

ecdpm

Making policies work



2022-2026

**General Implementation Plan
ECDPM Strategy**

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INTRODUCTION

“...we will pay greater attention to climate change, gender equality, digitalisation and governance to address current development challenges and maximise our influence.”

The European Centre for Development Policy Management (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 policy making and effective policy implementation. We focus in particular on Europe-Africa relations and on cooperation between Europe and Africa at the global level.

In this implementation plan, we explain how ECDPM intends to organise itself to embark on our new strategy for 2022-2026. The transformations in international cooperation and global governance highlight both the need for independent analysis and brokerage and the need to adapt analytically, and the way we work, communicate and organise ourselves. As noted in the strategy, “... we will pay greater attention to climate change, gender equality, digitalisation and governance to address current 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

The new strategy for 2022-2026 and this implementation plan build on an internal assessment and on the recent external evaluation of our implementation of the 2017-2021 strategy. The evaluation report concludes that “*the Centre is arguably one of the top go-to think tanks on understanding EU policy making and the Brussels external action sector, and to some extent its [member states]. ECDPM provides a plethora of reliable, rigorous and interesting publications and events on contemporary policy debates. Its commitment to strengthening EU - Africa relations is a driving focus, and its deep understanding of EU policy making processes reinforces its potential to contribute to mutual appreciation of diverse interests and priorities of European and African policy makers.*”²

Lessons from our internal assessment and the recommendations from the external evaluation report form a major input for this implementation plan. This plan focuses on what we will do differently in the next few years in how we will organise ourselves, how we will manage our talent, how we will work and how we will partner. We also outline how we will ensure quality and accountability and how we will fund ourselves and include a financial outlook for this strategic period. This implementation plan will be further refined during the year 2021, to prepare ourselves for the new strategic period.

1. HOW WE WILL ORGANISE OURSELVES

“We seek to restructure ourselves to become a more agile and flexible organisation, able to respond to this expanding and evolving sustainable development agenda.”

In the coming five years, we will focus on five interrelated thematic areas:

- 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

We build on ECDPM’s proven track record of excellence on 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. We will integrate climate change, gender equality, digitalisation and governance as new priorities.

We seek to restructure ourselves to become a more agile and flexible organisation, able to respond to this expanding and evolving sustainable development agenda. To increase the cross-thematic collaboration and allow for more systematic and multi-thematic and multi-actor analysis, we will revisit our programme structure, and move towards a more matrixed one. We aim to work with representative and inclusive teams, combining thematic expertise. We will open up space for staff to work better across teams to explore nexus topics.

We work with institutional actors (such as the African Union and the European Union) and with a wider community of stakeholders in Africa and Europe. To ensure balanced work on EU-Africa relations across the board, the Centre will further strengthen African focused initiatives and create more space for African agendas, priorities and expertise (in all their diversity) in all our work areas.

Horizontal support units focus on planning, monitoring and accountability, learning and quality support, communications, institutional relations and partnerships, human resources and financial management. Internal quality support will be strengthened to upskill our analysis in relation to our new priorities and cross-cutting perspectives. We will facilitate internal peer learning on our ways of working, of which outreach and communications will be an integral part.

We will redesign our governance structure to allow for more central strategic steering. We are planning to reform the Management Team to help avoid ‘silos’. The organisational structure will also reflect our strategy in a smart way with clear mandates to champion the priorities set in the Strategy, including by coherent allocation of funding.

2. HOW WE WILL MANAGE OUR TALENT

“We believe that having a gender-balanced and diverse group of staff from Europe, Africa and beyond will foster innovative ideas and encourage different ways of thinking and working.”

Our staff, our talent, is our strongest asset to implement our strategy. We will approach our talent management in a systematic way to ensure we have the right competencies in place to deliver on our strategy and meet the demands of our stakeholders. We will develop a strategic workforce plan to determine the required staff establishment, considering amongst others the capacity, knowledge and skills of our workforce, its inclusiveness and the flexibility of employment contracts. In the plan we will identify the measurements needed to take away barriers to implement the strategy.

Our plans and actions regarding recruiting, attracting, developing and transitioning our talent will be based on our strategy.

- We want to increase our visibility as an organisation where young and talented people with diverse backgrounds get a chance to learn and we will use mixed panels for interviews.
- We will invest in quality staff by establishing concrete career paths and goals, developing a comprehensive learning and development policy, and by offering training and mentoring, job rotation and secondment opportunities.
- Given the retirement of several senior colleagues in the coming years, we will plan for internal mobility for our current mid level talent and the recruitment of new diverse talent.

ECDPM wants to be an inclusive employer that offers equal opportunities to people from all genders, generations, cultures and origins. We believe that having a gender-balanced and diverse group of staff from Europe, Africa and beyond will foster innovative ideas and encourage different ways of thinking and working. Embracing this diversity benefits the Centre and contributes to our overall mission. The Centre has recently put in place a Diversity and Inclusion Strategy. We have to make sure to drive the necessary changes, including:

- A better integration of diversity and inclusion into our policies relating to work flexibility, career advancement, non-discrimination and equality.
- Having a diverse and gender-balanced group of staff, notably at the level of senior management and in our Board, and supported by talent at the mid- and junior levels along the same objective.
- We will target underrepresented groups when vacancies arise to further diversify our staff (i.e. we aim to attract African expertise for new jobs in ECDPM).
- Widening the space for staff to openly discuss and exchange experiences with diversity and inclusion at ECDPM.

3. HOW WE WILL WORK

“...we will formulate action plans for our projects, to ensure strategic relevance and to identify how the work will reach the key audience...”

Adaptive planning

As further explained in section 5, we will elaborate thematic theories of change for each of our five focus areas. However, our day-to-day strategic planning must be flexible and adaptive, as we engage in policy processes that are invariably complex, multi-actor, non-modular and contingent. Therefore, we will formulate action plans for our projects, to ensure strategic relevance and to identify how the work will reach the key audience:

- A project is strategically relevant when it contributes to our thematic theories of change, when it is in line with how we work – *interdisciplinary and collaborative; politically informed and evidence-based; and practical* – and when it adheres to the core values of the Centre.
- To be a more effective broker of knowledge, we will further integrate communication objectives and deliverables in our strategic planning and approach. We will conduct audience analysis and will involve partners from the early stages of the project. This will help us understand the audience’s needs and team up to formulate a customised way of working and a joint outreach, engagement and communications plan.

Box: From theory of change to action plans

We will outline brief **action plans** which explain the audience we aim to reach and how we will work. Based on early consultations with stakeholders, the action plans will answer the following questions:

- 1) **Is the work strategic?**
 - a) Focused on our interrelated **thematic priority areas** and **mission**.
 - b) In line with how we work;
 - i) **Interdisciplinary** (integrates new thematic domains; climate change, gender equality, digitalisation and, or governance).
 - ii) **Collaborative** (applying cross-cutting perspectives, bridging communities, producing through collaboration with African and European actors joint analysis and policy inputs).
 - iii) **Politically informed and evidence-based**, providing independent analysis and brokerage, and practical, to help set policy agendas, inform policy making and support implementation.
 - iv) **Practical**, informing policy making, policy agendas and, or supporting implementation.
 - v) Adheres to the **core values** of the Centre; gender equality, diversity and non-discrimination, open and pluralist societies, social justice and human dignity, solidarity and respect for our planet.

How will the work contribute to change?

- a) **Involve partners** to team up, co-produce and broker knowledge jointly (see section 4).
- b) **Reaching the target audience**
 - i) Identify the target audience and determine their knowledge needs (identify '*fit for purpose*' knowledge, '*fit for purpose*' knowledge sources and '*fit for purpose*' knowledge products including digitally smart, multilingual ones).
 - ii) Formulate an outreach, engagement and communications plan (*considering timing, opportunities, obstacles and risks*).
- c) **Allocate the inputs required**
 - i. *Funding*
 - ii) *Staff*

How we work

We call ourselves a 'think and do tank' because we go beyond policy research and analysis to also serve as an independent advisor to policymakers and practitioners:

- 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 aim to strengthen the way we work, especially by committing to:

- Collaborate with a broad network of African and European actors to produce joint analysis and policy inputs. We will capitalise on increased digital connectivity, allowing for more efficient interactions to integrate diverse voices.
- Take an interdisciplinary approach to our work, as all major trends (climate crisis, geopolitical tensions, insecurity, citizen action, digitalisation, etc.) are interconnected.
- Include new domains: climate change, gender equality, digitalisation and governance.
- Apply cross-cutting perspectives like the spatial dimensions of local development, policy coherence and gender equality.
- Explore ways and means to decolonise the production, communication and use of knowledge in international cooperation and development.

Learning, innovating and adapting

We aim to become more knowledgeable about the policy processes we engage with, the brokerage roles we play and the likely linkages between our activities and the contributions we want to make to envisaged outcomes (see section 5). Regular dialogues on the action plans and reviews of the actual implementation will allow us to:

- Socialise and critically review the project plans and assess their strategic relevance.
- Refine how we plan our work and do our audience analysis.
- Learn from the brokering, outreach and engagement strategies applied to refine our work.
- Reflect on how we should adapt our way of working to our context and audience needs.
- Support the monitoring of the prioritisation of strategic choices in our day-to-day work.

4. HOW WE WILL PARTNER

“Through working together and pooling expertise, deepened analysis, and improved joint communication, the engagement with policy actors and the impact on the policy processes is maximised.”

ECDPM has a longstanding tradition of working in partnership with government and non-government organisations in Africa and Europe. The rationale for working in partnership is that by combining resources and expertise development challenges can be addressed in a more innovative and robust manner. In the portfolio of partners, our institutional partners play a major role in supporting the Centre’s mandate, strategy and programmes through providing multi-annual institutional and programmatic funding (see section 6). A second tier of our partners are some peer institutions in Europe with whom we engage through the European Think Tank Group, for which ECDPM hosts the secretariat. Through working together and pooling expertise, deepened analysis, and improved joint communication, the engagement with policy actors and the impact on the policy processes is maximised.

We want to reinforce our niche on Europe-Africa relations, deepen our knowledge base on Africa, seek greater proximity to African dynamics and actors and ensure more co-creation. We therefore commit to enhance our knowledge brokerage and interaction with Africa and improve our understanding of how African dynamics are evolving.

We intend to go for long-term strategic partnerships, both with institutions, think tanks and knowledge centres, and have more of a strategic engagement with experts and thought leaders. In our collaborations, we aim to team up, co-produce and broker knowledge jointly so as to create more space for African voices and expertise and integrate African perspectives systematically in our work. Partnerships require an explicit ‘demand’ from African institutions, real investments of time on both sides and ideally a joint mobilisation of funding. The Centre will continue to explore ways and means to further develop, nurture and sustain such strategic partnerships.

Bringing African perspectives and in-depth knowledge of African dynamics has enriched our analysis and has been greatly appreciated by our institutional partners. We endeavour to intensify this through more systematically building partnerships with African experts and knowledge institutions, through expanding our pool of African Programme Associates and through reinvigorating our Young International Professionals (YIP) Programme. The Programme Associates relationship is based on mutual interests, providing the experts with an institutional home, and bringing ECDPM expertise, networks and a finger on the pulse in Africa. The YIP programme offers young African graduates an opportunity to spend 12 months at ECDPM. YIPs gain invaluable experience in terms of exposure to European policy making processes, while the centre’s work is enriched with the perspectives of young African researchers.

5. HOW WE WILL ENSURE QUALITY AND ACCOUNTABILITY

“We aim to have a learning approach at the level of our day-to-day work and with regard to our strategy.”

We work with a theory of change approach as a tool for strategic priority setting, monitoring, learning and evaluation. Our centre-wide theory of change visualises how we plan to contribute to the five areas that we prioritised in the 2022-2026 strategy. The theory of change aims to explain a complex and nonlinear change process and presents a navigation route based on our assumptions on how our work and outputs contribute to a set of outcome areas within five impact areas.

In our thematic theories of change we will outline the more detailed choices and the specific envisaged change trajectories, in line with the centre-wide theory of change. They will explain which contributions we expect our work will plausibly make, within the six broad outcome areas of the centre-wide theory of change, and explain the contextual and causal assumptions underpinning our work. The thematic theories of change will form the basis of our planning, monitoring and learning approach. We will update or review the thematic theories of change when needed, and certainly in the context of the mid term review.

We aim to have a learning approach at the level of our day-to-day work and with regard to our strategy. To strengthen the strategic relevance and effectiveness of our projects, we will work with an adaptive planning approach as elaborated in section 3. Prioritising learning allows us to adapt our implementation, inform our strategic planning and enhance our organisational effectiveness. Regular dialogues on our action plans, the actual implementation and results will allow us to learn from and improve how we work and help us create more valuable knowledge and practices that can be shared with and by our partners.

We will also regularly review our work against the strategy. To promote learning and improve our ability to innovate and adapt to important developments, we will specifically monitor the following key strategic changes in the 2022-2026 strategy (i.e. our centre learning agenda):

- Pay greater attention to climate change, gender equality, digitalisation and governance.
- 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. Seeking greater proximity to African dynamics and actors.
- Take an interdisciplinary, cross-thematic approach to our work.
- Restructure ourselves to become a more agile and flexible organisation, investing in strategic priorities.
- Adhering to the Centre’s core values, underpinning how we think and act.

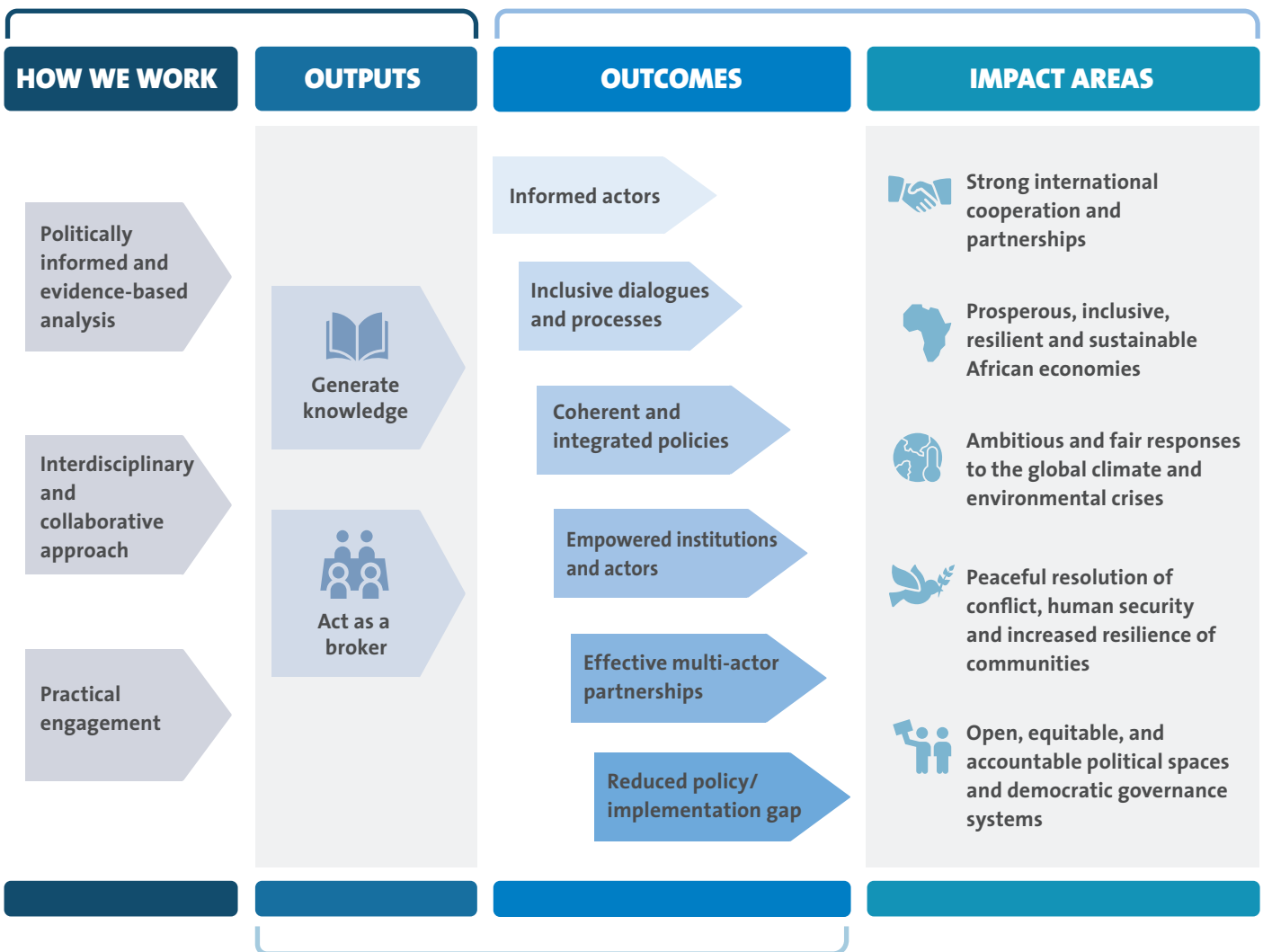
Our theory of change

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.

Transparency and accountability are foremost values at ECDPM. As a ‘think and do tank’ we have a strong responsibility to be transparent about our operations and accountable for the results of our work. We have functional systems and practices in place to ensure transparency and accountability. ECDPM will publish annual work plans and all-Centre budgets, and provide financial and narrative reports on an annual basis. In consultation with our main funders, we continue to publish our budget and expenditure data and report on our results in the International Aid Transparency Initiative standard.

We will renew our results framework to translate the strategy into the types of contributions we and our partners aim to contribute to in terms of outputs, outcome and impact areas (see Annex). The outputs and outcomes listed are relatively general to keep our monitoring and reporting processes practicable and manageable. While the framework presents a linear process, we know that our work, which is always happening in complex policy arenas, is not straightforward at all and depends first and foremost on domestic actors and factors affecting the nature of change or stasis. As a tool, it supports our monitoring routines and helps to maintain coherence in our reporting.

In the results framework, we specify indicators for the outputs, and qualitative pointers for the outcome categories. These pointers are not absolute standards, but qualitative benchmarks whose quality and intensity depend in part on the context and on what policymakers and stakeholders require in order to advance their own policy processes. To bridge the gap between the generic outcomes and the actual complexity of our work, we will use the thematic theories of change as the basis for the actual output and outcome reporting. In our results reporting we will present the outputs of our work, and share our qualitative analysis of plausible contributions made to outcomes as specified in the thematic theories of change.

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.

6. HOW WE WILL FUND OUR WORK

“the availability of core/ institutional funding is a critical condition for ECDPM to perform its role effectively..”

ECDPM has built solid relationships of trust with The Netherlands as its founder and most vital partner, and nine other European countries. These, mainly middle sized European states, provide multi-annual institutional funding which constitutes some 60% of the overall annual budget of the Centre. It is a unique situation that so many countries are willing to invest in a knowledge institute that formally is a Dutch foundation and not an inter-governmental organisation.

One of the key success factors of institutional funding is the earmarked provision of a small component of some 10% to 20% for specific and tailored service delivery to the Ministries of Foreign Affairs and development agencies of our partner countries. These ‘drawing rights’ are strategically linked to our key thematic areas of expertise. They can be used by our institutional partners for short analytical studies, briefings, events and informal advice on strategic EU and other policy issues, in-house training and support to EU Presidency agendas. The timely response capacity of service delivery has helped raise the policy relevance and impact of ECDPM’s work and it is a key factor in strengthening the relationship of mutual trust with our partners.

It is of crucial importance that this success formula can be continued. This is all the more important in an insecure and rapidly changing context for development and international solidarity that risks to be affected by the Post COVID-19 economic crisis. Possible cuts in the development budgets, combined with less flexibility in the use of these resources, could pose serious challenges for the Centre. In this context the roles of The Netherlands and the other institutional partners remain essential for ECDPM to ensure the continuity of its high quality work. We will continue nurturing relationships with our current donors to increase chances for continuation of cooperation and renewal of funding.

Successive evaluations of the Centre confirm that a ratio of at least 60% multi-annual institutional funding and some 40% programme/ project funding is crucial for ensuring ECDPM’s policy relevance and impact. The 2020 External Evaluation reconfirms *“the availability of core/institutional funding is a critical condition for ECDPM to perform its role effectively in a flexible manner, ensure its independence, and its long-term sustainability. It is a major prerequisite for the Centre’s ability to flexibly choose research topics and provide targeted funding for research teams as determined by the Centre’s strategy, be reactive, and ahead of the curve to “lead” thinking.”*³

Institutional funding allows for:

- **Independence** from donor interference which is essential to keep up the credibility of ECDPM's analysis and roles to be played, particularly in the EU-Africa partnership;
- **Operational autonomy and flexibility** to set its own agendas, take own initiatives, anticipate major policy debates and adopt a proactive approach in crucial policy processes so as to be ahead of the curve in terms of policy innovation;
- **Timely, reliable and policy relevant analysis and advice** that can feed the world of policy makers in complex policy processes;
- **Non-partisan brokerage and 'informal mediation'** between different interest groups so as to address policy asymmetries;
- **Free public access to independent information**, knowledge and analysis including through widely disseminated publications, Newsletters and events.

To keep on fulfilling our mission even in times of shrinking research budgets, we will continue to increase our efforts to diversify our funding basis, to complement the institutional core funding with programmatic and earmarked project funding. In doing so, we will selectively pursue funding opportunities that:

- are strategic, i.e. aligned to our new strategy, and/ or break new ground with a relevant new donor or important network;
- are flexible, i.e. leave room to work on our own research initiatives (within a pre-agreed set of priorities/ themes with the donor), and are appropriately resourced for the type of work that is to be undertaken;
- fits with our available expertise and provide room for our staff to strengthen/ expand their knowledge and capacities.

This requires us to prioritise and focus our efforts on 'proactive fundraising' and hence on programme and project funding that is flexibly based on our own offer. Proactive fundraising efforts are uncertain in terms of the time required for the 'liaising-discussing-contracting' process and donors tend to continue to work with existing grantees.

Therefore, we will continue to invest in demand-led 'reactive fundraising', as a more predictable and on-going source of funds.

To pursue these commitments, we will:

- build new and strengthen existing partnerships in Africa and in Europe (e.g. think tanks and knowledge organisations, universities, civil society organisations, consultancy companies), with whom we can co-design research initiatives and pursue joint fundraising efforts, leveraging on mutual strengths, networks and channels;
- continue to professionalise our fundraising systems and become more prepared to deal with fundraising pressures;
- consolidate the centralisation and improve the internal fundraising steering process.

7. FINANCIAL OUTLOOK 2022-2026

“Striving for optimal efficiency and effectiveness is an ongoing objective.”

The financial outlook 2022 - 2026 presents the expected necessary means to deliver on the strategy. The scope and depth of this engagement will depend on our ability to mobilise financial resources.

The ECDPM Board of Governors discusses and approves the bi-annual work plan and annual budget and meets twice a year to discuss a.o. the financial results. Upon approval of the annual Financial Report, the management is discharged from its financial responsibility concerning this financial year. As a matter of principle, the Centre aims to reach break even. Relatively small surpluses may be added to the general fund, while incidental deficits will be withdrawn from it. Management monitors financial results on a monthly basis which creates the opportunity to intervene whenever necessary. The year 2021 will be a transition year in which we will review our budgeting mechanisms to guarantee optimal delivery on our strategic objectives 2022 - 2026.

Striving for optimal efficiency and effectiveness is an ongoing objective. The COVID-19 pandemic has forced organisations to alter their ways of working. We learned that working from home is a sustainable alternative for working in the office. Also, meetings that have taken place using the appropriate video conferencing systems have been fairly effective. It reduced our travelling and as a result our carbon footprint. We envisage this alternative way of working to continue also after the severeness of the pandemic has passed, although in a more balanced manner.

Overall, we will continue the process we set in motion to adapt our work methods, procedures and processes to increase internal efficiency and effectiveness.

The management and the Board actively monitor risks with the aid of the risk management dashboard. When required, appropriate risk mitigation measures are taken. ECDPM has classified its risks according to their nature or type (e.g. financial risks, reputational risks) and to their source, the area they originate from (e.g. external risks, programmatic risks, organisational risks and finance, planning and control risks). Management reviews the risk management dashboard on a quarterly basis. It is also presented and discussed at the meeting of the Board.

Accountability and transparency

We strive to meet high standards in terms of transparency and accountability. Thus, the Financial Report not only contains information on the state of affairs during the past year and the current state of assets, liabilities and equity, but also includes analysis and trends. This enables management and Board, as well as our Institutional Funders such as DGIS, to gain a clear insight into our financial affairs. Transparify⁴, an organisation that rates the financial transparency of think tanks all over the world, has awarded ECDPM its highest gold standard over multiple years.

Our auditor checks our figures and verifies whether all procedures and internal control mechanisms are in good order and operating smoothly. During the interim audit, normally conducted in October, the auditor examines the financial figures for the period from January to September, and also scrutinises the extent to which procedures are properly followed and whether the system of internal control is up to standard. The outcome of the interim audit is set out in a Management Letter. In February, the auditor conducts an extensive audit of the past year's figures as presented in the Financial Report. The outcome is presented in the Auditors' Report to the Board which holds our management and director to account on this basis. Audit documents are submitted annually to The Netherlands as our main institutional partner.

On the basis of competitive bidding BDO auditors became ECDPM's auditor in 2016, starting with the interim audit executed in October 2017. BDO succeeded PWC auditors who audited ECDPM's accounts and internal control mechanisms since 2008.

Financial outlook 2022 - 2026 (in millions of euros)

Expenditures	Financial outlook					Total strategy	
	2022	2023	2024	2025	2026	2022-26	
Personnel costs	5.9	6.0	6.1	6.1	6.2	30.3	
Programme costs	0.9	0.9	0.9	0.9	0.9	4.5	
Office costs	0.9	0.9	0.9	0.9	0.9	4.5	
Unforeseen	0.1	0.1	0.1	0.1	0.1	0.5	
Total expenditures	7.8	7.9	8.0	8.0	8.1	39.8	
Funding							
Institutional funding - the Netherlands	2.9	2.9	2.9	2.9	2.9	14.5	60%
Institutional funding - other donors	1.9	1.9	1.9	1.9	1.9	9.5	
Programme funding	0.9	0.9	0.9	0.9	1.0	4.6	12%
Project funding	2.1	2.2	2.3	2.3	2.3	11.2	28%
Total funding	7.8	7.9	8.0	8.0	8.1	39.8	100%

The financial outlook 2022-2026 figures are based on the following assumptions:

- Optimisation of our staff establishment in linking available competencies to strategic objectives; modest increase in personnel costs.
- Stable programme costs linked to expected outputs with somewhat less travelling in comparison to pre-COVID-19 times.
- Stable office costs which implicitly results in an efficiency objective.
- Overall institutional funding set 60% of total funding.
- Programme & project funding increase resulting from effective fundraising, while remaining strategy driven.

Notes

- 1 ECDPM Strategy 2022-2026: 4.
- 2 Cook, F., Keita, A., Wachira, G. M. and Wolff, P. 2020 External Evaluation of ECDPM 2016-2020, Vol. 1: vi
- 3 Cook, F., Keita, A., Wachira, G. M. and Wolff, P. 2020 External Evaluation of ECDPM 2016-2020, Vol. 1: 44-45.
- 4 <http://www.transparify.org/>

ANNEX 1: PLANNING, MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING TOOLS

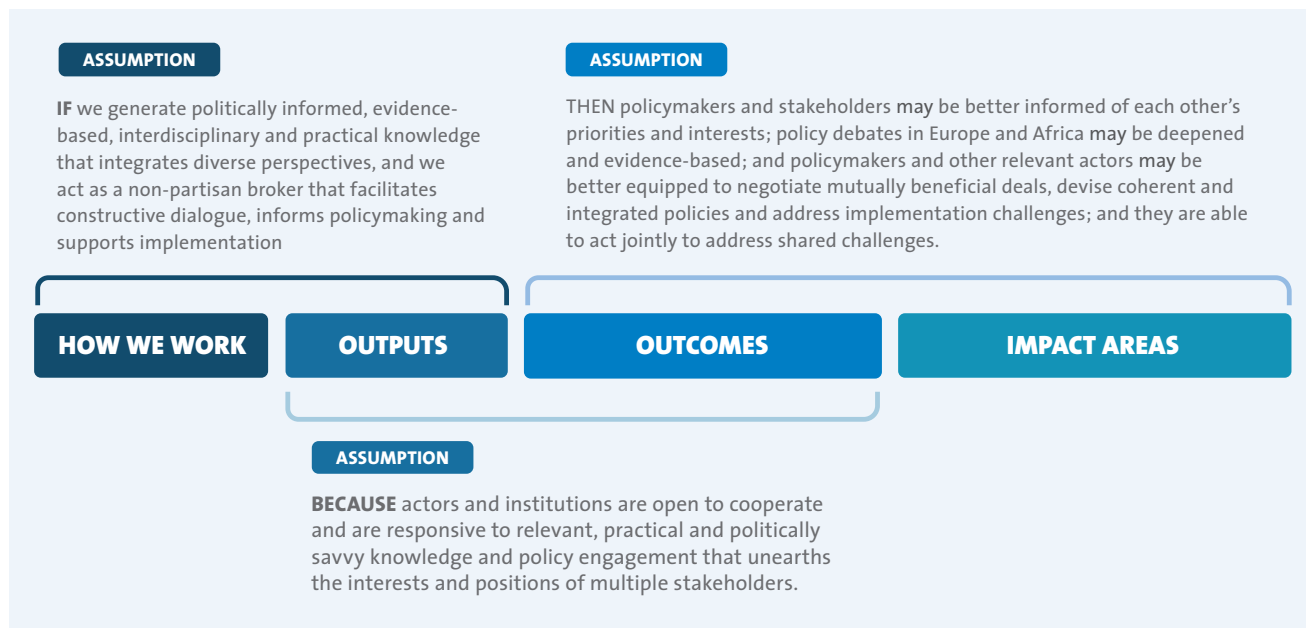
Planning, Monitoring, Evaluation, Accountability and Learning tools:	2022	2023	2024	2025	2026
Strategy, financial and implementation plan	P	-	-	-	-
Work plan and annual budget	P	P	P	P	P
Action plans (ongoing - start/end of projects, see section 3)	P/M/L	P/M/L	P/M/L	P/M/L	P/M/L
Output monitoring and reporting (quarterly/semester)	M/A	M/A	M/A	M/A	M/A
Thematic theories of change and midterm update or review*	P	-	P/M/L	-	-
Annual narrative and financial report	A	A	A	A	A
Thematic outcome narratives**	-	-	M/A	-	M/A
Internal mid term review	-	-	M/L	-	-
Internal assessment ***	-	-	-	L/E	-
External evaluation ***	-	-	-	-	L/A/E

* At the start of the strategy period, we will formulate thematic theories of change. We will update or review the thematic theories of change when needed, and certainly in the context of the mid term review.

** Over time, a review of the thematic theory of change should give an indication of the progress made in comparison to the start of the strategy period and original thematic theory of change. Such reviews can help to assess to what degree we have contributed to change. The outcome pointers of the results framework suggest narratives about how specific work streams contribute to specific outcomes.

*** Longer term outcomes and impact can be assessed only at relatively long intervals and impact assessments should be performed by independent, external professionals. The ECDPM Board of Governors has decided that the main instrument to be used for assessing our impact and continued relevance should be a five-yearly external evaluation, which will be conducted in 2025-2026. As input for this external evaluation, our staff will conduct an internal assessment in 2026, synthesising outcomes and possible impacts.

ANNEX 2: FIVE-YEAR RESULTS FRAMEWORK



MISSION



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

HOW WE WORK



Generate knowledge






Act as a broker

* The main steps and actions envisaged will be detailed in specific action plans (section 3).

OUTPUTS **NUMERICAL INDICATORS**

Knowledge dissemination



Generating politically-informed, evidence-based and practical, policy-oriented and strategic knowledge, and facilitating the uptake and promoting the use of knowledge by public and societal actors, initiating, informing and framing multi-actor dialogue processes




policy briefs, discussion papers, studies, evaluations, blogs, newsletter issues and subscribers, social media interactions, and website views/visitors

Policy process accompaniment

Acting as a broker between parties to search for common ground and feasible solutions, accompanying processes and inputs in policy and implementation processes

discussions, consultations, inputs, workshops, support

	OUTCOMES*	QUALITATIVE POINTERS
 <p>Immediate outcomes</p>	Knowledge: better informed public and private actors from Europe and Africa - <i>Informed actors</i>	Enhanced availability and access to policy-oriented knowledge and information (incidence of changed perceptions attributed (in part) to ECDPM's work) Practical use of policy-oriented knowledge and information (number of actors using materials, frames and approaches resulting from ECDPM's work)
	Inclusiveness: more inclusive policy dialogues and cooperation processes - <i>Inclusive dialogues and process</i>	More effective participation in policy-processes by a range of public and private actors from Europe and Africa (incidence of actors viewing things from different angles)
 <p>Intermediate outcomes</p>	Policies: more coherent and integrated policies - <i>Coherent and integrated policies</i>	Contributions to alternative or enhanced policy choices or designs (incidence of changed policies attributed (in part) to ECDPM's work) Contributions to more evidence-based and realistic policy-making (incidence of knowledge gaps being filled by ECDPM)
	Institutions: more empowered institutions and actors - <i>Empowered institutions and actors</i>	Enabling processes that support the development of institutional capacity Applying political economy analyses to support institutional development and change
 <p>Ultimate outcomes</p>	Partnerships: more effective multi-actor partnerships - <i>Effective multi-actor partnerships</i>	Rebalancing power relationships and building mutual trust and respect Encouraging collective action for effective implementation (among other things by identifying mutual interests) Encouraging mutual accountability
	Implementation: narrower gap between policy-making and implementation - <i>Reduced policy/ implementation gap</i>	Contributions to enhanced, alternative and innovative ways of managing development policy and practices (incidence of changed behavior attributed (in part) to ECDPM's work) Contributions to a narrower gap between policy-making and implementation (incidence of innovation uptake attributed (in part) to ECDPM's work)

* The specific outcomes will be detailed in thematic theories of change (section 5).

IMPACT AREA



Strong international cooperation and partnerships: 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.



Prosperous, inclusive, resilient and sustainable African economies: 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.



Ambitious and fair response to the global climate and environmental crises: 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.



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



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

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