Training Institutes (EADTI) and Development Studies Association (DSA)
- Assisted in outreach for the 2012 European Report on Development, for which ECDPM joined efforts with the Overseas Development Institute (ODI) and the German Development Institute (GDI)
- Assisted in identifying contacts and strategically disseminated publications electronically and in print
- Outsourced layout and graphic support, upgrading the design of ECDPM publications and providing translation services
- Produced the Annual Report, Annual Report Highlights, the Centre Work Plan and various brochures, as well as the Annual Challenges Paper
- Helped to design and set up the new ECDPM magazine GREAT Insights that replaced Trade Negotiation Insights
- Produced 35 issues of the Weekly Compass in both short and extended versions, placing around 4.000 entries in the "Delicious.com" information database
- Placed 135 entries on the corporate blog Talking Points, on which we received around 100 contributions from readers
- Produced the ACP-EU cooperation policy calendar that announces relevant policy events throughout the year
- Prepared for a rationalisation of corporate newsletter productions and the introduction of an updated information database ("The Filter") to take effect as of 2012
- Supported organisation of the 25th anniversary conference on various fronts, including special anniversary publications, contact database services and photo material
- Produced the 25th anniversary booklet The Pelican House and ECDPM
- Assisted human resources department in publication of the ECDPM staff manual
- Maintained and updated the all-Centre corporate website as well as the Centre's intranet
- Provided introductions to social media for staff and created various "wikis" on the intranet to enhance internal sharing
- Supported the Institutional Relations team in identifying and maintaining contacts, particularly among partner organisations
- Updated and maintained our corporate contacts database containing over 18,099 organisations, including 15,287 individual contacts and subscribers
- Liaised in-house experts with key contacts established through the Weekly Compass newsletter
- Responded to team queries to fill in gaps in their research
- Assisted the DPIR programme in its electronic survey for a study on the visibility EU external action
- Produced two newsletters to inform staff on the IMAKE project and its implications for internal work processes
- Maintained the digital and analogue photo database and encouraged staff to share photographs taken during missions and policy events
- Managed ECDPM's hard-copy library and the Centre's publications stock
- Outsourced library and subscription services to make them better accessible to staff via the internet

ECDPM Talking Points blog



<http://www.ecdpm-talkingpoints.org/>

'Thank you so much for this continuous update. It is really **informative** especially on current but sticky trade policy issues relevant for African countries and most especially for our training programmes at trapca.'

Official at the Trade Policy Training Centre in Africa

*'Just to give you a quick feedback on the Weekly Compass: I am **extremely grateful** for each edition! The compass is a **great overview** of current developments and helps me a lot doing my job as EU policy officer. I regularly share the latest information on the EU engagement for Peace and Development with our members in government and civil society. Thank you very much for your **highly important work!***

Member of the German Working Group on Development and Peace, BMZ

'Thanks a lot for the weekly compass, it is always a very interesting and sharp tool with very useful information for our work here!'

Official at DEVCO, European Commission

*'My sincere congratulations for your **fabulous** work with ECDPM Compass.' Official of the EU Delegation in Zambia*

The Weekly Compass provides an overview of notable policy documents, ongoing debates and key events to thousands of subscribers in Africa, Europe and other parts of the world. For many Africans (and Europeans as well) this is one of the few sources of **reliable information** on what is going on in Brussels and elsewhere.

'Thank you so much for keeping me in the loop, so to speak. It is **invaluable... I always can rely on the information provided by you, it is relevant and in time.'**

Official of the Agricultural Trade Forum of Namibia

'Your Weekly Compass is extremely useful for us... because of its objectivity and practical summaries to help us be aware of matters we would otherwise have missed.'
Official at the South African Embassy to Belgium and Luxembourg and Mission to the European Union

'This is just to thank you for this most useful review, which I carefully study every week-end. The best and most effective way to keep up to date with EU policies viz. Africa!'
Senior official at the Economic Community of Central African States

'Thank you for the information.... Please continue sending me the e-alerts since they are very interesting and bring me up to date.'

National Council of Entrepreneurs in Chad



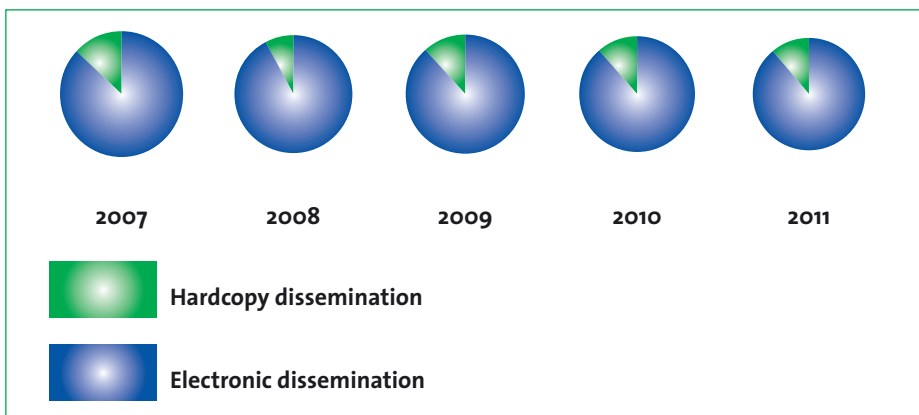
www.ecdpm.org/weeklycompass

'I think you are doing a tremendous job in putting together this information in a digestible form. Those of us who do not sit in research institutions simply do not have the time to gather this information. The opaqueness of the EU as a whole does not help either in getting quick, useful and to-the-point information on news going on in "the castle" when you are far from it. So, I am greatly benefitting from your work and enjoying an hour here and there, surfing through this newsletter and the links provided. Keep up the good work!'
Development policy expert in the Netherlands

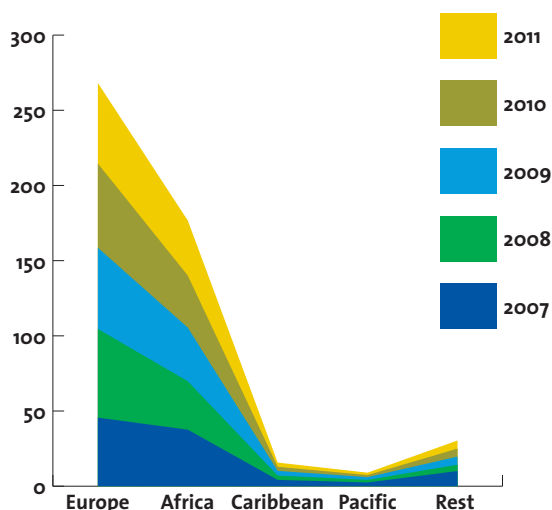
*'Many thanks. I have been like a child in a toy store perusing your current Editor's Picks. It is most useful and I will take the time to examine many issues closely. ... Congratulations on the **wonderful job** you and ECDPM are doing!' Senior official of Trinidad & Tobago*

Production and dissemination of ECDPM's hardcopy publications

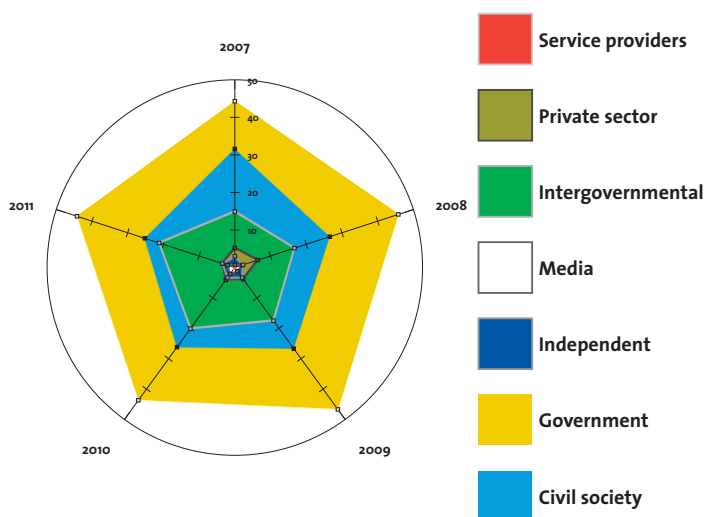
To save costs, we have gradually reduced dissemination of hard-copy publications. The decrease in number of publications disseminated (from 2007 to 2008) is partially caused by the fact that the Centre did not produce the 'Highlights' in 2008 (= estimated dissemination approx. 9,000). Also, in 2007, quite a number of publications were distributed during seminars, in particular the Parliamentarian and trade related seminars. Figures are without Weekly Compass dissemination that we intensified as of 2009 (reaching some 40 times per year some 8,000 addressees) but includes the dissemination via the 'acp-eu-trade.org' newsletter and the 'europafrika bulletin'.



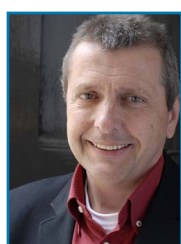
Hardcopy publication dissemination by region (2007-2011)



Hardcopy publication dissemination by organisational type (2006-2011)



Knowledge Management & Communication team:



Volker Hauck,
Head of Knowledge Management & Communication



Melissa Julian,
Knowledge Management Officer, Editor Weekly Compass



Ivan Kulis,
Knowledge Management Officer



Claudia Backes,
Information Officer Publications



Suzanne Cartigny,
Information Officer Publications



Jacquie Dias,
Information Officer Dissemination and Information Support



Sonia Niznik,
Knowledge Management and Communications Officer



Lee Thomas,
Corporate Officer ICT



Klaus Hoefsloot,
Senior Corporate Officer ICT

Not pictured:
Irenah Klink, Information Assistant
Judith den Hollander, Information Officer Intranet,
Verena Ganter, Information Assistant

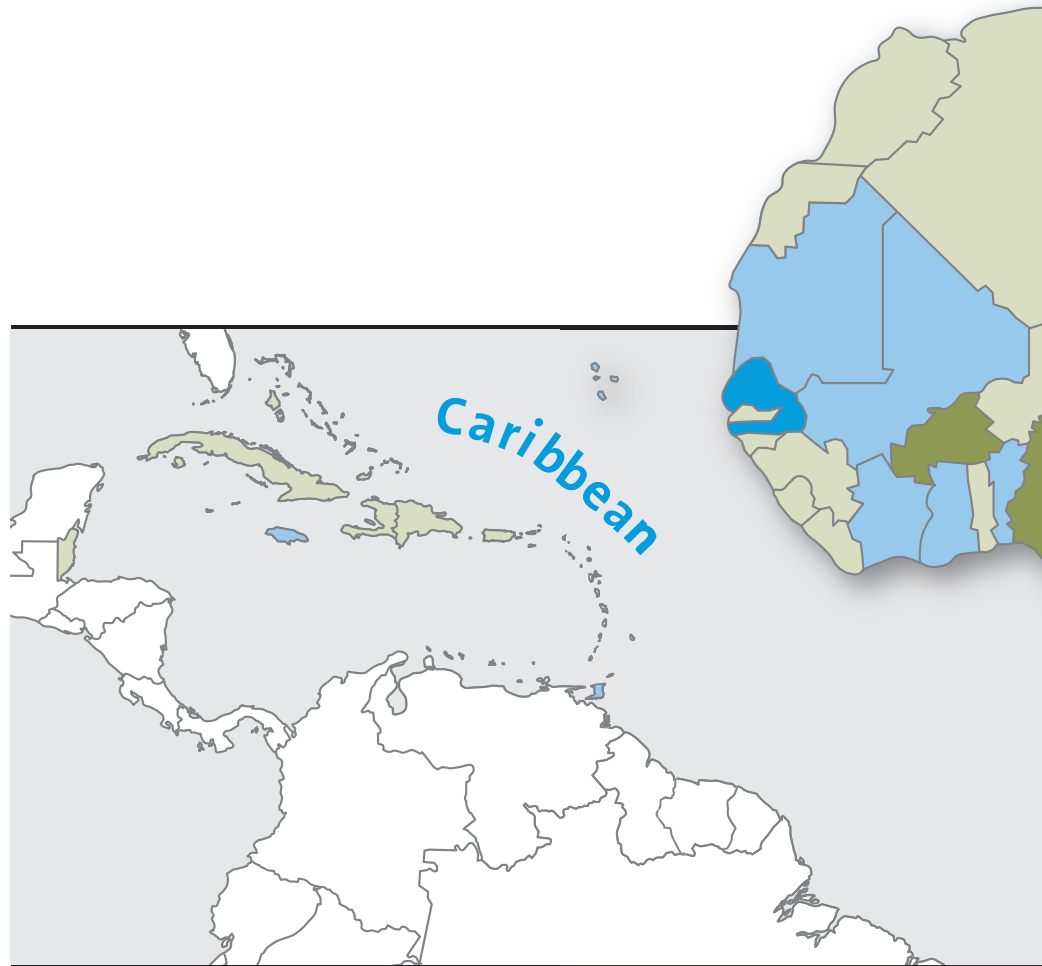
ECDPM interactions in ACP countries

The Centre interacts with numerous partners in the 79 countries of the ACP. To monitor the geographic distribution of these interactions, we keep track of the number of in-country visits, consultants used, publications distributed and visits to the ECDPM website from all of these countries. Using a composite indicator, we create a map to reflect the intensity of ECDPM interactions with the countries during the year. The map provides a quantitative indication, not a measure of the quality of the interactions. It illustrates the choices that we make as we focus our efforts among many thousands of development actors.

This year's map shows again ECDPM's intensive engagement on the African continent, in accordance with its 2007–2011 strategy. Similar to last year, the top two countries are Ethiopia and South Africa. These are the locations of two prominent ECDPM partners: the AU Commission in Addis Ababa and the South African Institute of International Affairs (SAIIA) in Johannesburg. In the ACP, Ethiopia also received the most ECDPM publications, followed by South Africa and Kenya. South African stakeholders visited our websites most frequently, followed by Kenya, Ethiopia, Nigeria and Uganda. Most country visits of ECDPM staff were to Ethiopia, followed by Senegal and Nigeria.

The indicator is a composite, weighted total of the number of days of in-country work visits, the number of publications distributed divided by 10 and the number of traceable website visitors divided by 100. With emphasis on personal contacts, the outcome represents a measure of the intensity of interactions with development actors in a specific country. Countries are then grouped into four categories (quartiles), each totalling about one-quarter of the total points allocated.

* Countries marked with an asterisk are not signatories of the Cotonou Agreement.



Group 1

Ethiopia
South Africa

Group 2

Kenya
Nigeria
Tanzania

Cameroon
Zambia
Senegal

Group 4

Jamaica
Morocco*
Burundi
Niger
Madagascar
Tunisia*
Angola
Egypt*
Guyana
Malawi
Gambia
Dominican Republic
Sudan

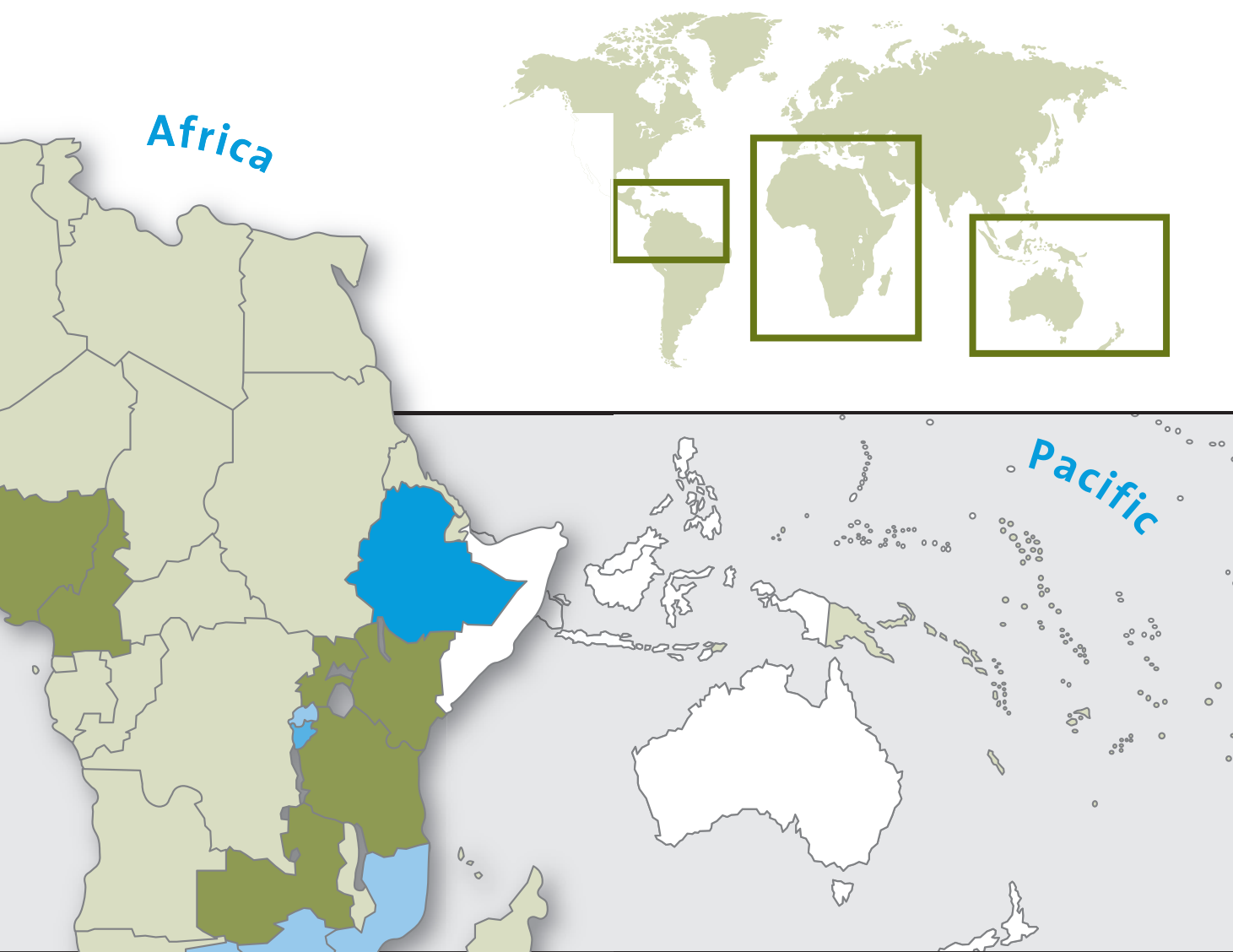
Guinea-Bissau
Mauritania
Gabon
Togo
Bahamas
Djibouti
Central African Republic
Swaziland
Seychelles
Suriname
Algeria*
Comoros
Saint Lucia

Group 3

Mali
Mauritius
Mozambique-
Lesotho
Ghana

Fiji
Trinidad and
Tobago
Namibia
Zimbabwe

Congo
(Kinshasa)
Botswana
Burkina Faso
Uganda



Africa

Pacific

Papua New Guinea
Guinea
Guinea
Belize
Sao Tomé and Príncipe

Haiti
Sierra Leone
Grenada
Congo - Brazzaville
Chad
Samoa

Equatorial Guinea
Solomon islands
Dominica
Liberia
Vanuatu
Saint Vincent and the Grenadines
Antigua and Barbuda
Tonga
Kiribati
Reunion*
Puerto Rico*

Cuba*
Cook Islands
Saint Kits and Nevis
Niue
Eritrea
Guadeloupe*
Tuvalu
Libya*
New Caledonia*
Martinique
Palau
Marshall Islands
Anguilla
Nauru

Western Sahara
Republic*
East Timor
Barbados*
Rwanda
Benin
Côte d'Ivoire
Cape Verde



Corporate evaluation and planning for the future

The external evaluation

ECDPM invited an evaluation team to review the Centre's performance over 2007–2010 and to formulate recommendations for the future. The team presented its report *Striking the Balance* in early 2011. The report describes the Centre's 2007–2011 strategy as 'comprehensive, solid and coherent'. It further congratulated the Centre for its 'relevant choices and well-founded approaches'. Moreover, the team remarked on ECDPM's successful implementation of its strategy, 'delivering demonstrable outcomes, in addition to supporting institutional improvements'. The Centre has carved out a 'unique position' for itself, said the team, as a facilitator of development policy processes and as a broker between the ACP and Europe.

Strategic approach

The evaluators described ECDPM as one of the most relevant organisations of its type. 'ECDPM has strongly contributed to the enhanced capacity of and cooperation between many key policy actors and structures', they said. Four key conclusions on ECDPM's methodology particularly stand out:

Process approaches deliver more impact. The Centre's focus and impact have gained from ECDPM's long-term engagement in strategic policy processes involving the European Union and the ACP Group, especially Africa. This process approach has enabled the Centre 'to develop close and constructive relationships with multiple stakeholders, adopt a proactive and flexible attitude, sustain engagement and ensure good follow-up'.

Flexible funding is a key factor in ECDPM's success. Securing a relatively high share of flexible funding has enabled the Centre 'to adapt interventions and programmes to the evolving context, to take advantage of well-timed opportunities to enhance and accompany complex processes, and to retain its niche as an independent and strategy-driven broker'.

Innovative facilitation and knowledge management amplify impact. ECDPM is widely recognised as a centre of excellence in facilitation of policy processes and knowledge management. The Centre has further developed a track record in strengthening linkages between policy and practice, for instance, related to policy coherence for development, the Economic Partnership Agreements and the Joint Africa-EU Strategy. The Centre has 'an outstanding reputation in dissemination and sharing of policy-relevant knowledge', according to the evaluation team. 'This has certainly served to amplify ECDPM's impact and supported outcomes.'

Strategic partnerships enhance mutual learning. ECDPM's strategic partnerships 'are beginning to bear fruit in terms of mutual access to networks... and in supporting the legitimacy of ECDPM's engagement', said the evaluators. They further noted the Centre's 'significant progress in opening up opportunities for... staff exchanges for individuals in ACP countries'. At the same time, the report recognises that effective partnership-building requires long-term engagement and considerable investment of resources.

How did ECDPM make a difference?

The evaluation identified five contributory elements to ECDPM's impact:

- Facilitation or "incubation" role. In the evolution of the policy processes that ECDPM targets, the Centre assists key players in mapping out strategies, understanding one another's perspectives and balancing positions.
- Levelling of the playing field. The Centre reduces asymmetries between stakeholders. It supports the capacity of ACP actors so that they can engage purposefully in challenging and contentious issues, with better understanding of the dynamics of EU decision-making and policy processes.
- Enhancement of policy debates. ECDPM's tailored and targeted information and analyses improve the quality and content of policy debates.
- Widening of engagement. ECDPM's inputs open discussions and provide access to information for meaningful participation of a broader set of stakeholders.
- Service as a "driver of change". ECDPM accompanies key actors in their efforts to shape policies and processes. It draws on and leverages its network in the South to enable EU member states to adopt better informed positions.

Key recommendations

The evaluation team gave a high score to ECDPM's work, at the same time making a number of recommendations for the future:

- Continue to refine the partnership approach. Partnership development is time consuming and challenging at times. But partnerships are essential to ECDPM's legitimacy and reach in the South. Partnerships provide opportunities for mutual learning. They allow access to policy arenas and local perspectives on the impact of policies. They may also lead to openings for joint research and fundraising. ECDPM could invest even more in partnering with peer institutions in the South, especially those with complementary expertise in relation to ECDPM's core processes and competencies.
- Extend outreach beyond the meso level. ECDPM's analysis and engagement seem best articulated at the "technocratic" meso level. The Centre could strengthen its policy-practice-research linkages by reaching "downwards" more regularly, extending its analysis to policy impacts and implementation issues. Similarly, ECDPM could extend its focus upwards, engaging and communicating more with high-level political decision makers. This would be especially relevant in processes where obstacles are political, rather than technical in nature, such as the Joint Africa-EU Strategy and the Economic Partnership Agreements. Finally, ECDPM could do more "to showcase its visionary thinking" on issues of EU development policy and EU-ACP relations.
- Enhance focus on emerging global issues and southern perspectives. ECDPM has embraced the shift in international relations from a narrow focus on development cooperation to emphasise the interrelated nature of global challenges (such as security, migration, climate). It has long recognised the need for greater coherence in external policies. The Centre now needs to build on this foundation and further orient its analysis on

the implications of global changes for EU-ACP cooperation. Notwithstanding, the development aspirations and concerns of southern actors should remain the point of departure.

- Continue to broaden the funding base. Flexible multi-annual and core funding has been fundamental for ECDPM to implement its innovative, effective and focused approach and orientation.

To safeguard flexible funding, ECDPM will need to keep up a vigorous and proactive approach, maintaining high quality relationships with EU member states and other donors and exploring innovative funding arrangements and sources.



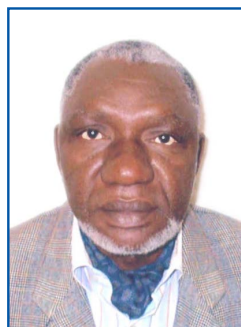
Raphael Mwai



Bart Romijn



Sarah Bayne



Moussa Ba



www.ecdpm.org/evaluation2007-2010

The 2012–2016 strategy at a glance

The evaluation team encouraged ECDPM to use its evaluation to nurture and expand on this positive record. Following the evaluation, ECDPM undertook an analysis of the environment in which we operate, highlighting the major transitions that are taking place across the landscape of development cooperation.

We see that the aid system is giving way to new forms of international cooperation that seek to address global development challenges in a more holistic way. A wider range of actors (including the “BRICs” and other emerging economies) are playing increasingly important roles in responding to issues such as peace and security, climate change, migration and food security. However, the transition is far from complete. The roadmap is still unclear, and the outcomes for developing countries and vulnerable communities remain uncertain.

All major actors must adjust to the new context. The European Union is set to build stronger, more differentiated and coherent external action, commensurate with its ambition as a global player. This is quite a challenge in today’s context of economic and financial crisis, inward-looking tendencies and growing doubts about the relevance of development cooperation. Africa is on the move as well. Several countries are experiencing record growth, but need better governance to reduce inequalities and promote social cohesion. Societies and citizens across the continent are waking up, claiming rights and demanding accountability (as evidenced in North Africa). Institutions at all levels (continental, regional, national and local) are seeking to improve service delivery and to respond adequately to societal demands. Africa is increasingly developing its own development agendas and diversifying its partners. The ACP Group too has begun fundamental reflections on its future role.

As the aid system mutates into more sophisticated forms of international cooperation, new tools are needed: well-informed dialogue processes, balanced and reciprocal partnerships, negotiations between actors with competing interests, institutional innovation and joint learning. These are precisely the areas in which ECDPM is consistently recognised as a leader.

To target our efforts, we selected four thematic priorities that reflect major challenges on the way to a better system of international cooperation. These four thematic priorities are

- (i) reconciling values and interests in the external action of the European Union and other international players;
- (ii) promoting economic governance and trade for inclusive and sustainable growth;
- (iii) supporting societal dynamics of change related to democracy and governance in developing countries, particularly Africa; and
- (iv) addressing food security as a global public good through information and support to regional integration, markets and agriculture.

The outcomes of this work will feed into and contribute to the global transitions identified. In doing our job, the established mission and principles of engagement of ECDPM remain fundamentally relevant: our non-partisan approach, our clear strategic focus on a limited set of policy areas; our dual role as an independent knowledge broker and process facilitator; our extensive relations with key actors in Europe and the ACP regions; our expertise in linking policy and practice; and our investment in a strong results framework to clearly measure outcomes.



Interested readers can access ECDPM’s new strategy in full at www.ecdpm.org/strategy2012-16

Capacity and Innovation Programme

Eunike Spierings,
Policy officer
Monitoring and
Evaluation



Dolly Afun-Ogidan,
Junior Policy Officer



Paul Engel
Director



Anje Jooya-Kruiter,
Policy Officer



Marc Levy,
Senior Advisor
Institutional &
Capacity Development

3. ECDPM corporate information and finances

Corporate information

The Board of Governors

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



Board of Governors

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

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

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

Mrs. G. Kinnock
Member of the House of Lords of the Parliament of the United Kingdom

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

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

Mr. R. Makoond
Executive Director
Joint Economic Council of Mauritius

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

Mr. A.J. de Geus
Member of the Executive Board Bertelsmann Stiftung

Prof. L. Wohlgemuth,
Guest Professor Centre for African Studies, University of Gotenborg

Staffing

ECDPM has 50 core staff members. Of these, 42 are based at the head office in Maastricht and eight operate from ECDPM's Brussels office. The Centre employs 20 programme staff members and seven junior programme staff members and research assistants. It has 23 support staff members, totalling 19 full-time equivalents. Support staff work in administration, technical and communications support, and human resources management.

Thirty-eight staff members are women. ECDPM staff represent 20 nationalities: Algerian, American, Austrian, Belgian, British, Canadian, Dutch, Ethiopian, French, German, Hungarian, Italian, Mauritanian, Mauritanian, Polish, Portuguese, South African, Spanish, Swedish and Swiss.

In addition to its regular staff, eight programme associates and two research fellows collaborated closely with the Centre in 2011 but were not on the payroll.

www.ecdpm.org/staff



Young professionals

The Centre strives to provide opportunities for young professionals, especially those from the ACP. In 2011, we awarded five internships, four research assistantships and three programme assistantships to university graduates to work in a highly stimulating environment and gain international exposure. ECDPM also welcomed two research fellows, from Ethiopia and Korea, to work in its programmes, combining their doctorate studies with practical policy work.

The Centre selects postgraduates of outstanding intellectual quality and personal strength holding a master's degree in development, social studies, international affairs/relations, communications, law or economics, and with specialisations relevant to ECDPM's work.

ECDPM Executive Family



San Bilal
Head of Programme



Jean Bossuyt
Head of Strategy



Paul Engel
Director



Volker Hauck
Head of Knowledge
Management &
Communication



Geert Laporte
Deputy Director



Marc Levy,
Senior Advisor
Institutional &
Capacity Development



James Mackie
Head of Programme



Andrew Sherriff
Senior Executive
International
Relations



Jan Vanheukelom
Head of Programme



Henriette Hettinga
Executive Corporate
& Human Resources
Management



Roland Lemmens
Head of Finance &
Operations

Human resources management

ECDPM began 2011 with a newly reorganised human resources management system. An important part of this system is a competency-based approach with which the organisation can more adequately assess and steer its staff members' performance and development. The underlying aim is to stimulate professional growth and job satisfaction. The Centre is applying the competency-based approach in its training strategy as well. The recent external evaluation commended ECDPM on its human resources management, remarking that good selection processes and the many opportunities for learning and developing competences, both on the job and off, have been important factors contributing to the organisation's success. The recently introduced competency-based system is an opportunity for further alignment of these processes with the Centre's new institutional strategy.



ECDPM Corporate Services, left to right, top to bottom

Klaus Hoefsloot, Senior Corporate Officer ICT, Lee Thomas, Corporate Officer ICT, Roland Lemmens, Head of Finance & Operations, Laura Dominguez, Executive Assistant Corporate Management, Henriette Hettinga, Executive Corporate & Human Resources management, Ber Wintgens, Corporate Assistant Facilities, Karen Gielen, Corporate Assistant Human Resources, Linda Monfrance, Corporate Assistant Office Support, Peter van 't Wout, Corporate Officer Finance, Ghita Salvino, Corporate Officer Travel and Events, Floor Hamelers, Corporate Officer Administration

Not pictured:

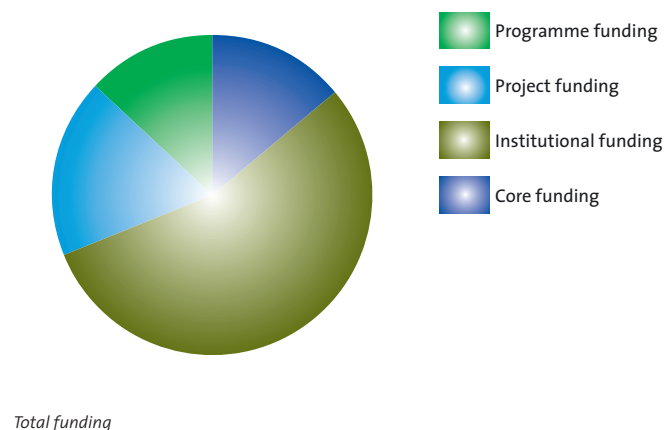
Marine Martinie, Corporate Assistant Office Support, Léonne Willems, Corporate Officer Human Resources

ECDPM finances

The Centre's funding base

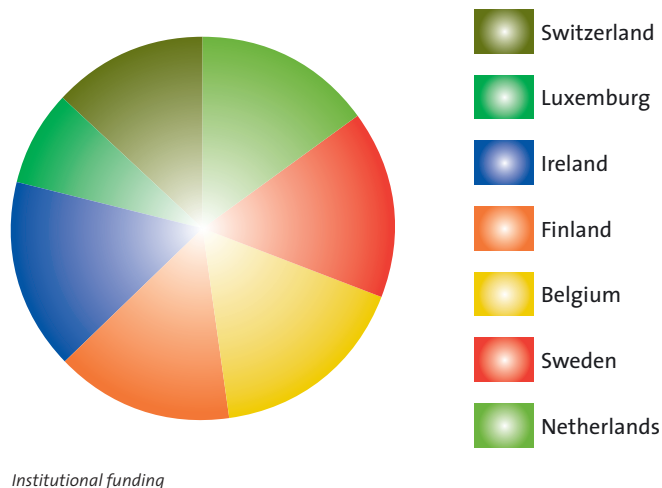
Strategic focus and results orientation remained two key elements of ECDPM's management in 2011, this being the last year of the Centre's 2007–2011 strategy. Throughout this strategic period, we built on decisions following the recommendations of the external evaluation in 2007. Whereas before 2007 the Centre was heavily dependent on short-term project funding, ECDPM is now more firmly anchored in financial terms. In 2011, core and institutional funding made up 69 per cent of our total income (for 2007–2011 this was also 69 per cent). The positive trend in institutional funding over the period has given the Centre a solid financial basis to continue its work as a strategy-driven organisation.

The Centre also implemented measures to sharpen its market orientation. As in 2010, programme and project funding made up 31 per cent of total funding.



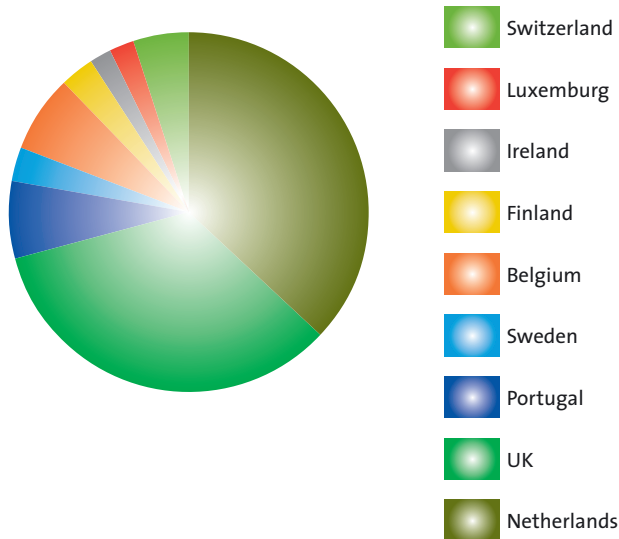
Core funding: Interest on the endowment from the Netherlands government

In its early years, ECDPM could finance nearly all of its activities from the interest paid on the endowment provided by the Netherlands government. Over the past decade, however, declining interest rates and increased external funding have reduced the proportion of income from the endowment to 14 per cent of our total budget. This funding base nonetheless remains important for our operations. Because it can be budgeted in a flexible way, it helps the Centre to maintain its focus and respond to emerging demands in a dynamic way.



Institutional funding and programme funding

Over the past 14 years, we have negotiated multi-annual institutional and programme funding agreements with a number of European governments. As with the core funding mentioned above, this type of funding can normally be applied to different activities at our discretion. It therefore constitutes a strong guarantee of the Centre's ability to maintain its focus and respond flexibly to challenges as they arise.

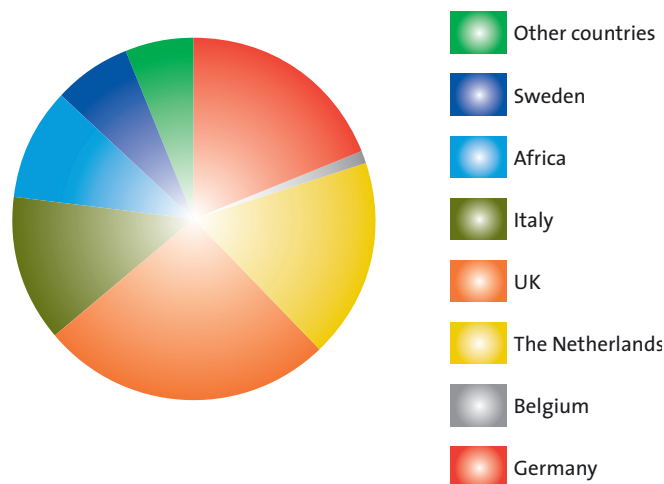


Programme funding

Despite the financial and economic crisis, institutional funding from EU member states, besides the Netherlands, increased. The Dutch institutional funding decreased as a result of a higher absorption in previous years of the five-year funding agreement for 2007 to 2011. For 2012 and beyond, indications regarding continued funding are mostly positive.

Project funding

Project funding is our final source of funding, representing 13 per cent of the Centre's total resources in 2011, as in 2010. Project funding refers to contributions of limited scope and duration. These may be spread over several years or just a few months, or they may be earmarked to enable our staff to attend some key international event.



Project funding

As in previous years, project funding reached us increasingly through tender processes, particularly for large initiatives. We continued to engage in such projects carefully, in a specific and limited way, in line with our mandate, strategy and available capacity. The following organisations and institutions were among those providing project funding to the Centre in 2011: in Germany, Particip (a change management consultancy firm), the Federal Ministry for Economic Cooperation and Development (BMZ) and the German Agency for International Cooperation (GIZ); in Belgium, ADE (Analysis for Economic Decisions); in the Netherlands, the Dutch Ministry of Foreign Affairs (Directorate-General for International Cooperation); in the United Kingdom, the Department for International Development (DFID) and the Overseas Development Institute (ODI); in Italy, the Development Researchers' Network (DRN) and the University of Pavia; in Sweden the Ministry for Foreign Affairs. Among our Southern partners, project funding came from the Africa Governance Institute (AGI) in Senegal, the South African Institute of International Affairs (SAIIA) and WYG International in South Africa, and the Common Market for Eastern and Southern Africa (COMESA) in Zambia.

Transparency and accountability

The Centre strives to maintain a high standard of transparency and accountability. The auditor checks our figures and verifies all procedures and internal control mechanisms. During the interim audit, normally done in October, the auditor examines the financial figures for the period up to August or September, and scrutinises the extent to which procedures have been properly followed and whether the system of internal control is up to standard. The outcome of the interim audit is documented in a letter to management. In February, the auditor extensively audits the annual figures, which results in the auditor's report (see page 52). Since 2008, PricewaterhouseCoopers has acted as the Centre's auditor.

The ECDPM financial report provides a more detailed overview of last year's figures as well as information about changes over the year and the current status of assets, liabilities and equity.

Balance sheet after allocation of annual result, as per December 31, 2011

in thousands of Euros

		31-12-2011	31-12-2010	31-12-2009
ASSETS				
I Financial fixed assets				
1.1 Debentures		20,573	19,877	22,008
1.2 Participation in EDCS share fund		11	11	11
1.2 Participation in One World Europe BV		0	0	0
Total financial fixed assets		20,584	19,888	22,019
II Tangible fixed assets		3,190	2,506	1,425
Total tangible fixed assets		3,190	2,506	1,425
III Current assets				
3.1 Payments in advance		62	106	75
3.2 Receivables		483	523	589
3.3 Debtors		866	884	995
3.4 Tax contributions		18	94	0
3.5 Cash		2,399	4,729	2,836
Total current assets		3,828	6,335	4,495
TOTAL ASSETS		27,602	28,729	27,939
LIABILITIES				
IV Long-term liabilities				
4.1 Commitment to the Netherlands' Government		18,378	18,378	18,378
4.2 PNL-contribution for housing and installation		0	2,269	2,269
Total long-term liabilities		18,378	20,647	20,647
V Current liabilities				
5.1 Creditors		74	385	133
5.2 Tax, pension and social security contributions		316	167	165
5.3 Current debts		905	2,349	2,414
Total current liabilities		1,294	2,901	2,712
TOTAL LIABILITIES		19,672	23,548	23,359
EQUITY				
General reserve		6,615	4,488	3,992
Revaluation reserve		1,315	693	575
		7,930	5,181	4,567

Income and expenditure account from January 1 until December 31, 2011

in thousands of Euros

	Realisation 2011	Revised Budget 2011	Original Budget 2011	Realisation 2010	Realisation 2009
INCOME					
I Funding					
1.1 Core funding	771	775	775	835	915
1.2 Institutional funding	2,916	2,865	2,975	3,219	2,927
1.3 Programme and project funding	1,652	1,990	2,086	1,915	1,658
Total funding	5,339	5,630	5,836	5,969	5,500
II Result from debentures and participations					
2.1 Result on sales debentures	17	p.m.	p.m.	139	-52
2.2 Result on market value debentures	64	p.m.	p.m.	193	48
2.3 Result from profit/loss in participations	0	0	0	0	0
Total result from debentures and participations	81	0	0	332	-4
TOTAL INCOME	5,420	5,630	5,836	6,301	5,496
EXPENDITURE					
III Operational expenses	847	888	1,000	948	949
IV Other costs					
4.1 Salaries and other personnel costs	3,744	3,738	3,768	3,851	3,573
4.2 Accommodation expenses	296	288	288	312	276
4.3 General and administrative expenses	323	296	296	388	284
4.4 Investments	5	2	3	0	0
4.5 Information Technology	176	177	193	184	231
4.6 Depreciation	115	139	138	51	52
4.7 Miscellaneous	56	55	50	64	80
Total other costs	4,715	4,695	4,736	4,857	4,496
TOTAL EXPENDITURE	5,562	5,583	5,736	5,805	5,445
TOTAL RESULT	-142	47	100	496	51
<i>Results from debentures and participations:</i>					
- difference realised interest income and budgetted interest	-4	p.m.	p.m.	-25	-23
- result on sales and market debenture	81	p.m.	p.m.	332	-4
- result from participations	0	0	0	0	0
Total	77	0	0	307	-27
Total result excl. results from debentures	-219	47	100	189	78

Independent auditor's report

We have audited the accompanying financial statements 2011 of European Centre for Development Policy Management, Maastricht, which comprise the balance sheet as at 31 December 2011, the statement of income and expenditure for the year then ended and the notes, comprising a summary of accounting policies and other explanatory information.

Management's responsibility

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the Guideline for annual reporting 640 "Not-for-profit organisations" of the Dutch Accounting Standards Board. Furthermore, management is responsible for such internal control as it determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. This

requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the foundation's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the foundation's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements give a true and fair view of the financial position of European Centre for Development Policy Management as at 31 December 2011, and of its result for the year then ended in accordance with the Guideline for annual reporting 640 "Not-for-profit organisations" of the Dutch Accounting Standards Board.

Maastricht-Airport, 15 March 2012
PricewaterhouseCoopers Accountants N.V.

Original has been signed by
R.W.J.M. Dohmen RA

A brief introduction to ECDPM

ECDPM: Linking policy and practice in international cooperation

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. Its partners embrace 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 in the implementation of policies and has a strong track record in evaluating policy impact. The Centre'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.

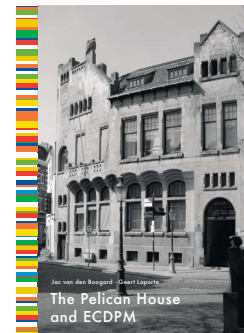


Renovation

ECDPM headquarters at the Onze Lieve Vrouweplein in Maastricht was fully renovated from March 2010 to March 2011 to create an efficient and stimulating working environment. The purchase of the building in 2008 and the renovation were partly funded by the Ministry of Economic Affairs. His Royal Highness Prince Constantijn of the Netherlands opened the new premises in June.

Following the renovation, “The Pelican House”, as the building is called, won the Victor de Stuers Prize, which recognises an architect, client or institution that has been particularly deserving towards the conservation of a monument in the municipality of Maastricht. The jury praised the harmonious way the architects and ECDPM had ‘convincingly linked’ the old and new elements. They went on to remark on the architects’ ‘perfect integration’ of the exterior and interior of this historic building in an imaginative, resourceful and meticulous manner. In the lead-up to the ECDPM 25th anniversary celebrations, we published the book *The Pelican House and ECDPM* explaining in detail the history of the building and its restoration process (by J. van den Boogard and G. Laporte).

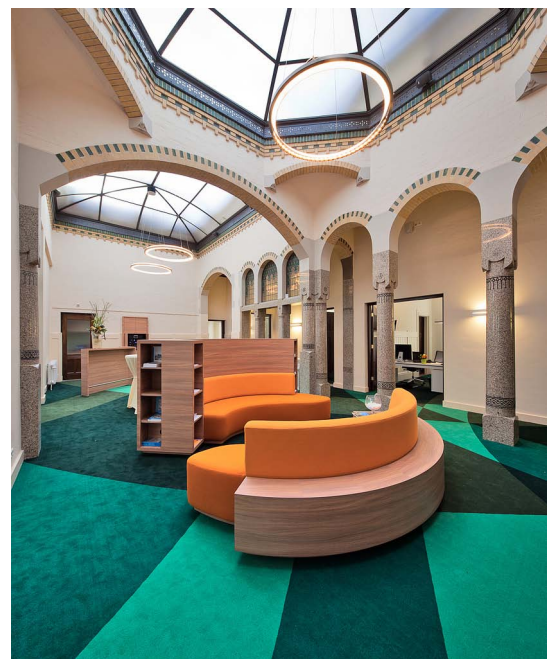
To download the book go to:
<http://www.ecdpm.org/pelicanhouse>



'The Pelican House and ECDPM' was published in both English and Dutch.



Prince Claus hall before and after renovation





Colophon

Editorial concept and coordination, editing

Eunike Spierings and Volker Hauck, ECDPM

Wangu Mwangi, Learning for Development (L4D)

Project coordination on design and production

Claudia Backes, ECDPM

Editorial assistance

Michelle Luijben-Marks, Marks Editing and Translation

Wangu Mwangi, Development Communications Specialist at Learning for Development (L4D)

Design

Marcel Hazen, Door Communicatie & Vorm

Yasmine Medjadji, YM Design

Lay-out

Yasmine Medjadji, YM Design

Photography

ECDPM photo collection, coordination Judith den Hollander, ECDPM

Maurice Bastings, ECDPM staff, Management Team and Board of Governors,

Andrew Ashton, Men at work, page 26

ANP/AFP, Constructionworks at the site of the African Union, page 28

UN Photo Liberians Vote in Constitutional Referendum, page 32

Ernst van Loon, Renovation of the Building, page 52

Printing

Schrijen-Lippertz Voerendaal / Stein

ACP	Africa, the Caribbean and Pacific
AIDCO	EuropeAid Co-Operation Office
AGA	African Governance Architecture
AGI	Africa Governance Institute
AGP	African Governance Platform
AMCOD	All African Ministerial Conference on Decentralisation and Local Development
APSA	African Architecture for Peace and Security
AU	African Union
BMZ	Federal Ministry for Economic Cooperation and Development (Germany)
BRIC	Brazil, Russia, India, China
CDI	Commissariat au Développement Institutionnel (Mali)
CAADP	Comprehensive Africa Agriculture Development Programme
CARICOM	Caribbean Community
CARIFORUM	Caribbean Forum of African, Caribbean and Pacific States
CEBRI	Brazilian Center for International Relations
COAFR	African Working Party
COMESA	Common Market for Eastern and Southern Africa
CSO	Civil society organisation
CTA	Technical Centre for Rural and Agricultural Cooperation ACP-EU
DAC	Development Assistance Committee (OECD)
DANIDA	Department for International Development (Denmark)
DeFiNe	OECD Development Finance Network
DEVCO	Directorate General created out of the remainders of DG Development and EuropeAid
DEZA	Swiss Humanitarian Aid Unit
DFID	Department for International Development (UK)
DGIS	Directorate General for International Cooperation (Netherlands)
DIE	German Development Institute
DPIR	Development Policy and International Relations (ECDPM programme)
DRN	Development Researchers Network
EAC	East African Community
EADI	European Association of Development Research and Training Institutes
EARN	Europe-Africa Policy Research Network
EC	European Commission
ECDPM	European Centre for Development Policy Management
ECOWAS	Economic Community of West African States
EDF	European Development Fund
EEAS	European External Action Service
EISA	Electoral Institute for Southern Africa
EPA	Economic Partnership Agreement
ETC	Economic and Trade Cooperation (ECDPM programme)
EU	European Union
FLACSO	Facultad Latinoamericana de Ciencias Sociales
GAERC	General Affairs and External Relations Council (EU)
GIZ	German Agency for International Cooperation
GNI	gross national income
GOVNET	Network on Governance (DAC)
GSP	Generalised System of Preferences
GTZ	international cooperation agency (Germany)
ICCO	Dutch Inter-Church Organisation for Development Cooperation
ICTSD	International Centre for Trade and Sustainable Development
IIR	Institute of International Relations (University of the West Indies, Trinidad)
ILEAP	International Lawyers and Economists Against Poverty
IMF	International Monetary Fund
IPAD	Instituto Português de Apoio ao Desenvolvimento (Portugal)
JAES	Joint Africa-EU Strategy
JEGs	Joint Expert Groups (Joint Africa-EU Strategy)
KIT	Royal Tropical Institute (Netherlands)
LATN	Latin American Trade Network
NETRIS	Network for Regional Integration Studies
NGO	non-governmental organisation
ODA	official development assistance
ODI	Overseas Development Institute (UK)
OECD	Organisation for Economic Co-operation and Development
PRIA	Society for Participatory Research in Asia
SADC	Southern African Development Community
SAIIA	South African Institute of International Affairs
SDC	Swiss Agency for Development Cooperation
SNV	Netherlands Development Organisation
SN2	South-North Network
TDCA	Trade and Development Cooperation Agreement
TNI	Trade Negotiations Insights
UCLGA	United Cities and Local Governments of Africa
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNU-CRIS	United Nations University Centre for Comparative Regional Integration Studies
WTO	World Trade Organization