



European Parliament

ODI Europe

Strategic delivery plan

2023 - 2025

Foreword

In the context of the current global polycrisis, Europe finds itself at a pivotal point. Russia's war in Ukraine has created a major fault line within Europe and beyond. Trends away from multilateralism towards great power competition continue, reverberating in changes in power dynamics across the globe. The demands on European humanitarian assistance are growing more complex, with the focus of international cooperation and partnership oscillating between prioritising domestic interests on the one hand, and appetite to respond to local priorities and overcome colonial legacies, on the other.

Against this backdrop, the need for independent, evidence-based insight, ideas, and convening is more vital than ever. ODI is moving beyond the current development aid paradigm; our focus is on economic, climate, foreign, security, social, domestic, and other policies that affect marginalised and vulnerable populations. As part of this ambition, we are building new partnerships to become a truly global entity. ODI Europe is an international not-for-profit association (INPA) established in Brussels in 2021. Europe is a key vehicle for impacting global policy, through advancing change across the continent, as well as through its external programmes and engagement in multilateral fora. As such, we will broaden, deepen and strengthen our engagement and cooperation across Europe, building just and equitable partnerships and securing new sources of funding.

This strategic delivery plan describes how ODI Europe will realise our objectives over the next year. Our work will be guided by the following principles:

1. We will focus on Europe's role in addressing the big global challenges of today;
2. We will provide robust research and ideas to European decision-makers that draw on ODI's programmes;
3. We will adopt both a thematic, and a geographical approach to our work.

Partnerships around the world will be an important foundation for our delivery plan to capture the international scope, the complex scale of the ideas that matter for people, and to have the desired impact. To ensure that our work is guided by experience, we will engage partners from low- and middle-income countries throughout our projects and within the governance structures of ODI Europe.

Together, we will work to inspire Europe to continue to act on injustice and inequality through collaborative research and ideas that matter for people and the planet.



Sir Suma Chakrabarti
ODI Chair of the Board of Trustees



Sara Pantuliano
ODI Chief Executive

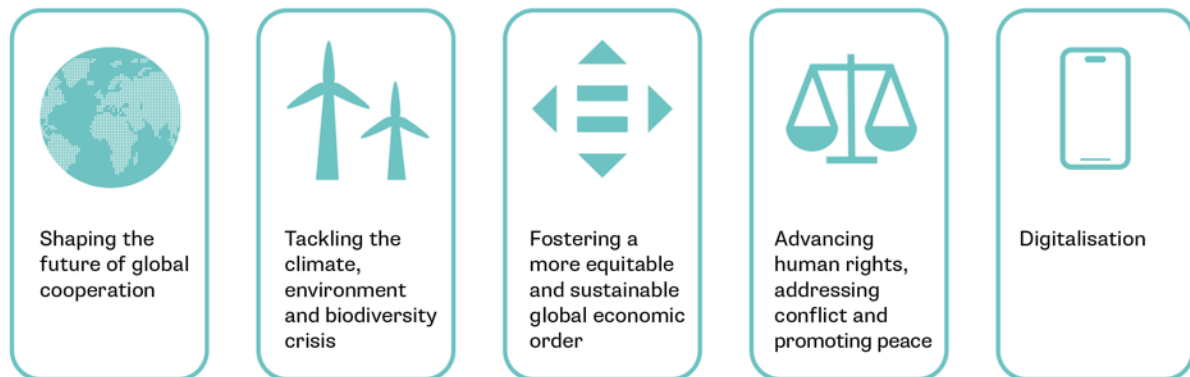


Dora Meredith
ODI Europe Director

What we will achieve

In 2021, ODI published a 2021-25 strategy to realise our vision to be a dynamic, global thinktank. The creation of ODI Europe is a key pillar of the ambition to be an increasingly global organisation. In line with this strategy, this delivery plan sets out how ODI Europe will deliver our objectives over the next two years.

The strategy of ODI focuses on five overarching global challenges and priorities:





Values-behaviour framework



<h2 style="margin: 0;">Fearless</h2> <p style="font-size: small; margin: 5px 0;">We have the courage to take an independent perspective We are not afraid to challenge the status quo We are agile and prepared for change We speak out against injustice and unacceptable behaviour</p>	<h2 style="margin: 0;">Inspirational</h2> <p style="font-size: small; margin: 5px 0;">We are passionate about our mission and purpose We are truly international, working in partnership to tackle issues of global concern We strive for excellence and to be the best at what we do We aim to be a positive influence for change</p>	<h2 style="margin: 0;">Reliable</h2> <p style="font-size: small; margin: 5px 0;">We are experts in our field We are socially and culturally aware We facilitate the transformation of ideas to policy We publish our work freely and openly</p>	<h2 style="margin: 0;">Ethical</h2> <p style="font-size: small; margin: 5px 0;">We act in accordance with our Codes of Conduct We are zealous in our safeguarding and ethical research practices We abide by our written rules on business ethics We believe in transparency, openness, honesty, fairness and integrity in everything we do</p>
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We are passionate about our mission and work as one to achieve our purpose

We are committed to being the best, striving for quality and excellence in everything we do

We are focused on achieving corporate goals and take responsibility for improving our own performance

We are wholehearted in working to our stated values, codes of ethics & conduct

We take care to work within the principles and boundaries set by the legislature, funders, regulators and professional bodies

We are mindful of the social and cultural diversity of the places in which we operate

We are happy in our work and active in promoting an inclusive, supportive work environment

We are effective brand ambassadors, promoting the good reputation and image of the organisation, wherever we may be in the world.



Sarajevo, Thomas Hackl

ODI Europe's highlights 2023/4

During our inaugural year in Brussels, we will focus on the following themes:



Shaping European finance

Influence and amplify Europe's position on reforming the international financial architecture and shape the implementation of the Global Gateway.



Enabling the climate transition

Shaping Europe's key role in the rapid and expansive transformation needed in all sectors of the global economy.



Sanjevo, Thomas Hackl

Strengthening the European neighbourhood

Supporting the European accession of Ukraine, Moldova and the Western Balkans and exploring wider geopolitical implications.



Federica Frangipane

The Africa-Europe Mayors' Dialogue

Continue our flagship programme enabling a partnership of equals between African and European mayors to work together to deliver innovative and practical solutions for inclusive growth.



Stephen Ryan

Changing the narrative around migrants and refugees

Promoting more inclusive and pragmatic immigration policies by providing evidence-based-research for political leaders and the policy community.



Paul Kagame

Creating a vision for just and equitable partnership and development policy

Conducting a robust inquiry into the current status of European partnerships, including the views of partner countries.



The MFF Global Insights Taskforce

Undertake a detailed analysis of key policy challenges globally, guided by a cross-section of experts: the MFF Global Insights Taskforce.



Mads Nissen

European reconstructions, geopolitics and risk

Continue our work on Turkey and Ukraine, with a particular focus on facilitating risk-informed reconstruction processes.



Garry Killan

Supporting digital diplomacy and inclusive digital societies

Enabling understanding and promotion of regulatory frameworks that uphold democratic values and human rights.

The ways we will inspire action

We will inspire Europe to act on injustice and inequality using the following process:



Partnership

Engage partners from low- and middle-income countries throughout our projects and within the of governance structures of ODI Europe, in line with the ODI Partnerships Strategy.

Include and use research from a diverse group of partners.



Research & ideas

Deliver high quality, internationally recognised research and ideas which influence the European policy debate, convene leadership and provide expert advice.

Host events such as discussion forums, seminars, workshops, roundtables.

Collaborate with peer institutions on joint research, publications and events, including through the European Think Tanks Group (ETTG).



Drive impact

Raise the visibility of ODI's research and ideas.

Strengthen engagement with stakeholders across Europe.

Harness the European media to provide a voice for countries less represented on the global stage.

Host regular events such as discussion forums, seminars, workshops.



Change

The objective of ODI Europe is to inspire Europe to act on injustice and inequality through ODI's collaborative research and ideas.

Our thematic priorities

The objective of ODI Europe is to inspire Europe to act on injustice and inequality through ODI's collaborative research and ideas				
Shaping the future of global cooperation	Tackling the climate, environment and biodiversity crisis	Fostering a more equitable and sustainable global economic order	Advancing human rights, addressing conflict and promoting peace	Digitalisation
Shape and amplify Europe's position on reform of the international financial architecture, particularly the multilateral development banks and DFIs	Financing Fit for 55: aligning all finance flows with climate goals	Recentring poverty and equity in the European external agenda with a focus on social justice and equality	Shaping the European accession of Ukraine, Moldova and the Western Balkans	Supporting the implementation of digital diplomacy; analysing risks and opportunities for inclusive digital infrastructural development in European neighbourhood
Harnessing the Global Gateway to raise capital flows	Nurturing the green workforce of the future	Supporting European engagement with trade and industrialisation in Africa and the UN's least developed countries (LDCs)	European reconstructions, geopolitics and risk	Shaping the implementation of digital regulation to tackle misinformation, disinformation and online misogyny and utilise the potential to advance social justice
Harnessing the power of cities and local actors to drive change through the Africa-Europe Mayors' Dialogue	Building a sustainable, resilient food system to eliminate hunger and malnutrition	The MFF Global Insights Taskforce: providing input to shape the next MFF by providing analysis of global trends and policy priorities	China's new frontiers and implications for European energy and economic security	Building trust in inclusive, digital, democratic societies
Whose priorities? Shaping European cooperation in a post-aid world	Advising Europe on enabling adaption across borders		Promoting the role of women in the delivery and maintenance of peace and security and contributing to efforts to push back against a loosely aligned but powerful set of interests attacking and dismantling gender rights	
Strategically analyse China's role in development policy and the impact on European development interests	Shaping Europe's role in just energy transition partnerships		Shaping Europe's role as an engine of change in the global response to humanitarian crises	
The International Partnerships Commission - a vision for just and equitable partnership and development policy			Changing the narrative around migrants, refugees and influencing the EU's agenda on containment, externalisation and securitisation of migration and forced displacement	

Our thematic priorities in detail

Shaping the future of global cooperation

The deficiency of multilateralism has been highlighted by the confluence of current crises and the growth of great power competition. Meanwhile, in recent years we have seen the growing importance of multilateral alliances to overcome systemic threats that are increasingly global in nature. For Europe, as with other continents, it is broadly recognised that existing cooperation across development objectives is insufficient to overcome current challenges. There is a strong need for more equal partnerships and reform of global cooperation structures. This year will be key in shaping the new international financial architecture with Europe and its member states as shareholders playing a key role. The increasingly important roles of new development actors such as China also contribute to this evolving context.

Key activities will include:

- 1. Shape and amplify Europe's position on reform of the international financial architecture, particularly the multilateral development banks (MDBs) and development finance institutions (DFIs):** ODI is in the privileged position of advising a suite of European governments - some of the MDBs' largest shareholders - on the options for changing the MDBs so that they are better-placed to advance the needs of low income countries (LICs) in addition to climate goals. Over the next year, we will continue to produce evidence on the technical measures that could unlock more targeted capital for economic transformation, job creation, resilience, adaptation diversification and green innovation. We will convene key political and policy audiences to build further consensus around a European vision for MDB reform. We will pursue new work that focuses on how the European Investment Bank, European Bank for Reconstruction and Development and the EU's development and climate budget can be deployed and reformed to demonstrate best practice.
- 2. Harnessing the EU's Global Gateway and national initiatives to raise capital flows:** more than a year after its launch, the EU's Global Gateway holds significant potential. However, the extent to which the initiative will succeed in leveraging private capital, via tools including the European Fund for Sustainable Development Plus (EFSD+), remains unclear. ODI will launch an EU business and development observatory to track the mobilisation of private and public finance through initiatives including Team Europe. We will explore questions such as, 'What are EU countries doing to stimulate investment in the poorest countries? What are host countries doing to attract EU foreign investment to assist development?'
- 3. Harnessing the power of cities and local leaders to drive change through the Africa-Europe Mayors' Dialogue:** we will continue our flagship programme, the Africa-Europe Mayors' Dialogue. The Dialogue provides a platform for African and European mayors to work together to deliver innovative and practical solutions for inclusive growth and sustainable urban development in and between their cities. The Dialogue is a partnership of equals between African and European mayors, focusing on creating opportunities for all urban residents. As such it aspires to a new and different model of cooperation between the two continents, based on

mutual respect and trust, helping to redress the power imbalances that persist between Africa and Europe.

Initiated in 2020 by the mayors of Freetown and Milan, today participating cities include Accra, Agadez, Amsterdam, Barcelona, Bologna, Bristol, Dakar, Durban, Entebbe, Grenoble, Helsinki, Kampala, Kanifing, Kigali, Lisbon, Mannheim, Maputo, Montpellier, Monrovia, Paris, Tunis and Zürich.

4. **Whose priorities? Shaping European cooperation in a post-aid world:** though the paradigm of European cooperation has shifted from donors and recipients, to partnerships, there remains scope to explore how to best balance interests of Team Europe with global priorities such as the global public goods agenda. We will publish a major study comparing four key European donors and their approaches to development policy. This work will lay the foundations for the International Partnerships Commission.
5. **Strategically analyse China's role in development policy and the impact on European development interests:** to mark the tenth anniversary of China's Belt and Road Initiative (BRI) and to coincide with the third BRI forum for international cooperation due to be held this year, we will undertake analysis and convening activities to bring together researchers, policymakers and stakeholders from Europe, and across different geographies, to discuss the past decade of the BRI, its achievements and its challenges, and to reflect on its potential future.
6. **The International Partnerships Commission - a vision for partnership and development policy:** ahead of the new European Commission in 2024, ODI Europe is embarking on an ambitious review of the state of Europe's relationships and external policy: the European International Partnerships Commission. From aid funding to trade integration, to infrastructure investment and the facilitation of private finance, there are many mechanisms to facilitate cooperation between Europe and its partners.

The European International Partnerships Commission will bring together representatives from key partners of the EU to conduct a robust inquiry into the current status of European partnerships, including the views of partner countries. The European International Partnerships Commission will consider a way forward, guided by the belief that through more equal global partnerships, we are best able to address our shared global challenges.

Tacking the climate, environment and biodiversity crisis

The climate transition is an urgent global priority and Europe has a central role to play. To achieve equitable, risk-informed and environmentally sustainable development, competing visions of a green future must be addressed. If global warming is to be halted at 1.5°C, rapid and expansive transformations are necessary in all sectors of the global economy. In spite of current tensions in the international climate architecture, Europe will need to continue its leadership in enabling just transitions for all, and in mobilising the required finance.

Key activities will include:

- 7. Financing Fit for 55 - aligning all finance flows with climate goals:** we will continue to work with Europe's finance ministries, central banks and other financial regulators to raise and steer resources towards climate-smart development across the continent. We will continue to work with European climate negotiators and development agencies to raise global awareness of this long-term finance goal, building the knowledge and capacity of partners to achieve it.
- 8. Nurturing a green workforce of the future:** the transitions needed to achieve net zero and climate resilience will disrupt labour markets; providing opportunities for job creation in certain sectors and the loss of jobs in others. It is critical that these trends are anticipated to enable a rapid transition and avoid significant structural problems of unemployment. We will work with Europe and its member states to explore job and skill requirements across different sectors, as well as policy options to harness migration and upskill workers to respond to emerging employment opportunities.
- 9. Building a sustainable, resilient food system to eliminate hunger and malnutrition:** the economic impacts of the pandemic, conflict and climate change continue to disrupt agricultural production, supply chains and food exports. Today, millions of people are on the brink of famine, and millions more are unable to afford healthy food. Given its outsized importance as a food producer, importer and exporter, Europe has a critical role to play in eliminating hunger and malnutrition. In the face of this challenge, ODI is working with European stakeholders on food security at home - particularly around facilitating and protecting migrant seasonal farm workers, who play a critical role in the region's agricultural sector. ODI is engaged in Europe's international efforts to end hunger by: supporting the development and humanitarian sectors to respond effectively to food crises through climate-proofing agricultural production; providing emergency support during conflict or after disasters; and helping farmers and food retailers recover quickly from such shocks. With rising food bills at home and with countries from Pakistan to Somalia facing mass starvation, a joined-up European response to global food systems is more important than ever.
- 10. Advising Europe on enabling adaptation across borders:** we will continue to advise the EU and governments across Europe on approaches to strengthen systemic resilience to cross-border impacts. We will support policymakers and planners to effectively identify, assess and manage transboundary climate risks. We will promote principles of reciprocity and the 'do no harm' ethos in ways that support the realisation of the Sustainable Development Goals and the Paris Agreement. We are keen to explore how to mobilise resources, address challenges, and ultimately, build resilience.
- 11. Shaping Europe's role in just energy transition partnerships:** Just Energy Transition Partnerships (JETPs) and country platforms are perhaps the most ambitious efforts by advanced economies to support the rapid decarbonisation of large middle-income countries. For the JETP to become the more durable and less transactional model for climate finance, it will need to be systematically integrated in the multilateral system. We will support European governments and their

international partners to design and implement JETPs, balancing the need for bespoke political deals that recognise each country's specific context with the need for such deals to be grounded in robust understandings of justice and science-based targets for emission reductions.

Fostering a more equitable and sustainable global economic order

The eradication of global poverty is a central goal of the EU's development policy and one to which the EU has made a long-standing commitment. For the first time in decades however, the number of people around the world living in poverty is going up, not down, bucking a long-term trend of poverty reduction that many thought irreversible. Such circumstances require renewed attention to tackling the structural determinants of inequality whilst harnessing opportunities presented by changes such as the future of work; finance; fiscal and social policy; and trade reform.

Key activities will include:

12. Recentring poverty and equity in the European external agenda with a focus on social justice and equality: we will promote a multidimensional asset-based approach to monitoring and fighting poverty and inequality. We will explore how to enable more equality-led programming within European external policies.

13. Supporting European engagement with trade and industrialisation in Africa and the least developed countries (LDCs): we will build on our economic transformation portfolio, focussing on how policies such as trade and industrialisation can help countries and people to grow out of crises. We will explore the complimentary policies needed to accompany the introduction of measures such as the carbon border adjustment mechanism (CBAM), or Europe's deforestation regulation, to ensure LDCs are not detrimentally impacted. We will closely monitor the review of the European generalised scheme of preferences (GSP) and explore its potential impacts.

14. The MFF global insights taskforce: the current state of the world – from the war in Ukraine, to the climate crisis, to the cost of living crisis – is creating new levels of uncertainty, instability and challenge. Against this backdrop, the European Union is facing a critical decade. Debates around expenditure ceilings agreed under the multiannual financial framework (MFF) require careful consideration, in addition to the context of global trends and investment of other global actors.

Preparations for the following MFF will soon be underway. To inform these debates, ODI Europe will undertake detailed analysis of key policy challenges globally, guided by a cross-section of experts: the MFF Global Insights Taskforce.

We will consider such questions as:

- What are the key policy challenges that the world will face in 2027 and that Europe can address?
- How are other key actors across the globe addressing these challenges, and what is the resulting role for Europe?
- How should we prioritise funding within this context?

The MFF Global Insights Taskforce will consist of academics, policy makers, industry, and civil society from across Europe and across the world to generate bold, adoptable policy recommendations.

Advancing human rights, addressing conflict and promoting peace

Globally, Europe is a key player in promoting human-rights and an international rules based order; fundamental to building peaceful, just, and inclusive societies. ODI will bring: political economy perspectives to aid understanding of conflict and fragility; propose policies and actions to advance human rights, social justice and peace; and support effective humanitarian action and political change, particularly in conflict-affected and violent settings.

Key activities will include:

15. Shaping the European accession of Ukraine, Moldova and the Western Balkans: we will provide analysis and support to enable alignment with the EU acquis and assist countries with their economic development. We will explore discussions on EU internal reform and the current enlargement approach. We will explore the security aspects of the West Balkans, the influence of Russia in the region, and broader geopolitical implications.

16. European reconstructions, geopolitics and risk: we will continue our work on Turkey and Ukraine, with a particular focus on facilitating risk-informed reconstruction processes. ODI is supporting preparations for the Ukraine Recovery Conference 2023 by providing detailed geoeconomic analytics. Following the recent earthquakes, we are exploring Turkey's future and how it may shape its foreign policy.

17. China's new frontiers and implications for European energy and economic security: China is embarking on an exploration of new frontiers which will have a significant impact on European energy and economic security. Latest developments in areas as diverse as AI and deep-sea mining provide China with opportunities to lead in technology and knowledge-production in these areas. Meanwhile, China is gaining prominence in new geographic frontiers, most importantly in the Arctic and Antarctica. Questions we will consider include: 'Is existing international law and policy keeping pace with these developments? And what role is China seeking to play?' We will provide policy analysis of China's engagement in these areas, considering the implications for the global community. These areas include: deep-ocean, Arctic, cyber and outer space. ODI's New Frontiers Intelligence Series will provide unbiased qualitative analysis to explore China's strategic objectives, policy direction and cultural and legal approaches.

18. Promoting the role of women in the delivery and maintenance of peace and security: ODI will defend gender rights and promote European mobilisation for feminist change. We will contribute to the dismantling of conservative patriarchal norms that exclude women from political, economic and social policy and action. We will support feminist movements worldwide by disseminating our findings on feminist foreign policy and championing our work on positive masculinities. We will

continue to advocate for more gender-sensitive and transformative humanitarian action.

19. Shaping Europe's role as an engine of change in the global response to humanitarian crises: we will work with the European humanitarian community to ensure strong political action to protect rights in crises. This includes the allocation of appropriate funding, and the deployment of relevant financial tools to build a sustainable approach that anticipates, responds to, and builds resilience to global humanitarian crises. Through strong European partnerships we will drive transformation of the humanitarian system to become more people-centred, locally-led, and accountable. We will offer timely insights into crises as they emerge and contribute to humanitarian debates for key European stakeholders.

20. Changing the narrative around migrants, refugees and influencing the EU's agenda on containment, externalisation and securitisation of migration and forced displacement: ODI Europe has a well-developed research portfolio that explores public narratives and attitudes towards refugees and other migrants across Europe and Africa. This initiative seeks to resist hostile rhetoric around immigration and to promote more inclusive and pragmatic immigration policies by providing evidence-based-research for political leaders and the policy community. We will continue to expand this portfolio across Europe, with a focus on regions where little research has previously been undertaken such as the Western Balkans. ODI's research will explore the impact of the EU's increasing externalisation of migration and asylum policies - both on migrant wellbeing and on the nature of development cooperation - as well as the impact of the increasing securitisation of border control. Factors which have major implications for the international protection system and the human rights of migrants.

Digitalisation

The power to gather, process and disseminate information through digital technology and systems can be a huge force for good. But it can also be misused, and its benefits are neither automatic nor evenly spread. It is essential that Europe fully engages in the digital transition and strengthens the impact of its external action policies. The European institutions must better align internal and external policies and EU member states must develop coherent digital approaches to external action.

Key activities will include:

21. Supporting the implementation of digital diplomacy, analysing risks and opportunities for inclusive digital infrastructural development in the European neighbourhood: we will enable a greater understanding and promotion of the regulatory frameworks that uphold democratic values and human rights. We will strengthen the EU's global role in digital affairs, on the basis of common geopolitical priorities, paying special attention to countries of strategic importance or that have a high level of vulnerability.

22. Shaping the implementation of digital regulation to tackle misinformation, disinformation and online misogyny and utilise the potential to advance social justice: we will address the dissemination of misinformation and

disinformation. We will harness digital's potential to advance social justice, building on our existing programme of work to combat online misogyny. This includes building positive masculinities with school age boys and considering their experiences with social media and gaming etc. We will explore the impact of recent legislative changes across the Continent and Europe's potential role in driving global change.

23. Building trust in inclusive, digital, democratic societies: we will build inclusive digital societies and enhance public trust. We will investigate the digital permutations of war in Europe such as the impact on internet shutdowns, journalistic freedom, misinformation and disinformation.

Geographical priorities

As part of ODI's Europe portfolio, we are working to forge new, stronger, and more strategic partnerships with governments and other key stakeholders across European member states and in neighbouring countries. Beyond the European member states, we will focus on the Mediterranean region, the Western Balkans, Moldova and Ukraine.

In the Western Balkans, we will anchor our work around the European enlargement process. We are particularly interested in supporting countries with their accession, with specific interests in energy policy objectives, freedom of movement, and external relations.

A key priority is a more equal relationship for European and African cooperation. Our work will include analysis of existing governance structures such as the European and African Union, and through our flagship platform, the Africa-Europe Mayors' Dialogue.



Partnering with us

ODI Europe

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ODI Europe is proud to have inspired people to act on injustice and inequality on key issues that impact the world's poorest people, and our planet.

This is a moment of deep socio-political uncertainty, marked by rapidly changing norms, technologies and power structures that affect everything from consensus on the future of our planet, to how people consume food, energy and information.

Many of the challenges we face – climate change, violent extremism, polarisation, nationalism and populism, authoritarianism, financial instability, inequalities, pandemics, the future of work, regression of human rights and women's rights, and racial injustice – affect both rich and poor countries, and the relationships between them. These challenges require urgent action and an approach that is both political and persuasive.

ODI Europe is a not-for-profit organisation, and we are fearless in our independence. Our work relies on our funders and partners with whom we work to drive change.

We are grateful for the support from our existing funders, including the Ikea Foundation and the Robert Bosch Stiftung.

We would be delighted if you would consider working with us and welcome expressions of interest.

If you would like to hear more, or contribute to our work, please contact our Director, Dora Meredith: d.meredith@odi.org.



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