



**2022-2026**

**ECDPM Strategy**

Our proposal



# Our strategy at a glance



# PREFACE

---

**“ ...the role of an independent think and do tank working on international cooperation for sustainable development is more relevant than ever.”**

This strategy has been developed at a time of growing uncertainty, political polarisation, increasing competition for resources and power and weakening collective action in international affairs. On top of this, the COVID-19 pandemic is having a detrimental impact on human development, poverty, inequality, social cohesion and human rights across the globe. Meanwhile, climate change and unsustainable resource use threaten our natural world.

In this context, the role of an independent think and do tank working on international cooperation for sustainable development is more relevant than ever. ECDPM has a long and successful track record brokering international cooperation. Focusing in particular on Europe-Africa relations, we support European, African and global actors to develop and implement coherent policy responses to critical sustainable development challenges. We also explore ways that Europe and Africa can join forces to push for multilateral solutions to global challenges.

Our strategy for 2022-2026 builds on our significant knowledge of European external action and African regional and continental policy processes, as well as our thematic expertise in economic transformation, trade, peace and security, migration and food security. In the coming period, we will pay greater attention to climate change, gender equality, digitalisation and governance to address current global development challenges and maximise our influence. We also seek to deepen our collaboration with African partners and to restructure ourselves to become a more agile and flexible organisation, able to respond to an expanding and evolving sustainable development agenda.

# 1. WHO WE ARE

---

**“We focus in particular on Europe-Africa relations and on cooperation between Europe and Africa at the global level.”**

ECDPM is a leading think and do tank working for policies that foster sustainable development. We generate practical knowledge, inform policy debates and engage with relevant actors to facilitate inclusive policymaking and effective policy implementation. We focus in particular on Europe-Africa relations and on cooperation between Europe and Africa at the global level. In doing so, we work with institutional actors (such as the European Union (EU) and the African Union (AU)) and with a wider community of stakeholders in Europe and Africa.

We produce analysis that is politically savvy, interdisciplinary, and practical. We act as an independent knowledge broker, facilitating dialogue and collaboration with and between different actors. We are non-partisan and take an evidence-based, constructive, and critical stance towards major actors including the EU, AU, regional organisations and their respective member states. Finally, we strive to promote innovative EU external action, and to inform European and African stakeholders while also acting as an independent sounding board about the impact of their respective policies.



## **Our vision**

A sustainable, peaceful and equitable world where citizens, governments, civil society organisations and private sector actors work together for prosperity, social cohesion and human dignity.



## **Our mission**

Promote innovative forms of international cooperation involving European and African actors to address major global development challenges and generate sustainable and equitable solutions through dialogue and collaboration, in line with the 2030 Agenda on Sustainable Development.



## **Our values**

In our work, ECDPM adheres to a set of core values, underpinning how we think and act. These include gender equality, diversity and non-discrimination, open and pluralist societies, social justice and human dignity, solidarity and respect for our planet.

## 2. THE CHANGING WORLD AROUND US

### CHALLENGES

- **Political polarisation** and weakened collective action
- **Increasing competition** for resources, access to markets and geopolitical influence
- **Climate change** and human-driven biodiversity loss
- **Violent conflict** and decline in human security
- **Democratic recession** and empowerment of illiberal regimes
- Impacts of the **COVID-19 crisis**

We live in a time of rapid change and remarkable progress, overshadowed by crisis, violent conflict and disorder. The long-term shift in global power away from the West goes hand in hand with rising nationalism and ever greater competition for resources, access to markets and geopolitical influence. With multipolarity a fact of life, multilateral cooperation and global alliances have become more diverse, less stable, more contested, but even more necessary.

The beginning of the 2020s will be remembered for the COVID-19 pandemic that brought the world to its knees and risks pushing millions into poverty. The pandemic has exposed the depth of class, racial and gender inequality and the vulnerability of women and children in particular to domestic and sexual violence across societies. The global economic slowdown, coupled with ongoing public health challenges, will further deepen existing socio-economic inequality across the world.

Climate change has gone from a looming crisis to an acute emergency reflected in natural disasters of unprecedented intensity and growing frequency, exacerbating rapid environmental degradation. Human activity has altered climatic patterns and land use systems and has contributed to increasing biodiversity loss. Addressing the interrelated climate and environmental crises requires greater cooperation, ambition and global leadership.

The past decade has seen a decline in human security and a rise in humanitarian needs worldwide resulting from internationalised conflicts, a spike in non-state violence and forced displacement.

We are also facing a slow but steady democratic recession and the empowerment of illiberal regimes around the world, in Europe and in Africa. Yet authoritarian regimes are increasingly being met with popular dissent from citizens who reject authoritarian and non-transparent rule, poor public services, corruption and growing inequalities.

All these trends have a visible effect on Europe-Africa relations. European countries are trying to find their footing in this more chaotic global environment. The EU has adopted a vision for a stronger, more geopolitical Union, leading on climate responses and green transition. However, its capacity to act is hampered by internal divisions and a loss of relative economic power and political influence. Africa is organising itself around an ambitious agenda of continental trade integration and, through the AU, is trying to carve out its place in global governance, out of the shadows of big power competition. However, the continent also faces a long and arduous socio-economic recovery in the years to come as a result of COVID-19.



## OPPORTUNITIES

- **Demand** for independent analysis and brokerage
- **Necessity** of international cooperation
- EU's more **geopolitical Union vision**
- Africa's ambitious **continental trade integration** agenda
- **Digital revolution**
- Socio-economic, and political **potential of youth**

Even in this challenging global context, certain trends present opportunities for building a more equitable and resilient world. The digital revolution and increasing interconnectedness, if well managed, provide opportunities to spur innovation and economic integration. With rapidly increasing urbanisation, cities can become drivers of inclusive politics and sustainable development. A wider generational shift also offers great potential, with young people driving economic innovation and reshaping domestic and global politics. Youth-led protests are changing the climate movement and shaking political systems to bring about regime change. Movements have also emerged against structural racism within societies across the world. This has sparked new momentum for addressing inequalities in international and Europe-Africa relations and for rethinking how knowledge on international cooperation and sustainable development is produced, communicated and used. With the AU and EU vying for a more equal and mutual interest-driven cooperation, there is an opportunity for a much-needed renewal of the partnership between the two continents.

### What this means for ECDPM

We are seeing the most profound transformation of international cooperation and global governance since the end of the Cold War. These trends highlight the need for independent analysis and brokerage for international cooperation. They also require us to adapt analytically, and in the way we work, communicate and organise ourselves.

The complexity of multipolarity and changing geopolitics obliges us to adopt a more outward-looking and global perspective in our work on Europe-Africa relations. As a European centre, we will make use of our knowledge, network, and insights into European processes, institutions and instruments to investigate how the EU can act as a modern, responsible and effective global player, and how it can balance its search for strategic autonomy and global influence with a mutually beneficial partnership agenda with Africa.

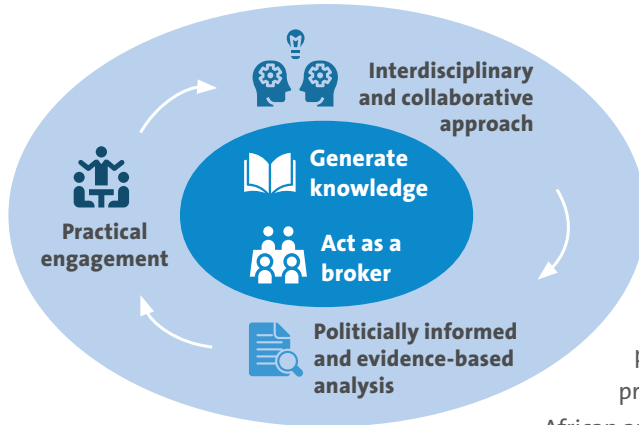
Widespread disinformation and aggressive nationalist agendas in Europe, Africa and beyond mean that we need to protect and expand the space for independent knowledge production and evidence-based analysis, and reconsider how knowledge is used and abused in international affairs.

Gender inequality, including gender-based violence, deepens in times of crisis, and gender equality is also under attack by regimes in different parts of the world. For this reason we need to defend the value of gender equality in our work and emphasise the need to address structural inequalities that prevent women and girls from fulfilling their potential.

ECDPM has a longstanding tradition of producing knowledge and facilitating policy dialogue in collaboration with experts and practitioners from Europe and Africa. Yet today we must go further and deepen our engagement with a diverse array of African organisations, stakeholders and experts to produce analysis that integrates various perspectives and to facilitate inclusive policy processes. This means seeking greater proximity to African dynamics and actors.

Finally, as all these major trends (climate crisis, geopolitical tensions, insecurity, citizen action, digitalisation, etc.) are interconnected, we will take an interdisciplinary, cross-thematic approach to our work.

# 3. HOW WE WORK



We aim to influence policy processes by anticipating major changes and helping to set agendas. We produce cutting edge policy-relevant analysis and engage in European and African policy processes. We seek to understand the perspectives and concerns of

African and European stakeholders with regard to: i) European external action, particularly in relation to Africa; ii) African policy processes, particularly at the continental and regional levels; and iii) European support to these African policy processes. We ensure that these concerns are taken up in African and European policy circles, and use our knowledge of European external action and African policy processes to facilitate discussion among stakeholders on how these actions and processes can best serve sustainable development objectives.



## Our work is interdisciplinary and collaborative

### ***We bridge communities and produce knowledge through collaboration:***

- We connect and facilitate dialogue between policymakers and other stakeholders, including private sector and civil society actors in Africa and Europe, capitalising on increased digital connectivity to expand and diversify our networks.
- We amplify African voices and perspectives on international cooperation.
- We collaborate with a broad network of European and African policymakers, practitioners, researchers and civil society organisations and knowledge institutes to produce joint analysis and policy inputs.

### ***We bridge policy domains:***

- We connect different policy domains and knowledge communities to promote more coherent and integrated policymaking. Our interdisciplinary analysis allows us to examine the interconnectedness of the different themes we work on, to analyse and address issues at the nexus of these different themes, and to integrate various technical, policy and political perspectives. We also connect policy processes at global, continental, regional, national and local levels.

### ***We apply cross-cutting perspectives:***

- We analyse the **spatial (territorial) dimensions** of local development, taking into account the role of local authorities as development actors.
- We analyse **policy coherence** across different policy domains and support policymakers to develop more integrated and coherent policies for sustainable development.



- We are taking steps to address **gender equality** and women's political and socio-economic participation in all areas of our work and to apply tools that provide a more nuanced understanding of the differentiated needs and contributions of different members of society, and how they are differently affected by policies.
- We commit to explore ways and means to **decolonise the production, communication and use of knowledge** in international cooperation and development. This means refining our analysis of narratives and discourse in international cooperation and development and adapting the ways we organise ourselves and collaborate with others.



### **Our work is politically informed and evidence-based**

#### ***We apply political economy analysis:***

- We examine interests, incentives and power relations to produce politically savvy and practical analysis and contribute to a better understanding of the priorities of African and European actors and the implications of these dynamics for policymaking and policy implementation.

#### ***We provide independent analysis and brokerage:***

- We take a non-partisan, evidence-based, constructive, yet critical stance towards major actors including the EU, AU and their respective member states. We create space for (formal and informal) dialogue to exchange ideas and converge on shared interests. We spark and facilitate constructive yet critical dialogues, propose compromises and support the reaching of mutually beneficial solutions.



### **Our work is practical**

#### ***We help set policy agendas:***

- We influence policy processes by anticipating important developments, opportunities and challenges, and by helping to set or adapt agendas accordingly.

#### ***We inform policymaking:***

- We produce timely inputs into policy processes and dialogues, and we do so in a way that is responsive to changing dynamics and to the specific needs of policymakers and other stakeholders.

#### ***We support implementation:***

- Policies only have a positive impact when they are implemented effectively. For this reason we invest in long-term trust-based relationships with policymakers and other actors to support implementation. By working 'in the kitchen' of policy implementation we are able to draw on experiences and challenges and use this first-hand knowledge to inform our input into policymaking, thereby contributing to more effective policies.

## 4. WHAT WE FOCUS ON

*The challenges of sustainable development are enormous, increasingly urgent and interconnected. In the coming five years, we will focus on five interrelated thematic areas. The choice of these five priority areas builds on ECDPM's significant expertise and proven track record of excellence in several policy areas while integrating new priorities and ways of working.*

### Europe and Africa in the world

Europe is undergoing profound changes, both internally and in its external relations. The EU has adopted an ambitious vision of a stronger, more autonomous EU. It seeks to leverage its economic and regulatory power through purposeful diplomacy and external action, and to lead on a green transition worldwide. Africa too is bolstering its collective agency with an ambitious development strategy (Agenda 2063) and continental trade integration initiative (the African Continental Free Trade Area (AfCFTA)). African states are also exploring more strategic partnerships with major powers. At the same time, the growing interconnectivity between different regions of the world, and the aggregation of global crises signal a need for a fairer and more effective multilateral system, and for international cooperation frameworks that respond to the major challenges of the 21st century.

*ECDPM seeks to support European countries and the EU to become more effective and responsible global actors for sustainable development, and to facilitate strong and mutually beneficial international cooperation and partnerships, particularly between Europe and Africa.*

#### **We will focus particularly on the following areas:**

- **The EU as an effective and responsible global actor for sustainable development:** We will support the transformation of EU external action, partnerships and development cooperation agendas. We will work to promote responsible EU external action as the EU develops its strategic autonomy and strives for leadership in areas like digitalisation, green transition and tackling the climate crisis. We will analyse the changing EU institutional and policy environment (including its financial instruments such as the Neighbourhood, Development and International Cooperation Instrument (NDICI)), the way in which the EU and its member states work together, and how it advances its values agenda (e.g. on gender equality).



#### Europe and Africa in the world



Prosperous, inclusive, resilient and sustainable African economies



Green transformation and effective climate action



Peaceful societies and human security



Accountable governance and engaged citizens

- **Effective African regional and continental institutions that serve the needs of African societies and citizens:** We will analyse important continental and regional policy frameworks and processes, including the AfCFTA, and help inform African external action, particularly AU engagement with European actors.
- **Deeper engagement between Africa and Europe on peace, digitalisation, climate, green transformation, migration and other priority issues:** We seek to support a new chapter in the AU-EU partnership as a vehicle for deepening cooperation and promote evidence-based policies for greater convergence between European and African priorities. We will pay particular attention to the governance of migration and mobility between Africa and Europe, emphasizing the development potential of migration and the rights of refugees and migrants.

## Prosperous, inclusive, resilient and sustainable African economies

Strong and inclusive economic growth is crucial for Africa's post-COVID recovery, and for eradicating poverty, improving food security and raising living standards on the continent. To achieve these aims, Africa's economies need transformation and diversification to capitalise on the opportunities presented by digitalisation, urbanisation, technological innovation and regional integration. This should also enable them to create more and better jobs for Africa's young and rapidly growing population and increase resilience to future shocks. Transformation of Africa's food systems is particularly crucial given that the vast majority of Africans depend on the food economy for their livelihoods. Africa's economic transformation needs to be inclusive, particularly of women and youth, and equitable, generating shared prosperity and reduced inequality within and between countries. It also needs to be sustainable in terms of its impact on human health and the natural environment, and to strengthen climate resilience. Such transformation requires the effective implementation of a range of economic (and other) policies and programmes at local, national, regional and continental level in Africa, as well as significant investment and financial and technical support from the international community.

*ECDPM aims to contribute to the formulation and implementation of European external economic policies that are more coherent for sustainable development, and to the realisation of prosperous, inclusive, resilient and sustainable economies in Africa.*

### **We will focus particularly on the following areas:**

- **Trade, mobility and regional integration:** We will support the formulation and implementation of European and African trade policies that promote inclusive, sustainable and climate-resilient economic transformation in Africa and globally. We will also inform African policymaking on, and European support to, regional integration processes that connect Africa's markets, facilitate the movement of its people, stimulate trade, investment and e-commerce, support women's economic empowerment and spur Africa's industrial development. In doing so, we will examine how digital technologies can be harnessed to promote trade, mobility and regional integration in Africa.



Europe and Africa in the world



Prosperous, inclusive, resilient and sustainable African economies



Green transformation and effective climate action



Peaceful societies and human security



Accountable governance and engaged citizens

- **Finance, the private sector and investment:** We will promote more effective use of development finance, public policy and public-private dialogue and collaboration to enhance the contribution of private sector actors in Europe and Africa to sustainable development, including through investments that create employment (particularly for women and youth) and generate significant sustainable development impact, and through efforts to make value chains fairer, more inclusive and more sustainable.
- **Sustainable food systems:** Given the importance of the food economy, especially in Africa, we will promote the transition in Africa and globally to more sustainable food systems that generate improved livelihoods, including for small-scale farmers, women and youth, while also providing sufficient affordable, safe and nutritious food for all, protecting the environment and improving resilience to climate change and other shocks.

## Green transformation and effective climate action

In the coming years, the impact of climate change and environmental degradation will increasingly be felt in extreme weather events and human suffering particularly in Africa, but also in Europe. The stakes for both Europe and Africa to take decisive action on climate change and environmental sustainability have never been higher, yet their respective needs and interests are very different. Through the European Green Deal, the EU has tied its fate to a greener future, adopting an unprecedented level of ambition to greening its aging infrastructure and economy, and committing to becoming climate neutral by 2050. Africa, having contributed very little to historic emissions, is the continent most vulnerable to climate variability and change and is trying to develop more resilient economies while adapting to climate change. Africa therefore calls for a just and differentiated approach to climate mitigation and adaptation responsive to its needs.

*ECDPM aims to contribute to ambitious and fair responses to the global climate crisis and to other environmental crises based on the sustainable use of natural resources and economic development within our planetary boundaries.*

### ***We will focus particularly on the following areas:***

- **Effective climate diplomacy and international governance for climate justice and green transformation:** We will examine how the EU can be a global climate actor in support of a fair and just transition and support a mutually beneficial approach to the climate and sustainability agendas in EU-Africa relations, and other emerging climate coalitions.
- **An inclusive transition towards climate neutrality and green economies:** Green transition and renewable energy are integrated challenges, which call for politically sensitive responses that contribute to inclusive, sustainable and gender sensitive development. We will apply a cross-sectoral approach to the various aspects of green transition, examining the trade-offs between renewable energy production, environmental protection and socio-economic development in Africa and in Europe. We will also work on the external dimensions of the European Green Deal, including in the policy choices and programming of EU development cooperation, and the external effects of and reactions to European transition and economic transformation, particularly in Africa.



- **Building resilience and adapting to climate impacts:** We will support Africa's adaptation by helping to untangle the complexity of its needs (e.g. their interlinkages with food security, energy needs, conflicts), identifying adaptation financing gaps and informing European and global external action to better meet African needs. We will particularly support the transformation of (African) food systems under climate change, contributing to the use of climate-resilient practices and sustainable policies and finance.
- **Green economic transformation and green finance:** We will contribute to the effective mobilisation and utilisation of climate finance for Africa, with the support of (African) multilateral development banks and development finance institutions, in ways that correspond to national mitigation and adaptation priorities and reduce (gender) inequalities.

## Peaceful societies and human security

Globally, the vast majority of armed conflicts are internal, marked by political competition over state legitimacy and resources, (violent) political crisis, and violent extremism. In the coming years we might see a further internationalisation of armed conflict in Africa, spilling across borders, and involving regional and foreign actors. As the world goes digital, cyber security and digital privacy gain importance. Climate change, environmental stress and the long-term impacts of the COVID-19 pandemic will affect conflict dynamics and communities' ability to manage and recover from violent conflict and insecurity. Conflict and protracted crisis - which manifest in a gendered manner - risk undermining progress on human security, development and gender equality. African stakeholders have made significant progress in enhancing their capacities for conflict prevention and management, yet they struggle to contain protracted crises in a number of hotspots across the continent including the Horn of Africa, the Sahel region, the Great Lakes region, Central Africa and North Africa. The EU, responding to increasing instability and a changing geopolitical landscape, is taking steps to develop its collective strategic autonomy and deepen its partnership with Africa. It has expressed a desire to be a geopolitical actor, which has led to a lively debate on developing the EU's defence capabilities and becoming a stronger security partner, particularly in its wider neighbourhood and in Africa. The EU is devising more flexible and responsive hard as well as soft mechanisms to engage with third countries although the EU struggles to balance its 'values' with its security 'interests'.

*ECDPM aims to contribute to the peaceful resolution of conflict, human security and increased resilience of communities affected by protracted conflict.*

### **We will focus particularly on the following areas:**

- **Human security and resilience:** We will amplify approaches that focus on human security and community resilience in response to protracted conflict and climate-induced disasters with due consideration to the gendered effects of conflict and climate change. We will analyse displacement, protection of migrants, social cohesion and how human mobility can become one important aspect of resilience. We will keep an eye



on the impact of digitalisation on peace and security. We will pay particular attention to geopolitical and peace and security dynamics in the Horn of Africa and the Sahel.

- **Accountable, and legitimate peacebuilding institutions:** We aim to contribute to continental and regional institutional frameworks that can prevent and manage (violent) conflict and address structural violence, and to an effective partnership among the AU, EU and the UN to respond to conflict prevention and peacebuilding needs in Africa. We aim to contribute to policy dialogue around finetuning and adapting the African Peace and Security Architecture (APSA) and its linkages with the African Governance Architecture (AGA), and the EU's external peace and security instruments such as the European Peace Facility (EPF).
- **EU-Africa peace and security partnership:** We will capitalise on our existing knowledge of the European peace and security agenda to bridge the knowledge gap between European and African actors on each other's respective security interests, policy processes and decisions. This will include our knowledge of EU assistance to conflict prevention and peacebuilding and its support to security sector reform, and of Africa's peace and security priorities and peacebuilding mechanisms.
- **Gender, women peace and security:** We will contribute to various peace and security policy debates in Europe and Africa. We will work on the Women, Peace and Security Agenda, and the challenges and opportunities of implementation at national and regional level. We will also pay particular attention to the experiences of women and girls vis-à-vis violence-induced displacement and climate-related security risks.

## Accountable governance and engaged citizens

Worldwide, we are witnessing a democratic recession, authoritarian resurgence, growing threats to basic freedoms as well as shrinking space for civic action. These trends are increasingly visible in Africa and Europe, reflected in backsliding on human rights and the erosion of the rule of law. The way that states and societies interact is also changing. Concerns around growing social inequality and the marginalisation and dispossession of segments of society have triggered social movements and citizen mobilisation in both Europe and Africa, powered by digitally-savvy youth. Young Europeans and Africans increasingly confront systems of power by demanding their rights, pushing for political change and holding their governments to account. In the context of Africa-Europe relations, political and democratic governance is a particularly contested issue, recalling a long history of unidirectional action on democratisation and 'good governance' promotion from Europe. Despite many structural impediments, African countries, institutions, civil society actors and local authorities/cities are working to strengthen democratic and accountable governance systems and enforcement mechanisms, while the EU is trying to find ways to inspire democratic governance and the rule of law in a more contested environment both at home and abroad.



Europe and Africa in the world



Prosperous, inclusive, resilient and sustainable African economies



Green transformation and effective climate action



Peaceful societies and human security



Accountable governance and engaged citizens

*ECDPM aims to support open, equitable, and accountable political spaces and democratic governance systems as enablers of sustainable development in Africa and in Europe.*

***We will focus particularly on the following areas:***

- **Effective state and institutional capacities for responsive multi-level governance:** We will analyse international, continental, regional, national and local agendas for strengthening democratic accountability and improving political governance, and inform mechanisms for their implementation in line with demand from citizens and civil society actors for accountable, equitable and representative governance systems at various levels, and across thematic areas.
- **An enabling environment for social mobilisation and civic action:** We will closely analyse the role of social and political movements as drivers of change in and across specific (African) countries and seek to inform African and European policies that respond to popular demands, and that protect the space for civic participation and social mobilisation.
- **Focusing on enablers of domestic accountability and democratic governance:** Given that systems of political governance are always context-specific, we will look at enablers of domestic accountability within formal structures (e.g. elections, legal frameworks, justice provision, anti-corruption agendas) at different levels (including cities as drivers of change) and apply a political economy perspective to examine how other key dynamics (e.g. economic reforms, taxation, digitalisation, foreign relations) can contribute to better and more robust state-society relations.

# 5. OUR THEORY OF CHANGE

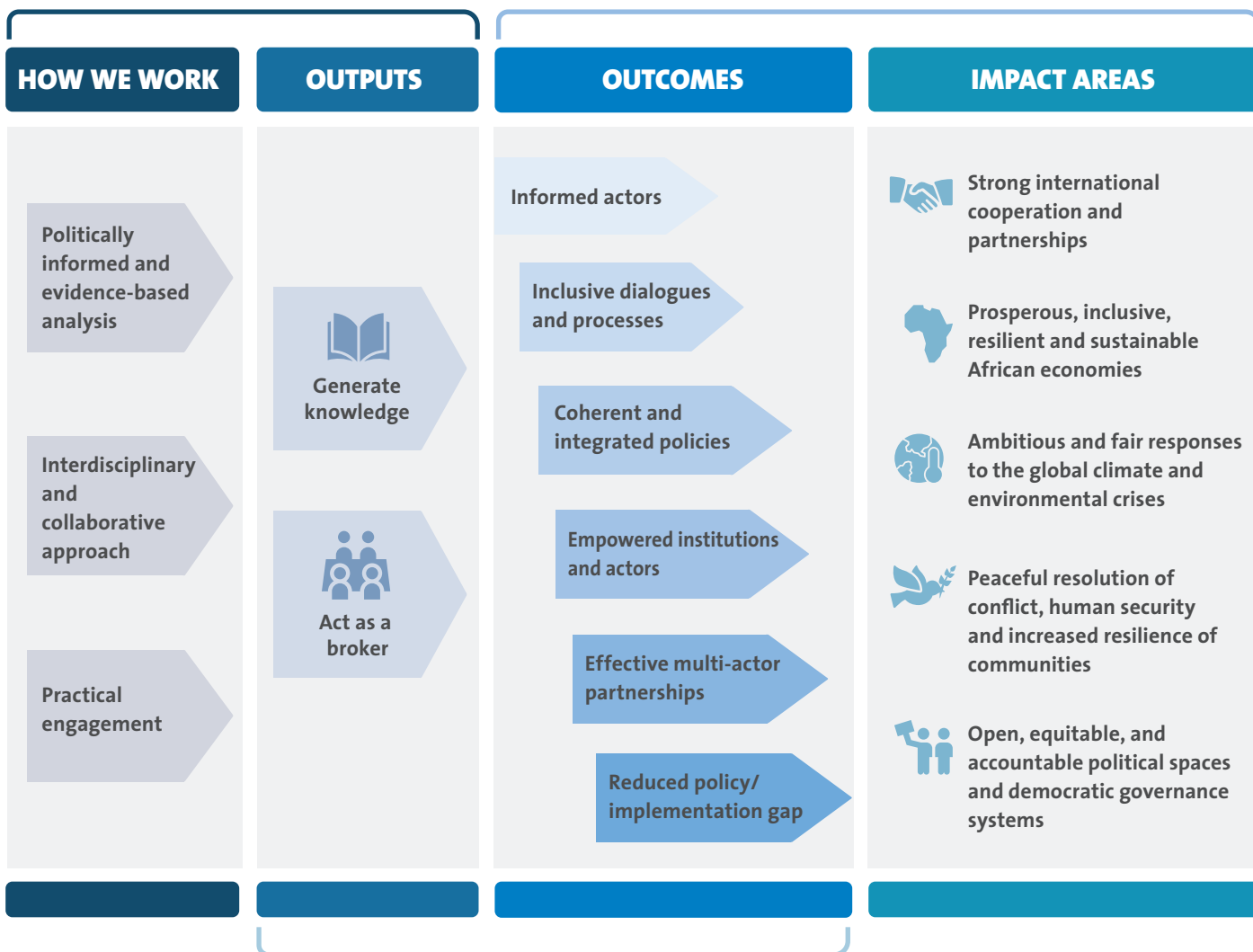
ECDPM’s theory of change visualises how we work (section 3) and how we aim to contribute to the five priority areas (section 4) based on the assumptions shown in the graph below.

### ASSUMPTION

**IF** we generate politically informed, evidence-based, interdisciplinary and practical knowledge that integrates diverse perspectives, and we act as a non-partisan broker that facilitates constructive dialogue, informs policymaking and supports implementation.


### ASSUMPTION

**THEN** policymakers and stakeholders may be better informed of each other’s priorities and interests; policy debates in Europe and Africa may be deepened and evidence-based; and policymakers and other relevant actors may be better equipped to negotiate mutually beneficial deals, devise coherent and integrated policies and address implementation challenges; and they are able to act jointly to address shared challenges.



### ASSUMPTION

**BECAUSE** actors and institutions are open to cooperate and are responsive to relevant, practical and politically savvy knowledge and policy engagement that unearths the interests and positions of multiple stakeholders.

 We will regularly review our work against this strategy to promote learning and improve our ability to innovate and adapt to important developments. We will conduct an internal mid-term review of our strategy to assess whether and how the strategy needs to be adapted. Towards the end of the strategy period, we will carry out both an internal assessment and an external evaluation of our performance.





# *ecdpm*

**European Centre for Development  
Policy Management**

**[www.ecdpm.org](http://www.ecdpm.org)  
KvK 41077447**

**HEAD OFFICE**

Onze Lieve Vrouweplein 21  
6211 HE Maastricht  
The Netherlands  
Tel +31 (0)43 350 29 00  
Fax +31 (0)43 350 29 02

**BRUSSELS OFFICE**

Rue Archimède 5  
1000 Brussels  
Belgium  
Tel +32 (0)2 237 43 10  
Fax +32 (0)2 237 43 19

Graphic design: Yaseena Chiu - van 't Hoff