

# ANNUAL REPORT 2016

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***ecdpm***

Making policies work

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## ABOUT ECDPM

The European Centre for Development Policy Management (ECDPM) is an independent 'think and do tank' working on international cooperation and development policy in Europe and Africa.

Our staff members provide research and analysis, advice and practical support to policymakers and practitioners in Europe, Africa and beyond – to make policies work for sustainable and inclusive global development. We bring people together and collaborate with a broad range of partners to address policy implementation challenges.

In the past five years we strategically focused our work through five interlinked programmes:

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





**Adebayo Olukoshi**  
BOARD CHAIR



**More than ever before, we need carefully structured dialogues to address issues of mutual interest and arrive at different and fair solutions.**



**Ewald Wermuth**  
DIRECTOR

## FROM OUR BOARD CHAIR

Twenty-sixteen was by all measures a momentous year that will go down in history as one of major political surprises. The events of the year are still being digested, and their true meaning for global politics and governance discussed. Nonetheless, they are expected to have far-reaching consequences for the international system.

Human tragedy, epitomised by the Syrian war and manifest in the thousands of refugees crossing the Mediterranean, has underscored the central importance of solid international cooperation and dialogue. At the same time, a new wave of populism is challenging the idea of globalisation and the workings of the multilateral system. This suggests that now, more than ever before, we need carefully structured dialogues to address issues of mutual interest and arrive at different and fair solutions.

That is exactly where ECDPM can play a part. As this report shows, the Centre this year engaged with a broad range of actors worldwide, seeking to better understand their perspectives and reconcile these with the viewpoints of others involved. Drawing on the Centre's values and principles and benefitting from the guidance of a dedicated Board, ECDPM managed to successfully give meaning to its role as an honest broker.

As ECDPM enters a new strategic planning cycle in 2017, amidst all the additional uncertainties that leaders around the world are grappling with, its brokerage role will be more crucial than ever. ■

## FROM OUR DIRECTOR

As 2016 drew to a close we looked back on a turbulent year, for the world and its citizens and for ECDPM. One thing that stood out for me, however, was our organisation's ability, notwithstanding widespread uncertainties, to accomplish most of the objectives set for it at the start of its 30th anniversary year.

At the top of our agenda was development of a new five-year strategic vision for 2017–2021. An independent external evaluation encouraged us to stretch our ambitions, in line with the Global Goals. We rose to this challenge. Our new strategy builds on ECDPM's many past contributions to development processes within and outside the EU institutions, while setting out ways to meaningfully harness the confidence entrusted in us by a broadening range of African institutions.

In the new strategy this is translated into a shift in focus towards Europe-Africa relations and the addition of North Africa to complete our African continent geographical remit. The strategy places renewed emphasis on domestic European players as well, and on the factors impacting the





**ECDPM publishes political and policy analyses and research papers, but it does not stop there. Our aim has always been and will remain to broker cooperation and partnerships to promote change.**

policy debates that ultimately shape EU external action. This means that outwardly our new strategy is oriented towards the African continent as a whole, while inwardly it demonstrates greater awareness of the changing political priorities of the various EU member states.

Our focus is just one of the features that makes us different from peer organisations. ECDPM publishes political and policy analyses and research papers, but it does not stop there. Our aim has always been and will remain to broker cooperation and partnerships to promote change. Our new strategy develops, for each of our work streams, consistent pathways of change, to steer our programmatic work more effectively and maintain sufficient flexibility to adjust when needed. This will improve our accountability to our governance, funders and partners, to stakeholders and to the public at large.

In a year of unacceptable human suffering, when poverty and food scarcity remained stubbornly high, it was with growing concern that we witnessed official development assistance (ODA) levels decline. Abandoning the norm of spending 0.7% of gross national income on development no longer seems to be a political taboo, even for longstanding advocates within the European Union. But, if we want to help those in need, maintain a healthy planet for future generations and safeguard security as well as a competitive economy at home, we simply cannot afford to cut our development budgets.

Political turbulence and declining ODA levels have obviously had an impact on ECDPM's work. The Brexit vote has pushed us to develop a new relationship with our British partners, such as DFID, and funding from some of our institutional partners has come under increasing pressure. For that reason, I am particularly pleased that the Netherlands Ministry of Foreign Affairs has decided to continue its funding. This not only ensures the continuity of our work, but also provides us a solid foundation for reaching out to new partners and fulfilling our ultimate mission: making the Global Goals a reality for all. ■

## CHANGES IN THE BOARD

The ECDPM Board, management and staff are pleased to welcome Ruth Jacoby, former Director-General for International Development Cooperation at the Swedish Ministry for Foreign Affairs, as a new member of the Board.

Interim Board Chair and longstanding Board member Lennart Wohlgenuth and Board members Theo Jeurissen and Nana Bema Kumi stepped down this year. We thank them for their many years of outstanding service, dedication and commitment. ■



# INTRODUCING OUR NEW STRATEGY AND PROGRAMMES

At the end of 2016 we published our new five-year strategy which spells out our ambition to remain a leading European ‘think and do tank’ working for sustainable global development solutions. It clarifies how we plan to effectively position ourselves in the rapidly evolving context of international cooperation and how we will deliver on our commitment to make policies work.

## NEW FEATURES OF OUR STRATEGY

The results of internal and external evaluations of our performance over the past five years encouraged us to develop a strategy that guarantees the continuity of our past achievements. Yet, we also recognise that a new strategy must look forward and equip us to adapt, to remain a credible and effective actor in the complex and rapidly evolving global context. Our 2017–2021 strategy therefore introduces some new priorities and changes in the way we organise ourselves to deliver results. For example:

- While we will remain engaged in cooperation between the EU and the African, Caribbean and Pacific (ACP) Group of States, our primary focus will be on Europe-Africa relations. In addition, we will fully incorporate North Africa into our geographic remit.
- Cross-cutting issues such as gender, cultural sensitivity, environmental sustainability, policy coherence for development and political economy analysis will be more systematically incorporated into our different work streams.
- Theories of change and a renewed results framework will guide all our future work, strengthening our results orientation and maximising our development impact.
- Four new impact areas, linked to the 2030 Agenda for Sustainable Development, will guide all our activities. ■



01



Effective international cooperation frameworks and tools for tackling global challenges

02



Legitimate and accountable public institutions and engaged societies

03



Peaceful societies based on the rule of law, social cohesion and human dignity

04



Sustainable economic transformation with shared prosperity and decent jobs





## FOUR AREAS OF IMPACT: OUR CONTRIBUTION TO THE GLOBAL GOALS

ECDPM's 2017–2021 strategy embeds four areas of impact that are vital for progress on the global development agenda and play a major role in Africa-Europe relations. These are depicted on page 4.

By working towards transformations in these four areas, we will contribute directly to the Global Goals set out in the 2030 Agenda for Sustainable Development, particularly Global Goals 2 (zero hunger), 8 (decent work and economic growth), 10 (reduced inequalities), 16 (peace, justice and strong institutions) and 17 (partnerships for the goals).

Indirectly, our activities will contribute to Global Goals 1 (no poverty), 5 (gender equality), 9 (industry, innovation and infrastructure), 12 (responsible consumption and production), 13 (climate action) and 15 (life on land).

## OUR NEW PROGRAMMES

In our new strategy period, we will focus our work through five interlinked programmes:

- European External Affairs
- African Institutions
- Security and Resilience
- Migration
- Economic and Agricultural Transformation

Want to know more about our new strategy and programmes? Visit [ecdpm.org/strategy](http://ecdpm.org/strategy) or [ecdpm.org/our-programmes](http://ecdpm.org/our-programmes). ■



## HOW WE WORK

ECDPM's key strength is the way we work. We call ourselves a 'think and do tank' because we go beyond policy research and analysis, to also act as an advisor, to bring people together and to actively collaborate with partners to address policy implementation challenges.

Changing policies for better development outcomes is a long-term process. That is why we commit to long-term engagement with policymakers, advisors, practitioners, academia, civil society and the private sector, to jointly accomplish changes over time. Policy arenas evolve rapidly, and progress usually hinges on a mix of factors and actors. Our work anticipates what is coming next, incorporating thorough analyses of what might prevent or drive change – and we don't shy away from looking at political constraints and incentives either.

Independence is another feature of our style of working. Flexible funding enables us to maintain strategic and operational autonomy. The course we steer is a non-partisan one. We do not defend the interests of anyone in particular – apart from the most vulnerable in society. ■

### 1 WHAT WE DO



We undertake policy research and analysis



We provide policy advice



We bring people together

ECDPM's Faten Aggad moderates a panel on cooperation between the EU, China and Africa, organised by the Konrad-Adenauer-Stiftung in Brussels, Belgium. Photo by Konrad-Adenauer-Stiftung.





## 2 RESULTS OF OUR WORK

**ECDPM**

Policy discussions and processes are better informed

Strategic partnerships are fused between relevant actors in policy processes

Everyone with a stake in policy discussions and processes is involved

Everyone involved in policy discussions and processes has equal knowledge and capacity

A broader range of practical policy options is brought to the table during policy discussions and processes

## 3 IMPACT OF OUR WORK IN THE LONG RUN

- ✓ Policies are more evidence-based, realistic and linked to practice
- ✓ There is a smaller gap between policy aims, and their actual impacts on the ground
- ✓ Policies from different countries, from different actors and in different domains work in harmony
- ✓ Policies have a greater effect on food security, peace and security, economic transformation and governance
- ✓ There is better overall cooperation between Europe and Africa, the Caribbean and the Pacific



## OUR PARTNERS

“Combined efforts are more powerful than any individual, uncoordinated actions could ever be.”



**Geert Laporte**  
DEPUTY DIRECTOR

**No organisation or institution can bring about change alone. That is why partnerships are the cornerstone of our work. Partners inspire new ideas and enable systematic exchanges of experiences and best practices.**

Most importantly, combined efforts are more powerful than any individual, uncoordinated actions could ever be.

To accomplish the Global Goals for Sustainable Development by 2030, partnerships will be

more crucial than ever before. To manage global challenges, countries need to work together. We have to negotiate common and competing interests, conclude political deals and ensure that adequate regulations are in place. This is immensely complex and can only be achieved through dialogue and joint action.

ECDPM collaborates with a broad range of partners. They elevate the value of our work. Our inputs, in turn, elevate the value of the work done by others. We also connect our partners, stimulating strategic collaboration among them towards common goals. ■

*Are you interested in partnering with us? Get in touch with Geert Laporte via [ecdpm.org/people](mailto:ecdpm.org/people).*

## OUR NETWORK



**20,857**

in 17,912 organisations throughout the world



**49.5%**

in Europe



**36.3%**

in Africa (with an additional 5.5% in the Caribbean and Pacific)



**30.4%**

civil society



**35.9%**

government



**17.1%**

intergovernmental



**6.1%**

private sector



# OUR KEY PARTNERS IN 2016

Our partners include governments, international organisations, think tanks, academia and social and economic actors from all over the world. We explicitly include organisations operating in policy domains tangential to but with increasing impact on development. Examples are economic and foreign affairs, trade, defence, mining and natural resources, environment and climate change.

## INSTITUTIONAL PARTNERS

Austrian Development Agency (ADA)  
Belgian Ministry of Foreign Affairs  
Danish Ministry of Foreign Affairs  
Finnish Ministry for Foreign Affairs  
Irish Aid  
Luxembourg Ministry of Foreign and European Affairs  
The Netherlands Ministry of Foreign Affairs  
Swedish Ministry for Foreign Affairs  
Swiss Agency for Development and Cooperation (SDC)

## PROGRAMME PARTNERS

United Kingdom's Department for International Development (DFID)

## INTERNATIONAL INSTITUTIONS

ACP Secretariat and ACP Committee of Ambassadors  
African Development Bank  
African Union Commission  
European Commission  
European External Action Service (EEAS)  
European Investment Bank (EIB)  
Food and Agriculture Organization of the United Nations (FAO)  
Organisation for Economic Co-operation and Development (OECD) and OECD Development Centre  
Regional economic communities (RECs) in Africa, particularly COMESA (Common Market for Eastern and Southern Africa), ECOWAS (Economic Community of West African States) and SADC (Southern African Development Community)  
Planning and Coordinating Agency of NEPAD (The New Partnership for Africa's Development)  
United Nations Development Programme (UNDP), Regional Bureau for Africa  
United Nations Environment Programme (UNEP)  
United Nations Economic Commission for Africa (UNECA)  
United Nations Industrial Development Organization (UNIDO)  
World Bank

## STRATEGIC PARTNERS

Africa Center for Economic Transformation (ACET)

African Studies Centre Leiden  
Economic and Social Research Foundation (ESRF)  
Institute for Security Studies (ISS)  
Institute for Peace and Security Studies (IPSS)  
Instituto Marquês de Valle Flôr (IMVF)  
International Food Policy Research Institute (IFPRI)  
Levy Mwanawasa Regional Centre for Democracy, Good Governance, Human Rights and Civic Education  
Regional food organisations in Africa, particularly EAFF (Eastern Africa Farmers Federation), FANRPAN (Food, Agriculture and Natural Resources Policy Analysis Network), ROPPA (Network of Farmers' and Agricultural Producers' Organisations of West Africa) and SACAU (Southern African Confederation of Agricultural Unions)  
South African Institute of International Affairs (SAIIA)  
Woord en Daad

## COLLABORATED WITH

African Centre for the Constructive Resolution of Disputes (ACCORD)  
African Minerals Development Centre (AMDC)  
Agricultural Economics Research Institute, Wageningen University  
Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA)  
ATOS  
Centre Africain pour le Commerce, l'Intégration et le Développement (CACID)  
Centre for the Analysis of Regional Integration at Sussex (CARIS)  
Centre for Citizens' Participation on the African Union (CCPAU)  
Centre d'Études, de Documentation et de Recherche Économiques et Sociales (CEDRES)  
Centre des Études Méditerranéennes et Internationales (CEMI)  
Center for Global Development (CGD)  
CUTS International  
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)  
European Union Satellite Centre (SatCen)  
European Union Institute for Security Studies (EUISS)  
Fair Trade Advocacy Office  
Fraunhofer-Gesellschaft

French Institute of International Relations (IFRI)  
Friedrich-Ebert-Stiftung (FES)  
Graduate School of Development Policy and Practice, University of Cape Town  
Groupe ODYSSEE  
Institute of Development Studies (IDS), University of Sussex  
International Livestock Research Institute (ILRI)  
Italian Institute of International Affairs (IAI)  
Japan International Cooperation Agency (JICA)  
Konrad-Adenauer-Stiftung (KAS)  
Korea International Cooperation Agency (KOICA)  
Oxfam International  
Partos  
Particip  
Saana Consulting  
Schuman Associates  
Swedish Expert Group for Aid Studies (EBA)  
Technical Centre for Agricultural and Rural Cooperation (CTA)  
The Broker  
Netherlands Organisation for Applied Scientific Research (TNO)  
University of Leuven (KU Leuven)  
World Economic Forum (WEF)  
World Resources Institute (WRI)

## NETWORKS AND PLATFORMS

Dutch Food & Business Knowledge Platform  
Dutch Knowledge Platform on Inclusive Development Policies (INCLUDE)  
Dutch Knowledge Platform Security & Rule of Law  
European Association of Development Research and Training Institutes (EADI)  
European Network of Political Foundations (ENOP)  
European Peacebuilding Liaison Office (EPLO)  
European Think Tanks Group, comprising the German Development Institute (DIE), the Overseas Development Institute (ODI) and the Institute for Sustainable Development and International Relations (IDDRI), in addition to ECDPM  
Global Partnership for the Prevention of Armed Conflict (GPPAC)



## A NEW ACP-EU PARTNERSHIP: DEBUNKING THE MYTHS

**The EU and the African, Caribbean and Pacific (ACP) Group of States have governed their relationship since 1975 through a sequence of partnership agreements. The most recent of these is the Cotonou Partnership Agreement, which expires in 2020. Although official negotiations for a new partnership will not start until 2018, the future of the ACP-EU partnership has already been hotly debated for a number of years.**

A major divergence of views has emerged within the EU and parts of the ACP on continuation of the partnership. As the end date of Cotonou slowly approaches, increasingly critical questions are being raised about the partnership's benefits and effectiveness in a world so dramatically changed in the past 20 years.

Does the Cotonou Agreement adequately reflect the shift from aid-dominated modalities to mutually beneficial partnerships? Can it be brought into alignment with the framework of the new 2030 Agenda, which aims to break with traditional North-South arrangements? Has the current agreement delivered what it set out to achieve? Would separate partnerships between the EU and the three ACP regions be more effective, given that Africa, the Caribbean and the Pacific as regions have changed so much and are geographically so diverse and distant from one another? These are essential questions, and yet, they have long been overlooked and unanswered.

### WHAT ECDPM DOES

ECDPM has maintained close relationships with ACP and EU actors since its founding in 1986. In 2016, we undertook an in-depth political economy analysis of the Cotonou Agreement's achievements and real impacts on the ground. We looked at power relations, political and economic interests and the incentives and political traction of this longstanding cooperation framework. The conclusions were sobering.

To complement the work, we published an exploration of four scenarios for a future partnership. Both studies, by providing an evidence base, have helped to guide the debate towards interest-driven, realistic and workable scenarios for the future that could benefit all parties concerned. ■

### HIGHLIGHTS OF 2016

- Our political economy analysis of the Cotonou Partnership Agreement was criticised by some, and highly appreciated by others. It quickly became our most-downloaded publication of the year, and was featured in several media outlets around the world. Devex, for example, concluded that our report "spiced up the formal process". Hardcopies were requested by numerous official institutions, NGOs and academics in Europe and in Africa, the Caribbean and the Pacific.
- We were invited to speak in Amsterdam at the informal European Foreign Affairs-Development Council of Ministers under the Dutch EU Presidency. Such an invitation is unusual for a think tank. The meeting report noted that our speech "debunked several myths around the ACP-EU partnership".
- Our analysis was used as background reading for a debate in the Netherlands parliament with Dutch Development Minister Lillianne Ploumen and mentioned several times during the proceedings. The German Ministry of Foreign Affairs used parts of the study to brief its senior staff, and we were invited to present the study to the Danish, Swedish and Czech ministries of foreign affairs. Later in the year, we presented our scenarios paper in Austria, at a closed-door debate with representatives of the Austrian Ministry of Foreign Affairs and other governmental stakeholders.
- Our political economy analysis was presented at a meeting of the ACP Working Party of the EU Council and at the ACP-EU Follow-up Committee of the European Economic and Social Committee (EESC). It was also used as background documentation for the ACP-EU Joint Parliamentary Committee. We presented the work to the ACP Committee of Ambassadors and the African Union (AU) Commission as well.
- We were among the first to analyse the European Commission's communication, released in November, on a future partnership with the ACP countries. Our preliminary findings were discussed by the EU Foreign Affairs Council later that month.

*Want to know more about our work on ACP-EU relations or have thoughts to add to the debate? Visit [ecdpm.org/acpeu](http://ecdpm.org/acpeu) or get in touch with Geert Laporte, Jean Bossuyt or Alfonso Medinilla via [ecdpm.org/people](http://ecdpm.org/people).*





ECDPM's Geert Laporte presents the outcomes of the PERIA project at the African Union Commission in Addis Ababa, Ethiopia. Photo by African Union.





ECDPM's Andrew Sherriff talks to local farmers in Muzaffargarh District, Pakistan. Photo by Matthieu Zamecnik.

## DID YOU KNOW?

  
€8.6  
billion



... the cost of protecting asylum seekers in Europe has drastically risen, from €3.3 billion in 2014 to €8.6 billion in 2015, according to the OECD.

... the EU pledged to devote 0.7% of gross national income (GNI) to official development assistance (ODA), but EU ODA spending reached only 0.47% of GNI in 2015.





## STRENGTHENING EUROPEAN EXTERNAL ACTION PROGRAMME

Head of Programme Andrew Sherriff on what we do and why

### Our areas of expertise:

EU institutions, EU development policy implementation, peace and security, Joint Africa-EU Strategy (JAES), Cotonou Partnership Agreement, 2030 Agenda, EU Global Strategy, EU neighbourhood policy, policy coherence for (sustainable) development, migration, programming, joint programming, cultural sensitivity



Thank you for joining our briefing on global financing and EU development policy. I am sure the audience benefited from your analyses of current trends shaping EU development policies.

**Member of the European Parliament**

**The EU is dealing with a number of challenges close to home, while at the same time aiming to play a more significant role in solving global development problems. To address the challenges and deliver on its objectives, coherent and effective external action is essential. That, however, is no easy task. We support the EU institutions and member states in working towards that goal, while not shying away from critical reflection and analysis that helps hold the institutions and governments to account.**

We contribute research and independent analysis of EU foreign policies that impact or might impact global development. We also examine the instruments and systems designed for implementing those policies and investigate how they function in practice. We look at what works well and what could be done better – and help bring about change.

Our main focus is on Africa-EU relations and ACP-EU relations. Our activities help the EU and its member states take the realities in developing countries better into consideration in their thinking. Conversely, we help our partners better understand how the EU works, how its institutions function and how EU policies and policy instruments impact dynamics within their own national borders.

We work together with the AU Commission and ACP Secretariat, EU institutions and EU member states, and a range of African and European think tanks.



### WHAT WE LEARNED THIS YEAR

#### What we did well

We achieved two strategic objectives: to reinforce research and policy work in Africa and Europe and to reconcile independent thinking with partners' expectations.

#### Where we can improve

Advancing global development beyond aid calls for innovation, partnerships and adequate resources. While we are uniquely placed to combine skills and knowledge from diverse communities of expertise, we need to do more, for instance, by creating a spin-off programme on migration and enhancing culture-sensitive methodologies.



# HIGHLIGHTS OF 2016

Browse through all our 2016 publications and events at [ecdpm.org/eu-action-2016](http://ecdpm.org/eu-action-2016).

## JANUARY



Researchers from the Malian think tank Groupe ODYSSEE visited ECDPM as part of a year-long exchange project. Two ECDPM researchers then reciprocated with a visit to Mali in October. The exchange improved our understanding of dynamics in the Sahel and gave our Malian counterparts insights on European development policy.



## MAY



During a training course at Clingendael, the Netherlands Institute of International Relations, we briefed West African diplomats on EU policies related to the Sahel and West Africa with the aim of increasing understanding of European engagement in Africa.

## JUNE



We published a follow-up to our 2015 independent analysis of the EU's country-level programming under the 11th European Development Fund, this time focusing on regional programming. Similar to the earlier study, the analysis quickly became a key reference, finding its way to the internal bookshelves of the European Commission.



At the 2016 European Development Days, we moderated a session on the new EU strategy for international cultural relations. Later in the month, our briefing note on the role of culture in EU development policy and external action fed into further discussions on the topic within the EU institutions and member states.

## AUGUST



We joined the Migration Strategy Group, at the invitation of its creators, the Robert Bosch Foundation, the Bertelsmann Foundation and the German Marshall Fund of the United States. Over the next two years this group will provide inputs and support to Germany in its role as co-chair of the 2017 Global Forum on Migration and Development.

## SEPTEMBER



We took part in public discussions and informal consultations with the European External Action Service (EEAS), the European Commission and the European Economic and Social Committee (EESC) regarding the proposed review of the European Consensus on Development. This is the policy document setting the course for European development cooperation. We also provided one of the few independent critical perspectives on the process in an article for EurActiv.



## OCTOBER



Following our analysis of the consequences of Brexit for the Caribbean, we were invited to address the ACP-EU Joint Parliamentary Committee on Political Affairs at the European Parliament. During that meeting we briefed the Committee on how Brexit might affect ACP-EU relations.



We briefed members of the European Parliament's development and budget committees on the changing environment of EU development finance.



Together with the European Think Tanks Group, we organised a public debate with European Commissioner for International Cooperation and Development Neven Mimica at the Netherlands Ministry of Foreign Affairs in The Hague. Commissioner Mimica spelled out his plans for revising the European Consensus on Development and asked representatives of the Dutch development community and private sector how they saw the future of European development cooperation. Participants, panellists and the Commissioner commended the quality and frankness of the discussion, which was led by former member of the European Parliament Kathalijne Buitenweg.

## NOVEMBER



We delivered several training sessions on economic and cultural diplomacy for EU institution staff. As a follow-up, we were invited to support the EU institutions in implementing the EU Global Strategy for Foreign and Security Policy in 2017. Throughout the year, we dedicated a range of blogs and publications to the implications of this new strategy (see also page 16).



## DECEMBER



Our article on the EU's migration partnership approach with African countries was published in numerous African newspapers, including *Le Confident* (Central African Republic), *Mutations* (Cameroon), *L'Autre Quotidien* (Benin), *Le Pays* (Burkina Faso), *Les Echos* (Mali) and *the Addis Fortune* (Ethiopia).



We finalised our mapping study of international cooperation strategies in the Sahel, commissioned by the United Nations and jointly undertaken with the Institute for Security Studies (ISS). We subsequently presented the study to the Ministerial Coordination Platform for the Sahel, led by the United Nations, the African Union and Chad.



Building on local initiatives, we helped the EU delegation in Morocco elaborate an innovative strategy to combat radicalisation.

## AFRICA'S AND EUROPE'S RESPONSE TO THE REFUGEE CRISIS

**The global refugee situation has continued to occupy centre stage in many parts of the world. In 2016, Europe again faced a considerable number of refugees and irregular migrants. The situation repeatedly led to heated debates among policymakers, but also in the media and in many European living rooms. But are refugees and migration such a hot topic in Africa, which hosts many more refugees and irregular migrants than Europe?**

A big share of refugees and irregular migrants arrive in Europe from or through African countries. This is why Europe often looks to Africa to tackle the underlying drivers of these irregular movements. Though both continents have worked together to address the current crisis, progress has been slow. Many issues play a role in this, but one obstacle to progress is clear: Africa and Europe have completely different approaches and priorities for addressing the underlying issues.

Europe has focused on reducing the number of refugees and irregular migrants as well as tackling the security threats the crisis brings. This has raised discontent on the African continent and contributed to a weakening of trust. To really advance solutions to issues of migration, mobility and displacement, the continents – and Europe in particular – need to listen more and better to each other.

### WHAT ECDPM DOES

This year we again closely followed developments in European policy on migration, including its implementation and implications for relations with partner countries, particularly in Africa. We increasingly worked with African actors on the topic, to serve as a broker between Europe and Africa. To advance dialogue between the continents, we injected critical analysis into the debate and aimed to facilitate greater understanding of each other's viewpoints and interests.

In 2017, expert Anna Knoll will head our new programme dedicated entirely to migration. It will track African and European progress in addressing migration issues and push for more action and honest dialogue from both sides. ■

### HIGHLIGHTS OF 2016

- We released a publication on the perspectives within Europe and Africa on the refugee crisis and increased flows of migrants. The report was much welcomed and fed into discussions of cooperation between the two continents, exactly one year after the Valletta Summit on Migration.
- We examined the effects of the refugee crisis on European development cooperation with partner countries – particularly in Africa. The study, commissioned by the Swedish Expert Group for Aid Studies (EBA), was among the first to systematically investigate the issue. Its findings, to be published in early 2017, have already received substantial attention within policymaking circles and the media.
- The European Parliament's DEVE Committee invited us to present at their hearing on migration. We were also invited to be a panellist at the Potsdam Spring Dialogues on African migration governance, organised by Stiftung Entwicklung und Frieden, and to speak at a Hanns Seidel Foundation event on the human smuggling industry. We travelled as far as Russia to talk about EU migration policy and global development.
- We regularly fielded questions from media outlets seeking our analyses on migration issues. Our article on the EU's migration partnership approach with Africa was published in newspapers in six African countries.
- We joined the Migration Strategy Group, at the invitation of its creators, the Robert Bosch Foundation, the Bertelsmann Foundation and the German Marshall Fund of the United States. Over the next two years this group will provide support to Germany in its role as co-chair of the 2017 Global Forum on Migration and Development.
- With the Overseas Development Institute (ODI) of the United Kingdom, we analysed the challenges to a comprehensive EU migration and asylum policy. The publication resulting from this work was featured on The Broker online, and picked up by Politico's Playbook and a range of other publications.

*Want to learn more about what we're doing on migration? Visit [ecdpm.org/migration](http://ecdpm.org/migration) or contact Anna Knoll via [ecdpm@people](mailto:ecdpm@people).*



## THE EU GLOBAL STRATEGY: A BEACON FOR THE EU?

**In June 2016, EU High Representative Federica Mogherini launched the EU's Global Strategy for Foreign and Security Policy for the purpose of making Europe stronger through greater union. In a time of major uncertainty, characterised by growing Euroscepticism, the refugee crisis and an increasing number of conflicts close to home, the strategy could well provide a beacon for the EU.**

The results of the Brexit vote and the US elections provoked major political and economic uncertainty in Europe. We witnessed a rising wave of populism and Euroscepticism, which might either gain or lose traction in the months to come. Moreover, Europe's socio-political landscape bore the impacts of the refugee crisis, violent attacks in several national capitals and conflicts close to home.

The EU Global Strategy therefore comes at a crucial time. The strategy will guide European external action for the foreseeable future. It calls for a strong EU that stands united on the global stage. All, however, will depend on how this ambitious strategy is implemented. Recognising this, EU foreign ministers adopted common conclusions on implementing the Global Strategy in October. But putting these into practice will not be easy. The ideas are there, yet many challenges still need to be overcome, including the very existential crisis the EU currently faces.

### WHAT ECDPM DOES

During the drafting of the Global Strategy, ECDPM provided inputs and took part in the debates. Our submission in response to a call for proposals helped shape the final document. We published a range of analyses on specific aspects of the strategy, such as its implementation and the role of development diplomacy in EU external action.

We also took part in the official EU Global Strategy consultation process, led by the EEAS and the EU Institute for Security Studies (EUISS), and brought African perspectives into the process. In 2017, we will continue to engage on the strategy and support its implementation. ■

### HIGHLIGHTS OF 2016

- A range of ECDPM publications and blogs analysed the EU Global Strategy, contributing to the discussions and document. Official EU institutions, such as the EEAS and the European Commission Department for International Cooperation and Development (DG DEVCO), featured several of our blogs on their official channels. Our blogs on the topic were our most-read of the year and our analyses appeared in several media outlets, such as EurActiv.
- ECDPM's contribution to the public consultations on the strategy helped ensure that themes such as the Global Goals for Sustainable Development, joint programming and the future of ACP-EU relations appeared in the document.
- We organised a conference on Europe-Africa relations together with EUISS, the Italian Institute of International Affairs (IAI), the French Institute of International Relations (IFRI) and the EEAS. The event, part of the EU Global Strategy consultation process, reflected on EU external action priorities in Africa. Though most participants were representatives of European institutes and organisations, ECDPM brought in African officials and policy experts to ensure a more inclusive debate. Our follow-up blog on the event received a special mention by Nathalie Tocci, Special Adviser to Federica Mogherini on the Global Strategy.
- After delivering several training sessions on economic and cultural diplomacy to EU institution staff, we were invited to support the EU institutions in implementation of the Global Strategy in 2017.

*Want to learn more about what we're doing on the EU Global Strategy? Visit [ecdpm.org/euglobalstrategy](http://ecdpm.org/euglobalstrategy) or contact Andrew Sherriff via [ecdpm.org/people](http://ecdpm.org/people).*



**STAND UP TO RACISM**

**Migrants & refugees welcome here**

**Blame austerity, not migrants**

[standuptoracism.org.uk](http://standuptoracism.org.uk) @AntiRacismDay

**DP KIT**

**IT DOWN**  
Detention Centres  
...Organise  
Refuse it  
Resist  
STOP the

**AMERICA RU**  
**WILL GO T**  
**IRAQ**  
COMPUTER  
WILL  
NUCLEAR  
AND  
WILL

**Home Office OUT**  
of Education  
Build Sanctuary Campuses NOW!

**STOP BREXIT**  
END the scapegoating of immigrants

**OFFICE OUT**  
**UCATION**  
**NO to Brexit**  
Defend freedom

**STOP BREXIT**  
END the scapegoating of immigrants





ECDPM's Volker Hauck talks to students during a public event on the Democratic Republic of the Congo's electoral process in Goma, the Democratic Republic of the Congo. Photo by Fernanda Faria, ECDPM.

## DID YOU KNOW?



... according to the OECD, over 1.6 billion people – 22% of the global population – lived in fragile contexts in 2016.



... most violent conflicts in 2015 and 2016 were concentrated in Africa and the Middle East, two regions that continue to carry the biggest burden of conflict and violence, according to the Heidelberg Conflict Barometer.



## CONFLICT, SECURITY AND RESILIENCE PROGRAMME

Head of Programme Volker Hauck on what we do and why

### Our areas of expertise:

EU integrated approaches to conflict, African Peace and Security Architecture, EU conflict response, mediation, peacebuilding and statebuilding, EU trust funds, EU Global Strategy



Thank you for the hard work, and let me express my sincere appreciation for the overall quality of this evaluation. Although we don't agree with everything in the report, we'll certainly learn from this.

**EU official on the evaluation of the EU Instrument for Stability, Crisis Response Component (2007–2013)**

**The security threat in Africa is acute, and conflict and fragility are moving closer to the EU's borders. African and European institutions remain torn between provision of long-term development assistance and humanitarian and crisis aid, though the latter is recognised to be costly and unsustainable. We support African, European and global institutions in engineering better transitions from short-term responses to resilience and development over the long haul.**

Our research and analyses inform African and European but also global policies and processes, to make conflict prevention and peacebuilding more effective. We look at existing initiatives and explore what works, and what does not. We also investigate underlying prerequisites for peaceful, secure and resilient states.

We continually stress that though humanitarian aid and crisis response is important, it is insufficient for creating peaceful societies. Moreover, it is costly, and – if not approached in a coherent way – ultimately detrimental to Europe's and Africa's long-term interests. We also underline the need to work together and share best practices.

Our activities centre on the 2030 Agenda, the African Peace and Security Architecture (APSA), EU integrated approaches for addressing and preventing conflict, and implementation of the EU Global Strategy for Foreign and Security Policy.

We engage with the African Union (AU) Commission, with Africa's regional economic communities (RECs) and with think tanks and research centres in Africa and Europe, alongside NGOs and EU development partners.



### WHAT WE LEARNED THIS YEAR

#### What we did well

We worked on a comprehensive portfolio of projects that complemented and reinforced each other regarding the future of EU financing for situations of protracted crisis. Moreover, we found avenues to share our work with a broad stakeholder group in preparation for policy discussions on the mid-term review of the EU's external financing instruments.

#### Where we can improve

We are ready to take a new step in our political economy analysis, incorporating it even more systematically into our work and bringing it into policy dialogues on (violent) crisis. Similarly, we need to integrate gender dimensions even more thoroughly into our work.



# HIGHLIGHTS OF 2016

Take a look at all our 2016 publications and events at [ecdpm.org/security-2016](http://ecdpm.org/security-2016).

## FEBRUARY



ECDPM's Tarila Ebiede was invited by the Africa Department of the Netherlands Ministry of Foreign Affairs to discuss experiences and approaches for Dutch engagement in Nigeria's Niger Delta. Ebiede's PhD research on the reintegration of ex-militants in the region informed this exchange.



## APRIL



At a conference on conflict termination and recurrence organised by the University of Kent, we moderated several panels and discussions on the after-effects of conflict and factors contributing to conflict re-emerging.

## JUNE



In cooperation with the Dutch EU Presidency, we facilitated a policy seminar on the future of EU support to peace and security in Africa and implications for the African Peace Facility (APF). The outcomes of the seminar were featured in a policy report.



## AUGUST



At the request of the European Parliament, we analysed the current set of EU instruments for addressing protracted crises – that is, situations in which many people face the threat of death, violence, famine or disrupted livelihoods for a longer period of time. Results of the study, jointly undertaken with KU Leuven, were presented to the European Parliament and later contributed to an ECDPM publication on the topic. That publication was featured in the monthly magazine of the Portuguese National Defense Institute (IDN).



## SEPTEMBER



Together with the Special Representation of the Netherlands to the African Union and the Dutch Knowledge Platform Security & Rule of Law, ECDPM's Africa's Change Dynamics team organised a one-day session in The Hague to discuss cooperation between Europe and Africa on conflict prevention and governance, international justice, migration and cooperation at the United Nations level. We helped organise the event and moderated the session on the African Peace and Security Architecture (APSA) and its linkages with the African Governance Architecture (AGA).



We presented outcomes of our work on monitoring the APSA's impact to German stakeholders at a seminar organised by the GIZ Addis Group for Peace and Security in Berlin. We presented this work again, along with our analyses on the EU's approach to protracted crises and on migration, at the annual policy seminar of the Austrian Development Agency (ADA) in Vienna.



## OCTOBER



We finalised an evaluation of the Crisis Response Component of the EU Instrument for Stability (2007–2013), which we led for the European Commission's Service for Foreign Policy Instruments. The evaluation involved field visits to the Democratic Republic of the Congo, Pakistan, Nigeria and Lebanon; the first two of which were undertaken by ECDPM.



At an expert panel in Stockholm, organised by CONCORD Sweden, we gave a presentation on the workings of EU trust funds. These are a relatively new financing tool for situations of protracted crisis. The event centred on EU approaches for providing integrated support on development, migration and security issues.

## NOVEMBER



Together with the Institute for Peace and Security Studies (IPSS) and the African Union office of GIZ, we presented the 2015 APSA impact report to the AU Peace and Security Council in Addis Ababa. A range of stakeholders and interested partners attended the session, afterwards expressing great appreciation for the quality and relevance of the work. Prior to the presentation, we joined a workshop at IPSS to discuss the methodology of the impact report with GIZ, ISS and the AU's Department of Political Affairs and Peace and Security Department.



## DECEMBER



We took part in a policy seminar in Berbera, Somaliland, organised by the EU Maritime Capacity Building Mission to Somalia (now under the name EUCAP Somalia), the EU Naval Force ATALANTA, the UN Assistance Mission in Somalia (UMSOM) and the Somali government. This was part of our research to improve situational awareness, operational control and information exchange among EU civilian missions for the EU Common Security and Defence Policy (CSDP).



## TRACKING AFRICA'S PEACE AND SECURITY INTERVENTIONS

**Peace and security is a priority in Africa. The continent has carried the burden of numerous conflicts and civil wars over decades. But how exactly is the African continent working to tackle these crises? How effective are its peace and security interventions?**

Fifteen years ago, the African Union put in place its African Peace and Security Architecture (APSA) to address the peace and security challenges on the continent. This African initiative, incorporating several institutions at the continental and regional levels, is now well established and receives more funding than any other AU framework. In terms of implementation, however, there are still coordination and financing issues to be overcome.

The African Union takes action on peace and security issues on a daily basis. These activities range from preventive talks and mediation to calls for sanctions, investigations of human rights abuses and putting boots on the ground. Yet, no complete overview of AU peace and security interventions is available, though the lessons provided by that experience could be invaluable for improving the framework and taking determined steps to end Africa's conflicts and civil wars.

### WHAT ECDPM DOES

ECDPM has analysed the implementation of the APSA in collaboration with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) for the past four years. Our aim is to map the African Union's different initiatives and create a transparent overview of peace and security interventions across the continent. Some of our analyses have focused on types of engagement, and what has and has not been effective. This has helped reveal where the APSA can be strengthened. So far, these findings have proven valuable to stakeholders from Africa and Europe working to strengthen the AU's peacemaking efforts.

Since 2015, the African Union has invited us to present the findings of our APSA impact study in Addis Ababa. In 2016, our APSA-related work further resulted in a strong collaboration with the Institute for Peace and Security Studies (IPSS), also based in Addis Ababa. That institute supports the African Union and plays an important role in conflict analysis. In spring, an IPSS policy researcher joined ECDPM for a month. In early 2017, ECDPM's Sophie Desmidt went to Addis Ababa for four months to work jointly with IPSS on the methodology for mapping the APSA's impact and to strengthen the work. ■

### HIGHLIGHTS OF 2016

- In a background note and accompanying online 'Shorthand Social' story, we sketched the workings and interventions of the APSA. Both outputs were shared by various international organisations involved in peace and security issues. They were also picked up by a number of high-level policymakers, including officials within European delegations in Africa.
- Together with IPSS and the GIZ office at the African Union, we presented findings of the latest edition of the APSA impact report to an open session at the AU Peace and Security Council in Addis Ababa, for the second year in a row. A range of stakeholders and interested partners attended the session, expressing appreciation for the quality and relevance of the work.
- Together with the Special Representation of the Netherlands to the African Union and the Dutch Knowledge Platform Security & Rule of Law, ECDPM's Africa's Change Dynamics team organised a one-day session in The Hague to discuss cooperation between Europe and Africa on conflict prevention and governance, international justice, migration and cooperation at the United Nations level. We helped organise the event and moderated the session on the African Peace and Security Architecture (APSA) and its linkages with the African Governance Architecture (AGA). The conference gathered a number of high-level actors, both European and African, as well as experts from peer institutions.

*Want to learn more about our work on Africa's peace and security initiatives or have thoughts you'd like to share? Visit [ecpdm.org/africapeacesecurity](http://ecpdm.org/africapeacesecurity) or contact Volker Hauck or Sophie Desmidt via [ecpdm.org/people](http://ecpdm.org/people).*





## HOW WELL IS THE EU EQUIPPED TO TACKLE CRISES AND CONFLICTS ABROAD?

**There is a growing number of conflicts and crises in the EU's wider neighbourhood, for example, those in Syria, the Ukraine and Libya, but also Somalia, South Sudan and the Sahel. Most of these have been stubborn and persistent, combining elements of violence, weak governance, limited development opportunities and forced displacement. This has strained already limited humanitarian budgets and created new challenges for the European Union.**

Addressing crises and conflicts is not enough however. Every day it becomes more urgent to find concrete and sustainable processes for resolving the issues underlying crises and conflicts, to prevent them from occurring or re-emerging. But is the EU sufficiently equipped for this critical task?

The EU will have a number of opportunities in the coming period to reflect on this and establish more structural and long-term processes for solving conflict and protracted crises. The ongoing effort to put the EU Global Strategy for Foreign and Security Policy into practice is one example, as it provides openings for formulating more coherent approaches to humanitarian, development, and peace and security assistance. Similarly, the mid-term reviews and revisions of the EU's Multiannual Financial Framework and financing instruments will create opportunities for debate on how these are used for addressing conflict and crisis abroad. At the EU-Africa Summit, slated for November 2017 in Abidjan, the issue of peace and security is also expected to be high on the agenda.

### WHAT ECDPM DOES

In 2016, we dedicated extensive attention to how the EU responds to crises and conflict. We analysed how effective the EU's external action financing instruments have been in addressing the challenges posed by protracted crises. In such situations, the boundaries between humanitarian and development challenges are typically blurred. This raises questions about how and under what circumstances the EU can better reconcile its humanitarian assistance and development aid. The melding of these two areas implies that improved approaches to peacebuilding and conflict prevention are needed for a more comprehensive approach to conflict and crisis.

Our aim is to make tangible contributions to European and African policies in this area, engaging with numerous actors, for example, the European Parliament and European Commission, the AU Commission and civil society organisations. We have acted as facilitator, stimulating debate on how cooperation between Africa and the EU on peace and security can be improved. ■





## HIGHLIGHTS OF 2016

- At the request of the European Parliament, we analysed the current set of EU instruments for addressing protracted crises – that is, situations in which many people face the threat of death, violence, famine or disrupted livelihoods for a longer period of time. The study, jointly undertaken with KU Leuven, was presented to the European Parliament and later contributed to a new ECDPM publication on the topic. That publication was featured in the monthly magazine of the Portuguese National Defense Institute (IDN).
  - We finalised an evaluation of the crisis response component of the EU Instrument for Stability (2007–2013). The evaluation, commissioned by the European Commission’s Service for Foreign Policy Instruments and led by ECDPM, involved field visits to the Democratic Republic of the Congo, Pakistan, Nigeria and Lebanon; the first two of which were undertaken by ECDPM.
  - We conducted research in Kenya and Somalia for the ongoing CIVILEX project, which ECDPM is carrying out with a consortium of partner organisations. This is an EU-funded initiative to support civilian missions under the EU Common Security and Defence Policy (CSDP) and in the context of EU external action more broadly.
  - We organised a seminar to discuss the future of EU support to peace and security in Africa and the African Peace Facility, through which the EU funds African-led peace support operations and APSA capacity building support. ECDPM co-hosted the event with the Dutch Presidency of the Council of the EU. It brought together some 40 experts and stakeholders from Europe and Africa, fostering an informative and open debate.
- Want to know more about our work on the EU’s crisis and conflict response? Visit [ecpdm.org/eucrisisresponse](http://ecpdm.org/eucrisisresponse) or contact Volker Hauck or Matthias Deneckere via [ecpdm.org/people](http://ecpdm.org/people).*





### DID YOU KNOW?



... every year 10 to 12 million young Africans enter the labour force, but only 3.1 million jobs are created, according to the African Development Bank.



... more than 30 million jobs in the EU already depend on exports to the rest of the world, and the European Commission estimates that some 90% of global growth will take place outside of the EU.

ECDPM's San Bilal talks about development and trade in the 2030 Agenda for Sustainable Development at the 2016 European Development Days in Brussels, Belgium. Photo by European Union.



## ECONOMIC TRANSFORMATION AND TRADE PROGRAMME

Head of Programme San Bilal  
on what we do and why

### *Our areas of expertise:*

trade agreements, economic governance, industrialisation, extractive resources, development finance, regional integration, private sector and employment, political economy analysis, economic diplomacy



It is a fantastic report and it will certainly help us understand much better what it is we need to do differently.

**Senior AU official on our PERIA study**

**Sustainable economic transformation is central to many African development strategies. The continental strategy, the African Union’s ‘Agenda 2063’, also envisions a fundamental economic transition, very much in line with the global 2030 Agenda for Sustainable Development. Our aim is to help African countries and institutions accomplish these strategies.**

Sustainable economic transformation goes far beyond simple economic growth. It includes sustainable and climate-friendly endeavours, equity and inclusiveness, a business-friendly climate and cooperation between the private sector and governments. It encompasses access to reliable infrastructure, movement away from excessive reliance on natural resources, diversification of economies through industrialisation and integration into regional and global value chains. Above all, it is about creating decent jobs for all and leaving no one behind.

Our research and analysis supports African policies in these areas, while also informing the development policies of international partners. We work with actors seeking to contribute to development, helping them align their efforts with the positive dynamics on the African continent. Our work deepens understanding of the economic, institutional, political, social and environmental factors that drive or hinder change, as well as the interests and incentives in play.

We work together with the AU Commission, the African regional economic communities (RECs),

business associations, the European Investment Bank (EIB) and the African Development Bank. Also among our collaborators are African and European think tanks, alongside civil society organisations and EU development partners.



### WHAT WE LEARNED THIS YEAR

#### ***What we did well***

We strengthened our role as an honest broker and knowledge provider in the context of private sector engagement, trade, finance and investment, and regional integration. In all these areas, ECDPM was frequently invited to inform and facilitate discussions at both the EU and the member state level. This helped us advance agendas and thinking on how economic transformation in Africa can best be supported through an inclusive and more responsible private sector.

#### ***Where we can improve***

Despite our efforts to bring in African perspectives and priorities, the EU agenda for private sector engagement has remained largely EU-driven. We need to work harder to make EU support programmes more locally driven and context-specific, relying also on African private sector and financing actors.



# HIGHLIGHTS OF 2016

Take a look at all our 2016 publications and events at [ecdpm.org/economic-transformation-trade-2016](http://ecdpm.org/economic-transformation-trade-2016).

## JANUARY



We published the findings of our elaborate 'PERIA' study on the political economy of regional integration in Africa (see also page 28). We followed this up with four policy seminars in April to present some of the key findings. This stimulated an open discussion on the dynamics of regional integration in Africa and their implications for policymakers and other important stakeholders.



At the invitation of the World Bank Community of Practice on Local Content, we participated in a panel discussion on free trade versus productive policies at the Global Conference on Reconciling Trade and Local Content Development, co-hosted by the Mexican government in Mexico City. Our presentation touched on the results of various of our analyses, including those for the OECD and the 'E15 Initiative' on local content, trade and economic diversification policies.

## MARCH



We presented some of our key research outcomes and insights at a discussion on economic transformation, industrialisation and extractives, at the invitation of the ACP Secretary General. The context was an ACP roundtable on inter-regional cooperation regarding the 2030 Agenda.

## APRIL



We participated in Hub Africa 2016, an Africa-oriented business and investment expo in Casablanca. There we met with private sector actors interested in doing business in and with North Africa and advanced our work on promoting business involvement in development activities in the EU's Southern Neighbourhood. Our interactions at the event also fed into our analysis of the implications of EU private sector engagement in sub-Saharan Africa.

## MAY



We brought together policymakers and civil society organisations to discuss key findings and insights from research in West and East Africa. During trips to the two African regions, we investigated multi-stakeholder partnerships between policymakers, civil society organisations and businesses in the mining and dairy sectors.

## JUNE



At the 2016 European Development Days we moderated and spoke at no less than five sessions. In particular, we shared our expertise related to trade and development, EU tax policies, the private sector and investment in fragile states.

## JULY



At the invitation of the European Investment Bank (EIB), we joined the annual visit of ACP Ambassadors and the ACP Secretariat to the EIB. During this meeting we presented our study on the EIB's current and future role in ACP countries.

## SEPTEMBER



The United Nations Economic Commission for Africa (UNECA) invited us to its eighth high-level meeting on regional integration in Africa, where we presented the findings of our PERIA political economy analysis and discussed how the African Continental Free Trade Area could be brought about.

## OCTOBER



We took part in a two-day workshop at the invitation of the 'Promoting Effective Partnering' initiative. At the event we discussed and provided feedback on a partnership support tool called '17 Factors for 17 Goals', which was to be launched during the Global Partnership for Effective Cooperation Summit in Nairobi in December 2016.

## NOVEMBER



At the invitation of the African Union and UNECA, we took part in Africa Trade Week. We organised a session on partnerships for regional integration, building on our political economy analysis of regional integration in Africa. The session generated considerable interest and positive feedback from policymakers and other stakeholders.

## JAN - DEC



Throughout the year we worked on promotion of responsible investment for sustainable development. Our analyses and insights considered how greater coherence and effectiveness could be achieved among European development finance approaches, as one means to achieve the Global Goals. We looked particularly at EU blending activities, in view of the upcoming European External Investment Plan (EIP), and at the role of development finance institutions and export credit agencies.



## DEVELOPMENT FINANCE: BRINGING INVESTMENT WHERE IT MATTERS

**Investment is a key piece of the puzzle that is sustainable development in Africa. The continent needs investment to overcome the gaps in hard and soft infrastructure. Yet, it needs reliable and efficient infrastructure, like transport and energy networks, to entice companies to invest. Unless doing business in Africa becomes more attractive, investment will remain scarce, and with it creation of new decent jobs and opportunities.**

How can we overcome this chicken-and-egg dilemma? The resources Africa needs far exceed the available public funding and official development assistance (ODA). New ways to leverage and promote private investment have to be found.

From a European point of view, multilateral development banks and development finance institutions will need to play a catalytic role in triggering sustainable investment. One way they can do this is by providing loans and guarantees that lower the risk to potential investors. We have seen many European initiatives and instruments seeking to realise this goal. One of the newer and most prominent of these is the European External Investment Plan (EIP), which was announced by the European Commission in September 2016. Its aim is to encourage investment in Africa and the EU neighbourhood, though it has yet to be implemented. But how will this initiative and others to jump-start investment in Africa pan out and interplay over the years?

### WHAT ECDPM DOES

For many years, we have monitored the wide landscape of instruments and activities of development finance and analysed their implementation. In 2016, the European Investment Bank (EIB) asked us to assess the added value of its operations in the African, Caribbean and Pacific (ACP) countries beyond its current mandate under the Cotonou Partnership Agreement, which expires in 2020. At the same time, we took a closer look at new trends in blended finance, the role of development finance institutions in promoting sustainable investment and potential synergies with commercial export credit agencies.

The European Commission's announcement of the EIP has raised questions about how Europe can effectively enhance the current landscape. We are therefore investigating how coherence and synergies with other initiatives and actors can be achieved. This work will continue in 2017, focusing on how financing instruments can best be aligned with developing countries' own agendas and development plans. ■

### HIGHLIGHTS OF 2016

- The EIB invited us to share the findings of our research a number of times in 2016. Following our paper on the EIB's future role in the ACP countries, we presented our analysis during the ACP Ambassadors and ACP Secretariat's annual visit to the EIB.
- At the invitation of the United Nations Industrial Development Organization (UNIDO), the European Commission Department for Trade (DG Trade) and Department for International Cooperation and Development (DG DEVCO) and the International Finance Corporation (IFC), we moderated several panels on the links between trade, finance and sustainable development at the 2016 European Development Days.
- We contributed to a public event on risk management co-organised with the Center for Global Development (CGD) in Brussels. The gathering brought together a range of stakeholders in international and development finance, such as the EIB, European development finance institutions, the European Bank for Reconstruction and Development (EBRD), the World Bank and IFC. The European Commission Department for Economic and Financial Affairs (DG ECFIN) and DG DEVCO were also in attendance, as were representatives of the private sector and civil society. Attendees expressed appreciation for our contributions, which influenced the coming about of the EIP.

*Want to learn more about our work on development finance and investment or have thoughts you'd like to share? Visit [ecdpm.org/investment](http://ecdpm.org/investment) or contact San Bilal, Karim Karaki or Sebastian Grosse-Puppendahl via [ecdpm.org/people](http://ecdpm.org/people).*



## WHO AND WHAT REALLY DRIVES AND BLOCKS REGIONAL INTEGRATION IN AFRICA?

**Nations cannot solve the development challenges they face alone. Yet, while there is agreement that countries need to work together, implementation of regional programmes has often failed to match stated ambitions.**

Africa has witnessed an ever-growing panorama of regional organisations and policies supporting regional integration. These have aimed to strengthen collaboration across the continent, to tackle common challenges together. However, this abundance of means has often fallen short of tangible impacts. Too often, agreements on paper have simply failed to materialise in practice.

In the many years that we have worked on regional integration in Africa, we have witnessed growing frustration with the slow pace of progress and lack of results. This prompted us to dig deeper. Who actually drives, influences and blocks regional integration agendas in Africa? What actors and factors have an impact on the progress that is and is not being made?

### WHAT ECDPM DOES

Driven by these questions, ECDPM began PERIA, a centre-wide project to study the political economy of regional integration in Africa. Experts from all five ECDPM programmes together analysed the role in regional integration played by African regional organisations. In 2016, we presented the results in six comprehensive studies: on the African Union and Africa's five largest regional economic communities (RECs). The work covers their commitments in various sectors, such as peace and security, infrastructure and climate change.

These studies served as the basis for bringing together academics and policymakers from Europe and Africa in a series of seminars on the topic in Brussels. We also presented the study at the AU Commission to more than 200 stakeholders, including think tanks, civil society and the AU Commission itself. This ensured that our findings fed back into discussions on the ground regarding regional integration. We will build on this research in 2017 and beyond with our PEDRO project, which widens the scope by examining the political economy dynamics of 18 regional organisations across Africa. ■

### HIGHLIGHTS OF 2016

- In February, after 18 months of research on the political economy of regional integration in Africa, we published the findings of our PERIA project. The six case studies analysing what has blocked or driven regional integration in Africa were among the most-read articles on our website.
- Presenting our PERIA study at the AU Commission enabled us to inject our findings into regional dialogue with a wide audience, including African Union officials and representatives of the RECs themselves. The discussions of opportunities and constraints, drivers and blockers of regional integration in Africa were very fruitful as a result. This was an excellent example of an opportunity to take our research from paper to practice.
- In April, we chaired a session on regional integration in Central Africa at an event organised by the United Nations Development Programme (UNDP), the European Commission and two regional economic communities (the Economic Community of Central African States (ECCAS) and the Central African Economic and Monetary Community (CEMAC)).
- We organised a series of seminars in Brussels to discuss our findings from the PERIA project and link them to other academic work. This included the launch of the book 'Regionalism in Africa' by Daniel Bach, a report by Frederik Söderbaum on the role of donors in promoting regional integration, and a presentation by Paul Brenton of recent work by the World Bank on the political economy of regional integration.
- We took part in the Africa Trade Week, at the invitation of the African Union and the United Nations Economic Commission for Africa (UNECA). Drawing on our research in the PERIA project, we organised a session on partnerships for regional integration, sparking a dynamic debate among stakeholders and policymakers, who expressed high appreciation for our work on the topic.

*Want to learn more about our work on regional integration in Africa or have thoughts you'd like to share? Visit [ecdpm.org/peria](http://ecdpm.org/peria) or contact Jan Vanheukelom, Bruce Byiers or Kathleen van Hove via [ecdpm.org/people](http://ecdpm.org/people).*







ECDPM's Faten Aggad moderates a panel on cooperation between the EU, China and Africa, organised by the Konrad-Adenauer-Stiftung in Brussels, Belgium. Photo by Konrad-Adenauer-Stiftung.

### DID YOU KNOW?



... in 2016, Africa saw 15 presidential elections, in which 9 presidents were re-elected and only 6 countries had a change in leadership.



### THE GLOBAL GOALS

... Africa needs between US \$614 and \$638 billion each year to implement the Global Goals, according to the Sustainable Development Solutions Network.



## AFRICA'S CHANGE DYNAMICS PROGRAMME

Head of Programme Faten Aggad  
on what we do and why

### *Our areas of expertise:*

governance, financing for development, civil society, Global Goal 16, African Governance Architecture, Agenda 2063, regional cooperation, African institutions



The event was thought-provoking, brought unheard perspectives very clearly to the fore and saw a good mix of people as well as interesting discussions.

**Official of the Netherlands Ministry of Foreign Affairs on the African Union event**

**Sustainable development is about more than economic transformation. Finding the right governance structures to support changing societal dynamics is just as important. Despite major steps forward in this respect, the African continent still confronts frequent social uprisings and electoral violence. We aim to support African institutions in preventing these consequences of weak governance.**

Our research and analysis looks at existing governance initiatives and frameworks in Africa. We identify what has worked well and what has not, and feed that knowledge back to our African partners. Similarly, we inform European and global development partners about African dynamics of change and about the African initiatives in place to address governance challenges.

We also seek to connect different partners working towards the same goals – within Africa, but also between Africa and Europe and between Africa and international coalitions. Our goal is to make certain that strategies and priorities link up, and that they are well adapted to the realities of the African continent.

Most of our work focuses on the African Governance Architecture (AGA), a framework brought to life by the African Union in 2010 to better connect national and regional initiatives for improved governance on the continent.

Particularly, we look at the regional and continental dimensions, pursuing links with peace and security frameworks.

Our partners include the AU Commission, the African Development Bank, Africa's regional economic communities (RECs), think tanks in Africa and Europe, the EU institutions and civil society organisations.



### WHAT WE LEARNED THIS YEAR

#### ***What we did well***

We invested significant effort in facilitating debates on contentious issues between Europe and Africa. Both sides have their respective processes in place – be it the AGA on the African side or governance and justice frameworks on the EU side. But it remains important for the different actors to talk frankly about their perspectives on a number of issues. ECDPM provided the platform for such dialogue, and our efforts were much appreciated by many of the stakeholders.

#### ***Where we can improve***

This year our team was required to deliver on funded projects, which put considerable pressure on our ability to balance strategy and demand. In the year to come, we need to maintain a better balance between both needs.



# HIGHLIGHTS OF 2016

See all our 2016 publications and events at [ecdpm.org/africa-change-dynamics-2016](http://ecdpm.org/africa-change-dynamics-2016).

## FEBRUARY



We released a report on our work in Tunisia over the past two years. This was a culmination of our engagement on policy issues relevant to Europe-North Africa relations. In 2017, we will continue to work in this area through a partnership with the Centre des Études Méditerranéennes et Internationales (CEMI) in Tunis (see also page 33).

## MAY



We facilitated a discussion on Shiraka, the new Netherlands-Arab Partnership, between the Netherlands Ministry of Foreign Affairs and Dutch embassies in several Arab countries. Through the partnership agreement, the Dutch government aims to support a sustainable democratic transition in the Arab region.



## SEPTEMBER



We joined the retreat of African ambassadors to the EU, sharing our thoughts on African progress towards implementation of the 2030 Agenda as well as on the global development finance agenda outlined in Addis Ababa in 2015. Our inputs focused on tax, good governance and illicit financial flows from Africa.



Together with the Special Representation of the Netherlands to the African Union and the Dutch Knowledge Platform Security & Rule of Law, we organised a one-day session in The Hague to discuss cooperation between Europe and Africa on conflict prevention and governance, international justice, migration and cooperation at the United Nations level. The session brought African experts and diplomats together with EU officials and representatives of the Netherlands Ministry of Foreign Affairs. It provided a much-welcomed space for frank discussion on the various perceptions of current and future cooperation.

## OCTOBER



We produced an interactive online 'Shorthand Social' story explaining the workings of the African Union and its role in tackling Africa's challenges.



After several African countries announced their intention to withdraw from the International Criminal Court, we published a report looking at different African perspectives on this institution and exploring how issues related to justice link to African governance initiatives. We were also invited to share these findings at the Conference of the States Party to the Rome Statute, involving civil society representatives, government officials from African and European countries, and African Union delegates (see also page 34).



We communicated findings from our research and analysis to a wider public through media contacts in Africa and Europe. Our inputs and articles on the change dynamics in Africa appeared in *Newsweek*, *Deutsche Welle*, *AllAfrica* and in items by the South African Broadcasting Corporation, among others.

## NOVEMBER



We released a publication on the different perspectives within Europe and Africa on the refugee crisis and increased flows of migrants. The report was much welcomed and fed into discussions of progress on cooperation between the two continents, exactly one year after the Valletta Summit on Migration.



We participated in an AU Commission meeting dedicated to the 10-year review of the African Post-Conflict Reconstruction and Development Framework. Participants discussed progress and the challenges that African institutions face in conflict prevention and reconstruction. We stressed the importance of reducing the implementation gap of the African Governance Architecture (AGA) by better linking it to other relevant frameworks.

## DECEMBER



We facilitated a meeting of EU officials, African Union delegates and Chinese and African think tank representatives on prospects for cooperation between China, the EU and Africa.



We finished a three-year institutional support programme for the EU delegation in Madagascar aiming to transform engagement strategies with local civil society. Results include new approaches to capacitate civil society and gain more sustainable funding.

## THE CHANGING RELATIONS BETWEEN EUROPE AND NORTH AFRICA

**North Africa, cradle to a series of revolutions that changed the region's political landscape, has undergone substantial change since 2010. In that year, a wave of 'Arab Spring' unrest swept through most North African countries. While some of these countries have since embarked on an arguably successful transition, others have remained unstable, continuing to struggle with deeply rooted socio-economic, political and ideological differences.**

Tunisia, for example, opened its doors to democracy and saw a series of reforms, while Egypt experienced serious setbacks in terms of freedom and witnessed a worrying number of human rights violations. At the same time, neighbouring Libya remained torn by civil war. More recently, the growing wave of migration – which has turned North Africa into a gateway to Europe for refugees and migrants – has also significantly altered the socio-political landscape of the region.

All these factors have inevitably impacted relations between Europe and North Africa. Both sides have struggled to translate these effects into a coherent set of policies and partnership agreements. For a more modern, strategic and realistic partnership, it is essential that the actors better understand each other's history, societal dynamics and political and economic interests.

### WHAT ECDPM DOES

We bring European and North African actors together and stimulate dialogue on the essential elements that can facilitate construction of strategic partnerships. Through our policy-oriented research we aim to shed more light on the power relations at play, as well as on the political and economic interests and incentives that prevent or drive change. We also inform European policies, providing support in the region to help make policies more realistic, practical and strategic.

In 2016, our efforts focused mainly on decentralisation in Tunisia, examining ongoing initiatives by the government and civil society. We also closely followed migration dynamics in both Europe and Africa, looking particularly into the EU's proposals for tackling the refugee and migration crisis and analysing the reactions of North African countries. ■

### HIGHLIGHTS OF 2016

- We dedicated a range of publications and blogs to change dynamics in North Africa and to the EU's approach in the region. Topics ranged from local empowerment and democracy in Tunisia to the EU's development and commercial goals in North Africa. We also launched an online dossier combining all our work on the region.
- We strengthened links with local partners in Tunisia – in particular, the Centre des Études Méditerranéennes et Internationales (CEMI) – through the appointment of young international professional Tasnim Abderrahim. Abderrahim was recruited in cooperation with CEMI. After joining ECDPM's Africa's Change Dynamics team for six months, she will work at CEMI from April to September 2017. For more information on ECDPM's Young International Professionals programme, see page 42.
- We laid the foundation for a research project analysing the partnership between Europe and North Africa with regard to migration. The first outputs of the project – a series of blogs – were set to be published in the first quarter of 2017.
- We facilitated a discussion on Shiraka, the new Netherlands-Arab Partnership, between the Netherlands Ministry of Foreign Affairs and Dutch embassies in several Arab countries. Through the partnership agreement, the Dutch government aims to support a sustainable democratic transition in the Arab region.

*Want to learn more about our work on North Africa or have thoughts you'd like to share? Have a look at [ecdpm.org/eunorthafrica](http://ecdpm.org/eunorthafrica) or contact [Faten Aggad](mailto:Faten.Aggad@ecdpm.org) via [ecdpm.org/people](http://ecdpm.org/people).*



## WHY SOME AFRICAN COUNTRIES TURNED THEIR BACK ON THE INTERNATIONAL CRIMINAL COURT

**In 2016, several African countries indicated their intention to withdraw from the International Criminal Court (ICC). This tide was reversed, however, after South Africa and the Gambia withdrew their notifications to the United Nations, leaving Burundi as the only country currently seeking withdrawal. But what is behind all this in the first place?**

African Union member states such as Senegal, Niger, the Republic of the Congo and Uganda were instrumental in creating the Rome Statute, which is the treaty establishing the ICC. However, tensions between the African Union and ICC have built up over the past ten years. At the heart of the disagreement is a tangle of issues including immunity and procedural matters and the failure of the Court to broaden its membership.

Although the tensions have subsided for now, the events of 2016 are symptomatic of strains in the international justice system. The challenge for the future will be to build a fair system that is equipped to bring justice to the victims of conflicts in Africa.

### WHAT ECDPM DOES

To meaningfully contribute to the debates around this contentious issue, it is crucial to understand the complexities of the events that played out in 2016. We therefore took a closer look at the perspectives of the different African countries that moved to withdraw from the court. Why exactly did they consider opting out? We also looked at the role played by the African Union in the recent events, and analysed various alternatives for Africa to take over the role of the ICC on a continental, regional or national level. ■





## HIGHLIGHTS OF 2016

- We published a paper analysing the different African perspectives on the ICC and explored how justice-related issues are linked to African governance initiatives. That paper was much read and discussed, and became a relevant and timely contribution to the debates.
- We shared the findings of our analysis on Africa and the ICC at the Conference of the States Party to the Rome Statute, attended by civil society representatives,

government officials from African and European countries, and African Union delegates.

- Our analysis was picked up by *Newsweek*, which has a readership of more than 15 million people worldwide.

*Want to know more about our work on relations between Africa and the ICC or have thoughts to add to the debate? Visit [ecpdm.org/iccafrica](http://ecpdm.org/iccafrica) or get in touch with Philomena Apiko, Luckystar Miyandazi or Faten Aggad via [ecpdm.org/people](http://ecpdm.org/people).*







ECDPM's Hanne Knaepen discusses regional cassava trade between the Democratic Republic of the Congo and Zambia at the Ministry of Agriculture in Kinshasa, the Democratic Republic of the Congo. Photo by Serge Sabi, CAADP focal point for the Democratic Republic of the Congo.

#### DID YOU KNOW?



... Africa spends US \$35.4 billion on food imports annually, even though it possesses 65% of the world's undeveloped arable land, according to the African Development Bank.



... climate change will hit Africa particularly hard. Temperatures on the continent will rise up to 1.5 times faster than the global average, according to the UN's Intergovernmental Panel on Climate Change.



## FOOD SECURITY PROGRAMME

Head of Programme Francesco Rampa on what we do and why

### *Our areas of expertise:*

regional integration, policy coherence for development, continental and regional CAADP, nutrition, climate-smart agriculture, private sector, Global Goal 2



I hope to see the Eastern Africa Dairy Platform being established soon. Keep it up – you have the stakeholders’ support!

**Representative of Rwandan national dairy platform**

**The African continent is taking determined steps to strengthen its agricultural sector and, in doing so, to end hunger. Our aim is to support African institutions, farmers’ organisations and international partners in making this reality.**

Our analysis and research informs policies, investment plans and strategies directly or indirectly related to food security. These may involve agriculture and trade, but also private sector development or climate change.

We bring different partners together in work for food security, aligning efforts, stimulating dialogue and building partnerships. We are a strong advocate of policy coherence for development, stressing that policies in domains other than agriculture should not hold back or undo progress made towards food security. Our ultimate goal is effective and workable policies designed to build strong regional agricultural markets in Africa and to bring sufficient nutritional food within the reach of all.

For the past five years, our activities have centred on Africa’s foremost initiative to structurally address food insecurity: the African Union’s Comprehensive Africa Agriculture Development Programme (CAADP). That programme was set up in 2003 to boost African agriculture – nationally, regionally and at the continental level. We have focused particularly on CAADP’s continental and regional aspects.

We work together with the AU Commission, the New Partnership for Africa’s Development (NEPAD), the African regional economic communities (RECs), regional farmers’ organisations, the private sector, think tanks and international development partners.



### WHAT WE LEARNED THIS YEAR

#### ***What we did well***

We deepened our knowledge of the dynamics of regional agro-food value chains in Eastern, Southern and West Africa to help European development partners and other stakeholders effectively support processes related to CAADP. We also fostered closer ties with local, national and regional public and private stakeholders for more inclusive and targeted public-private engagement.

#### ***Where we can improve***

We need to further increase efforts to translate our knowledge into targeted policy recommendations. We also need to work harder to streamline environmental sustainability and climate resilience issues throughout our work. Finally, building on our enhanced knowledge and networks, we need to up our engagement in international debates on the role of private sector actors in food security.



# HIGHLIGHTS OF 2016

See all our 2016 publications and events at [ecdpm.org/food-security-2016](http://ecdpm.org/food-security-2016).

## MARCH



With the Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA) and the International Livestock Research Institute (ILRI), we facilitated a workshop on dairy value chain development in Nairobi. The event brought together dairy sector stakeholders in Kenya, Uganda and Rwanda to discuss bottlenecks and ways to stimulate the dairy value chain in East Africa. A follow-up workshop was held in September.



## APRIL



We moderated a panel at a United Nations Development Programme (UNDP) workshop in Accra on advancing regional agro-food value chains in Africa. Representatives of three regional organisations – COMESA, ECOWAS and IGAD – shared experiences in promoting cross-border value chains in their respective regions. COMESA is the Common Market for Eastern and Southern Africa, ECOWAS is the Economic Community of West African States and IGAD is the Intergovernmental Authority on Development.

## MAY



Focusing on agriculture and food and nutrition security, we contributed to a European Commission evaluation of the EU's support to research and innovation for development in partner countries between 2007 and 2013 (totalling over €1 billion). The evaluation was led by ECDPM and Particip.



At the annual Grow Africa Investment Forum we facilitated a session on policies to promote investment in rice value chains. Our contribution drew on several trips to West Africa, where we engaged with local stakeholders, public and private, to better understand rice value chain dynamics. These trips also stimulated interest in a regional rice platform in West Africa, similar to the regional dairy platform we are working to establish in Eastern Africa with local stakeholders.



We produced a special issue of *GREAT Insights* magazine gathering ideas from climate experts for translating the commitments of the 2015 Paris Climate Agreement into action. Contributors addressed challenges ahead for African agriculture, trade, and peace and security, while also highlighting opportunities.

## JUNE



Together with CEDRES (the Centre d'Études, de Documentation et de Recherche Économiques et Sociales), a Ouagadougou-based think tank, we facilitated an inclusive meeting on the impact of European policies on food security in Burkina Faso. The consultation fed into our policy coherence for food security study in the country, which analysed policies affecting linkages between trade and food security. The work, a follow-up to our pilot in Tanzania, helped refine our methodology for monitoring policy coherence for food security at the national level.

## JULY



With the African Studies Centre Leiden and the Agricultural Economics Research Institute of Wageningen University, we produced a report for the Dutch Food & Business Knowledge Platform on regional integration dynamics in West Africa. In a similar vein, we produced a paper on agricultural and food trade patterns and barriers in the region, mapping key actors and factors shaping regional trade flows.



## OCTOBER



We spoke on challenges and opportunities for climate-smart agriculture at the second Africa Climate-Smart Agriculture Alliance in Nairobi. Our invitation to participate in this event followed from our presentation on climate financing challenges and smallholder farmers' lack of access to global climate funds at the meeting of the EU-Africa Network of Economic and Social Stakeholders in Nairobi in July.

## DECEMBER



With the Food and Agriculture Organization of the United Nations (FAO), we looked at how regional trade in pulses (chickpeas, lentils and beans) in the Horn of Africa could contribute to food and nutrition security in the region. This resulted in the first-ever joint ECDPM-FAO publication, produced in the United Nations 'International Year of Pulses' (see also page 40).



With four Italian universities, we secured funding from the Italian Ministry of Education, Universities and Research. This will help us initiate research and outreach promoting sustainable food systems in Africa – supporting the work of African and European stakeholders and processes led by FAO, the Committee on World Food Security and other international Rome-based agencies.

## WEST AFRICA: HOW CAN THE REGION FEED ITSELF?

**When a region with exceptional food production potential imports more and more food, it is worth asking why it is not managing to feed itself instead. West Africa is one such region, with a paradoxically negative trade balance in food. Despite its high potential, West Africa exports a very narrow range of goods, dominated by extractives and a few agricultural products like cocoa.**

At the same time, food is being imported to the region from outside Africa. Not only has local production been unable to match the growing demand, but there is little trade within the region. What has held West Africa back from exploiting its agricultural potential? Why does it seem easier for West African countries to import food from afar, than from each other?

The fact that some 75% of intra-regional trade takes place informally and is undocumented makes it particularly difficult to answer these questions. Lack of data creates a blind spot, not only on trade volumes, but also on trade compositions, geographical patterns and dynamics. What kinds of goods are being transported along which routes? What trade bypasses the main economic corridors? Who are the people in the value chains, and what obstacles do they face? These questions have to be answered to develop comprehensive policies that support food security and inclusive development.

### WHAT ECDPM DOES

Given that West Africa's intra-regional trade dynamics cannot be adequately understood from literature and statistics, ECDPM took a closer look at the realities and agricultural value chain development. To get to the bottom of these dynamics, we focused on crops and livestock. These are two strategic sectors critical for food security.

By fostering understanding and facilitating dialogues among the stakeholders, we aim to support the design and implementation of effective policies that take into account political economy aspects and do justice to the realities on the ground. Our analysis of the drivers and constraints affecting the region's value chains and trade corridors has opened a new window on trade in West Africa. ■

### HIGHLIGHTS OF 2016

- In April and May, we visited Benin, Burkina Faso, Côte d'Ivoire, Ghana, Nigeria, Mali and Niger to conduct interviews with key stakeholders from the public and private sector, regional and national producers associations, technical and financial partners, NGOs and value chain experts. The missions produced new information on the realities on the ground.
- A scoping study carried out with the African Studies Centre Leiden and the Agricultural Economics Research Institute of Wageningen University produced a more contextualised and comprehensive picture of the Dutch government's ongoing cooperation with West Africa, as well as offering a forward perspective in terms of policy options.
- In September, we contributed to the second Contact Group meeting of the Accelerating Trade in West Africa Programme (ATWA) in Abidjan. We took part in the debates on establishment of transport corridors for inclusive development in West Africa, including agro-food value chains.

*Want to learn more about our work on West African value chains or have thoughts you'd like to share? Visit [ecdpm.org/westfricavaluechains](http://ecdpm.org/westfricavaluechains) or contact Fabien Tondel, Sean Woolfrey or Carmen Torres via [ecdpm.org/people](http://ecdpm.org/people).*





## PULSES: THE POTENTIAL HIDDEN IN CHICKPEAS, LENTILS AND BEANS

**When the Food and Agriculture Organization of the United Nations (FAO) declared 2016 the 'International Year of Pulses', more than a few people may have had to look up what the word 'pulses' means. Why exactly are chickpeas, lentils and beans so relevant for food security in the world?**

Pulses have immense potential for sustainable development. In terms of nutritional value, pulses are one of the cheapest sources of protein for many people, especially in poor countries. Pulses can therefore help tackle undernourishment and malnutrition. With obesity a growing problem, food security is no longer purely about getting enough to eat, but about eating healthy too.

Pulses can make farming systems more climate-resilient as well. Some pulses are remarkably drought resistant. They can improve soil quality, increase cereal crop yields when grown in rotation and often fetch good prices on local markets. Yet, pulses tend to be neglected, by both private and public actors. Being chronically underfunded and under-researched, the full potential of pulses is yet to be unlocked.

### WHAT ECDPM DOES

To understand why a promising commodity like pulses is not living up to its potential, even though it could play a significant role in sustainable development, we analysed the value chain. Specifically, together with FAO, we researched the dynamics of regional trade in pulses in the Horn of Africa.

We asked three basic questions: What business opportunities are there for trade in pulses in the region? What obstacles in the value chain do people have to overcome? How could public-private dialogue help unlock the considerable potential of the small legumes?

We published the findings in a joint publication with FAO in 2016, leading to increased awareness of the potential of pulses and greater knowledge about constraints in the value chains. We will continue collaborating on this topic in the coming years, expanding the scope of our research to other regions. ■





## HIGHLIGHTS OF 2016

- Our first-ever joint publication with FAO explored and increased awareness of regional trade in pulses in the Horn of Africa. We will build on this new cooperation with more common projects on the horizon, expanding on the scope of this study.
- The research for our study on pulses took us to Khartoum, Sudan, among other places. Relatively few development partners are

active in Sudan, so it remains an under-researched country. The opportunity to study the dynamics shaping production and trade of pulses in Sudan provided us an invaluable window on local development.

*Want to learn more about our work on pulses or have thoughts you'd like to share? Visit [ecdpm.org/pulses](http://ecdpm.org/pulses) or contact Francesco Rampa, Paulina Bizzotto Molina or Sean Woolfrey via [ecdpm.org/people](http://ecdpm.org/people).*



ECDPM's Fabien Tondel visits a supermarket in Ouagadougou, Burkina Faso. Photo by Carmen Torres, ECDPM.





## ASMITA PARSHOTAM ON HER EXPERIENCE AS A YOUNG INTERNATIONAL PROFESSIONAL AT ECDPM

**Asmita Parshotam worked for ECDPM's Strengthening European External Action team for a year, from April 2015 to April 2016.**

"I've really enjoyed learning about the EU institutions and the politics involved in their functioning, which is something I had little to no knowledge of prior to my time at ECDPM. Being exposed to policy work has also provided me a stepping stone for future prospects.

It is important for ECDPM to benefit from what African staff can bring to the Centre within the confines of the programmes. We also help incorporate African views into the Centre's work and within the programmes.

Everyone in my team was helpful and willing to lend a hand, which was great and really assisted in a smooth transition into the team. I definitely made some good

friendships during my time at ECDPM, and I'm still in touch with several people." ■

*Asmita Parshotam currently works as researcher at the South African Institute of International Affairs (SAIIA). In June 2016, she talked about the impacts of Brexit live on South African national television (photo below).*



# YOUNG INTERNATIONAL PROFESSIONALS PROGRAMME



**Asmita Parshotam**  
from South Africa



**Tarila Marclint Ebiede**  
from Nigeria



**Rivaldo Kpadonou**  
from Benin



**Tasnim Abderrahim**  
from Tunisia

“

I've really enjoyed learning about the EU institutions and the politics involved in their functioning, which is something I had little to no knowledge of prior to my time at ECDPM.

**Asmita Parshotam,**  
member of the YIP  
programme in 2016

**ECDPM's Young International Professionals (YIP) programme offers young researchers from Africa an opportunity to join one of our policy teams for a period of six months to a year. The YIP programme aims to inspire dynamic exchanges of knowledge, views and networks.**

What we offer is practical training in international cooperation and development policy research, particularly from an EU and EU-Africa point of view. What our YIP researchers offer us is specific content expertise and a strong sense of how young people from Africa view the issues we are working on – helping to challenge our views and habits.

The programme also builds and strengthens relationships with partner institutes in Africa. A number of YIP researchers are recruited in cooperation with African organisations and divide their time between ECDPM and our partner institute.

Since the programme was created in 2013, nine young professionals from Benin, Burundi, Ethiopia, Kenya, Nigeria, South Africa and Tunisia have joined our policy teams. In 2016, we employed four young professionals:

- Asmita Parshotam from South Africa joined the Strengthening European External Action team.
- Tarila Marclint Ebiede from Nigeria joined the Conflict, Security and Resilience team.

- Rivaldo Kpadonou from Benin joined the Food Security team.
- Tasnim Abderrahim from Tunisia joined the Africa's Change Dynamics team.



## WHAT WE LEARNED THIS YEAR

### *What we did well*

Our YIP researchers have enriched ECDPM's work by bringing in valuable knowledge and experience, as well as an African perspective. That sometimes meant that our views and habits were challenged, but this has enabled us to deepen our brokerage role. YIPs highly value their time at ECDPM too, noting that it helps them build new skills, gain exposure to new networks and broaden their career prospects.

### *Where we can improve*

The YIP alumni network we looked into creating last year has not taken off. It therefore remains on our radar for the year to come. Furthermore, YIPs have not always worked on the projects that best match their skills and expertise. This is something we need to pay more attention to in the future.

***Are you interested in the YIP programme or want to see whether we have any spots open? Go to [ecdpm.org/yipp](http://ecdpm.org/yipp) or get in touch with Kathleen van Hove via [ecdpm.org/people](http://ecdpm.org/people).***





## LEARNING AND QUALITY SUPPORT

Head of Learning and Quality Support  
James Mackie on what we do and why

“Learning, quality and innovation are central aspects in all our activities. That makes us more efficient, maximising our added value.”

**ECDPM’s Learning and Quality Support unit, created in 2015, ensures that learning, quality and innovation are central aspects in all our activities. That makes us more efficient and effective, maximising our added value. Ultimately, the team aims to increase the impact of all ECDPM work.**

The unit has four main responsibilities:

**Planning and review.** We lead the Centre’s operational planning, as well as regular reviews of progress made in the different policy processes we engage in.

**Monitoring, evaluation, learning and reporting.** We strengthen the Centre’s monitoring and reporting approaches and systems and provide advice and support for advancing the quality of our work and learning. Learning and review takes place around theories of change, formulated to accompany implementation of the new ECDPM strategy.

**Internal and external knowledge management.** We oversee internal knowledge management, including organisational workflows and data systems. We also share our knowledge management expertise with the Centre’s partners and stimulate learning across a wider audience through communities of practice, content curation and knowledge and dialogue platforms.

**Advice and support on research methodologies and cross-cutting issues.** We assist the programmes and ECDPM partners in refining policy research approaches and methodologies, such as political economy analysis and

assessment of policy coherence for development. The unit serves as an internal advisor on issues such as gender and cultural sensitivity.



### WHAT WE LEARNED THIS YEAR

#### *What we did well*

We effectively established our new unit as an advisory and support body within the organisation and made progress in our monitoring and evaluation practices – most notably through our theory of change processes – while also delivering on external commitments to our partners.

#### *Where we can improve*

Despite the energetic engagement of our gender task force in mainstreaming the gender agenda organisation-wide, effectively making a difference in practice remains challenging. Moreover, we need to better align our internal systems and practices with new monitoring and reporting requirements.

### HIGHLIGHTS OF THE YEAR

- We played a big role in development of the Centre’s new 2017–2021 strategy and initiated theory of change processes for 17 new work streams.
- We created a dedicated task force on gender to better incorporate the gender dimension into research throughout the Centre. We also advised programme staff on implementation of political economy analysis.



- Together with Particip, we evaluated the European Commission's support to research and innovation for development in partner countries between 2007 and 2013. That support totalled over €1 billion. We presented the findings during a seminar in Brussels, attended by high-level European Commission officials who planned to take forward our recommendations. We presented the evaluation findings again at the 2016 European Development Days.
- We initiated a redesign of our intranet and our reporting and travel systems to ensure they comply with current travel safety and reporting requirements and make them easier for staff to use.
- With the European Commission Department for International Cooperation and Development (DG DEVCO), we developed a training module on communities of practice. The training provides Capacity4Dev group administrators operational guidance on community growth, facilitation and content provision. We were then invited to moderate a lab session on communities of practice at the 2016 European Development Days.
- We helped DG DEVCO elaborate guidelines for promoting territorial approaches to local development, among other things by ensuring an active role for local and regional authorities. Several EU delegations have now embarked on territorial development support strategies.
- In collaboration with the New Partnership for Africa's Development (NEPAD) and the Technical Centre for Agricultural and Rural Cooperation (CTA), we organised a three-day knowledge management workshop for ECOWAS and COMESA. The workshop focused on nutrition security, agricultural development and trade.
- Together with the International Support Group (ISG), we organised a two-day workshop on facilitating social innovation attended by experienced development professionals from all over the world.
- We were part of a consortium of think tanks that did preparatory work on the 2030 Agenda's concept of policy coherence for sustainable development in the lead-up to the 2016 High-level Political Forum on Sustainable Development in New York.
- We set up and facilitated a closed online community of practice on policy coherence for development. Platform membership includes 25 policymakers from seven European countries, as well as members from the European Commission and the Organisation for Economic Co-operation and Development (OECD).

## OUR NETWORKS AND COMMUNITIES

- Since 2005, we've moderated the Pelican Initiative discussion group on evidence-based learning and communications for social change. This active platform has 4,780 members from 132 countries.
- Since 2011, we have been a senior editor of the *Knowledge Management for Development Journal*, which has 39,722 readers.
- Since 2002, we have been an active member of the KM4Dev community, which had 2,392 members in 2016.
- Since 1999, we have been one of the six members of the Capacity.org network, a research portal for capacity development and home of the *Capacity.org* journal.





## COMMUNICATIONS

Head of Communications Virginia Mucchi  
(joined in 2017) on what we do and why

“Our mission is to stimulate dialogue with our partners and get ECDPM’s work and ideas to the right people, in the right way, at the right time.”

Communication is crucial for ECDPM to perform its role as a strategic broker for informed policy dialogue. Our mission is to stimulate dialogue with our partners and get ECDPM’s work and ideas to the right people, in the right way, at the right time. This builds understanding and capacity for more inclusive policies and practice. It also cements our

legitimacy and reputation and fosters trust among our audiences.

Our team is a multidisciplinary one. We bring together expertise in social media, press relations, online communications, website development, writing and editing, multimedia and publication production, graphic design and content curation.

### ECDPM’s communications in 2016

#### Website hits

1,339,891 page views **+52%**

165,689 people **+5%**

6,355 Twitter followers **+36%**

8,601 Facebook followers

152,579 Google+ followers

10,302 subscribers to our newsletter *The Weekly Compass*

5,999 subscribers to our magazine *GREAT Insights*

#### Website visitors



38% Europe

33% Africa

14% Americas

11% Asia

1% Oceania

**+16%**

Our YouTube videos were viewed **16,173 times**

#### Media

Interviews and articles appeared in AllAfrica, EurActiv, Devex, *The Guardian*, Afronline, *Newsweek*, *The Washington Post* and in productions of the South African Broadcasting Corporation

**+96%**

Publication downloads **39,178**

**+29%**

Our blogs were read **78,667 times**

**+142%**

Our *GREAT Insights* articles were read **381,713 times**

68 Publications

36 Blogs

6 Issues of *GREAT Insights* magazine

35 Videos







## FINANCES

Head of Finance and Operations  
Roland Lemmens on our finances in 2016

In June 2016, Transparify – an initiative providing a global rating of the financial transparency of think tanks – awarded ECDPM its gold standard rating for the third year in a row. Only nine other organisations in the EU received this highest rating.

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

**For ECDPM, 2016 was an unusual year. It marked the end of one five-year strategic period and heralded the start of a new one. This year of transition required management and staff to deliver on commitments and ambitions of our previous strategy, while carefully crafting a new strategy that equips us to stay relevant in an ever-changing global context. In addition to that, we redesigned work and impact areas as well as internal structures and systems.**

We implemented several improvements in internal governance, policies and procedures to effectively prepare for our new strategy period. These included revision of our governance code and expansion of our fundraising capacity, development of an investment plan and statute, budgetary reform and enhancement of our risk management framework. Furthermore, we made improvements to the workplace environment and reinforced travel safety policy, as our staff regularly works in fragile and conflict-prone areas.

Besides being a transition year, 2016 was also characterised by increased financial uncertainty. The Centre's biggest source of income, the institutional grant agreement with the Netherlands Ministry of Foreign Affairs, ended at the close of the year. We formulated a proposal for a renewed strategic cooperation, including a request for a new five-year grant. In addition, we sought to consolidate and expand our range of funding partners in support of our new strategy.

Faced with this uncertain funding outlook, management took cost efficiency measures where possible. Vacancies were put on hold until the end of the year. This, however, meant

reduced staff capacity. In combination with the many time-consuming internal and external commitments, the result was considerable work pressure for staff – a worrying and unsustainable tendency, which we will need to balance in the years to come.

We were therefore all the more gratified that the Netherlands elected to continue its financial support (€13.5 million) for the next five years. Further, as a result of the different budgetary measures taken, we ended our year with an overall operational surplus of €309,000.

In line with our new strategy, we used a share of this surplus to set up an innovation fund. The idea is to create financial space for staff – younger staff in particular – to experiment and innovate, going beyond the boundaries of our established areas of work and methods.

### ACCOUNTABILITY AND TRANSPARENCY

We continued to strive for the highest standards of accountability and transparency. Twice a year an auditor reviews our finances, financial procedures and internal control mechanisms. In 2016, the auditor concluded that ECDPM management and staff had taken to heart the recommendation to strengthen the control environment and internal monitoring. In addition, as in previous years, the auditor confirmed that our financial statements give a true and fair overview of the Centre's financial position.

**See our auditor's report at [ecdpm.org/auditor-report-2016](http://ecdpm.org/auditor-report-2016).**

# OUR FUNDERS

## INSTITUTIONAL FUNDERS

**The Netherlands Ministry of Foreign Affairs**, the Netherlands €2,967,271

**Swedish Ministry for Foreign Affairs**, Sweden €284,665

**Luxembourg Ministry of Foreign and European Affairs**, Luxembourg €284,000

**Swiss Agency for Development and Cooperation (SDC)**, Switzerland €277,702

**Belgian Ministry of Foreign Affairs**, Belgium €247,500

**Irish Aid**, Ireland €189,723

**Finnish Ministry for Foreign Affairs**, Finland €155,000

**Danish Ministry of Foreign Affairs**, Denmark €107,183

**Austrian Development Agency (ADA)**, Austria €61,030

## PROGRAMME FUNDERS

**The Netherlands Ministry of Foreign Affairs**, the Netherlands €616,582

**Department for International Development (DFID CODE: 204500-101, PO: 40082120)**, United Kingdom €296,166

**Swiss Agency for Development and Cooperation (SDC)**, Switzerland €114,053

**Danish Ministry of Foreign Affairs**, Denmark €49,444

**Belgian Ministry of Foreign Affairs**, Belgium €24,991

**Austrian Development Agency (ADA)**, Austria €21,224

**Finnish Ministry for Foreign Affairs**, Finland €11,417

**Swedish Ministry for Foreign Affairs**, Sweden €10,585

**Luxembourg Ministry of Foreign and European Affairs**, Luxembourg €3,556

**Irish Aid**, Ireland €2,405

## PROJECT FUNDERS

**Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)**, Germany €178,648

**Particip GmbH**, Germany €141,562

**European Commission - Atos Consulting - CIVILEX**, Spain €129,444

**European Commission, Delegation Madagascar**, Madagascar €124,919

**Embassy of the Netherlands, Ethiopia**, Ethiopia €81,476

**The Food and Agriculture Organization of the United Nations (FAO)**, Ghana €73,899

**Department for International Development (DFID PO: 40094310)**, United Kingdom €71,429

**Office for Economic Policy and Regional Development (EPRD)**, Poland €47,878

**European Commission - Change for Results EEIG (CHARE)**, Belgium €33,329

**Swedish Expert Group for Aid Studies (EBA)**, Sweden €33,120

**Swedish Ministry for Foreign Affairs**, Sweden €29,624

**European Commission, Université Catholique de Louvain - CAERUS**, Belgium €27,209

**Institute for Security Studies (ISS)**, Senegal €26,060

**Sanna Consulting**, United Kingdom €25,850

**The Netherlands Ministry of Foreign Affairs**, the Netherlands €23,487

**Groupe ODYSSEE**, Mali €21,685

**European Commission, Delegation Morocco**, Morocco €20,000

**Technical Centre for Agricultural and Rural Cooperation (CTA)**, the Netherlands €14,731

**United Nations Development Programme (UNDP)**, Ethiopia €13,774

**Saana Consulting**, United Kingdom €5,218

**Katholieke Universiteit Leuven (KU Leuven)**, Belgium €9,000

**European Investment Bank (EIB)**, Luxembourg €7,494

**Panteia**, the Netherlands €6,330

**European Commission**, Belgium €6,000

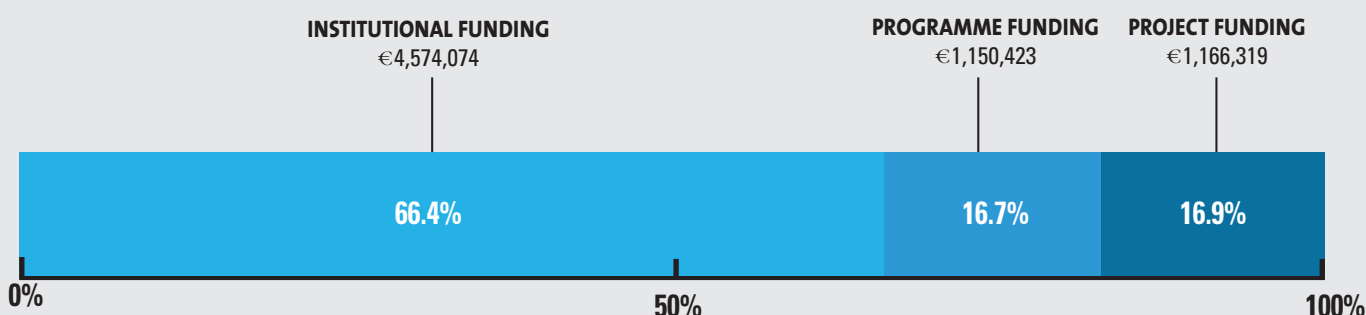
**Partos**, the Netherlands €4,974

**United Nations Development Programme (UNDP)**, Gabon €2,826

**United Nations Development Programme (UNDP)**, Mali €2,821

**Various other funders < €2,500**  
Various €8,750

# HOW WE WERE FUNDED IN 2016





# BALANCE SHEET

After allocation of result 2016, as per 31 December 2016

*In thousands of euros*

		31-12-2016	31-12-2015
<b>ASSETS</b>			
<b>I</b>	<b>Financial fixed assets</b>		
1.1	Bonds	0	1,472
1.2	Participation in EDCS share fund	13	12
	<b>Total financial fixed assets</b>	<b>13</b>	<b>1,484</b>
<b>II</b>	<b>Tangible fixed assets</b>	<b>2,630</b>	<b>2,724</b>
<b>III</b>			
	<b>Current assets</b>		
3.1	Payments in advance	49	78
3.2	Receivables	4	20
3.3	Debtors	1,195	911
3.4	Tax contributions	35	29
3.5	Cash	5,773	4,442
	<b>Total current assets</b>	<b>7,056</b>	<b>5,480</b>
<b>TOTAL ASSETS</b>		<b>9,699</b>	<b>9,688</b>
<b>LIABILITIES</b>			
<b>IV</b>	<b>Current liabilities</b>		
4.1	Creditors	86	134
4.2	Tax, pension and social security contributions	228	154
4.3	Current debts	1,017	1,290
	<b>Total current liabilities</b>	<b>1,331</b>	<b>1,578</b>
<b>V</b>	<b>Provisions</b>	<b>81</b>	<b>139</b>
<b>TOTAL LIABILITIES</b>		<b>1,411</b>	<b>1,717</b>
<b>EQUITY</b>			
	<b>From annual turnover</b>		
	Operational results from income over current costs	3,347	3,213
	Innovation fund	175	0
	<b>Subsidy from the Netherlands Ministry of Economic Affairs for housing</b>	<b>2,269</b>	<b>2,269</b>
	<b>From bonds portfolio</b>		
	Realised capital gains from bonds portfolio	2,497	2,489
<b>TOTAL EQUITY</b>		<b>8,288</b>	<b>7,971</b>

# INCOME AND EXPENDITURE ACCOUNT

In thousands of euros

		Budget 2017	Realisation 2016	Budget 2016	Results 2015
<b>INCOME</b>					
<b>I</b>	<b>Funding</b>				
1.1	Institutional funding	4,175	4,574	4,500	4,382
1.2	Programme funding	460	1,151	1,285	1,248
1.3	Project funding	1,735	1,166	1,170	917
	<b>Total funding</b>	<b>6,370</b>	<b>6,891</b>	<b>6,955</b>	<b>6,547</b>
<b>II</b>	<b>Investment portfolio results</b>				
2.1	Interest	p.m.	30	10	73
2.2	Result on sales bonds and equity	p.m.	-12	p.m.	-17
2.3	Result on market value bonds and equity	p.m.	0	p.m.	-34
	<b>Total result from investment portfolio</b>	<b>p.m.</b>	<b>18</b>	<b>10</b>	<b>22</b>
<b>TOTAL INCOME</b>		<b>6,370</b>	<b>6,909</b>	<b>6,965</b>	<b>6,569</b>
<b>EXPENDITURE</b>					
<b>III</b>	<b>Operational expenses</b>	<b>825</b>	<b>913</b>	<b>913</b>	<b>952</b>
<b>IV</b>	<b>Staff and office costs</b>				
4.1	Salaries and other personnel costs	4,847	4,813	5,101	4,788
4.2	Accommodation expenses	243	240	239	233
4.3	General and administrative expenses	286	293	271	255
4.4	Small investments	7	5	9	6
4.5	Information technology	180	198	185	177
4.6	Depreciation	117	117	132	131
4.7	Miscellaneous	15	13	15	13
	<b>Total staff and office costs</b>	<b>5,695</b>	<b>5,679</b>	<b>5,952</b>	<b>5,604</b>
<b>TOTAL EXPENDITURE</b>		<b>6,520</b>	<b>6,592</b>	<b>6,865</b>	<b>6,556</b>
<b>UNFORESEEN</b>		<b>100</b>	<b>-</b>	<b>100</b>	<b>-</b>
<b>TOTAL RESULT</b>		<b>-250</b>	<b>317</b>	<b>0</b>	<b>13</b>
	<i>Results from investment portfolio</i>	p.m.	8	p.m.	12
	<b>Operational result</b>	<b>p.m.</b>	<b>309</b>	<b>p.m.</b>	<b>1</b>
<b>ALLOCATION OF RESULT</b>					
	<i>Addition to the general reserves</i>	-250	142	0	13
	<i>Addition to the innovation fund</i>	0	175	0	0
	<b>Total allocation of result</b>	<b>-250</b>	<b>317</b>	<b>0</b>	<b>13</b>



# OUR PEOPLE

## OUR STAFF IN 2016 (AT YEAR'S END)



34



26

Total staff members = 60



45

In Maastricht,  
the Netherlands



15

In Brussels,  
Belgium



5

Interns



4

Young international  
professionals (YIPs)

15 junior staff members  
including



8

Programme associates



61.2 FTE

average in 2016



23

Nationalities

Algerian, American, Australian, Belgian, Beninese, British, Canadian, Costa Rican, Croatian, Dutch, French, German, Irish, Italian, Kenyan, Nigerian, Scottish, South African, Spanish, Swiss, Tunisian, Ugandan, Uruguayan

## OUR BOARD IN 2016

### Adebayo Olukoshi, Chair of the Board,

Regional Director for Africa and West Asia, International Institute for Democracy and Electoral Assistance and former Director at the African Institute for Economic Development and Planning  
*Ethiopia*

### Koos Richelle, Vice-Chair of the Board,

Chair of the Dutch Advisory Committee on Migration Affairs and former Director-General at the European Commission, first at DG AIDCO and DG Development, then at DG EMPL (Employment, Social Affairs and Inclusion)  
*The Netherlands*

### Maria de Jesus Veiga Miranda,

Ambassador at the Ministry of Foreign Affairs and former Deputy Minister of Foreign Affairs of Cabo Verde  
*Cabo Verde*

### Ibrahim Mayaki, CEO of NEPAD and

former Prime Minister of Niger  
*Niger*

### Jean-Claude Boidin, former EU

Ambassador and former Head of Unit at DG International Cooperation and Development (European Commission)  
*France*

**Betty Maina**, Permanent Secretary for East African Affairs in Kenya, former Chief Executive at the Kenya Association of Manufacturers and member of the UN High Level Panel on the Post-2015 Development Agenda  
*Kenya*

**Alan Hirsch**, Director of the Graduate School of Development Policy and Practice, University of Cape Town  
*South Africa*

**Ruth Jacoby** (joined in 2016), former Director-General for International Development Cooperation at the Swedish Ministry for Foreign Affairs, former Ambassador of Sweden to Italy and Germany, former member of the UN Millennium Project Task Force, former Chair of the Board Committee on Development Effectiveness (CODE) of the World Bank  
*Sweden*

### Lennart Wohlgenuth, Interim Chair of

the Board (left in 2016), Guest professor at the School of Global Studies, University of Gothenburg  
*Sweden*

**Nana Bema Kumi** (left in 2016), Founder and Director of the Institute of Diplomatic Practice and Development Policies  
*Ghana*

**Theo Jeurissen** (left in 2016), former Chief Investment Officer, Pension Fund PMT  
*The Netherlands*

### Honorary advisor to the ECDPM Board on European external affairs:

**Dieter Frisch**, former Director-General for Development, European Commission  
*Germany*

## OUR MANAGEMENT TEAM IN 2016

**Ewald Wermuth**, Director  
*The Netherlands*

**Geert Laporte**, Deputy Director  
*Belgium*

**Faten Aggad**, Head of Africa's Change Dynamics Programme  
*Algeria*

**James Mackie**, Head of Learning and Quality Support  
*United Kingdom*

**Andrew Sherriff**, Head of Strengthening European External Action Programme  
*United Kingdom*

**Roland Lemmens**, Head of Finance and Operations  
*The Netherlands*

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## OUR GOVERNANCE

In 2016, we reviewed our governance regulations. We developed a new governance code which outlines our policy on governance, supervision and accountability. The policy was discussed with members of staff as well as the works council and is expected to be published in 2017, pending Board approval. We also appointed a second confidential staff adviser and introduced a policy on inappropriate behaviour at the workplace as well as a whistleblower protection policy. No incidents were reported for either in 2016.

Other changes in terms of our governance relate to our Board. With the introduction of a new investment plan, our Board Executive Committee will now also serve as an investment committee. Furthermore, in the future, all matters related to ECDPM's strategy and programmes will be reviewed by the full Board. This role was previously taken on by the Board Programme Committee, which for efficiency reasons will no longer be operational.

We made several changes in terms of our operational management. With the aim of investing in future management capacity, four new young programme managers were appointed. At the end of the year, we started recruitment for a senior human resources officer and

a new head of our communications department. In 2017, the head of communications will be a member of the management team, in line with recommendations made in an external evaluation of ECDPM's previous strategy.

In 2016, we still had more men than women on our Board and in our management team. In the next few years, we aim to further improve the gender balance on the Board and particularly within management.

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## OUR WORKS COUNCIL

Our works council, created in 2014, represents staff on a variety of matters, especially issues regarding personnel policy and employment conditions. In 2016, the council was involved in multiple activities:

- conduct and analysis of a staff satisfaction survey;
- evaluation of our confidential staff advisors;
- development of a whistleblower protection policy;
- revision of our travel policy;
- revision of our competency-based staff manual;
- a range of personnel issues, for example, staff policy related to our two office locations and changes in leave arrangements.

Early in 2016, five works council members were (re-)elected. Two members left the council in the second half of the year. These vacancies unfortunately have not been filled, leading to diminished capacity in the council. Recruiting new members will be a priority for the year to come.

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## SICK LEAVE AT ECDPM

In 2016, our sick leave was just 2.8%. In the Netherlands, average sick leave in the non-commercial service sector in 2016 was 5%, according to Statistics Netherlands (CBS).

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## INVESTING IN OUR PEOPLE

Our staff took part in a range of training programmes to improve their skills and efficiency in a number of areas:

- languages (French and Dutch);
- external communications;
- web design;
- ICT;
- statistics;
- data visualisation;
- project management;
- human resources management;
- leadership and coaching;
- fundraising;
- travel safety.

Staff also participated in training aimed at broadening their thematic knowledge, for example, on food security, climate change and gender.

Our junior programme staff are assigned relatively high levels of responsibility, which allows them to quickly gain relevant experience. They also join more senior staff on field missions, providing invaluable exposure.

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## OFFICE AND TRAVEL SAFETY

For over a decade, no incidents or accidents have occurred at ECDPM. This is something we are quite proud of. In an attempt to keep it this way, we implemented a number of initiatives in 2016:

- Our first aid officers took part in several safety trainings.
- All staff members received mandatory training related to maintaining a safe workspace and travel safety.
- As our staff members often travel to conflict-prone areas, we introduced a new travel policy and are making the necessary changes to our internal travel system.
- We increased awareness of our internal safety plan among our staff members.



# SUSTAINABILITY

“Combined with our gradual transition to more energy-efficient and time-responsive lighting, our energy and water costs decreased by some 14% in 2016.”

**ECDPM works towards better international policies that benefit sustainable global development. But making the planet a better place to live starts with ourselves. We recognise that given the nature of our work, all our efforts and activities inevitably impact the environment. We aim to minimise this environmental impact as much as possible, either through compliance with regulations and legislation or via our own initiatives.**

## **CONSUMING LESS, CONSERVING MORE**

We closely monitor our carbon footprint and strive to consume less energy, save water and reduce waste. In 2016, we avoided 527 kg in CO<sub>2</sub> emissions (a 12% increase compared to 2015) and conserved 1% more raw materials than in the year before.

Although our waste separation improved by 1%, our total waste production increased from 4,500 kg in 2015 to 5,000 in 2016 (an 11% increase). This was due to an accumulation of four years of electronic waste. Therefore, our waste production is expected to go down again in 2017.

At the end of 2016, our sanitary areas were equipped with an environmentally-friendly product line with biological soap, recycled cotton towels and sensor faucets that reduce water usage up to 80%. Combined with our gradual transition to more energy-efficient and time-responsive lighting, our energy and water costs decreased by some 14% in 2016.

Finally, we discouraged the use of paper. Our paper purchases dropped by 25%, compared to 2015.

## **TRAVELING**

We incentivise public transportation, in particular railway travel, to minimise our travel footprint. However, due to the nature of our work, travel by plane is unavoidable. We offset our annual travel footprint by buying green certificates. Moreover, we are reducing travel, not only between our offices in Maastricht and Brussels, but also to our partners, through intelligent use of video conferencing.

## **SUSTAINABLE SOURCING**

Where possible, we work with local suppliers. Our purchasing policy emphasises sustainable products and services. To ensure a more responsible supply chain, we seek out suppliers who are as committed to sustainable sourcing as ECDPM. When establishing new partnerships with suppliers, we request certificates of sustainable sourcing.

**Thank you to Michelle Luijben for providing editorial assistance and to all ECDPM staff who contributed to the report.**

## PHOTO CREDITS

**Front cover:** South Sudanese refugees in Uganda, 2016. Photo by Anouk Delafortrie / European Union / DG ECHO, Flickr.

**Page 1:** ECDPM office in Maastricht, the Netherlands. Photo by Maurice Bastings, Maurice Bastings Photography.

**Page 2 & 3:** ECDPM office in Maastricht, the Netherlands. Photo by Ernst van Loon.

**Page 4 & 5:** Gold miners in Galamsey, Western Ghana. Photo by Alfonso Medinilla, ECDPM.

**Page 6 & 7:** ECDPM's Faten Aggad moderates a panel on cooperation between the EU, China and Africa, organised by the Konrad-Adenauer-Stiftung in Brussels, Belgium. Photo by Konrad-Adenauer-Stiftung.

**Page 11:** ECDPM's Geert Laporte presents the outcomes of the PERIA project at the African Union Commission in Addis Ababa, Ethiopia. Photo by African Union.

**Page 12:** ECDPM's Andrew Sherriff talks to local farmers in Muzaffargarh District, Pakistan. Photo by Matthieu Zamecnik.

**Page 14:** ECDPM's Greta Galeazzi and Alfonso Medinilla with researchers from Groupe ODYSSEE in Mali. Photo by Groupe ODYSSEE.

ECDPM's Damien Helly talks about culture in EU external relations and development policies at the 2016 European Development Days in Brussels, Belgium. Photo by European Union.

European Commissioner Neven Mimica, former member of the European Parliament Kathalijne Buitenweg and ECDPM's Director Ewald Wermuth during a public debate on the future of European development cooperation in The Hague, the Netherlands. Photo by Nina Thijssen, ECDPM.

**Page 17:** One Day Without Us rally at London's Parliament Square on 20 February 2017. Photo by Garry Knight, Flickr.

**Page 18:** ECDPM's Volker Hauck talks to students during a public event on the Democratic Republic of the Congo's electoral process in Goma, the Democratic Republic of the Congo. Photo by Fernanda Faria, ECDPM.

**Page 20:** ECDPM's Sophie Desmidt and Major General Francis Okello of the African Union Peace and Security Department discuss

African Union peace and security activities in Addis Ababa, Ethiopia. Photo by Volker Hauck.

ECDPM's Matthias Deneckere and Volker Hauck with EUCAP Somalia staff in Nairobi, Kenya. Photo by EUCAP Somalia.

ECDPM's Volker Hauck at a policy seminar organised by the EU Maritime Capacity Building Mission to Somalia, the EU Naval Force ATALANTA, the UN Assistance Mission (UMSOM) in Somalia and the Somali government, Berbera, Somaliland. Photo by ECDPM.

**Page 21:** ECDPM's Sophie Desmidt and Volker Hauck present the APSA impact report at the African Union Commission in Addis Ababa, Ethiopia. Photo by IPSS.

**Page 22 & 23:** Local farmers in Muzaffargarh District, Pakistan. Photo by Andrew Sherriff, ECDPM.

**Page 24:** ECDPM's San Bilal talks about development and trade in the 2030 Agenda for Sustainable Development at the 2016 European Development Days in Brussels, Belgium. Photo by European Union.

**Page 26:** ECDPM's Kathleen van Hove moderates a panel on Aid for Trade at the 2016 European Development Days in Brussels, Belgium. Photo by European Union.

**Page 29:** Farmers working in the tea fields in Malawi's Mulanje district. Photo by Hanne Knaepen, ECDPM.

**Page 30:** ECDPM's Faten Aggad moderates a panel on cooperation between the EU, China and Africa, organised by the Konrad-Adenauer-Stiftung in Brussels, Belgium. Photo by Konrad-Adenauer-Stiftung.

**Page 32:** George Mukundi from the African Union Commission, Cedric de Coning from ACCORD and Michelle Ndiaye from IPSS at an event in The Hague, the Netherlands, organised by ECDPM, the Special Representation of the Netherlands to the African Union and the Dutch Knowledge Platform Security & Rule of Law. Photo by Steven Lanting.

Women carrying water in Ethiopia. Photo by Stockbyte, Stockbyte collection, Thinkstock.

**Page 34 & 35:** Villagers in Ouagadougou, Burkina Faso. Photo by Carmen Torres, ECDPM.

**Page 36:** ECDPM's Hanne Knaepen discusses regional cassava trade between the Democratic Republic of the Congo and Zambia at the Ministry of Agriculture in Kinshasa, the Democratic Republic of the Congo. Photo by Serge Sabi, CAADP focal point for the Democratic Republic of the Congo.

**Page 38:** African long-horned cattle. Photo by hanoded, iStock collection, Thinkstock.

ECDPM's Carmen Torres and Rivaldo Kpadonou with Aziz Amoussa and Placide Zonata Tapsoba from Agence de Promotion des Investissements du Burkina Faso in Ouagadougou, Burkina Faso. Photo by taxi driver.

**Page 39:** Ethiopian farmer picking lettuce in an orchard in Ethiopia. Photo by AGL\_ Photography, iStock collection, Thinkstock.

**Page 40 & 41:** ECDPM's Fabien Tondel visits a supermarket in Ouagadougou, Burkina Faso. Photo by Carmen Torres, ECDPM.

**Page 42:** Team meeting with ECDPM's Anna Knoll, Kathleen van Hove and Philomena Apiko. Photo by Tanit Parada-Tur, ECDPM.

Asmita Parshotam talks about Brexit on SABC news. Photo taken from YouTube video by SABC Digital News.

**Page 45:** ECDPM's Ivan Kulis moderates a session on communities of practice at the 2016 European Development Days in Brussels, Belgium. Photo by Valeria Pintus, ECDPM.

**Page 47:** ECDPM's Jeske van Seters interviews Christian Jahn from the Inclusive Business Action Network at the 2017 European Development Days in Brussels, Belgium. Photo by Nina Thijssen, ECDPM.

### ECDPM staff pictures

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Clem Silverman, ECDPM  
Franz Rothe, ECDPM  
Maurice Bastings, Maurice Bastings Photography

## CONTACT US

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