

"FICHE CONTRADICTOIRE"

Evaluation of European Commission Support to Conflict Prevention and Peace-building

Recommendations:	Responses of the Services:	Follow-up (one year later):
Commission's overall role and approach		
1) Strengthen Commission position as key player in CPPB		
<p>This Recommendation is overarching, implying a number of other developments and changes addressed by the other recommendations presented below.</p>	<p>Agree.</p> <p>This can evidently only be taken forward jointly by the Commission (COM) and the European External Action Service (EEAS). This recommendation also implies that EEAS and COM will take forward the “comprehensive” or “whole of EU” approach regarding conflict and fragility.</p> <p>The establishment of the EEAS Conflict Prevention, Peace-building and Mediation Division (CPPBMD) should facilitate the co-ordination alongside the associated Commission services – FPI and DEVCO.</p>	<p>Under implementation</p> <p>Following the creation of the European External Action Service in 2011, both the Commission (FPI/DEVCO) and the EEAS are involved in bringing forward the conflict prevention and peace-building agenda. In this regard, a joint EEAS/Commission Communication on the comprehensive approach to external conflict and crises is in preparation. Within the EEAS, CPPBMD is responsible for supporting geographic services and Delegations, crisis response/management services, as well as EEAS senior management, in taking real-time decisions in the pursuit of peace and in the anticipation of crises and prevention of conflict. In this regard, efforts focus on a number of work-strands relating to conflict early warning, conflict analysis, mediation support, enhancing partnerships with other international/regional organizations, strategic programming of the Instrument for Stability (annual programmes managed by FPI) , and Justice and Security Sector Reform.</p> <p>Within DG DEVCO since 2011 the Unit 07 (ex-A5) -Fragility and Crisis management - has been set up to support the geographic units regarding development assistance in</p>

		<p>fragile and conflict-affected countries and to streamline conflict-sensitivity in the development aid management mechanisms (PPCM). Unit 07 has actively contributed to most of the work -strands referred above. It has also ensured due integration of CPPB priorities in the frame of the 2014-2020 programming exercise through its contribution to Programming Instructions and Guidance (in particular, Sector Indication Guidance for Programming embedding a dedicated chapter on CPPB...).</p>
<p>2) The High Representative and Commission should further strengthen the four dimensions of the integrated approach when supporting CPPB.</p>		
<p>(i) Ensure clarification and common understanding of concepts among EEAS and Commission staff, including at operational level.</p>	<p>Agree.</p> <p>CPPBMD intends in particular to bring forward the conflict prevention agenda within the EEAS; and in close co-operation with relevant Commission services – FPI and DEVCO.</p> <p>In particular DEVCO.A.5 intends to work with other EU stakeholders to clarify and deepen a common EU understanding of concepts related to conflict prevention, peacebuilding, fragility and statebuilding.</p>	<p>Under implementation</p> <p>Within the EEAS, clarification/common understanding of conflict prevention and mediation concepts is promoted by means of:</p> <ol style="list-style-type: none"> 1) the Conflict Prevention Group, which is broadly inclusive of all relevant services, including FPI and DEVCO; 2) conflict analysis work-shops, which are a mechanism to look jointly at a conflict situation and identify how best the EU can intervene; 3) training/coaching activities (particularly on mediation-related aspects); and the provision of guidance (fact-sheets on mediation support); 4) notes on the use of conflict analysis in support of EU external action, and on addressing conflict prevention, peacebuilding and security issues under external cooperation instruments).

		<p>Within DG DEVCO, under the lead of Unit 07 a programme of core courses on <i>Fragility, Security and development</i> has been developed and implemented since 2012 which included on a regular basis sessions dedicated to conflict-sensitivity aspects in development cooperation.</p>
<p>(ii) Develop and implement a systematic and structured approach to conflict analysis, mainstreaming and “do no harm”.</p>	<p>Agree.</p> <p>These specific issues are being addressed by the CPPBMD, in liaison with FPI and DEVCO.</p> <p>Programming guidelines for new instruments (2014-20) should start including these elements to be further developed into operational guidance tools. Both FPI and DEVCO will have an input into their finalisation.</p> <p>In particular, DEVCO.A.5, in collaboration with thematic and geographic directorates, is designing a toolbox to address conflict and fragility in the EU external aid, including through conflict analysis and conflict sensitive programming. A5 will also ensure capacity building of DEVCO staff on those matters.</p>	<p>Under implementation</p> <p>Guidance has been developed jointly by the EEAS and DG DEVCO on the use of conflict analysis in support of EU external action, as well as on addressing conflict prevention, peace-building and security issues in the strategic programming of geographic cooperation instruments. A methodology of 'light touch' workshops - one-to-two day events bringing together all relevant EU stakeholders to analyse the root-causes, drivers and actors in a specific conflict situation – has also been developed, in order to complement/supplement the thorough context-analyses (Political Economy Analysis –type) implemented by DG DEVCO .</p> <p>A series of these events has been organized by the CPPBMD on a number of conflict situations (Mali, DRC, Libya, Lebanon, Syria, Guinea-Bissau, Bosnia-Herzegovina). Some of these conflict analysis events have been organised in the framework of the IfS-funded Civil Society Dialogue Network (CSDN), implemented by EPLO and established by FPI to provide a forum of dialogue on peace building issues between EU-policy makers and non-state actors.</p>

		<p>As part of a structured approach to improved conflict analysis and to contribute to a better focus of EU interventions, FPI has contracted a rapid pilot and bespoke 'helpdesk' research facility on crisis response, conflict prevention and peace-building issues with GSDRC of Birmingham University (UK) at the end of 2012. This allows EEAS Desks, DEVCO and FPI staff in Headquarters as well as in Delegations to benefit from this research institution's capacity to provide a rapid literature/case study review. This contributes to improving overall EU conflict analysis capacity as well as the design and relevance of EU interventions, funded under IfS or geographical instruments (DCI, ENPI).</p>
<p>(iii) Create a comprehensive, easy and flexible early-warning system and make sure it is used.</p>	<p>Agree.</p> <p>CPPBMD is endeavouring to facilitate – in co-operation with relevant EEAS and Commission services – work on improving the translation of early warning mechanisms into early action. A promising mechanism for early warning should be the "Conflict Prevention Group" coordinated by the EEAS and in which DEVCO.A.5 takes part.</p> <p>The Commission will fully cooperate to support the development of the system and facilitate its functioning, by linking up with DEVCO staff in Delegations.</p>	<p>Under implementation</p> <p>The EEAS' incipient early warning system is based on input from EU Delegations, from other EU actors in-country (for example, CSDP missions, Member State embassies) and from HQ (using also open-source information). Geographical desks (EEAS + DEVCO) lead the process to identify conflict risks, as well as possible EU response options - but the system is broadly inclusive of all relevant services (including FPI, DEVCO and ECHO), notably in the context of the Conflict Prevention Group and the Crisis Management Board. The early warning system has already been piloted in eight countries in the wider Sahel region. Initial assessments (mid- 2013) indicate that it should help to better inform/direct EEAS priorities and that it is useful in fostering a common understanding among all EU</p>

		<p>services of medium-to-long term risks and of the full range of response options.</p> <p>As a contribution to the development of early warning capacities, FPI contracted two projects with civil society actors – ICG and Safer world – in July 2013 as part of the 2012 AAP of of the Instrument for Stability (Article 4.3) to strengthen linkages between conflict analysis and early response while also building in-country actors’ capacity to effectively cover the whole chain of early warning. This cumulative investment of EUR 4.8 million over three years – to 2016 - will reinforce the vitality of the incipient early warning system by feeding in raw data and perspective from third country civil society actors and political analysts, further complementing information received from EU Delegations, CSDP mission and EU Member States.</p>
(iv) Strengthen the synergies between the different geographical levels of intervention.	<p>Agree, in principle – but, while this should be ensured in the framework of the programming, the recommendation has a much wider scope than the respective mandates and roles of EEAS (CPPMD), FPI (Stability Operations) and DEVCO (Fragility and Crisis Management).</p> <p>Regional conflict prevention programmes would benefit from the existence of EU regional conflict prevention and resolution (or “security & development”) policies or strategies, such as those developed for Horn of Africa, Sahel or Sudan in 2011.</p>	<p>At the policy level, there has been an increasing tendency over recent years towards a regionally-based strategic approach (Horn of Africa, Great Lakes, etc.) – which privileges synergies between national and regional levels of intervention.</p> <p>At the programming level, there has also been a concerted effort to dovetail programming via the various external assistance instruments (both geographic – at national and regional level – and thematic).</p>
(v) Make sure that coordination mechanisms at all levels, but especially between the Commission, the EEAS, the EU Council and EU MS, go beyond a mere exchange of information and aim at enhancing complementarities at strategy and implementation levels.	<p>Agree, in principle – but the recommendation has a much wider scope than the respective mandates and roles of EEAS (CPPMD), FPI (Stability Operations) and DEVCO (Fragility and Crisis Management). Improving coordination to reach a proper Whole-of-EU approach is a priority for Commission, EEAS and Council services,</p>	<p>Close co-operation between the Commission (DEVCO/FPI) and the EEAS has ensured solid complementarity between strategy and implementation. All strategic and programming documents are subject to inter-service consultation and there has</p>

	<p>both at HQ and country level.</p> <p>Specific emphasis on “joint programming” (EU and MS) under new instruments (MFF 2014-20) and the concept of adopting with MS “joint framework documents” in particular in fragile and conflict prone as core EU country compact might start setting the stage for this. In addition, full use would need to be made of the opportunities offered for improved coordination within the framework of the Commission proposal for a new IfS Regulation (2014-20) of 7 December 2011.</p>	<p>been a concerted effort to dovetail programming via the various external assistance instruments. Instructions for programming under the 2014-2020 Multi-annual Financial Framework make specific reference to 'Joint Framework Documents' which would incorporate all elements of external action with regard to a specific country, as well as to joint programming with Member States. The on-going negotiation of the new (2014-2020) IfS Regulation by 'Team Commission' (Commission, EEAS) ensures optimization of opportunities for co-ordination.</p>
STRATEGY ISSUES		
3) Clarify the role to be played in conflict countries by focusing on crisis management efforts and on tackling the root causes directly.		
<p>With respect to short-term prevention, the Commission’s support generally positively contributed to peace consolidation, stabilisation, reconstruction and rehabilitation.</p> <p>Bearing also in mind that short-term interventions remain an essential component of CPPB, Commission support to short-term crisis management and conflict prevention efforts should be sustained.</p>	<p>Agree, in principle – but recommendation appears to be essentially addressed to colleagues working on Instrument for Stability (IfS) crisis response activities in FPI.</p> <p>It will be critical under the new instruments to ensure that geographic instruments have the requisite “flexibility” to take over CPPB actions initiated under the IfS short term component. In cases of major EU crisis prevention or crisis response interventions (Ivory Coast or Libya in 2011), the adoption of a comprehensive “crisis response strategy paper” should embed the dovetailing of short term actions and the re-programming of long term assistance.</p> <p>As regards DEVCO, efforts in direction will be sustained, notably thanks to the establishment of the new DEVCO unit dealing with crisis management, which should also help improving the link from early warning to early action.</p>	<p>Under implementation</p> <p>The tools being developed by the EEAS (see 2 iii above), DEVCO and FPI (early warning system, conflict analysis/sensitivity, mediation support) may be employed with regard to both short- and long-term conflict prevention efforts, which can result in a broadly-owned set of options for EU action –running the gamut from crisis response activities to development assistance. As such, they constitute a solid basis for the EU's comprehensive approach to external conflict and crises.</p>
<p>With respect to long-term prevention, the Commission aimed mainly at mitigating the impact of the root causes and at providing</p>	<p>Agree, in principle.</p>	<p>Under implementation</p>

<p>development support in a conflict context.</p> <p>In light of the different types of value added the Commission has had, it is recommended that the Commission should tackle directly the root causes of conflict through a clear and prioritised strategy geared to CPPB going beyond mere “classic” development.</p>	<p>This recommendation implies that strategic programming in fragile and conflict prone countries under new instruments will factor in conflict sensitive programming, use of conflict analysis, and keep a focus on peace-building and state-building goals (legitimate politics, security, justice, employment and revenue generation). This also implies that assistance programming will also factor in democracy building as well as justice and security dimensions. Where EU has deployed CSDP missions, it is essential to factor security, justice and peace process related interventions within assistance programming. This applies for external assistance programming factoring in recommendations of EU Electoral observation missions. Ensuring this comprehensive, whole of EU approach in a systemic way should ideally be described in a thematic policy paper or communication.</p> <p>As far as DEVCO is concerned, one could argue that the Commission goes already often beyond mere "classic" development, efforts to understand the root causes of conflict and address them more directly where possible should indeed be systematised. DEVCO will work to ensure that conflict sensitivity is mainstreamed, notably in the new programming exercise. DEVCO.A.5 will feed into the programming guidelines with the appropriate tools and devise a way to have more conflict sensitive analysis as a basis for programming.</p>	<p>The tools being developed (see 2 iii above) by the EEAS and FPI in liaison with DEVCO (early warning system, conflict analysis/sensitivity, mediation support) may be employed with regard to both short- and long-term conflict prevention efforts, which can result in a broadly-owned set of options for EU action –running the gamut from crisis response activities to development assistance. As such, they constitute a solid basis for the EU's comprehensive approach to external conflict and crises which will be further developed in the context of the new external instruments for the period 2014 - 20.</p> <p>DEVCO 07 has ensured due integration of CPPB priorities in the frame of the 2014-2020 programming exercise through its contribution to Programming Instructions and Guidance (in particular, Sector Indication Guidance for Programming embedding a dedicated chapter on CPPB).</p> <p>DEVCO, in close partnership with other Commission services and the EEAS, further developed the EU approach to fragility in the delivery of EU development assistance. In this context, the implementation of the “New Deal for Engagement with Fragile States” agreed in Busan has been fostered, with specific attention paid to the 5 Peace and State-building goals and in accordance with the FOCUS and TRUST principles. Moreover, the EU co-leads the New Deal implementation in particular in Somalia, CAR and Timor Leste.</p>
<p>4) Leverage the Commission’s financial weight with non-financial support</p>		
<p>This recommendation goes beyond the remit of the Commission’s action since the Council is a key actor in terms of non-financial support and it is difficult to dissociate the</p>	<p>Agree.</p> <p>The role of EEAS is of the essence here, both as regards</p>	<p>The joint EEAS/Commission Communication on the comprehensive approach to external conflict and crises is in</p>

Commission's political action from the EU's.	its responsibility with policy development at strategic level and with strategic programming of the assistance instruments. The above responses (under 3) apply here as well, i.e. that "whole of EU" or comprehensive approaches are required both a country/regional level in fragile and conflict settings. Whole of EU strategies or papers are one way to ensure this, at country, regional and even thematic level regarding fragile and conflict prone countries.	preparation. This aims to co-ordinate non-financial aspects of the EU's external action (diplomacy, political dialogue), as well as financial ones (external assistance instruments).
<p>5) The Commission should carefully assess the relevance of alignment with partner countries' government priorities when providing support in conflict (-prone) or post conflict contexts and should reserve the right to distance itself from such priorities if this is deemed necessary.</p>	<p>Agree.</p> <p>Alignment with strategies and priorities of local partner country is evidently essential to root development. Absence of such national compacts in fragile and conflict settings occur (war, no legitimate government...), and when present, they may lack the requisite legitimacy to serve as compacts for response strategies. Hence, alignment as a core principle needs to be nuanced and EU should be able to distance itself from it in some cases, whilst a comprehensive political dialogue with national authorities should always be sought and kept up, in order to address divergences them re-establish a compact between the citizens and the State.</p> <p>In fragile states and situations of conflict and crisis, particular care needs to be taken that key areas as peace building and state building are not left unaddressed by the donors. Reference will be made to the New Deal endorsed at the Fourth High-level Forum on Aid effectiveness in Busan in the new programming guidelines 2014-2020.</p> <p>As regards DEVCO, it should respect as much as possible the principles of aid effectiveness. In this respect, it will follow on and, where relevant, support the use of transition compact as a tool for alignment in fragile states, and consider increasing joint efforts for risk-sharing with other donors.</p>	<p>Under implementation</p> <p>The instructions for programming under the 2014-2020 Multi-annual Financial Framework stipulate that alignment to the National Development Plan is useful, to the extent possible. Throughout the document consideration is given to ensure the necessary flexibility for programming in fragile and conflict affected countries (e.g. the possibility of unallocated amounts, an additional intervention etc)</p> <p>Chaining strategy and action DEVCO in partnership with WB is playing a key role among the international donor community in order to set up the first Transition compact in Somalia by end of 2013.</p>
MEANS AND IMPLEMENTATION		

<p>6) The Commission/EEAS should make sure that the means are made available to allow for effective and efficient CPPB support</p>	<p>DEVCO.A.5 will propose a vision for developing human resources for DEVCO to address more effectively fragility and crises. This should be part of a more global strategy for HR in DEVCO for staff in HQ and DEL.</p>	
<p>(i) Design and implement a specific human resources policy for intervening in a post-conflict or conflict (-prone) context. This recommendation covers recruitment and training/ information sharing</p>	<p>Agree.</p> <p>DEVCO.A.5, in cooperation with Directorates R (Human resources) and B (Quality and impact) will design a training offer for HQ and Delegation staff on challenges of aid in fragile and conflict-affected contexts.</p> <p>In addition, DEVCO.A.5 will look into the establishment of a "pool" of DEVCO experts that can be mobilised to provide support to EU delegations undergoing a crisis.</p> <p>Although the recommendation appears to be directed specifically to Commission colleagues, CPPBMD is aware of the importance of ensuring adequate human resources in this regard in the EEAS; also in view of guidance and training needs and of establishing a roster of deployable Staff to provide temporary support to delegations in fragile settings.</p>	<p>Under implementation</p> <p>The relatively recently-established CPPBMD now comprises a staff of 14, working on early warning, conflict analysis, mediation support, IfS strategic programming and Justice and Security Sector Reform. Recruitment policy privileges the acquisition of expertise in these areas. CPPBMD – in association with the EEAS Training Division – provides training opportunities, notably with regard to conflict prevention and mediation support.</p> <p>Since 2012, DEVCO 07 (ex A5) has implemented a programme of core courses on <i>Fragility, Security and development</i>. 6 sessions were already delivered, which allowed training about 360 EU staff from the security and development fields. In parallel the project of establishing a pool of deployable staff in DEVCO is on-going. A dedicated handbook for staff called to deploy in support to development assistance in fragile and conflict affected countries is currently under development.</p> <p>As part of its annual training week in April 2013, FPI organised 2 full days of customised training for staff in HQ and Delegations (incl. DEVCO and EEAS) on various issues <i>inter alia</i>, the comprehensive approach, conflict-sensitive approaches to project design, early warning measures and conflict risk analysis. This training</p>

		<p>extended further the size and reach of a community of practice familiar with theoretical and practical approaches to work on conflict prevention and peace-building which will be pursued in the coming years.</p> <p>FPI recruitment policy for project managers for the Instrument for Stability requires project management experience in an EU Delegation or international organization of at least 3 years with a strong preference for candidates with field experience in conflict/post conflict affected countries. This applies equally to Headquarters and Delegation staff.</p> <p>As in the past, FPI continues to fund 24 posts of IfS Project Managers working in selected EU Delegations to support IfS project operations (crisis response) as well as 6 regional crisis planning officers (RCPROS) to underpin the work of the latter and to coordinate long-term IfS actions in the area of conflict prevention, peace-building as well as global and regional threats.</p>
<p>(ii) Provide mechanisms to ensure effective knowledge management; active information sharing and institutional memory</p>	<p>Agree.</p> <p>CPPBMD intends to develop – in co-operation with relevant EEAS and Commission services - relevant knowledge management and information sharing mechanisms, in particular in relation to conflict prevention and mediation. Same effort should also be considered in the field of peace-building and state-building.</p> <p>DEVCO.A.5 will seek to perform such a role on the Commission side, and in cooperation with other services, disseminating lessons identified and documenting knowledge, starting with a limited number of countries where A5 will more closely engage.</p>	<p>Under implementation</p> <p>CPPBMD has developed clear and usable factsheets on specific aspects of mediation (Women's participation and Gender; Transitional Justice issues; Strengthening national capacities for mediation and dialogue; Non-state Armed Groups; Prevention and mitigation of electoral related violence). These are available, upon request, together with lessons-learned documents on the EEAS' mediation and dialogue work.</p> <p>In addition to organization of the annual</p>

		<p>training IfS Training Week, FPI provides an Annual Guidance Note updating Delegation staff working on crisis response, conflict prevention and peace-building on operational policy developments and procedural innovations, complemented by regular e-mail instructions.</p> <p>DEVCO has made directly accessible to any interested stakeholder all its training and awareness material developed in the domain of Fragility, security and development via the Capacity4Dev platform (open access website managed by DEVCO for the development community stakeholders).</p>
<p>(iii) Provide a focused set of workable tools and guidance for intervening in a post-conflict or conflict (-prone) context</p>	<p>Agree.</p> <p>This recommendation responds to a core function of CPPPMD. Close liaison with DEVCO (Fragility and Crisis Management) and FPI (Stability Operations – Peace-building Partnership) units as well as with other key EEAS Divisions (Crisis Response Coordination, CMPD, Democracy ...).</p>	<p>Under implementation</p> <p>CPPBMD is developing the tools relating to early warning, conflict analysis and mediation support referred to above.</p> <p>In addition to the Annual IfS Guidance Note (see above) FPI provides all IfS staff with information on products and resources resulting from on-going IfS long-term programmes on conflict prevention and peace building. These cover the areas of post crisis/conflict needs assessment (PDNA/PCNA), mediation, early warning and research services on conflict and social development (GSDRC). On-line knowledge materials developed by international and regional partners with IfS support are also available covering the areas of natural resources and conflict, DDR and conflict related sexual violence (CSRV). All of the above contributes to further enhancing and extending the existing EU knowledge pool and expertise.</p>

<p>(iv) Develop and implement monitoring frameworks with specific indicators for operating in a post-conflict or conflict (-prone) context.</p>	<p>Agree.</p> <p>CPPBMD stands ready to work with other relevant EEAS and Commission services in the development and implementation of such frameworks/indicators.</p> <p>In addition, FPI (Stability Operations) has contracted a specific Instrument for Stability ROM contract for 2012 whose scope will also cover projects and actions in the area of post-conflict theatres.</p> <p>This will complement the existing DEVCO ROM Monitoring contract by specifically including post-conflict, peace building and confidence-building support actions. At the same time, DEVCO will seek to design conflict-sensitive indicators for M&E, including at the macro level to monitor DEVCO's performance in fragile situations.</p>	<p>The early warning system being developed by CPPBMD is based on a country checklist, by means of which EU Delegations assess the risk of violent conflict under ten broad categories ranging from the human rights to the economic or regional situation</p> <p>In the frame of the 2014-2020 programming exercise, the Sector Indicator Guidance for Programming jointly issued by EEAS and DEVCO in August 2013 embeds a chapter dedicated to CPPB and security providing the basis for a monitoring framework specific to CPPB..</p> <p>The ROM team came to the conclusion that the EU-ROM approach is a useful and effective tool suitable for IfS. However, compared to the ROM performed under DEVCO, result-oriented monitoring of IfS initiatives entails a number of additional challenges to become fully effective, such as:</p> <ul style="list-style-type: none"> • The timeline for IfS project implementation is usually rather short. Current ROM guidelines state that ROMs should not be done in the first 6 months and/or the last 6 months of project implementation. • Potential impact and sustainability are difficult to assess, due to the specific short-term nature and context of crisis intervention of IfS initiatives. • IfS programmes often/usually happen in a very politically
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		<p>sensitive environment. Therefore fully understanding this political environment is key to effective ROM-monitoring.</p> <ul style="list-style-type: none"> • IfS projects are frequently following other rules and logics than those for classic development projects and are often based on political considerations which can hardly be rated or challenged by ROM. <p>As a result of these shortcomings, it was decided not to repeat the ROM pilot programme for the IfS. Instead, a framework contract on "staged evaluations" has been put in place. This contract provides for independent high quality monitoring and evaluation inputs on projects and programmes through assistance/advisory support. This is an alternative approach to ROM which is being piloted for IfS actions in 2013.</p>
<p>7) Maintain “protective” character of procedures but make them swifter</p>		
<p>The following possibilities could be more systematically considered in conflict countries:</p> <p>(i) using annual programming (vs. multi-annual programming), (ii) changing focal sectors during and outside the mid-term review process,</p> <p>(iii) reallocating programmed funds between focal areas or between EDF envelopes (transfer of funds from A-envelope to B-envelope), and</p> <p>(iv) using flexible procedures for programming.</p>	<p>Agree.</p> <p>In the joint communication "Global Europe" introducing the new Multiannual Framework 2014-2020 for external aid, the EU is committed to "improve crisis prevention and resolution capabilities, preserving peace, preventing conflict and strengthening international security"; In addition, it is mentioned that flexibility will be enhanced to better respond to unforeseen events. New mechanisms have been introduced for revision of the instruments to increase flexibility, e.g. by earmarking funds for unforeseen needs and defining <i>ad minimum</i> allocations.</p>	<p>These suggestions are currently being pursued in the application of post-2013 programming guidelines for the EU's external instruments.</p> <p>The Commission paid specific attention to the flexibility of our financial instruments used in development cooperation. The Commission proposal for the next Multiannual Financial Framework included a series of new elements, including:</p> <ul style="list-style-type: none"> • greater flexibility;

	<p>Many of these suggestions are currently being discussed and actively considered in the on-going drafting exercise relating to the post-2013 programming guidelines for the EU's external instruments. All associated Commission services are fully involved.</p>	<ul style="list-style-type: none"> • differentiation principle and focus on crisis, post-crisis and fragile situations; • specific programming modalities to better address transition/fragility situations (new art 12 of the DCI); • possibility to keep unallocated funds to address transition challenges (not possible with the current DCI);
<p>It is also worth looking again, in the context of the negotiations for the new Financial Framework and regulations for the Instrument for Stability, whether there is a way of speeding up decision-making and the allocation of funds.</p>	<p>See above.</p> <p>Moreover, provisions relating to increasing the flexibility and speeding-up of decision-making and the allocation of funds have been included in the Commission's proposal for a new Instrument for Stability in the context of the post-2013 Multi-Annual Financial Framework package: http://ec.europa.eu/europeaid/how/finance/documents/joint_communication_global_europe_en.pdf.</p> <p>They are also elaborated upon in greater detail in the Impact Assessment of the current Instrument for Stability which accompanied the Commission proposal of 7 December 2011.</p> <p>The future programming guidelines for 2014-2020 are now drafted in order to respect those commitments and keep the most flexible process to react to crisis or any unforeseen needs (e.g In case of fragile/conflict affected states, joint programming may take the form of a transition compact, which may have short or longer term validity).</p>	<p>The speeding up of procedures as well as their simplification and gaining maximum flexibility in terms of allocation of funds are part of the Commission's negotiation approach with regard to the new IfS Regulation. The negotiations with Parliament and Council are currently on-going.</p>
<p>8) The difficulties of operating in a conflict context should be sufficiently anticipated at all levels and expectations in terms of timeliness and budget should be realistic.</p>		
<p>A conflict-sensitive approach in terms of strategy design and implementation should lead to better assessment of the extent of the challenges posed by the conflict situation. This should be fully treated in the risk analysis of programming.</p>	<p>Agree.</p> <p>A conflict sensitivity and risk analysis approach responds to a core function of CPPBMD, which is currently developing capacity in this domain. Inserting the importance of this approach into the new strategic programming process (2014-20), will be essential and is</p>	<p>The early warning, conflict analysis and mediation support tools being developed by EEAS/PPBMD in liaison with DEVCO 07 aims to ensure a solid means to address conflict sensitivity and risk assessment. The programming instructions for the 2014-2020 Multi-annual Financial Framework</p>

	<p>being currently explored.</p> <p>In addition, the toolbox to be developed by DEVCO will allow a better assessment of risks. Efforts should be pursued with EEAS to address risk analysis and management.</p>	<p>contain specific references to the need to ensure conflict sensitivity when undertaking programming activities.</p>
<p>Expectations with respect to timeliness and disbursement of funds should be realistic:</p> <p>(i) the planning of programme implementation in conflict countries should take into account the conflict context, in particular the fact that it might require more time to fully implement a programme;</p> <p>(ii) expectations with respect to the rapidity of disbursement of funds should be less demanding in conflict countries than in non-conflict countries.</p> <p>(iii) Expectations should also take duly into account the levels of the national capacities (e.g. government or partners) to implement the programmes.</p>	<p>Agree.</p> <p>These suggestions are currently being discussed in the on-going drafting exercise relating to the post-2013 programming guidelines for the EU's external instruments.</p> <p>DEVCO (A5 in collaboration with Directorates B and R) will work to provide data and analysis on timeliness and disbursement of funds in conflict-prone situations, in order to address more precisely this recommendation.</p>	<p>These suggestions are currently being pursued in the application of post-2013 programming guidelines for the EU's external instruments.</p>