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European Commission

Strategic Plan 2016-2020*

DG International Cooperation and Development - DG DEVCO

*The current Commission's term of office runs until 31 October 2019. New political orientations provided by the incoming Commission for the subsequent period will be appropriately reflected in the strategic planning process.

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PART 1. Strategic vision for 2016-2020

A. Mission statement

Our Mission

Within the European Commission, the Directorate-General for International Cooperation and Development (DG DEVCO) is in charge of development cooperation policy in a wider framework of international cooperation, adapting to the evolving needs of partner countries. This encompasses cooperation with developing countries at different stages of development, including during the transition period between low income countries and upper middle income countries. DG DEVCO works closely with other Commission services responsible for sectoral policies, as well as with the European External Action Service and Commission services on external action, so as to facilitate and help ensure a consistent approach.

DG DEVCO is responsible for formulating European Union development policy and sectoral policies in order to reduce poverty in the world, to ensure sustainable economic, social and environmental development and to promote democracy, the rule of law, good governance and the respect of human rights, notably through external aid. It fosters coordination between the European Union and its Member States in the area of development cooperation and ensures the external representation of the European Union in this field.

DG DEVCO is responsible, together with the European External Action Service, for the multiannual programming of the external aid instruments. This is increasingly done jointly with Member States' programming of their national assistance.

DG DEVCO is in charge of implementing the European Union's external aid instruments[1] which are financed by the EU Budget and the European Development Fund. In this context, DG DEVCO ensures the high quality and impact of aid, the swift implementation of projects and programmes and the visibility of EU's development assistance.

Our role

Within the European Commission, DG DEVCO promotes coherence between the European Union's development policy and its other internal and external policies.

DG DEVCO conducts dialogues on development with non-European Union bilateral donors, emerging economies and with international organisations in order, on the one hand, to present a united European position and, on the other hand, to ensure that the Commission on behalf of the European Union contributes to negotiations in international development *fora*. Moreover, DG DEVCO enters into dialogue on development issues with non-state actors with whom it defines and implements cooperation measures.

[1]The Development Cooperation Instrument (DCI), the Instrument for Democracy and Human Rights Worldwide (EIDHR), the Instrument contributing to Stability and Peace (IcSP) long term objectives and the Instrument for Nuclear Safety Cooperation (INSC), but excluding humanitarian aid, the European Neighbourhood Instrument (ENI), the Instrument for Pre-accession Assistance (IPA), the Partnership Instrument (PI), macro-financial assistance, CFSP and the IcSP short term objectives.

DG DEVCO concentrates funds to countries most in need, in line with the particular importance the European Union recognises for supporting development in Sub-Saharan Africa. DG DEVCO focuses on a limited number of sectors to deliver better results and higher impact. It is also setting up a results framework to improve its reporting on results.

DG DEVCO implements cooperation policy in a devolved way through European Union Delegations. For this purpose, it defines, establishes and runs the management, supervision, support, evaluation and control systems required to ensure the highest levels of regularity, quality, impact and visibility of the programmes implemented.

DG DEVCO strives to be a learning organisation promoting the capitalisation of knowledge and expertise.

DG DEVCO implements an information and communication policy in order to raise awareness among European Union citizens and partner countries regarding the action taken by the European Union for supporting development.

B. DEVCO Strategy 2016-2020

The European Union's **action on the international scene** "shall be guided by the principles which have inspired its own creation, development and enlargement, and which it seeks to advance in the wider world: democracy, the rule of law, the universality and indivisibility of human rights and fundamental freedoms, respect for human dignity, the principles of equality and solidarity, and respect for the principles of the United Nations Charter and international law. The Union shall seek to develop relations and build partnerships with third countries, and international, regional or global organisations which share the principles referred to above. It shall promote multilateral solutions to common problems, in particular in the framework of the United Nations"(Article 21 of the Treaty on the European Union).

The European Union is a union built on **values**. In this respect, successful outcomes of **Addis Ababa, New York and Paris Conferences in 2015**, and the upcoming **Humanitarian Summit** in 2016, will provide us all with ambitious, integrated, universal and transformative **frameworks for sustainable development**, along with their means of implementation. The EU strongly supports the implementation of the **2030 Agenda for Sustainable Development Goals** which has become an important **facet of our future strategy** helping us to address sustainably, all global issues.

EU development policy seeks to **eradicate poverty** in a context of **sustainable development**. It is a **cornerstone of EU relations with the outside world** – alongside foreign, security and trade policy[2]. EU development cooperation is succeeding in spreading European values across a fast-changing world, **gaining influence and respect for the EU**.

EU development cooperation is progressively moving towards a **rights-based approach to development**, following a commitment taken in 2014[3] and reiterated in 2015[4]. This new

[2] Together with the international aspects of other policies like environment, agriculture and fisheries

[3] Council Conclusions of 19 May 2014 welcoming the EU Tool-box on "A rights-based approach, encompassing all human rights for EU development cooperation"

[4] EU Action Plan on Democracy and Human Rights 2015-2019 (Council Conclusions of 20 July 2015)

approach considers the realisation of human rights principles and standards both as a means and a goal of development cooperation.

EU Development Policy is interlinked with two priorities of the President Juncker Commission: **"EU as a Stronger Global Actor"** and **"Towards a New Policy on Migration".** Furthermore it contributes significantly to other two priorities: **"A New Boost for Jobs, Growth and Investments"** and **"A Resilient Energy Union with a Forward Looking Climate Change Policy".**

General objective 1: EU as a Stronger Global Actor		
Impact indicator 1: EU Collective Net Official Development Assistance (ODA), as percentage of the EU Gross National Income (GNI) a) total Net ODA b) Net ODA to Least Developed Countries (LDCs) **Source of the data**: OECD Development Assistance Committee (DAC)		
Baseline (2014)	**Interim Milestone**	**Target (2030)**
a) 0.43%[5] b) 0.11%[6]	a) N/A b) 0.15% (2020)	a) 0.70%[7] b) 0.20%[8]
Impact indicator 2: SDG 1.1.1 Proportion of population below international poverty line **Source of the data**: World Bank (poverty rate); UN Population Division (populations' weights).		
Baseline (2015)[9],[10]	**Interim Milestone (rolling)**	**Target[11] (2030)**
18,9% (including the graduated countries); 32.8% (excluding the graduated countries)	On course for 2030 based on annual progress report prepared by UN Secretary General	0%

The European Union and its Member States continued to be the **world's largest aid donor** in 2014 according to the Organisation for Economic Co-Operation and Development (OECD), providing more than half of the Official Development Assistance (ODA). Figures show that EU collective ODA (EU institutions and Member States) increased to EUR 58.2 billion in 2014 (up 2.4% from 2013)- growing for a second year in a row and reaching its highest nominal level to date.

The European Commission alone cannot achieve the goals of eradicating poverty and promoting sustainable development. Only in a joint efficient effort together with the other EU institutions, the Member States, the other donors, the civil society, our partner and beneficiary countries can our efforts count for progress towards the achievement of goals. However EU benefits from its unique position with 139 delegations and offices across the world.

The **2030 Agenda for Sustainable Development** represents an ambitious new blueprint to tackle the **new global trends and challenges** that have merged since the adoption of the Millennium Declaration in 2000. The adoption of the Agenda together with the profound sweeping changes that have taken place in the international context over the last decade

[5] Based on analysis of final 2014 ODA spending by EU MS and non-allocated spending by the EU institutions as reported by the OECD DAC. Final data for two EU member States was not available so earlier data was extrapolated.
[6] Idem.
[7] Based on commitments agreed upon by the EU Member States in the Council Conclusions of 26 May 2015, paragraphs 32-33 (http://data.consilium.europa.eu/doc/document/ST-9241-2015-INIT/en/pdf), in the framework of the 2030 Agenda for Sustainable Development.
[8] Idem.
[9] Baseline as available in May 2015. ENI countries are excluded.
[10] Indicator calculated on the basis of DCI and EDF geographically eligible countries
[11] Target date set by world leaders for achieving the Sustainable Development Goals (UN).

require that the EU thoughtfully considers how to adapt its **development policy framework** to ensure that it **plays its role as a stronger global actor**. This will include a consideration of how best to ensure that all available resources for development are used most effectively in the context of the new Agenda.

Besides, as the ACP-EU **Cotonou Partnership Agreement** will expire early 2020, we will therefore need to prepare and negotiate a future partnership in light **of EU interests** in a **changed global context**. In 2016, an evaluation and an impact assessment will be issued followed by a recommendation for the future framework to the Council. Negotiations with ACP partners would take place in 2017-2018.The new relationship will need to be agreed in light of the **new political, economic, social and demographic realities** in the **EU, the ACP countries and at global level**. There **are new global challenges** (e.g. related to climate change, security or migration), **new important players** (e.g. emerging economies), **new economic interests,** and the reshaping of the international sustainable development framework under the 2030 Agenda.

In this context, we will keep improving the implementation of the **EU's external financing instruments.** A mid-term review report of the Commission on the implementation of the instruments is foreseen end 2017 to be submitted to the European Parliament and to the Council. Early in 2018, the Commission will adopt, based on the outcome of the report, delegated acts to introduce the necessary amendments to the concerned external action financing instruments.

Recent events have highlighted the importance of addressing **root causes of conflict and instability.** Improving the **security-development nexus** is a key pillar in this. To this end, we will contribute in 2016 to the design of an **EU-wide package covering security sector reform** and a possible **proposal in support of security development in third countries**. The development approach to justice and sector security reform is a people-centered approach to security which is perceived as a key element of post-authoritarian transitions, post-conflict peace-building processes and state-building approaches.

Development policy will also be linked to the **EU global strategy** on foreign and security policy which we will contribute to develop in 2016, both regarding the geographic scope as well as the range of instruments it draws upon to achieve its strategic objectives in the world.

The European Union is committed to supporting **social inclusion and human development**, notably health, education and social protection, with at least 20 % of its development funds going to these areas under the multiannual financial framework 2014-2020. In education the EU focuses on ensuring equity of access to and good quality of education; in health the EU focuses on supporting achievement of Universal Health Coverage, through strengthening of health systems that also reduce the risk of disease outbreaks.

General objective 2 : Towards a New Policy on Migration[12]

Our contribution to the implementation of the relevant priorities of the **European Agenda on Migration** is pursued through the implementation of the existing tools (Thematic, National and Regional programmes) as well as through new ones like the **"EU Emergency Trust Fund for stability and addressing root causes of irregular migration and displaced persons in Africa (EUTF)"** launched at the end of 2015. The EUTF is made up of €1.8 billion from the EU budget and European Development Fund, combined with contributions from EU Member States and other donors. The Trust Fund aims to help **foster stability** in the regions and to **contribute to better migration management**. More specifically, it aims to address the **root causes of destabilisation, forced displacement** and **irregular migration**, by **promoting economic and equal opportunities, security and development** and will benefit a wide range of countries[13] across Africa that encompass the major **African migration routes to Europe**. These countries are among the most fragile and those most affected by migration. They will draw the greatest benefit from EU financial assistance.

Targeting irregular migration in four regions of Northern and Central Ethiopia, this first €20m project under the EU TF will enhance the living conditions of migrants and returnees through vocational training, micro-financing and creation of jobs, with particular support for vulnerable groups such as women and young people. Through these activities the project aims to create conducive conditions for the return and reintegration of Ethiopian migrants in the region.

A first pipeline of projects for some EUR 350 million was approved by mid-January 2016, and a second pipeline of projects worth €397 million was approved in April 2016. Additional actions will be developed in the course of 2016 alongside the rapid implementation of actions as from early 2016. Eligible African neighbouring countries may benefit, on a case by case basis, from Trust Fund projects with a regional dimension.

Under the EDF, DEVCO implements the **African Peace Facility**. In this role it contributes to strengthening the EU's strategic partnership with Africa, both to address urgent needs – such as **coping with extreme poverty, promoting resilience,** supporting African led efforts at continental and regional level to **ensure peace and security by preventing and dealing with the sudden outbreak of conflicts** – and to build up **sustainable solutions** by helping to **manage migration and forced displacement, radicalisation and violent extremism** as well as promoting **youth empowerment and decent work.**

In addition, the Commission has prepared a **new development oriented strategy on long-term forced displacement,** linking short-term humanitarian assistance and longer term development cooperation and therefore contributing to the re-adjustment of the **humanitarian-development nexus**[14].

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[12] This Objective is not accompanied by impact indicators specific to development policy.

[13] The countries eligible for financing under the TF are through:

- the **Horn of Africa** window: Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, Sudan, Tanzania and Uganda;
- the **Sahel and Lake Chad** window: Burkina Faso, Cameroon, Chad, the Gambia, Mali, Mauritania, Niger, Nigeria and Senegal.

[14] https://ec.europa.eu/europeaid/news-and-events/eu-proposes-new-approach-better-support-displaced-people-through-its-external-action_en

General objective 3: A New Boost for Jobs, Growth and Investment[15].

An overarching initiative for a **sustainable European future** will present a **new approach to ensuring economic growth and social and environmental sustainability beyond the 2020 timeframe,** taking into account the internal and external implementation of the **United Nations SDGs,** including through policy coherence for development. It no longer makes any sense to view development cooperation as different from internal actions – they are closely intertwined. We will need to consider what actions are needed, how we are going to put them in place and how we will monitor and measure progress up to 2030.

By alleviating poverty, improving the enabling environment for the private sector in developing countries while contributing to decent work, and making a contribution to public financial management, good governance and the rule of law, the EU's bilateral, multilateral and global development efforts can make a positive contribution to **sustainable growth in developing countries**. Over the medium term, **sustainable development in developing countries** can increase the size of the **EU's external markets**, generating **prosperity and opportunities for jobs and growth within the EU** as well as in **developing countries themselves.**

Strengthening the **strategic partnership with Africa** is one of the EU's political priorities. The **EU-Africa Partnership** promotes a relationship between equals and is based on shared interests and common values. While supporting African integration, the EU also aims to **boost sustainable and inclusive growth** and to contribute to prosperous and peaceful societies. Sustainable prosperity and peace in Africa also benefit Europe by contributing to address mutual challenges such as climate change and demographic unbalances, by offering new economic, trade and investment opportunities for both sides, and by reducing mutual security threats.

General objective 4: A Resilient Energy Union with a Forward- Looking Climate Change Policy[16].

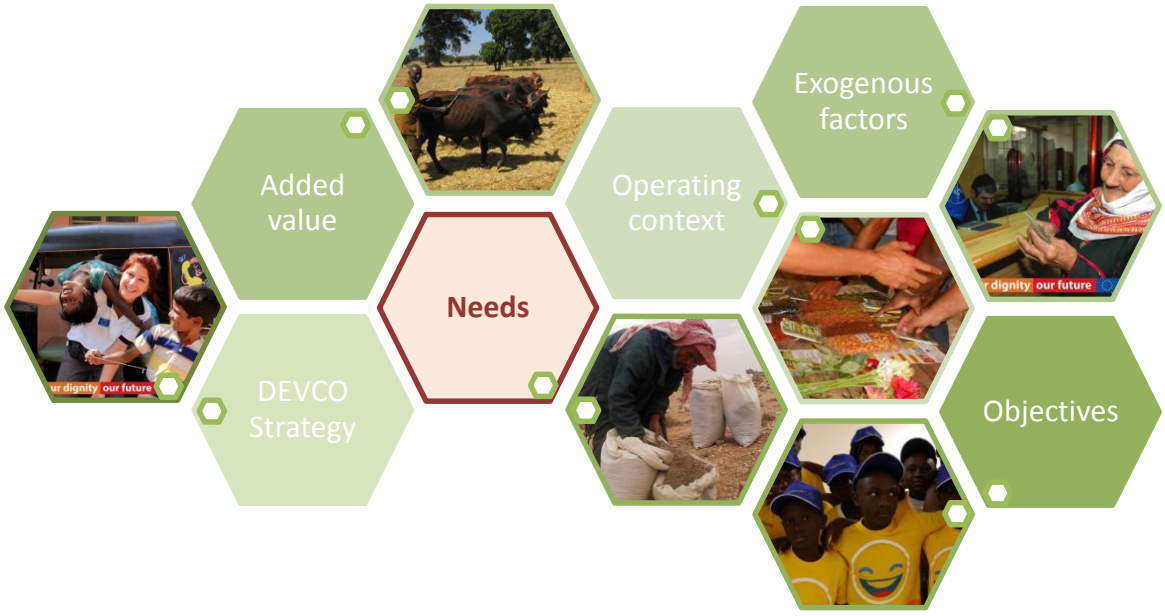
Development, sustainability and the fight against climate change are closely linked and need to be addressed together. Through its development policy and external action instruments for 2014-2020 the **EU will simultaneously address the social, economic and environmental dimensions of sustainable development:** it will help partner countries to engage in **sustainable, low-emission, climate resilient development pathways**. Through specific initiatives, the **EU will provide targeted support in crucial areas**. These include the **Sustainable Energy for All initiative**, through which the EU has committed itself to assisting developing countries in **providing access to sustainable energy to 500 million people by 2030** and a new phase of the **Global Climate Change Alliance** which will support the implementation of **national climate change adaptation and mitigation policies in vulnerable countries.**

Besides, and in line with its objective to ensure that at least **20% of its budget is climate-relevant,** the EU will also integrate **climate change** into its **bilateral and regional cooperation strategies,** supporting for instance **access to sustainable energy** as a basis for a **low-carbon growth path; climate-smart agriculture** that ensures food security and income generation; and **rapidly growing cities** in harnessing the **potential for energy and resource efficiency.**

[15] This Objective is not accompanied by impact indicators specific to development policy.

[16] This Objective is not accompanied by impact indicators specific to development policy.

C. Needs



The **needs** that the Development Policy of the EU is addressing are **multiple and varied**. The **overarching needs** that are targeted are the **poverty eradication** as well as the need to **promote the development of resilient democratic societies**. These needs are correlated and interlinked: reducing and ultimately eradicating poverty implies the need of fostering sustainable development, supporting democracy, the rule of law and human rights, integrating developing countries into the world economy, preserving peace, preventing conflicts and strengthening security.

The ACP countries remain particularly vulnerable to underlying risk factors that endanger the lives, assets and livelihoods of their populations. **Persistent poverty**, **social grievance, unaccountable governance, corruption, the absence of the rule of law, disputes over borders or scarce resources**, **the effects of climate change**, the **proliferation of small arms** and **weak regional co-operation** remain major challenges and are jeopardizing the perspectives of long-term development prospects in different African regions. Many countries in this area are experiencing recurring situations of **fragility and instability**. Several countries have experienced a military coup or a termination of power by non-constitutional means in recent years. Others are still marked by past conflicts or are in a situation of fragility due to the weakness of democracy, the rule of law, poor economic and political governance, and widespread poverty, the marginalization of groups or high numbers of deprived youth with no prospects. In addition, some countries have been exposed in recent years to multiple security threats: **trafficking in arms, money laundering, people trafficking, drug trafficking, maritime and terrorism crimes.**

Nearly two-thirds of the world's poor are in Asia. In particular, South Asia has some of the **worst human and social development levels** in the world. The EU will continue to be fully engaged in efforts to support its partner countries in poverty reduction and sustainable development.

The **challenges in education** include making education accessible to children excluded from education so far (children of minority groups, marginalised and vulnerable children), as well

as improving the quality of education and addressing education in emergencies and protracted crisis. Globally, 250 million children have not had the chance to learn the basic skills of reading and mathematics – and 130 million of them have spent at least four years in school. UNICEF estimates that over 50% of children in the poorest countries cannot read anything by the end of year 3. Improving the quality of education is indispensable in view of ensuring better qualified work force. Regarding **health**, the combined burden of non-communicable and infectious diseases is putting an additional burden on already severely underfunded health systems. 62 countries mobilise less than the recommended 80 USD/capita/year as public health financing and 41 even less than 30 USD. Without additional domestic resources and without more effective and more focalised support by its global partners, these countries will neither be able to achieve **Universal Health Coverage** (SDG 3.8) nor be able to effectively prevent, detect and control infectious diseases outbreak (SDG 3.d).

Tackling climate change, **biodiversity loss, land degradation and drought, coastal erosion, overexploitation of natural resources** (including water), and **unplanned urbanisation** are also part of our agenda, in the effort of contributing to the achievement of sustainable development goals. Addressing these issues will also be key to the development of economic and decent jobs opportunities and to the transition towards an inclusive green economy.

D. Added value

As the **world's largest donor**, the EU and its Member States provide more than **half of global aid** to **developing countries**. **They provide aid to the poorest people on the planet.**

Alone, the EU official development aid managed by the Commission, including the European Development Fund represents 20% of total aid of the entire EU, including its Member States. The EU has a **network of international agreements** all over the world, **not matched by individual Member States**, which gives the **EU influence in almost all fields of international relations.** The EU plays a multi-faceted role in development: as an **implementing agent** of EU aid and as an **EU coordinator and policy-maker** in the development field, and as an **economic and trade partner**. It also plays a role through **security policy and political dialogue**, as well as through other **EU sector policies**. The EU can do more than other

international organisations, because of its **holistic approach to development and external relations,** in addition to instruments for the promotion of democracy, and mechanisms to respond to a crisis.

Over the last decade, thanks to EU funding, almost 14 million pupils could go to primary school, more than 70 million people were linked to improved drinking water, and over 7.5 million births were attended by skilled health workers, saving the lives of mothers and babies.

The **EU** has therefore the **critical mass** to respond to **global challenges**, such as **poverty reduction** and **climate change**. The action of individual Member States can be more limited.

The EU also has a **long-standing reputation** and **role as a promoter of inclusiveness and multilateralism**. It has a **uniquely neutral and impartial position** to deliver on external action **on behalf of and with Member States,** giving **enhanced credibility** in the countries where it works.

The **EU is best placed** to take on the role of **global leader on behalf of its citizens**, for instance in its **contribution to the achievement of the SDGs.**

The EU is in a **unique position** of covering through the instruments and programme it implements the partner countries in Africa, Latin America and Asia (Asia, Central Asia, Middle East[17]), as well as sub-Saharan African, Caribbean and Pacific States –that are exclusive beneficiaries of the EDF. These include the **world's poorest countries**, whose supporting is a **top priority for the EU.** EU manages to reach millions of people in need, around the globe.

In order to achieve **economies of scale**, the legal bases of our instruments foresee the strengthening of the coordination capacity and facilitate **joint programming with Member States**, ensuring efficient **division of labour** and **effective aid delivery**. The EU's development policy and that of the Member States must **complement and reinforce** each other. To that end, EU assistance should **focus where it can have greatest impact.**

Through the programmes it implements, DEVCO can provide a swift response in view of unforeseen events and global crises: the food price crisis, the avian flu, Ebola.

The presence of EU in some areas of the world, combined with bilateral activities of various EU Member States constitutes the **most important source of development cooperation**, for example, to Sub-Saharan Africa through the European Development Fund.

[17] Including Iraq and Yemen

E. Operating context

Development cooperation is defined chiefly in Articles 208 to 210 of the Treaty on the Functioning of the European Union. Its primary objective is to reduce and, in the long term, eradicate poverty in developing countries. The **eradication of extreme poverty by 2030** is a central element of the recently adopted 2030 Agenda for Sustainable Development. In today's world, **developing countries are at very different stages of development**. Many of them are still quite **dependent** on development aid while others have become **emerging countries**, with which wider cooperation with the EU is in the interest of both parties.

DG DEVCO which often represents the Commission/European Union on the international stage, in bilateral settings and multilateral forums like the United Nations, is in charge of the management of over some EUR 8 billion in commitments per year, providing assistance in more than 130 countries on five continents. However, the EU and its Member States collectively form the world's largest donor, accounting for more than half of global Official Development Assistance.

Legal and policy setting

Development cooperation is a policy in its own right and at the same time forms part of EU's external action, along with, for example, trade, neighbourhood, enlargement, humanitarian, and foreign and security policies. Since the Lisbon Treaty came into force, all of these policies must be pursued within the framework of general principles and objectives. In addition to eradicating poverty, these objectives include *inter alia* fostering sustainable development, supporting democracy, the rule of law and human rights, integrating developing countries into the world economy, preserving peace, preventing conflicts and strengthening security.

Operational instruments and aid modalities

The EU intervention covers a great deal of countries in the world. The current legal instruments[18] for aid delivery were negotiated between 2011 and 2013 and are applicable until 2020.

DEVCO strives to ensure the **coherence and complementarity** between the operational programmes it implements. The instruments contribute to **improved cross-thematic coordination,** reducing the **fragmentation of the EU development cooperation** and allowing for appropriate reinforcement and consistency **of internal and external actions**.

The main instruments of DEVCO support **geographical, thematic** and **horizontal or crosscutting programmes**.

The **geographic programmes** cover different countries and regions: **no developing country is covered by more than one geographic programme**. These programmes, which are implemented through **specific national programming documents per country**, allow full **compliance with the principles of aid effectiveness**, notably **ownership and alignment**. These programmes constitute the main tool for cooperation with partner countries.

Thematic programmes, such as European Instrument for Democracy and Human Rights (EIDHR), Instrument contributing to Security and Peace (IcSP), thematic programmes under DCI and EDF, have a global scope and therefore could potentially overlap with actions implemented under geographic programmes. However, the thematic programmes are designed to be **complementary to geographic ones**; they should only intervene at a national level to provide a **value-added** which could not be effectively obtained through the implementation of the aforementioned national programming documents.

The **11th European Development Fund** finances cooperation with African, Caribbean and Pacific countries under the Cotonou Agreement, and also with Member States' Overseas Countries and Territories. It is an intergovernmental fund managed outside the EU budget. It accounts for **about 60%** of the portfolio. Under the EDF, the **Pan-African programme** will address, in line with the **Joint Africa Europe Strategy,** the external dimension of EU policies. Through the PanAf, the EU operationalizes **Policy Coherence for Development (PCD)** and puts into practice the principle of building synergies between EU policies and development cooperation.

The Pan African Programme is the only EU programme allowing the EU cooperation with the African continent as a whole. This is a strong complement to the other instruments that address geographical areas: ENI for North African, EDF for Sub-Saharan Africa, and DCI for South Africa

Accounting for **about 38%** of the portfolio, the **Development Cooperation Instrument** (DCI) encompasses **geographic assistance** for Asia and Latin America. It also includes major **thematic programmes** geared towards cooperation with **civil society organisations and local authorities**, and towards **global public goods and challenges** in the areas of human development, food security, agriculture, environment, climate change, sustainable energy,

[18] Development Cooperation Instrument, EUR 19.6 billion; the European Development Fund EUR 30.5 billion; European Instrument for Democracy and Human Rights EUR 1.3 billion; Instrument contributing to Peace and Security EUR 622 million, Instrument for Nuclear Safety Cooperation EUR 225 million; the Greenland Decision EUR 217.8 million.

migration and asylum. Under the DCI, EU cooperation with Africa at the **trans-regional and continental level** is supported through the Pan-African Programme (PanAf).

Accounting for the reminder of the portfolio, the other instruments financed from the EU budget include a series of EU Regulations, notably on **democracy and human rights, stability and peace, nuclear safety cooperation and cooperation with Greenland.**

Instrument	Funded by	Amount[19] 2014-2020
Development Cooperation Instrument (DCI)	EU Budget	EUR 19 billion
European Development Fund (EDF)	Separate Fund	EUR 30.5 billion
European Instrument for Democracy and Human rights (EIDHR)	EU Budget	EUR 1 billion
Instrument contributing to Security and Peace (IcSP)	EU Budget	EUR 622 milllion
Instrument for Nuclear Safety Cooperation (INSC)	EU Budget	EUR 225 million
EU- Greenland Partnership Instrument	EU Budget	EUR 218 million

Ways of delivering aid

EU interventions are aligned with national and regional priorities to ensure **ownership** by partner countries and **sustainability of activities.** Implementation is through different modalities, including **classical development projects, budget support, grants, direct procurement, indirect management with beneficiary countries, international organisations and Development Agencies**. A number of innovations have been introduced to mobilise additional funds for development – notably with a view to meeting the commitment to devote **0.7% of gross national income to official development assistance** – and also to mobilise private funds. **New aid modalities** – including **EU trust funds and blending of grants with loans or equity from other public and private sources** – have been designed to leverage funds.

DEVCO also coordinates with other Commission's services (Humanitarian aid and Civil Protection -ECHO, Service for Foreign Policy Instruments- FPI) and European External Action Service - EEAS to ensure coherence with programmes such as emergency assistance or crisis responses under Instrument contributing to Security and Peace (IcSP). Taking into consideration the need to ensure **effective bridging between humanitarian relief and long-term development assistance**, measures eligible under the humanitarian aid instrument should not, in principle, be funded under geographic programmes or the crisis component of IcSP, except where there is a need to ensure continuity of cooperation from crisis to stable conditions for development. Likewise, with regard to the time-limited crisis response actions undertaken in fragile or conflict-affected countries under IcSP, the programming of geographic instruments may also need to build upon these 'kick-start' actions.

Coherence and complementarity is difficult to implement in practice and there is room for improvement. In this regard, programming under the external aid instruments for the 2014-2020 Multiannual Financial Framework put a **special emphasis** on providing the required **framework to promote synergies and complementarities** between them.

[19] Initial rounded amounts

F. Exogenous Factors

The many sectors and levels of interventions covered by the instruments and programmes implemented by DEVCO mean that **many external factors** are likely to have an important **impact** on the actions planned for 2016 and beyond.

Generally speaking, **economic and political instability, natural disasters, lack of support or capacity in partner countries**, as well as poor quality and quantity of available data in partner countries could all be **limiting factors** that could hinder all programmes or instruments (be them geographical, thematic or transversal) implemented locally, regionally or globally. The **diversity of potential partners/beneficiaries**, with their diverse internal control structures and capacities, may lead to difficulties and delays in the implementation process.

Inversely, the momentum created by the newly defined SDGs, as well as by the COP21 agreements, can be used to create **opportunities for change**. This is specifically valid especially for the ACP countries that remain particularly vulnerable to underlying risk factors affecting the lives, assets and livelihoods of their populations. Therefore, tackling climate change, biodiversity loss, land degradation and drought, coastal erosion, overexploitation of natural resources (including water), and unplanned urbanisation will contribute along with the other sectors of interventions and initiatives of EU to the achievement of sustainable development goals. Addressing these issues will also be key to the development of economic and decent work opportunities and to the transition towards an inclusive green economy.

Different types of programmes might be affected by specific factors.

As regards **migration**, the drivers of irregular migration and forced displacement are complex and range from poverty, demography and limited economic possibilities in origin countries to instability, conflicts and natural disasters. While the EU actions will attempt to address a broad range of drivers of migration, external factors such as natural and man-made crises are likely to limit achievements in this area. Actions in the area of migration and refugee governance will depend on partner countries' commitment and political willingness

to make reforms in this area, and will benefit from improved overall governance and rule of law support. The increasing number of migrants and refugees reinforces the risks of human rights violations against them in the countries of transit or of arrival, with increased criminal activity linked to smuggling, trafficking and other forms of violence.

In the field of promotion of **democracy and human rights** the objectives pursued by DEVCO are, by nature, influenced by external factors which are beyond the Commission's control and make it difficult to quantify and distinguish the impact of the EU intervention from the impact of these external factors. Universality of Human Rights is incrementally challenged and organisations are facing permanent and increasing legal, financial or administrative harassments by a number of authorities or violent groups – creating *de facto* a shrinking space for respect and observance of human rights.

While the fragile recovery from the global economic crisis remains a potential threat to achieving development objectives, the **private sector's** contribution to development objectives is a key enabler for scaling up the impact of trade and private sector development cooperation. Regarding **employment and social inclusion**, the private sector's involvement is obviously crucial: the success of interventions will hence be based both on the willingness of the authorities to engage the private sector as a central element in the reform and on the responsiveness of the private sector to join in whereas the institutional environment and the enforcement of labour laws that promote decent work are equally crucial. DEVCO contributes to the reform of Vocational Education Training systems in order to match the private sector's needs in such a way that it can play its role as motor of employment. Initiatives contributing to the respect of international labour standards and to the enhancement of vulnerable groups' livelihoods are highly dependent on the willingness and commitment of partners' government to commit to the principles of both decent work and inclusiveness agendas.

EU trade agreements with developing countries are effective drivers of economic and social growth. Increased trade barriers in some partner countries, notably in Africa, could nevertheless hinder this process. Moreover, macro-economic instability, unfavourable investment climate, inadequate urban planning and inadequate infrastructure in many developing country cities are also major challenges to economic and social development.

The projects implemented by **civil society and local authorities** are affected by a major transversal challenge- capacity constraints -affecting their efforts to operate effectively in their various areas of work. This is particularly true in the realm of governance and accountability processes (notably in policy dialogue) and responsiveness to citizen needs (planning, project management, financial management, service delivery). The current security crisis has an impact on the environment in which Civil Society Organisations (CSOs) and Locla Authorities (LAs) operate. It has put them under stress, it has led to the reduction of the space for CSOs in some countries, while LAs have also been affected in a few countries by the return of the concentration of power to national governments from regional and/local authorities. This could hinder the expected results of EU programmes in certain countries.

G. Objectives

The EU has to play its role in responding efficiently to global challenges, in **projecting its values and contributing to peace and prosperity in the world**.

Through its **development cooperation policy** the EU contributes to **reducing poverty** in the world, to **ensuring sustainable economic, social and environmental development** and **promote democracy the rule of law, good governance and the respect of human rights**.

DEVCO is contributing to the achievement of the Commission priorities through the policy and instruments implementation.

The manner in which the DEVCO Specific Objectives are articulated around and contribute to the Commission General Objectives are further explained below.

In total DEVCO has defined 7 Specific Objectives closely linked to 4 General Objectives of the European Commission as follows:

Specific Objective	European Commission General Objective
DEVCO Specific Objectives 1-7	1. "EU as a Stronger Global Actor"
DEVCO Specific Objective 2 and 3	2. "Towards a New Policy on Migration"
DEVCO Specific Objective 3	3. "A New Boost for Jobs, Growth and Investment";
DEVCO Specific Objective 4	4. "A resilient Energy Union with a Forward looking Climate Change Policy"

General Objective 1 : EU as a Stronger Global Actor

All the 7 Specific Objectives of DEVCO contribute to this General Objective of the European Commission. The first DEVCO Specific Objective is directly linked to the policy framework in which DEVCO operates while the other 6 deal with the operational implementation of the instruments

1. POLICY FRAMEWORK

DEVCO Specific Objective 1 : Contribute to sustainable development and development effectiveness in the areas of EU international and development cooperation with a view to the implementation of the 2030 Agenda and Addis Ababa Action Agenda.

The adoption of "Transforming our world: the **2030 Agenda for Sustainable Development**", at the UN summit in 2015 sets a new framework for global action to eradicate poverty and achieve sustainable development by 2030. The EU has committed itself to fully implement the Agenda across the range of both internal and external policies, including through **policy coherence for development**. The evolution of world dynamics and the global policy response contained in the 2030 Agenda point to the need to review and adjust the existing EU development policy as part of making the EU a stronger global actor.

The recognition of the role of new actors, the principle of universality, the need to involve all possible stakeholders including the civil society, and the principle of accountability are all innovative elements of the new Agenda, which will require a new **"Global Partnership"** aimed at mobilising all means of implementation and all actors to effectively deliver on the Agenda. The means of implementation involve mobilisation of various approaches both financial and non-financial including mobilising domestic and international resources for development, increasing trade capacity and investment, Official Development Assistance, innovative financing sources and mechanisms, aid and development effectiveness, debt sustainability, financing climate and many others. The EU will continue to play a leading role in the Global Partnership for Effective Development Cooperation, to ensure that commitments on development effectiveness are taken forward working with the full range of development actors, and are monitored on the ground.

The adoption of the 2030 Agenda, as well as the recent global economic and political trends, point to the need to develop appropriate and effective international cooperation with a growing category of middle-income countries for which bilateral EU development assistance has been sharply reduced or phased out. It is therefore important for the EU as a global player to work more collaboratively with these emerging countries on the global/security/economic/development agenda, so as to advance mutual interests in the context of the Global Partnership. It is also in the EU's interest to establish effective cooperation with these countries for the EU's own strategic priorities and interests.

The EU played a strong and visible role in the negotiations leading to the adoption of the 2030 Agenda. This influential role, building on strong coordination, including with the EU Member States, should continue during the critical upcoming phase of implementation. Dialogue and cooperation with international organisations and bilateral partners is crucial

for maintaining commitment and creating meaningful partnerships for the achievement of the Sustainable Development Goals.

Moreover, relevant input and coordinated EU positions in the main UN bodies, in particular at the UN General Assembly (UNGA), in the UN Economic and Social Council (ECOSOC), and in major UN Conferences (notably the upcoming Habitat III and XIV UNCTAD), will seek to ensure that the UN Development System is fit for purpose to support countries implement the 2030 Agenda. The dialogue with the World Bank (WB) and international financial institutions (IFIs) will be strengthened, taking into account the key IFI's role to leverage additional financing for development and promote private sector engagement under the new paradigm.

The EU will further strengthen its position as a strong global actor, through the maximisation of the impact of the EU as an effective development actor in other fora and groupings (OECD's Development Assistance Committee (DAC), G7, G20) and through bilateral dialogues with main non-EU developed and emerging partners (US, Japan, South Korea, Australia and China).

2. OPERATIONAL OBJECTIVES

Inclusive and sustainable economic growth is crucial for long term poverty reduction. More growth is encouraged through EU support, characterised by increased people's ability to participate in and benefit from wealth and job creation.

All actions under the instruments of DEVCO are actively contributing to reinforcing the role of the **EU as a strong global actor** reinforcing the links with the partner countries. Main DEVCO instruments are implemented according the specific needs of the beneficiary countries, at different levels: geographical, via thematic programmes or via crosscutting continental programmes, thus ensuring the complementarity and striving for the best results.

The wide-ranging scope of actions possible within the external aid instruments[20] combined with the targeted, cross-cutting activities planned within the thematic action programmes will therefore **enable a coordinated effort at EU level to tackle poverty and foster sustainable economic, social and environmental development**. The cohesion in the goals of these programmes will enable the EU to plan coordinated approaches to be implemented at the most appropriate and viable level through clearly focused actions at global, regional and local levels.

DEVCO Specific Objective 2 : Under the overall objectives of the legal bases of the main instruments, DEVCO will promote human development by supporting actions in the field of social protection, health, education and better access to decent jobs in order to ensure a solid foundation for partner countries' further development.

In promoting human development it is very important to recognise that people need to be protected against the risks and shocks that can drive them into poverty. They also need decent jobs as the basis for escaping from and avoiding falling into poverty and to live in conditions of equity and dignity. In developing countries most jobs are characterized by low

[20] DCI, EDF, EIDHR, long term component of IcSP, INSC, Greenland

average earnings, a lack of adequate **social protection** and productivity, violations of labour rights, and unsafe or difficult working conditions. Key areas of work in response to these challenges, such as promoting **employment and decent work**, enhancing **skills and Vocational Training** (TVET) and improving **social protection systems** or promoting **social inclusion**, particularly for youth and women, feature high in EU development cooperation.

In the area of **human development**: the EU support will address the **basic needs and rights of the world's poorest people**, including those marginalised and excluded from the benefits of economic growth, while **improving, beyond extreme poverty**, the **efficiency of resource use** to provide for a growing and more prosperous global population. The EU will promote actions targeting – especially health and health systems at a global and country level; actions focusing on education, knowledge and skills; supporting gender equality, women empowerment and protection of women's and girls' rights; promoting children's well-being; fostering decent work, skills, social protection and social inclusion programme, with a particular focus on youth; and stimulating culture as an economic sector and a vector for intercultural dialogue.

EU made a strong commitment to transform the lives of girls and women. EUR 100 million over the period 2014-2020 are dedicated under DCI to projects aiming to improve the lives of girls and women

In the **health and education sectors**, the EU will continue to support global initiatives –in particular the Global Partnership for Education (GPE), the Global Fund to fight HIV/AIDS, Tuberculosis and Malaria, and GAVI (the Vaccine Alliance), in order to contribute to the achievement of the 2030 Agenda in these fields. These initiatives have become **major channels to address health and education challenges in partner countries**. The EU's Board membership and significant contributions to these initiatives will allow the EU to continue to play a **key role** in shaping the **global policy agendas in health and education** as well as ensuring **progress on the development goals at country level** better financial and monitoring systems and improved alignment with national priorities, thereby achieving more sustainable results.

*Following the work with the international community during the **2014-2015 Ebola** crisis the Commission will continue to support the **recovery** and to **address the wider causes of the epidemic**. To this end, the EU will ensure the EUR 660 M pledged to the three affected countries (Guinea, Liberia and Sierra Leone) is implemented through **programmes supporting the recovery following the end of the Ebola Epidemic**.*

The intra-ACP programme, financed under the European Development Fund (EDF), will continue to support the **global initiatives in health and education**, as well as **mobility programmes (Erasmus+)** that have provided a framework for the achievement of the MDGs.

Building on the 2030 Agenda, other measures will also be identified in the field of human development that include **health systems strengthening** for progress towards **Universal Health Coverage**, technical and vocational education and training, research and culture.

Other initiatives will be identified and pursued beyond 2016, in particular concerning:

- improved access to sexual and reproductive health care supplies and services,

- education in fragility and protracted crisis,
- innovation and vocational training,
- research
- culture.

Under the culture sector, an action supporting intercultural dialogue as well as cultural governance is currently being identified. Medium-term programmes will address the EU's policy priorities in international cultural relations. The **ACP cultural programme** will focus on the **economic and social development of cultural industries in ACP countries.**

The EU also seeks to support high levels of **productive and decent employment**, with a particular **focus on youth** and including **support for vocational education and training.** **Social inclusion** is addressed with activities to promote **non-discrimination through the empowerment of people suffering from marginalisation and exclusion, respect for their rights,** promotion and protection of the diversity of cultural expressions, and **equitable access to basic services and decent jobs.** Other EU actions will aim to **curb unemployment,** in particular of youth, and vocational support programmes will seek to enhance employability of new entrants on the labour market, as well as of the **existing labour force**. A close link with the dynamics of the labour market and hence the private sector is absolutely essential.

*In the **Central African Republic (CAR)**, 2016 will be a turning point. The Bêkou Trust Fund for the CAR will continue to identify and fund projects that can contribute to alleviating poverty, creating **decent work** and **providing access to basic social services** for the population which heavily affected by the domestic armed conflict which weakened the country for a number of years.*

DEVCO Specific Objective 3 : Under the overall objectives of the legal bases of the main instruments and mostly by targeting the poverty reduction, DEVCO will promote the enabling vectors for inclusive and sustainable growth, notably through a stronger business environment that will maximise the contribution to poverty reduction, encourage green economy, create new and decent jobs and deeper regional integration.

The EU provides economic support to partner countries, both at the macro and microeconomic levels. These include among others: funding regional integration activities and micro-finance initiatives.

The areas targeted by EU funding under this objectives are focusing on the **private sector development, deepening of the regional integration, boosting trade.**

The **private sector** can be an **engine of inclusive growth** by generating **decent jobs**, **contributing public revenue** and **providing affordable goods and services**. If it invests in **suitable innovation and business models**, it can also improve **poor peoples' lives by boosting their productive activities**. The European Commission assists developing countries in their economic reforms and private sector development initiatives.

The **impact that private sector actors** can have on **development** is now widely recognised, and donors around the world are **seeking ways to effectively engage with the private sector**

in creating jobs, providing incomes, goods and services, advancing innovation, and generating public revenues essential for economic, social and environmental welfare. Moreover, as **public resources for development assistance** are scarce, the private sector is increasingly looked at as an important additional source of external finance and domestic resource mobilisation.

Regional integration is the process of **overcoming barriers** that divide **neighbouring countries,** by common accord, and of **jointly managing shared resources and assets.** Essentially, it is a process by which **groups of countries liberalise trade**, creating a **common market for goods, people, capital and services**. The European Union advocates regional integration as an effective means of achieving prosperity, peace and security.

- Regional integration makes it easier to solve existing conflicts, prevent new ones and enhance administration, governance and economic development.
- It creates larger and stronger markets that integrate more smoothly into the world market.
- It also enables the countries involved to tackle common challenges – such as the HIV/AIDS pandemic, migration or climate change – jointly and therefore more effectively. As such, it can make a substantial contribution in pursuit of the Sustainable Development Goals

Trade is essential for sustained economic growth and development. Stimulating it implies a wide variety of challenges. The European Union provides support in tackling these challenges through funding and know-how so that developing countries can also reap the benefits of regional and global markets.

Aid for Trade (AfT) offers a more comprehensive approach than trade-related assistance (TRA). AfT accepts that many poor countries lack the productive capacity and basic infrastructure to take advantage of more open markets. This comprehensive approach acknowledges that the poorest developing countries might need help to adjust to trade liberalisation. It involves going beyond TRA, by making a commitment to aiding developing countries to design and implement trade policies and regulations that cover broad issues. Examples of such issues include improving trade-related infrastructure and trade-related adjustment costs (e.g. temporary compensation for loss of tariff revenues).

Under this objective, the EU will promote actions targeting fostering decent work, with a particular focus on youth; promoting the role of private sector as a contributor to inclusive and sustainable growth with a particular focus on small local businesses and decent job creation.

DEVCO Specific Objective 4 : Under the overall objectives of the legal bases of the main instruments, DEVCO will promote the inclusive and sustainable development particularly by supporting sectors that have a strong multiplier impact on developing countries' economies and contribute to protecting the planet from environmental degradation, including climate change mitigation and adaptation, sustainable agriculture and energy.

Pollution, deforestation and desertification are just a few of the **threats** facing some of the **world's poorest populations**. Ravaged environments undermine a country's food production, public health and resilience to natural disasters, and threaten economic development, safety and the rule of law. Healthy and well-managed ecosystems, on the other hand, provide the conditions for green growth and jobs, and a better quality of life.

EU support for development is thus anchored in the need to protect and conserve environments and ecosystems for the wellbeing of all people. Its work in this area is guided by its commitment to global environment and climate change agreements, and EU internal policies.

DEVCO provides support and financing for developing countries to increase their capacity to protect and manage natural resources. This includes working with governments, public and private sector, and civil society organisations to combat illegal logging; manage and secure protected areas that are home to endangered wildlife such as gorillas, rhinos and elephants; remedy and clean up polluted sites, and build local skills to develop a sustainable green economy, among many other areas.

A healthy environment and equitable access to ecosystem goods and services are crucial for sustainable development, but they are increasingly threatened. To improve lives around the globe for the long term, we must change our relationship with the environment: growth and sustainability can go hand in hand if this imperative is met at all levels. An inclusive green economy offers a possible pathway.

Access to **modern and sustainable energy services** is vital and is a prerequisite for growing prosperity in a green economy. Yet more than 1.3 billion people in the world do not have access to electricity and 2.7 billion rely on traditional biomass for cooking. This is why energy is among the key target areas of EU assistance.

Support to agriculture is fundamental for reducing poverty and boosting growth. Up to 90% of the population in many developing countries depends on agriculture and farming for their living, as these provide income, employment and food, as well as raw materials for industry and exports.

In the area of **environment and climate change**, the DCI will support actions to value, protect and sustainably manage ecosystems and natural resources, to facilitate the transformation towards an inclusive green economy, to endorse a strong international environmental and climate governance and finally to systematically promote environmental sustainability of development policies, plans and programmes, in line with the external dimensions of the EU's environment and climate change policies. The DCI and EDF will also support partner countries' efforts to implement key multilateral environmental agreements like the Convention on Biological Diversity, the UN Convention to Combat Desertification and the Climate Change Convention.

In the area of **food and sustainable agriculture**, which also includes livestock, fisheries, aquaculture and agroforestry, investments are designed to maximise the contribution of the sector to economic growth and to job creation in rural areas. The EU is playing a major role in addressing hunger in a global governance context through its involvement in the G8, G20, the Committee on World Food Security (CFS) and the Scaling up Nutrition Movement. It is one of the biggest development actors in sustainable agriculture and food security, providing significant support, both financial and political. Growth in the agriculture sector is expected to have a greater impact on poverty reduction than other sectors, as it offers the quickest way of raising returns to poor people's main assets, land and labour.

DEVCO Specific Objective 5 : Under the overall objectives of the legal bases for the main instruments DEVCO will promote democracy, human rights, rule of law, gender equality and empowerment of women, the economic and social inclusion of vulnerable groups, support the civil society and local authorities.

The EU's **unconditional support to human rights** makes the **EU a stronger global actor**.

The Union's contribution to the promotion and protection of human rights and fundamental freedoms is rooted in the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights, as well as other human rights instruments adopted within the framework of the United Nations (UN) and relevant regional human rights instruments.

The European Union provides assistance for the promotion and protection of democracy and human rights worldwide through the European Instrument for Democracy and Human Rights (EIDHR), which is complementary to its other external assistance instruments (i.e. DCI, ENI, IPA, IcSP, PI as well as EDF) and channelled mainly through civil society organisations.

The EIDHR represents a key added-value to the EU policy toolbox, thanks to its flexibility, its ability to provide assistance independently of the consent of the governments and public authorities of the third countries concerned, as well as its mixing of advocacy and field operations.

Over the time the EIDHR has been adjusted to address new realities and is more strategic in its focus and procedurally easy to use. Its budget has been increased and thus enabling the EU to provide more support for the development of thriving civil societies and their specific role as key actors for positive change in support of human rights and democracy. This includes increasing the EU's capacity to react promptly to human rights emergencies, more support for international and regional human rights protection mechanisms and a stronger focus on the most difficult countries and emergency situations where human rights and fundamental freedoms are most in danger. Support will also be given to undertake electoral observation missions, follow up their recommendations and improve democratic and electoral processes.

The EIDHR's specific objectives have been defined with respect to the protection of human rights and support of democratic processes, including in particular:

- a stronger wording on the role of **civil society**, including a specific reference to the cooperation between civil society and local authorities and relevant state institutions;
- a stronger emphasis on each **vulnerable group** (national, ethnic, religious and linguistic minorities, women, lesbian, gay, bisexual, transgender and inter-sex persons (LGBTI), indigenous peoples);
- a stronger emphasis on **economic and social rights**.

Through the thematic programme **Civil Society Organisations and Local Authorities under the DCI**, the EU is impacting on poverty reduction by delivering basic services to citizens. CSOs can complement actions of public administration or even reach the most vulnerable groups of people including disadvantaged and marginalized groups. When proper

decentralisation exists in a given country, Local Authorities are normally entitled to deliver basic services at a local level, contributing to poverty reduction and sustainable development. To achieve it, they need proper financial means and a workable governance system. The main goal of the EU support, through the CSO-LA Thematic Programme is to enable these actors to perform those tasks, which will impact on the daily life of the poorest.

DEVCO is working closely at national level with the hosting Governments, through appropriate political dialogue in accordance with Art. 8 of Cotonou Agreement, and through the tools identified in the National Indicative Programmes. Appropriate dialogue is also carried out with regional and key international partners such as the United Nations (UN), the African Union (AU) and the Regional Economic Communities (RECs) / Regional Mechanisms (RMs) to synchronise our support with their efforts to achieve peace, security and development.

Some new situations are affecting EU interests in some African countries and regions with particular salience: lack of security and subsequent political instability, violent extremism and migration and forced displacement. In these regions, DEVCO is working with all actors to re-establish security conditions, through peacebuilding and conflict resolution, to ensure respect for international humanitarian law, and to promote the role of women in the stabilisation process. Addressing these challenges requires interventions in peripheral areas and across borders, and demands a better synchronised approach to the political, development, economic, migration, gender-based and security aspects of these issues.

Moreover, **CSOs and LAs** are essential in building the foundations for broad-based democratic political systems. These actors also increase citizen ownership of development policies and processes, as well as inclusive and sustainable growth. Support to, and participation of, CSOs and LAs in pursuit of internationally agreed goals and development effectiveness are both acknowledged as core EU policy orientations. CSOs promote accountability of public policies and Governments; while LA, adhering to the principle of subsidiarity, act as decision-makers in favour of transparent and accountable policy-making and service delivery at the local level. Being closer to citizens than other public institutions, LAs hold responsibility in mobilising local societies' opinions and resources, while acting as catalysts for change but also for effectiveness. This is particularly true in terms of a more efficient public administration, more inclusive development processes, in cooperation with CSOs, and solutions to urgent challenges faced by local communities. With regards to the CSO-LA programme, all interventions, by encouraging government accountability, will contribute at every level to consolidating democracy in partner countries and improving good governance by promoting a space for dialogue for citizens.

As regards **gender equality**, the EU is at the forefront of the protection and fulfilment of girls' and women's rights, and vigorously promotes them in its external relations. It supports measures tackling gender inequalities and strives to include gender issues in all aspects of development policy. Ensuring that women can participate fully in society, politically, economically and socially will also boost their ability to take their communities forward. Equality between men and women is at the core of values of the EU and enshrined in its legal and political framework.

DEVCO Specific Objective 6 : Under the overall objectives of the legal bases of the main instruments, DEVCO will support the public sector capacity, public finance management, tax policy and administration, procurement, and fight against corruption in our partner countries.

The Commission is firmly committed to foster domestic revenue mobilisation and the effective use of public resources in partner countries and has thus made a concrete and strong commitment to substantially increase EU support to domestic public finance reforms by signing in July 2015 the Addis Tax Initiative.

An integral and important part of the EU contribution to the Global Partnership for the implementation of the 2030 Agenda and the follow-up of the Addis Ababa Action Agenda will be the actions stemming from the Staff Working Document 'Collect More – Spend Better', adopted end of 2015. The overall approach covers firstly support to domestic public finance, oversight and efficiency in public procurement in the context of economic governance and budget support programmes, with actions benefitting essentially directly national level. The second part covers the flagship Domestic Revenue Mobilisation Initiative, under the Global Public Goods and Challenges thematic programme- an axis that will support international and selected regional partnerships.

The overall objectives are to:

- "Collect more": increase the efficiency, effectiveness, fairness and transparency of tax systems and tackling tax avoidance, tax evasion and illicit financial flows; and
- "Spend better": improving the efficiency and effectiveness of public spending by addressing public investment expenditures, public procurement and debt management for sustainable development

The actions proposed aim at capacity support and institution building in partner countries and regions, support to sustainable improvements in domestic public finance (revenue and expenditure).
For 2016-2020 the proposed 10 key actions will be underpinned by a series of operation to be decided and launched mainly in 2016/17:

- Promoting the principles of good tax governance at national and international level and developing international standards
- Improving coordination among key players at international and regional levels
- Strengthening transfer pricing legislative and regulatory frameworks
- Strengthening capacity building in tax policy and tax administration
- Improving revenue statistics
- Supporting the development and implementation of fiscal assessment tools
- Improving transparency and accountability in the extractive industry sector
- Improving transparency, accountability and oversight in domestic public finance
- Promoting efficiency in public investment and public procurement
- Strengthening sustainable debt management

DEVCO Specific Objective 7: Under the broader coverage of the legal bases of the instruments IcSP and INSC, DEVCO will address nuclear safety issues (EURATOM based) as well as specific global, trans-regional and emerging security threats, including among others chemical, biological, radiological and nuclear (CBRN) risks, terrorism and protection of critical infrastructure in third countries (TFEU based).

The Instrument contributing to Stability and Peace (IcSP) is the EU's main instrument supporting security and peace-building activities in partner countries. Article 21 of the Treaty on the European Union defines the common overarching principles and objectives for the external action of the Union, *inter alia:* to "preserve peace, prevent conflicts and strengthen international security".

The Instrument contributing to Stability and Peace contributes to the achievement of the Commission objectives "EU as a Stronger Global Actor" by addressing specific global and trans-regional threats to peace, international security and stability. It has three components: two implemented by FPI and a third one implemented by DEVCO "Global and Trans-regional and Emerging Threats". This aims at addressing:

- **Counter Terrorism**,
- **Chemical, Biological, Radiological and Nuclear** (CBRN) Risk Mitigation,
- Fight against **organised crime**,
- Protection of **critical infrastructures**,
- **Climate change and Security**.

As a global player, the EU has credibility and a perception of neutrality, as an honest broker that provides a competitive advantage to intervene in many conflict areas to avoid escalation or to offer good offices in preventing conflict. An increased level of impact is achieved when the response is provided at EU level, as combined efforts provide increased leverage over authorities and international partners.

This policy has a global reach with specific emphasis on implementing the development and security nexus on a sector by sector basis, hence contributing to capacity building in this area.

In the field of **"Countering Terrorism"**, a number of activities with the aim of providing support to fight against terrorism at local, national, regional and global levels are on-going or planned to be undertaken Geographic areas under the scope of IcSP are worldwide and specific national and regional actions include the Horn of Africa (including Yemen); the Middle East and North Africa (MENA); the Sahel (Mali, Mauritania and Niger); and Pakistan and South East Asia (Cambodia, Indonesia, Lao PDR, Philippines and Vietnam). In addition, the African Union (AU) has received support in order to fight terrorism.

As **organised crime** becomes increasingly globalised, the IcSP works to strengthen the capacities of law enforcement and judicial and civil authorities to work effectively across boundaries and jurisdictions in the fight against terrorism and organised crime. Illicit drugs are a major threat to the health and safety of individuals and societies in the EU and their trade is one of the main sources of revenue for transnational criminal organizations.

Although the routes used by drugs traffickers are multiple depending on the drug trafficked and are constantly evolving to escape controls and seizures, two main routes are used to

channel drugs into the EU: the 'cocaine route' from Latin America and the Caribbean, primarily via West Africa; and the 'heroin route' from Afghanistan.

- This programme was the first of its kind to think strategically about illicit flows and ensures an integrated response to the challenges presented by organised crime and drug trafficking along the entire cocaine route. Following a trans-regional approach, actions are carried out in almost 40 countries in Africa, mainly West Africa, Latin America and the Caribbean in three main sectors: interdiction of illicit flows, money laundering and information sharing.
- In parallel, the IcSP also runs projects to tackle organized crime on the heroin route from Afghanistan. Also following a trans-regional approach, actions are carried out in a number of countries from Afghanistan, Pakistan and Iran via Central Asia and the Balkans to Europe.

Since 2009, the IcSP **Critical Maritime Routes** (CMR) programme has focused on the security of essential maritime routes in areas affected by piracy to help to secure shipping and trading lines of communication. The long-term objective addressed by the programme is to improve maritime governance. The emphasis is on capacity building at regional and trans-regional level for exchange of information, cooperation and subsequent implementation at national level. In the Western Indian Ocean including East Africa and Yemen, several projects are being undertaken.

The Instrument for Nuclear Safety Cooperation focuses on providing support to build and develop **nuclear safety culture worldwide**. This instrument has substantially extended its geographical scope to include inter-alia South East Asia and Latin America. It continues to cover the cooperation with ex-Soviet Union countries.

The Commission also supports the enhancement of the safeguards systems, as the proliferation of uncontrolled nuclear material poses a major security risk should it fall into the hands of terrorists. For the first time, work will start in Iran to contribute to the implementation of the Joint Comprehensive Plan of Action (JCPOA) and in Africa given the need to address the repercussions associated with uranium mining in the region. Finally, initiatives to improve the health and environmental situation of the population in and around Chernobyl will continue. While the EU recognises that the use of nuclear power is a sovereign decision of a country, it is in the EU's best interest that nuclear installations are operated safely, and that nuclear materials are properly accounted for.

The EU views the establishment of a robust and solid nuclear framework as a global priority. This is to be achieved through effective cooperation aimed at preventing accidents and establishing consensus on the highest safety standards.

The **Fukushima Daiichi** accident of March 2011, along with the legacy of **Chernobyl**, highlighted the ongoing global importance to promote nuclear safety and confirm the need to continue efforts to improve nuclear safety to meet the highest standards at global level. Both accidents clearly demonstrated that the health, social, environmental and economic consequences of a nuclear accident may extend well beyond national borders and, potentially, worldwide.

Following the Fukushima Daiichi accident, the EU initiated comprehensive risk and safety assessments of operating nuclear power plants inside the EU but also in partner countries.

These so-called "stress tests" have been undertaken in Armenia and Mexico thanks to INSC financial and technical support.

The safe management of waste includes the support to Ukraine in dealing with the consequences of the Chernobyl disaster, as well as in cleaning up of contaminated sites, and a large remediation programme in Central Asia to address the legacy of former uranium mining sites left abandoned after the collapse of the Soviet Union. Both programmes have an important and direct impact on the affected population living in the area in order to improve their safety as well as their quality of life. In light of these experiences with their negative consequences on the environment and on the population, some preventive actions will be started in Africa in order to support the sustainable uranium mining.

General Objective 2: Towards a New Policy on Migration

DEVCO Specific Objective 2 : Under the overall objectives of the legal bases of the main instruments, DEVCO will promote human development by supporting actions in the field of social protection, health, education and better access to decent jobs in order to ensure a solid foundation for partner countries' further development.

DEVCO Specific Objective 3 : Under the overall objectives of the legal bases of the main instruments and mostly by targeting the poverty reduction, DEVCO will promote the enabling vectors for inclusive and sustainable growth, notably through a stronger business environment that will maximise the contribution to poverty reduction, encourage green economy, create new and decent jobs and deeper regional integration.

As outlined in the **European Agenda on Migration**, "the EU's external borders have increasingly been the scene of human tragedies to which the EU, together with its Member States, must take immediate action". The Agenda also states that "Migration management is a shared responsibility, not only among EU Member States, but also vis-à-vis **non-EU countries of transit and origin of migrants**".

With regards to **migration**, this area of action is now firmly embedded in the new Sustainable Development Goals and rightly recognised as a powerful, positive force for development. Development cooperation under the EDF and the DCI contributes to address root causes of irregular migration and forced displacement, but also contributes to strengthen the capacities of partner countries to better manage migration and refugee movements. When rightly targeted, this support can make a substantial contribution to address the challenges that our partner countries are facing and to ensure the implementation of a coherent EU migration policy.

Working towards a new comprehensive policy on migration is a top policy priority of this Commission. The current refugee crisis affecting Europe and its neighbours is not just a humanitarian challenge, but a political, developmental, and economic one which requires a long-term approach. A comprehensive EU policy on migration therefore cannot be achieved without addressing the root causes of irregular migration and forced displacement. The EU's development cooperation has a central role to play in addressing the key drivers of migration, through eradicating poverty, improving the socio-economic situation, and

supporting favourable environments for economic and political stabilisation around the world, which can promote inclusive growth.

There is a direct link between development cooperation and tackling the causes of irregular migration, specifically by addressing political, economic and social instability, in a number of sectors.

Supporting development, contributing to the sustainable management of natural resources, creating employment opportunities in migrants' countries of origin and developing resilience mechanisms to cope with climate change consequences, are at the heart of the EU's response to the migration crisis. Therefore, most projects supported not only under the migration and asylum window, but also under human development, environment and climate change, sustainable energy, food and nutrition security and sustainable agriculture, do contribute to tackle the root causes of migration, which are intrinsically linked to poverty and insecurity.

More specifically, actions will focus on addressing the root causes of irregular migration and forced displacement, based on sound assessments per region and country.

In Asia, for example, whereas important root causes of migration are addressed through the bilateral programmes focussing on rural development, education and good governance, specific programmes are prepared to address reintegration of returnees to Afghanistan, Pakistan and Bangladesh with extra resources from the regional programme. Host communities of returnees can benefit from small scale community based development interventions and linked to support to individual returnees through access to finance, health, education and training opportunities. The available funding for migration will likely need to increase as South Asia is the home of most poor and includes Afghanistan which is the second source of refugees to the EU worldwide after Syria.

The benefits of migration and mobility as well as the root causes of migration and forced displacement, are addressed through the implementation of the National Programming Documents, the Regional Programmes and of the thematic programmes, and via the new innovative instruments like EU Regional Trust Fund in Response to the Syrian Crisis ("Madad Fund") and the recently established Emergency Trust Fund for stability and addressing root causes of irregular migration and displaced persons in Africa.

The "**EU Regional Trust Fund in Response to the Syrian Crisis ("the Madad Fund")**" provides a coherent and reinforced aid response to the Syrian and Iraqi crises and the massive displacement resulting from them on a multi-country scale. In pursuit of this objective, the Trust Fund addresses the needs of three groups: refugees, internally displaced persons, and returnees, and provide assistance to the communities and the administrations in which those groups find themselves, as regards resilience and early recovery. The Trust Fund will thus focus on current priority needs and may also be mobilised for reconstruction and state-building needs in a future post-conflict scenario. The Madad Fund will also contribute to the 'Refugee Facility for Turkey'.

The **"Emergency Trust Fund for Africa" (EUTF)** will help to foster stability in the region and achieve better migration management. More specifically, it will address the root causes of destabilisation, forced displacement and irregular migration by promoting economic and equal opportunities, security and development.

These objectives will be achieved through the following activities:

- Establishing inclusive economic programmes that create **employment opportunities**, especially for young people and women in local communities, with a focus on vocational training and creation of micro and small enterprises.
  Supporting **resilience** in terms of food security and of the wider economy, including **basic services** for local populations, and in particular the most vulnerable, as well as refugees and displaced people, including through community centres or other means of providing them with food and nutrition security, health, education and social protection, as well as environmental sustainability.
  Improving **migration management** in all its aspects in line with the Global Approach to Migration and Mobility, and the Rabat and Khartoum processes, including contributing to the development of national and regional strategies on migration management, containing and preventing irregular migration and fight against trafficking of human beings, smuggling of migrants and other related crimes, effective return and readmission, international protection and asylum, legal migration and mobility, enhancing synergies between migration and development.
- Supporting improvements in the overall good governance, in particular by promoting **conflict prevention, addressing human rights abuses and enforcing the rule of law**, including through capacity building in support of security and development, as well as law enforcement, including border management and migration related aspects. Some actions will also contribute to prevent and counter radicalisation and extremism.

The Trust Fund will thus contribute to delivery in 2016 of the **Valletta migration action plan** agreed between the EU and Africa in November 2015.

General Objective 3: A New Boost for Jobs, Growth and Investment

DEVCO Specific Objective 3 : Under the overall objectives of the legal bases of the main instruments and mostly by targeting the poverty reduction, DEVCO will promote the enabling vectors for inclusive and sustainable growth, notably through a stronger business environment that will maximise the contribution to poverty reduction, encourage green economy, create new and decent jobs and deeper regional integration.

Beyond Europe, there exist additional opportunities coming from the development policy and instruments that are at its disposal to primarily stimulate investment, create economic activities, and hence growth and jobs in partner countries while at the same time having positive economic effects in Europe.

The Agenda for Change emphasises the support of **inclusive growth and job creation as a key priority of EU external cooperation.** In this context, **blending** is recognised as an important vehicle for leveraging additional resources and increasing the impact of EU aid. The Official Development Assistance is now seen as leverage for catalysing much bigger funds for the partner countries crucial to boost sustainable growth and jobs and providing life options for the peoples in our partner countries.

Recent experience with the Investment Plan for Europe provides a useful input for potential broadening of the EU's engagement with the private sector and reinforcing EU investments

in partner countries, aiming for policy coherence between EU economic and external policies to additionally boost the EU economy. The scale of impact from investments in developing economies and economies in transition tends to be even bigger and with multiplied effects.

To measure the impact of development cooperation assistance on the EU economy growth and jobs, DEVCO has undertaken an econometric study which will further consider and measure the impacts of the new orientation of the EU development assistance, with bigger investments in productive assets and the bigger use of blending modalities. The focus will be on assessing the effects of the EU development assistance committed to infrastructure, energy access, health, education, support to SMEs, other productive sectors and aid for trade on the EU growth, productivity and decent work prospects.

Not surprisingly, the EU aid that is spent on consumption (which is a very small part of our aid) tends not to have long-run effects. In contrast, the majority of the EU aid committed to infrastructure, energy access, health, education, support to SMEs and other productive sectors, and in particular through the blending modality, brings significant gains for the EU economy.

Improving the framework conditions for entrepreneurial business and investment activity in developing countries will also provide for a higher level playing field and reduction of risks for **EU operators to boost operations and business**. **Aid for Trade** makes it possible to diversify and expand exports from developing and least developed countries to the rest of the world, including the EU market itself. It also provides **support for trade facilitation**, which opens new opportunities for all, **including EU companies, exporters or importers**. Strengthening global value chains optimises opportunities within and outside the EU, making it possible to expand and diversify exports and employment.

Trade and private sector development promote sustainable and inclusive growth and will reduce poverty by enhancing the opportunities for creating decent jobs, generate public revenue and reduce inequality, while harnessing the opportunities offered by global integrated markets, where goods and services flowing both ways contribute to creating jobs, growth and investment for a mutual benefit.

Access to sustainable energy can also **stimulate private sector investments**, support partner countries in elaborating and putting in place the necessary regulatory frameworks and policy reforms to stimulate investments in access to energy, renewable energies, and energy efficiency in developing countries. Sustainable energy actions will improve access to modern, sustainable and affordable energy services, and help leverage resources and investments in rural electrification.

Improving MSMEs' access to finance or improve infrastructure and related services in energy, transport, water/sanitation, ICT, social/economic and environmental aspects, as well as improving trade and regional integration, can all contribute to sustainable economic growth, job creation, and enhanced cooperation and coordination with finance institutions – while also contributing to the peace, prosperity, stability and security of partner countries.

Finally, supporting sustainable **urban development** including the development of economically prosperous competitive and all inclusive cities for all has the potential to be transformative for poverty reduction. **Sustainable cities** are drivers for **growth, innovation**

and job creation, which in turn are key factors for improving living conditions of the urban population.

General Objective 4: A Resilient Energy Union with a Forward-Looking Climate Change Policy

DEVCO Specific Objective 4 : Under the overall objectives of the legal bases of the main instruments, DEVCO will promote the inclusive and sustainable development particularly by supporting sectors that have a strong multiplier impact on developing countries' economies and contribute to protecting the planet from environmental degradation, including climate change mitigation and adaptation, sustainable agriculture and energy.

In the area of **environment and climate change**, actions will be implemented in an integrated and strategic manner to ensure people-centred, inclusive, sustainable development within the limits of planetary boundaries. EU will implement actions to value, protect and sustainably manage ecosystems and natural resources, and to facilitate the transformation towards an inclusive green economy. It will also contribute to the endorsement of a strong international environmental and climate governance and to a systematic promotion of environmental sustainability in development policies, plans and programmes, in line with the external dimensions of the EU's environment and climate change policies. EU support will be channelled towards the adaptation to, and mitigation of, climate change, as well as towards the transition to climate resilient, low-carbon, societies. In addition, the mainstreaming of environmental sustainability, and of climate change and disaster risk reduction, into all strategies and actions will significantly contribute to achieving the EU's international objectives in the field of poverty reduction and climate change.

For some years already, the EU has established its position as one of the most important players in **energy for development**, with several operational instruments to support energy actions and sector policy dialogue. The Commission communication 'Agenda for Change' issued in 2011, recognises energy as a key driver for sustainable and inclusive growth. The EU also fully supports since its establishment the objectives set under the Sustainable Energy for All global initiative: ensure universal access to modern energy services, double the rate of improvement in energy efficiency and double the share of renewable energy in the global energy mix, by 2030. This global movement has contributed to the shaping of Sustainable Development Goal 7 (SDG 7): "Ensure access to affordable, reliable, sustainable and modern energy for all" by 2030. Sustainable economic development allows for a transition from traditional fossil fuel solutions to more efficient ways to access **energy** services. Shifting from a situation where the main concern of poor populations is access to affordable energy sources to a more sustainable source contributes to reducing the effects on climate change.

Climate change is creating additional constraints for sustainable development but it is also offering new opportunities to engage in climate-resilient, low-emissions development paths. By integrating climate change into overall development cooperation and also into national policies and strategies, developing countries will progressively transform their economies and societies, bringing benefits for peace, security and international trade.

Climate change financing after the Paris COP 21 will also be among the key subjects to be discussed by the EUBEC[21] in 2016, together with the mobilisation of private sector resources and the integration of the Sustainable Development Goals in the results measurement framework.

Following rapid and uncontrolled urbanisation across many developing country regions, **cities** are increasingly having a negative impact on natural resources far beyond city boundaries, while being subject to significant pressure from climatic change which can change the risk factors for development and alter highly sensitive and highly valuable environmental ecosystems.

The **Global Climate Change Alliance** (GCCA+) will still be focusing on the most vulnerable countries (Least Developed Countries and Small Island Developing States) and supporting them to address climate change challenges, with actions towards adaptation, but also disaster risk reduction, forest management and capacity-building and potentially mitigation. They have a direct positive impact on poverty reduction and sustainable development. Support for mitigation efforts through global initiatives also enables countries to move towards more resilient and climate- smart economies and societies

Managing environmental issues, particularly in urban areas, is increasingly central to the concerns of developing countries. Cities are major actors in the consumption of natural resources, the emission of GHG and the production and disposal of waste. Many cities are located in hazard-prone areas, making them particularly vulnerable to natural disasters and climate-induced risks.

Supporting sustainable urban development to manage and reduce climate change and disaster risk through urban planning, improving land use management, better construction practices and building codes and more resilient infrastructure save lives, jobs, homes and protect valuable assets.

H. Key performance indicators (KPIs[22])

DEVCO chose to monitor as main KPIs the three following indicators:

- Share of EU-funded international cooperation and development assistance directed towards supporting human development, referenced under the DEVCO Specific Objective 2 (indicator 6);
- Amount and share of EU-funded international cooperation and development assistance contributing to climate change (adaptation and mitigation), referenced under the DEVCO Specific Objective 4 (indicator 6);
- Proportion of EU-funded cooperation and development initiatives promoting gender equality, referenced under the DEVCO Specific Objective 5 (indicator 7).

In addition, as a fourth KPI, DEVCO chose to monitor the estimated residual error rate, that is presented in this report under section "Organisational Management", sub-section "Financial Management- Internal control and Risk Management", Objective 1: "Effective and

[21] The EU Platform for Blending in External Cooperation

[22] These KPIs are different from the KPIs designed by DEVCO to monitor sound financial management and effective use of resources; efficiency of internal control systems; efficiency of audit system.

reliable internal control system giving the necessary guarantees concerning the legality and regularity of the underlying transactions".

I. Performance Tables by Instrument

In DEVCO's Strategic Plan 2016-2020, many of the indicators presented under the following Specific Objectives have been drawn from the "EU International Cooperation and Development Results Framework" (EU RF) Level 1(development progress- impact, marked with an apostrophe " ' "); Level 2 (development outcomes and outputs, marked with an asterix "*")[23] and Level 3 (Organisational performance, marked with a cercle "°")

The methodology followed for the estimation of the values presented under the interim milestones and targets for the indicators (RF Level 2 *) is detailed at the end of this section.

Specific Objective 1: Contribute to sustainable development and development effectiveness in the areas of EU international and development cooperation with a view to the implementation of the 2030 Agenda and Addis Ababa Action Agenda.		Related to spending programme: PSC
Indicator 1: Adoption of a Communication presenting policy proposals for a revised European Consensus on Development including strategic orientations on EU cooperation with Middle Income Countries, policy coherence for development, and development effectiveness. This indicator assesses progress in policy decision. Updating the vision for the European development policy until 2030, will entail a proposal to replace the 2005 Consensus (and the Agenda for Change) with a new joint statement by the relevant EU institutions and Member States. The initiative should take account of other new global agreements, notably the Climate Change agreement reached in COP 21, as well as the changing international context. It will include strategic orientation for policy coherence for development, development effectiveness and future cooperation with more advanced developing countries in the context of a differentiated approach that takes into account their specificities. **Source of data**: Agenda Planning 2016/DEVCO/003		
Baseline (Q1-2016)	**Interim Milestone (Q4-2016)**	**Target (2017)**
Agenda Planning 2016/DEVCO/003	Communication proposing a new joint statement adopted	The new European Consensus for Development is signed by Member States and EU institutions
Phasing out of bilateral assistance with countries graduated under DCI since 2014, no alternative strategy for cooperation identified, which may entail a loss of leverage on non-aid issues. No graduation or post-graduation cooperation mechanism foreseen for more advanced ACP countries	New ways of cooperation and tailored partnerships with graduated countries identified. Post-Cotonou Impact assessment addressing issue of tailored cooperation completed	Cooperation with graduated countries (DCI) maintained despite reduced ODA, tailored strategic partnerships designed in line with global challenges and mutual interest. Reflexion on more strategic cooperation under tailored partnerships for ACP countries is completed and included into the post-Cotonou regime
Indicator 2: Number of partner countries in which a joint strategy has been agreed as a result		

[23] The indicators not drawn from the EU RF level 2 and 3, for which this methodology does not apply are: SO3 indicator 3; SO4 indicator 4, SO5 indicator 4, 5 and 6; SO6 indicator 2 and all indicators under SO1 and SO7.

of joint programming

Joint Programming (JP) is an important EU policy commitment relating to development cooperation at the core of the international development effectiveness agenda. In this vein, the EU and its MS should further coordinate their programming, reducing transaction costs for the partner country and increasing effectiveness of development cooperation. The main deliverables of these processes are Joint Analysis and Joint Strategies, which should be developed in more countries, but also reflect an increase in quality, via their integration of Joint Result Framework. In selected cases, Joint Strategies are intended to be used as EU programming documents. Increased coordination with Member States will be crucial in order to guarantee the success of Joint Programming.

Source of data: Head of Missions Reports, EAMR and DEVCO " JP tracker"

Baseline(2015)	Interim Milestone (2018)	Target (2020)
• 25 countries with draft or adopted EU + MS Joint Strategies	• 30 countries with draft - adopted Joint Strategies	• 35 countries with draft - adopted Joint Strategies

INDICATOR 3: Adoption of decision by OECD, (a) modernising ODA definition and directives, (b) reflecting significant degree of EU position.

ODA definition is being updated at the OECD to reflect the changes in development policies. The EU plays a key role in this process that needs to be monitored

Source of data: OECD

Baseline (2015)	Interim Milestone (2018)	Target (2020)
- agreement on new Peace & Security guidelines reflecting EU position - agreement on private financing principles reflecting EU positions	- streamlining of interpretation of directives on in-donor refugee costs according to EU positions - agreement on implementation of the private financing principles reflecting EU positions	OECD directive updated in line with EU policy objectives

Planned evaluations:

- Evaluation of EU approach to Building Resilience to withstand food crises in African Drylands (2015)
- Evaluation of Policy Coherence for Development (2015)
- Geographic evaluation of EU cooperation in fragile states (regions): Regional West Africa (2016), Regional Central Africa (2016, Central African Republic (2016), Somalia (2017), Mali (2018), South Soudan (2019), Zimbabwe (2019)
- Geographic evaluation of EU cooperation in other countries (including middle income): Nicaragua (2017), Regional Eastern Caribbean countries (2017), Regional Latin America (2017), Myanmar (2017), Nigeria (2017), Malawi (2018), Tajikistan (2018), Angola (2019), Mauritania (2019), Kyrgyzstan (2019), Papua New Guinea (2020)
- Budget support evaluations: Cambodia (2016), Niger (2017), El Salvador (2017),Rwanda (2017)
- Evaluation of financial instruments – DCI, 11th EDF – (2017)
- Evaluation of the EU support to conflict prevention (2017)
- Evaluation of the EU support on resilience (2018)

SPECIFIC OBJECTIVE 2: Under the overall objectives[24] of the legal bases of the main instruments, DEVCO will promote human development by supporting actions in the field of social protection, health, education and better access to decent jobs in order to ensure a solid foundation for partner countries' further development	Related to spending programmes: DCI&EDF

Indicator 1*: Number of children enrolled in primary and secondary education with EU support, disaggregated by sex

This indicator – also known as total enrolment – is the number of students enrolled in any grade of primary and secondary education (lower, upper), regardless of the child's age. This is in line with SDG 4 which promoted in its target 1 a 12 year quality education for all

Source of data: Results framework annual reporting

[24] Overall objectives: poverty reduction, human development, inclusive and sustainable growth and human rights.

Baseline[25] (2015)	Interim Milestone(2018)	Target(2020)
• Primary education: 19.447.000 • Secondary education: 9.562.000	• Primary education: 73.993.000 • Secondary education: 24.288.000	• Primary education: 110.257.000 • Secondary education: 39.010.000

Indicator 2*: Number of 1-years old immunised with EU support

This indicator measures the number of infants who have received three doses of DPT (diphtheria, tetanus, pertussis/whooping cough) or three doses of pentavalent vaccine (= DTP + Hepatitis B and Haemophilus influenza type b), by age 1 year with EU support. Timely vaccination as per the country specific vaccination schedule will reduce infant deaths and disability

Source of data: Results framework annual reporting

Baseline[26] (2015)	Interim Milestone (2018)	Target (2020)
934.000	9.014.000	10.882.000

Indicator 3*: Number of births attended by skilled health personnel with EU support

This indicator measures the number of births attended by skilled health personnel (doctors, nurses or midwives) trained in providing lifesaving. Pregnancy, obstetric and post-delivery care with EU support. Quality skilled care during pregnancy and childbirth are key for the health of the baby and the mother.

Source of data: Results framework annual reporting

Baseline[27] (2015)	Interim Milestone (2018)	Target (2020)
1.160.000	11.615.000	13.935.000

Indicator 4*: Number of people who have benefitted from VET/skills development and other active labour market programmes with EU support

Developing countries of all regions are confronted with very high levels of un- and underemployment, in extremely pressing demographic contexts. In response of this situation, the EU supports effective active labour market programmes, aimed at increasing access to employment opportunities of unemployed, inactive or those aiming to improve their employment status, with a particular focus on disadvantaged groups as young people and women. The largest part of those measures is represented by Vocational Education and Training (VET) programmes which seek to improve employability by promoting more demand driven VET systems, better covering the needs and opportunities of the private sector. Other active labour market programmes include labour market intermediation and entrepreneurship promotion.

Source of data: Results framework annual reporting.

Baseline[28] (2015)	Interim Milestone(2018)	Target (2030)[29]
326.000	926.000	1.326.000

Indicator 5*: Number of food insecure people receiving assistance through social transfers supported by the EU

This indicator measures the number of individuals receiving social transfers which are defined as "non-contributory, publicly funded, direct, regular and predictable resource transfers (in cash or in kind) to poor or vulnerable individuals or households, aimed at reducing their deficits in food consumption, protecting them from shocks (including economic and climatic), and, in some cases, strengthening their productive capacity.

Source of data: Results framework annual reporting.

Baseline[30] (2015)	Interim Milestone (2018)	Target (2020)
988.000	4.785.000	6.761.000

Indicator 6°: Share of EU-funded international cooperation and development assistance directed towards supporting human development

Source of data: Results framework annual reporting

Baseline[31] (2015)	Interim Milestone(2018)	Target (2020)[32]

[25] Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.
[26] Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.
[27] Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.
[28] Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.
[29] Target date set by world leaders for achieving the Sustainable Development Goals (UN).
[30] Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.
[31] Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.
[32] Target date set by world leaders for achieving the Sustainable Development Goals (UN).

15.8%	19.2%	20%

Planned evaluations:
- Thematic evaluation on social protection (2016) – GPGC Employment and social protection
- Thematic evaluation of Vocational training and employability (2018)
- Evaluation of the EU support to migration (2018)

SPECIFIC OBJECTIVE 3: Under the overall objectives of the legal bases of the main instruments and mostly by targeting the poverty reduction, DEVCO will promote the enabling vectors for inclusive and sustainable growth, notably through a stronger business environment that will maximise the contribution to poverty reduction, encourage green economy, create new and decent jobs and deeper regional integration	Related to spending programmes: DCI&EDF

Indicator 1*: Number of firms with access to credit with EU support

This indicator refers to the use of a formal credit line (from a formal financial institution) by a private enterprise, as measured by the "number of small and medium enterprise (SMEs) with an outstanding loan".

Source of data: Results framework annual reporting

Baseline[33] (2015)	Interim Milestone(2018)	Target (2020)
450	11.600	12.500

Indicator 2*: Number of countries where the business environment has improved with EU support

This indicator measures the improvement of the business environment, and shows the quality of the business environment in a particular country. It indicates how much the regulatory environment for local entrepreneurs in each economy has changed over time in absolute terms.

Source of data: Results framework annual reporting

Baseline[34] (2015)	Interim Milestone (2018)	Target (2020)
7	28	42

Indicator 3: Aid for trade

The EU has committed to provide minimum levels of Aid for Trade and to report on yearly levels for accountability purposes, thereby justifying the indicator. The review of the Aid for Trade strategy foreseen in 2016 will seek to improve the impact of such flows while aligning with the new Agenda 2030.

Source of data: OECD CRS

Baseline (2007) – (year of the Aid for Trade Strategy)	Target(2020)
• EU Trade Related Assistance to developing countries: EUR 1.87 billion • EU wider Aid for Trade to developing countries: average 2008-2010 is EUR 8billion/year	• 2 bn EUR/year • >8 bn EUR/year

Planned evaluations:
- Evaluation of the EU support to Agriculture , Growth, Employment (2019)

SPECIFIC OBJECTIVE 4: Under the overall objectives of the legal bases of the main instruments, DEVCO will promote the inclusive and sustainable development particularly by supporting sectors that have a strong multiplier impact on developing countries' economies and contribute to protecting the planet from environmental degradation, including climate change mitigation and adaptation, sustainable agriculture and energy.	Related to spending programme(s) DCI&EDF

Indicator 1*: Number of hectares of protected areas managed with EU support

This indicator seeks to reflect progress made in terms of in situ biodiversity conservation, trying to focus on the share of this progress that can be attributed to an EU contribution.

Source of data: Results framework annual reporting

Baseline[35] (2015)	Interim Milestone(2018)	Target (2020)
13.785.000	25.278.000	32.820.000

Indicator 2*: Agricultural and pastoral ecosystems where sustainable land management

[33] Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.
[34] Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.
[35] Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.

practices have been introduced with EU support (in hectares)

The indicator refers to the total number of hectares where, with support from the EU, farmers will have adopted sustainable land management practices aimed at reverting soil erosion, enhancing fertility, increasing biodiversity, improving water management or reducing chemical inputs.

Source of data: Results framework annual reporting

Baseline[36](2015)	Interim Milestone (2018)	Target (2020)
2.883.000	3.470.000	3.834.000

Indicator 3*: Number of women of reproductive age and children under 5 benefitting from nutrition related programmes with EU support

This is an output indicator, providing a count of the number of women in reproductive age and adolescent girls (age range based on national definitions) and Infants and children under 5 years of age, benefiting from EU funded nutrition programmes during the reporting year. Such programmes target children and women, have specific nutrition objectives, and outcomes contributing to nutrition.

Source of data: Results framework annual reporting

Baseline[37](2015)	Interim Milestone (year)	Target (2020)
4.544.000	16.445.000	24.379.000

Indicator 4': SDG2.2.1 Prevalence of stunting among children under five years of age

By addressing stunting (chronic under-nutrition), children mortality is reduced and children are able to better grow, learn and lead a productive life. This will contribute to break the circle of poverty and contribute to inclusive economic growth.

Source of data: http://data.unicef.org/nutrition/malnutrition.html

Baseline (2014)	Interim Milestone				Target(2030)[38]
	2016	2017	2018	2019	
32.2%(including graduated countries) 36.2% (excluding graduated countries)	23.6%	22.6 %	21.7 %	20.8 %	20%

Indicator 5*: Kilometres of transmission/distribution lines built or upgraded with EU support.

Guidance on Transmission and distribution lines: Transmission, distribution, and sub-transmission are typical categories for power transmission infrastructure at different voltage levels. Given the diversity of partner countries 'power systems, sub-transmission in one country could be called transmission in another country. For this reason, the indicator should be reported only as transmission. Power transmission infrastructure is considered distribution if the lines connect transformers that directly supply households. Any line with a higher voltage than these distribution lines should be considered transmission, regardless of whether it is called sub-transmission in the country in question.

Guidance on upgraded: For the purposes of this indicator, upgraded is defined as any work directed to sustain or extend the usable life of existing transmission, or to increase the rated capacity of such lines (i.e., by increasing conductor size or adding more conductors or circuits).

Source of data: Results framework annual reporting

Baseline[39](2015)	Interim Milestone (year)	Target (2020)
1.300	5.240	7.840

Indicator 6°: Amount and share of EU-funded international cooperation and development assistance contributing to climate change (adaptation and mitigation)

Source of data: Results framework annual reporting

Baseline[40](2014)	Interim Milestone (2018)	Target (2020)
11.4%	18.3%	20%

Planned evaluations:

- Evaluation of the EU support to Energy for All (2016)
- Evaluation of the EU support to Resilience (2018)
- Evaluation of the EU support to Agriculture, Growth, Investment (2019)

[36] Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.
[37] Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.
[38] Target for 2025: the EU committed to meet at least 10% of the World Health Assembly's global target to reduce stunting of 70 million children by 2025, pledging to reduce this number by at least 7 million.
[39] Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.
[40] Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.

SPECIFIC OBJECTIVE 5: Under the overall objectives[41] of the legal bases for the main instruments DEVCO will promote democracy, human rights, rule of law, gender equality and empowerment of women, the economic and social inclusion of vulnerable groups, support the civil society and local authorities.	Related to spending programmes: DCI, EDF, EIDHR

Indicator 1*: Number of human rights defenders who have received EU support

Defending Human Rights Defenders (HRDs) is a key priority and the EU has committed to continue supporting HRDs under the EIDHR (in the Regulation itself as well as under action 9 of the EU Action Plan on Human Rights and Democracy adopted by the Council in July 2015).

Source of data: projects implementation reports, ROM, external evaluations; Results framework annual reporting

Baseline[42] (2015)	Interim Milestone (2018)	Target (2020)
32.000	184.000	248.000

Indicator 2*: Number of elections supported by the EU where the electoral process is perceived by independent observers as free and fair [43]

The EIDHR actions in support of electoral processes support the UN Declaration of principles for international election observation, endorsed by the EU. They are implemented in cooperation with other bodies experienced in electoral observation and other kinds of support to maintain standards, develop observation capacity and make best use of resources.

Source of data: V-Dem

Baseline[44] (2015)	Interim Milestone (2018)	Target(2020)
19	31	39

Indicator 3*: Number of people directly benefitting from legal aid programmes supported by the EU

Source of data: Results framework annual reporting

Baseline (2013)	Interim Milestone (2018)	Target(2020)
372.000	606.000	762.000

Indicator 4': SDG 5.5.1 Proportion of seats held by women in national parliaments

Women face several obstacles to participating in political life. Structural barriers through discriminatory laws and institutions still limit women' option to run for office. Capacity gaps mean women are less likely than men to have the education, contacts and resources needed to become effective leaders. The EU supports activities to overcome these barriers and promote the democratic participation of women and men in the political decision making process.

Source of data: UN Women data in "Facts and Figures on Democratic Governance"

Baseline (2011)	Interim Milestone (2018)	Target(2020)
18.4% (including graduated countries (20.0% excluding graduated countries)	Actuals 2018	Actual 2020

Indicator 5: Number of States that have signed and ratified international and regional conventions and related optional protocols

Human rights are contained in 27 core international conventions. Not all countries have ratified all of these conventions, therefore denying their legality at national level.

Source of data: OHCHR Treaty Bodies**.**

Baseline (2013)	Interim Milestone (2014-2017 cumulated)	Target (2014-2020-cumulated)
5	40	70

Indicator 6: Number of countries belonging to the Democracy Pilot Countries which have improved their V-DEM Electoral Democracy Index

The initiative on democracy in pilot countries is a priority stemming from the Agenda for Action from the

[41] Overall objectives : poverty reduction, human development, inclusive and sustainable growth and human rights
[42] Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.
[43] This indicator is implemented at Delegation level and by the FPI.
[44] Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.

2009 Council Conclusions on democracy support, in particular in pilot countries. In the pilot countries that have already been identified, the EU is deepening its cooperation to strengthen democracy. The aim is to make democracy work for citizens. 'Varieties of Democracy' (V-Dem) is a new approach developed by more than 50 scholars worldwide to conceptualising and measuring democracy.

Source of data: V-Dem

Baseline[45] (2015)	Target (2020)
N.A.	5

Indicator 7°: Proportion of EU-funded cooperation and development initiatives promoting gender equality and women's empowerment

Source of data: Results framework annual reporting

Baseline (2014)	Interim Milestone (2018)	Target (2020)
31.3%	74.3%	85%

Planned evaluations:

- Mid-term evaluation of the EIDHR
- Thematic evaluation of EU support to Conflict Prevention (2017)
- Thematic evaluation of EU support to local authorities (2018)

SPECIFIC OBJECTIVE 6: Under the overall objectives[46] of the legal bases of the main instruments' DEVCO will support the public sector capacity, public finance management, tax policy and administration, procurement, and fight against corruption in our partner countries.	Related to spending programmes: DCI, EDF, PSC

Indicator 1*: Number of countries where the overall public financial management has improved

Consider the countries where i) the EU provided budget support continuously over the last six years, and ii) at least two national-level PEFA PFM Reports have been written, and iii) the most recent PEFA Report was written within the last two years.

The aggregate indicator is the number of countries for which the average PEFA indicator scores (excluding indicators D-1 to D-3 of donor behaviour rather than government behaviour) in the most recent PEFA PFM Report increased compared with the previous PEFA report.

This number is compared to the total number of recipient countries receiving PFM support from the EU for which there is data (i.e. the number of countries meeting criteria i-iii above).

Source of data: Results framework annual reporting

Baseline[47] (2015)	Interim Milestone (2018)	Target(2020)
16	52	76

Indicator 2': Change in domestic revenue mobilisation as a percentage of GDP over the last 5 years

The change in domestic revenue mobilisation as a percentage of GDP over three years in countries where the EU has external action programmes

Revenue is cash receipts from taxes, social contributions, and other revenues such as fines, fees, rent, and income from property or sales. Grants are normally considered as revenue but are excluded here

Source of data: Results framework annual reporting

Baseline[48] (2015)	Interim Milestone (2018)	Target(2020)
-1.4%	Actual 2018	Actual 2020

Planned evaluations:

- Budget support evaluations: Cambodia (2016), Niger (2017), El Salvador (2017),Rwanda (2017)

SPECIFIC OBJECTIVE 7: Under the broader coverage of the legal bases of the instruments IcSP and INSC, DEVCO will address nuclear safety issues (EURATOM based actions) as well as specific global, trans-regional and emerging security threats, including among others chemical, biological, radiological and nuclear (CBRN) risks, terrorism and protection of critical	Related to spending programme IcSP and INSC

[45] No baseline and interim milestone defined as the pilot has just been launched.
[46] Overall objectives : poverty reduction, human development, inclusive and sustainable growth and human rights
[47] Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.
[48] Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.

infrastructure in third countries (TFEU based).		
Indicator 1: **a) countries participating in the EU CBRN risk mitigation Centre of Excellence initiative (CoE);** **b) Number of dual-use and CBRN scientists retrained to peaceful activities** (a) The number of countries reflects the level of engagement of partner countries contributing and benefiting from the CoE initiative; this includes the establishment of national CBRN teams and development of CBRN needs assessment and action plans under IcSP Art 5 (b) Engagement of scientists with sensitive knowledge is one of the objectives set by the IcSP CBRN risk mitigation under IcSP Art 5 **Source of data:** projects implementation reports, ROM, external evaluations, monthly CoE bulletin, reporting from ISTC and STCU to the governing board		
Baseline (2015)	**Interim Milestone(cumulated 2017)**	**Target (2020)[49]**
a)52 b) 1100	a) 58 b) 3000	a) 65 b) 4500
Indicator 2: **a) Number of countries covered by counter terrorism actions and fighting against organised crime funded by the EU;** **b)Number of countries covered by safety for nuclear and radiological activities funded by the EU** (a) This provides the number of countries that will be covered under country specific or trans-regional actions under the Counter Terrorism, Fighting organised crime and Protecting critical infrastructure headings under IcSP Art 5. (b) The functioning of independent and competent national nuclear safety authorities in each of the partner countries with in effective and efficient licensing processes and supervision, notification and emergency response, is of paramount importance to improve nuclear safety, accident prevention and severe accident management. Under INSC, Transfer knowledge from EU experts to embarking countries with limited experience in nuclear safety or to countries with limited resource to train their personnel is key to prevent accidents. **Source of data:** projects implementation reports, ROM, external evaluations		
Baseline (2015)	**Interim Milestone(2017)**	**Target (2020)[50]**
a)16 b) 8	a)18 b) 10	a) 20 b) 12
Planned evaluations: • IFS 2007-2013 overall evaluation • IcSP Mid-Term Review 2014-2016 • Thematic evaluation on Migration (2018) • Mid-term review of the Instrument for Nuclear safety Cooperation (completed by 2016)		

Explanation for milestones and targets calculation

Indicators drawn from the EU RF – level 2

EU RF level 2 indicators aim to report on outcomes and outputs achieved by our partner countries with the contribution of EU funded interventions. Reporting is currently done on the basis of completed projects (completed in the previous year).

Because results reported refer to a set of completed projects which changes yearly, fluctuations in the population of projects reported on, determine fluctuations in the values being reported. Thus, reporting a lower value compared to a previous year does not imply underperformance, but it is linked to the co-incidental completion of the projects over a giving year. This is part of the reasons that the EU RF itself does not provide for targets nor

[49] Target set based on the agreement between the European Commission and EEAS
[50] Target set based on the agreement between the European Commission and EEAS

milestones. Furthermore, the very large numbers and big variety of projects and programmes make it practically impossible to set quantitative targets both using a “bottom-up” and "top-down approach", as also set out in the SWD(2015)80 launching the EU RF.

The values mentioned in the Strategic Plan under milestones and targets referring to indicators currently included in the EU Results Framework, Level 2 have been estimated on the basis of the data collected in the two yearly reporting exercises conducted so far: 2014 and 2015[51]. No corporate aggregation of results had been conducted previously so these are the only data points available.

Due to the fact that previous data points are limited and to variations in the composition of the population of actions on which the results data are reported, the establishment of a trend for each indicator is not possible at the time of writing. The approach being taken is therefore to estimate a yearly increase in the value reported which is at least equal to the lower value reported in the two previous years.

Thus, the milestone for 2016 have been computed by adding the minimum value of the indicator recorded in 2014 and 2015 to the cumulative value of the indicator computed in 2015. *Milestone Indicator (2016) = Value indicator (2015) + Min (Value Indicator 2015, Value Indicator 2014)*

The same approach will be followed for the estimation of further milestones and final target (2020). The values mentioned under milestones and targets estimates may be further refined in the coming years once more data points will be available through annual reporting exercises. Reporting on ongoing actions instead of completed ones could be envisaged only once the first release of the new DEVCO Operational information management System (Opsys) becomes fully operational, over the next few years. This will automatically imply the redefinition of the values mentioned under both milestones and targets.

Indicators drawn from the EU RF – level 3

EU RF Level 3 indicators show how the Commission is managing its operational processes and resources in order to contribute to achieving development results. For the indicators below there is a baseline, in 2014; there is also a target, set either in the regulations or in policy documents or related action plans; these targets were set for 2020. The assumption was made that there would be a constant rate of improvement between the baseline and the target. Using that assumption, the annual change for each indicator was calculated, and from that, the interim milestones (in 2018) between the baseline year and the target year were deduced.

[51] 1st July 2013 to 30th June 2014; 1st July 2014 to 30th June 2015.

PART 2. Organisational management

A. Human resources

The concept of staff engagement has been widely accepted and recognised as benefitting both staff and the organisation. Engaged employees find a high level of satisfaction in their work, which results in a strong sense of belonging and a sense of well-being. Engaged staff are also more productive and they generate greater organisational effectiveness.

Key elements of effective human resources management strategy is the competent and engaged workforce, including effective and gender-balanced management and healthy and supportive working conditions.

After analysing the results of the last staff survey, DG DEVCO has decided to focus its efforts on improving five priority areas:

1. **Staff well-being** (infrastructure and equipment, working space, safety at work, working atmosphere and methods, living healthy and balanced life, feeling respected, valued and treated fairly, etc.)
2. **Relation between performance and career progression** (fair link between performance and promotion, career advancement, promotion system, appraisal reports, comparison of merits, expertise and seniority, etc.)
3. **Encouragement of mobility and own career management** (transparent publishing of posts, competitions, certification, rotation exercises, valuing different experience, ownership of career choices, etc.)
4. **Workload and work-life balance** (fair and efficient workload distribution among teams and colleagues, fostering team work, setting realistic deadlines, focus on main priorities, extra-time, flexitime, telework, etc.)
5. **Senior and Middle Management** (communication, staff motivation, feedback, dealing with poor performance and problems, encouragement of collaboration, innovation and challenges, promoting fair, flexible and respectful workplace, etc.).

A Staff Engagement Task Force (SETF) at Middle Management level, including also representatives of staff based in EU delegations, is steering the process with the support of different stakeholders. Its main objective is to understand the underlying causes of dissatisfaction among staff through a proper diagnosis, to propose a plan for action aiming at improving working conditions at the DG and as a consequence at increasing staff engagement.

In order to achieve its objective, the TF uses a participatory, bottom-up approach involving all DEVCO staff either directly in working groups organised around the 5 priority areas or through their representatives.

The main strategic objective for the next 5 years would be the adoption and implementation of actions addressing the above mentioned five priority areas. This comprehensive DEVCO specific action plan on the 5 priority areas is currently in the making, some actions already envisaged refer to improved quality and transparency of the appraisal process, two-way communication, especially with regards to staff based in Delegations, a number of local well-

being initiatives and promotion of fit@work, as well as many other actions to be agreed upon by Senior Management. The actions that go beyond DEVCO competence are envisaged to be communicated to the competent services in the Commission and EEAS.

Objective: The DG deploys effectively its resources in support of the delivery of the Commission's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.	
Indicator 1: Percentage of female representation in middle management **Source of data**: DG HR	
Baseline (2015)	**Target (2019)**
20.1%	35%
Indicator 2: Percentage of staff who feel that the Commission cares about their well-being **Source of data:** Commission staff survey	
Baseline(2014)	**Target(2020)** [52]
27%	40%
Indicator 3: Staff engagement index **Source of data:** Commission staff survey	
Baseline(2014)	**Target(2020)**[53]
60%	70% of staff feel engaged and committed to doing quality work (measured as a combination of factors)

DEVCO expects a gradual increase in female representation in middle management. DEVCO has 8 middle management positions in Delegations. But it is important to stress that for difficult Delegations, often; there are no or few women candidates. This is a structural problem confirmed not only across the Commission but also in EEAS.

DEVCO Staff Engagement Task Force is coordinating the input received from staff both in Headquarters and Delegations through the comprehensive listening campaign launched already in 2015. It is expected to be finalized in the coming year and translated into concrete actions.

B. Financial Management: Internal control and Risk management

There are several layers of controls - ex-ante and ex-post - aiming at legality and regularity. These controls are described in the Annual Activity report and more specifically in its Annex on the Internal Control Templates. The most decisive inputs to decide whether a reservation has to be issued in that report are the Residual Error Rate (RER) Study concerning the reporting year which measures the DG's error rate after all controls and checks have been performed and the Declaration of Assurance by the European Court of Auditors concerning the year preceding the reporting year. As the acceptable threshold is set at 2%, a residual error rate above that threshold triggers a reservation, accompanied by an action plan aiming at a reduction of the error rate in the future. This action plan will undergo a regular review until the full implementation of all actions listed therein.

[52] The target was set up taking into consideration the sharp downward trend of the indicator, which decreased with 16% in comparison to 2013 levels, the average EC rate of 35% and the average rate of 32% for External relations DGs in 2014. (Note: DG DEVCO can impact the results on this indicator but needs to cooperate with central services and EEAS on aspects beyond its competencies and direct influence)

[53] The target was set up taking into consideration the downward trend of the indicator, which decreased with 6% in comparison to 2013 levels, the average EC rate of 65% and the average rate of 64% for External relations DGs in 2014 with the ambition to reach average EC levels of 2013.

Another aspect of Sound Financial Management is the relationship between the costs of controls and its benefits, i.e. deciding which controls are undertaken and if it is cost-effective to implement additional controls. To this end, a detailed estimation of costs of control is undertaken every year and its results are also reported in the annual activity report. It is always underlined that a distinction has to be made between error/irregularity and fraud. An error may occur already if all the supporting documentation cannot be provided during an audit or check. An irregularity is any infringement of a provision of Union law (act or omission) by an economic operator that impacts the general budget of the European Union.

Fraud, on the other hand, is defined as an intentional illegal deceit damaging the EU interests. As part of the overall Commission approach, DEVCO has developed its anti-fraud strategy (AFS) which is being implemented on the basis of an Action Plan comprised of four Operational Objectives. The AFS will be reviewed on a regular basis. The drafting process for the AFS involved members from the Finance and Contracts Units at Headquarters as well as from a geographically balanced range of Delegations. The fraud risk analysis was based on OLAF's case book in the field of external aid. DEVCO's anti-fraud Strategy entered into force on 01/01/2014 with a two-year validity. The first review of the AFS was undertaken from June to September 2015, based on an exchange of views and best practices with DGs ECHO, FPI, NEAR and the EEAS. The review has not been concluded yet as OLAF was asked to first better specify the overall AFS objectives.

Overarching objective: The Authorising Officer by Delegation should have reasonable assurance that resources have been used in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions including prevention, detection, correction and follow-up of fraud and irregularities.

Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions	
Indicator 1: Estimated residual error rate **Source of data**: RER studies carried out by Commission's contractor	
Baseline(2014)	**Target (2020)**
2.81%	Below the materiality criterion (2%) in 2020
Indicator 2: Estimated overall amount at risk for the year for the entire budget under the DGs responsibility. **Source of data**: RER study, expenditure data from CRIS and ABAC	
Baseline	**Target**
205.7M Euro	none
Indicator 3: Estimated future corrections **Source of data**: Key Performance indicators: ineligible amounts identified by ex-ante controls and by audits	
Baseline	**Target**
• ineligible amounts identified by ex-ante controls : 1.97% in 2014 (EUR 135.4), 1.76% in 2015 (EUR 95.3 Mio) • ineligible amounts identified by audits contracted by the Commission: 4.16% in 2014 (EUR 108.9 Mio), 1.99% in 2015 (EUR 53.5Mio)	None

Objective 2: Effective and reliable internal control system in line with sound financial management.	
Indicator 1: Conclusion reached on cost effectiveness of controls **Source of data**: staff cost data, other control cost data, data on ineligible expenditure (prevented by ex-ante controls and identified by external auditors)	
Baseline (2014)	**Target**
Yes	Yes
Indicator 2: Overall cost of control in relation with benefits and/or with the amount of managed funds	
Baseline (2014)	**Target**
Overall control costs represented 5.06% of total expenditure	Overall control costs remain in the same area.

Objective 3: Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud.	
Indicator 1: Updated anti-fraud strategy of DGDEVCO elaborated on the basis of the methodology provided by OLAF **Source of data:** minutes of the meetings held during AFS review	
Baseline (2015)	**Target**
Date of the last update :21/10/2015	Update every four years, as set out in the AFS

C. Application of Better Regulation principles in decision making and in the management of the DG DEVCO's acquis

The regulatory acquis managed by DG DEVCO essentially consists of the Cotonou Partnership Agreement (CPA), the EDF Internal Agreement and the Instruments for Financing External Actions managed by DG DEVCO under the MFF 2014-2020.

In line with the "Better Regulation" principles, an evaluation of the CPA is underway in order to feed the reflection on a possible successor arrangement after the CPA expires in 2020. Similarly, Instruments for Financing External Action will be evaluated in the coming years in order to feed both the mid-term review of these instruments and the impact assessment of possible successor instruments after 2020.

In addition, DG DEVCO carries out thematic evaluations, evaluation of sectoral policies and evaluation of country or regional programming in order to assess their impact and effectiveness as required by the legal bases (EDF Internal Agreement and Common Implementing Regulation).

Objective: Prepare new policy initiatives and manage the EU's acquis in line with better regulation practices to ensure that EU policy objectives are achieved effectively and efficiently.		
Indicator 1: Percentage of Impact assessments submitted by DG DEVCO to the Regulatory Scrutiny Board that received a favourable opinion on first submission. **Source of data:** Data on submission of impact assessments by DG DEVCO recorded by the SG impact assessment unit		
Baseline(2011)[54]	**Interim Milestone(2016)** [55]	**Target(2020)**
20% = Percentage of impact assessments submitted by DG DEVCO in 2011 to the Impact Assessment Board which received a	N/A (the five external relations financing instruments currently	30%

[54] Year 2011 was the last year when DEVCO submitted impact assessments; therefore a more recent baseline e.g. 2015 is not applicable.
[55] REFIT initiatives and the impact assessments are not part of the core business of DEVCO as they are not recurrent.

positive opinion on first submission. It concerns the five external relations financing instruments currently managed by DG DEVCO	managed by DG DEVCO will be submitted in 2018)	
Indicator 2: Percentage of the DG DEVCO's primary regulatory acquis covered by retrospective evaluation findings and Fitness Checks not older than five years.		
Baseline (2015)[56]	**Interim Milestone (2016)**	**Target(2020)**
Percentage of the DG DEVCO's primary regulatory acquis covered by retrospective evaluations and Fitness Checks not older than five years. 0%	Yearly increase of 25% of the gap between baseline and target. 17,5%	70% of EU acquis covered by evaluations

D. Information management aspect[57]

Document Management

Systematic filing of documents in Ares is the prerequisite for the sharing and reuse of the information managed by HAN (Hermes-Ares-Nomcom). A series of awareness raising and training actions, together with a systematic statistical follow-up with all DEVCO departments, have been put in place since 2012 and have given positive results, with an evolution of filing rates from 71% as of 31/12/2012 to 91% as of 30/06/2015. This strategy will be continued.

The integration of DEVCO IT systems with HAN is another essential area to achieve efficient sharing and reuse of information. Basis and Prospect are IT systems that have been integrated with HAN in 2015. This work will continue with the integration of more DEVCO IT Systems, such as Pador (integration work ongoing) or ROM in 2016. Particular attention will also be given to the development and deployment of the DEVCO's new operational system.
In complement to this, actions to promote the active use of Ares by all staff and in particular by senior and middle managers, given the positive cascade effect that they generate, will be carried on, such as the generalisation of the use of the Ares e-signatory; the activation of the Ares e-mail notifications for all the staff; the enhancement of e-mail registration rates by the use of Areslook, etc. These initiatives should generate efficiency gains, improve the speed of processes and facilitate a more comprehensive use of the HAN tools by the staff.

Once the deployment of Ares in all the EU Delegation is finalised at the end of 2015, the sharing of Delegations' files belonging to DEVCO sections with DEVCO headquarters will be promoted as the option by default as from 2016.

Sharing files with other DGs will be subject of analysis and consultation with stakeholders in DEVCO in order to identify, firstly, the areas where open sharing could generate more benefits. This approach is to be gradually expanded to all other areas of activity unless exceptions to open sharing would apply (personal data protection, ongoing investigations, etc.). Following this analysis, the subsequent technical actions will be deployed in the HAN platform.

[56] Current aquis has been adopted in 2014. Baseline 2015 is hence " 0".
[57] Information management" refers to a broader scope encompassing data, document/information and knowledge management.

Learning and Knowledge Development Strategy

In November 2014 DEVCO adopted its 2014 – 2020 Learning and Knowledge Development Strategy (LKDS). It aims at making DEVCO a learning organisation through a set of synergic actions, that allow the DG and its staff, to acquire, develop, retain, share and apply the knowledge and necessary skills for achieving DEVCO's mandate and goals,.

To effectively pursue its mission and mandate, DEVCO needs new and permanently up-dated expertise, competences and ways of working. It will strengthen the aspects of organisational management facilitating the learning at the staff and organisational level. Continuous transformation, characteristic for a learning organisation, will be achieved through learning and KM actions in two complementary areas:
- Knowledge development and organisational learning; enhancing the ability to gain insight and understanding from experience through experimentation, observation, analysis, and a willingness to examine both successes and failures. The final aim is to create, retain and transfer knowledge within the organisation for continuous improvement and adaptation.
- Staff learning and development supporting DEVCO management and HR development plan.

The LKDS's Action Plan includes in the part on knowledge development actions in three areas: people & corporate culture, organisation & business processes and facilitating corporate systems. In the part on learning and development, it focuses on the delivery of **core business training, enhanced learning tools and delivery methods, quality and impact of training.**

Regular needs assessments inform planning of learning and knowledge management actions as well as is used to assess progress and identify areas for improvement.

Actions in areas such as communication, information management, organisational culture, working methods, HR development, learning, KS and business processes will allow DEVCO to become a learning, knowledge-based organisation that applies a culture of knowledge sharing, learning from experience and collaboration contributing to EC corporate goals.

Other actions foreseen in the LKDS aim at enhanced learning from experience at organisational level and include enhancing:

- Knowledge sharing, capturing and transfer processes,
- Staff development and HR policies,
- Efficiency of planning and reporting,
- Creation of incentives for staff to contribute to organisational learning, share their skills and knowledge, as well as
- Processes and IT tools supporting DEVCO's activities

OPSYS

Regarding this last point, it is worth to mention the mid-2014 management decision to phase-out the current management system CRIS, and to replace its operational functions by a new operational management system (while financial functionalities will be transferred in ABAC). This change of system is an opportunity to address (at least partially) key challenges facing DEVCO such as the needs: (i) to increase our efficiency including through simplification and harmonisation of our business processes; (ii) Going beyond pure efficiency, of making our decision making processes clearer and based on lessons learnt

(paying more attention to evaluations), as well as on what we want to achieve, which goes along our general will to put more emphasis on results; (iii) to introduce more flexibility so that we can adapt our responses to new issues quicker as we presently do; (iv) to work more closely and in a more efficient manner with our Member States and with other bodies (EEAS, other donors) as well as with all other stakeholders in our development programmes, as well as; (v) to improve our document management system (also see Section Document Management under 2D) and transparency on our actions and results (also see Section 2E on External Communication and Transparency).

DEVCO LKDS is in line with and will contribute to the corporate objectives of the Reflection Paper on Data, Information and Knowledge Management at the EC as well as the Commission Communication on this subject (under preparation), with the future EC Learning and Development Strategy and EC Talent Management Policy. It underpins the objective of the College to enhance cooperation across portfolios, facilitates collaboration across DEVCO and helps engender a motivating work environment for all staff.

A mid-term evaluation is planned in 2017 to inform review and update of the LKDS.

Key to effective DEVCO operations and efficient external communication is the effective functioning of internal communication. DG DEVCO will redouble its efforts to improve two-way information flows between and across services and Delegations, and between management and staff. DEVCO's Communication services will support these processes inter alia by continuing to manage and further develop DG DEVCO's Intranet and coordinating systematic as well as ad-hoc efforts to improve internal communication.

Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable		
Indicator 1: Percentage of registered documents that are not filed[58] (ratio) **Source of data:** Hermes-Ares-Nomcom (HAN)[59] statistics		
Baseline 2015	**Target**	
4%	≤ 3%	
Indicator 2: Percentage of HAN files readable/accessible by all units in the DG **Source of data:** *HAN statistics*		
Baseline	**Target**	
93%	≥95%	
Indicator 3: Percentage of HAN files shared with other DGs **Source of data**: *HAN statistics* N.B. The baseline is lower than the Commission average. The opening of files to other DGs is still rare in the Commission and DEVCO, as most DGs, is still in an early phase.		
Baseline	**Target**	
0.43%	Between 5 % and 10%	
Indicator 4: Learning and Knowledge Development Strategy (LKDS) 2014-2020 implemented in line with the adopted and regularly updated Action Plan **Source of data:** LKDS Implementation reports; Learning and Knowledge Management needs surveys; LKDS evaluation in 2017; OECD peer reviews; Other surveys and evaluations (e.g. training evaluations, newcomers and tutors surveys)		
Baseline (2015)	**Interim Milestone (rolling)**	**Target(2020)**
Learning and Knowledge	• Action Plan regularly updated and implemented	- DEVCO is a learning organisation that has, values and well uses the knowledge

[58] Each registered document must be filed in at least one official file of the *Chef de file*, as required by the e-Domec policy rules (and by ICS 11 requirements). The indicator is to be measured via reporting tools available in Ares.
[59] Suite of tools designed to implement the e-Domec policy rules.

Development Strategy (LKDS) 2014 – 2020 and its Action Plan (AP) adopted;	• Evaluation on implementation of the LKDS done in 2017 to inform a mid-term revision of the Strategy. • Mid-term revision of Strategy adopted • Strategy adapted to align with the corporate policy	and competences to perform its mission, learns from experience and is able to adapt to the evolving needs. - LKDS key objectives and actions implemented; - Positive OECD peer review
Indicator 5: Percentage of briefings managed in accordance with a uniform business process and using a common tool **Source of data**: BASIS		
Baseline(2015)		**Target(2016)**
73% of the briefings and speeches – 545 items - were uploaded in BASIS in 2015 (NB: DG DEVCO started to use BASIS as of 23 March 2015)		90%

E. External communication activities

In the period 2016-20, DG DEVCO will inform and engage with its primary target audience, the citizens of the European Union[60], about key international cooperation and development related policies pursued by the EU, most notably the 2030 Agenda for Sustainable Development and the EU's efforts towards the Sustainable Development Goals, and about the results and impact achieved through the wide array of financial instruments for EU external action managed by DG DEVCO. Promoting the EU as a Global Actor, DG DEVCO will highlight how the EU's work on international cooperation and development benefits not only beneficiaries outside the EU, but also EU citizens themselves.

Lessons learned during the European Year for Development 2015[61] will guide DG DEVCO's communication efforts in the period 2016-20. We will build on existing communication partnerships with Member States and their institutions, international organisations, and non-state actors including civil society organisations, academia and the private sector, and engage with new stakeholders beyond the development community. By addressing young people and involving European education actors we will endeavour to build up a long-term and educational approach to communicating about international cooperation and development. Using a storytelling approach where appropriate we will put people at the centre when communicating on development cooperation's global challenges and efforts affecting people's everyday lives in and outside the EU. We will communicate in a fact-based way, documenting and illustrating the results of EU international cooperation to depict successes and challenges on the ground. We will use and promote interactive communication and participatory approaches wherever possible as to inform and engage with stakeholders. And we will underline the key message of the 2030 Agenda and the EU's development cooperation by continuing the use of the motto 'our world, our dignity, our future'.

By applying these elements in our communication actions we aim to contribute to better awareness and appreciation among the target audiences of the EU as a Global Actor, particularly in the field of international cooperation and development. To reach and interact with a wide range of stakeholders and development partners, DEVCO's communication actions will apply the full range of means at our disposal, most notably:

[60] Complementarily, stakeholders outside the EU will be informed and engaged by the EEAS through the EU's Delegations in partner countries, with support from DG DEVCO on development related matters.
[61] As endorsed by the Parliament, the Council and the Commission in Luxemburg on 9 December 2015.

- active outreach to media through press releases, information packages, fact sheets, interviews, press seminars, press events, media relations and other interactive means of engagement with print, broadcast and online media outlets;
- social media (Facebook, Twitter, Instagram, and others), with particular attention on young audiences, including the use of audio-visual productions;
- educational outreach through educational toolkits, people-to-people contacts, teachers' networks and university associations in complementarity with the Development Education and Awareness Raising (DEAR) initiative, to inform and engage with young European citizens on international cooperation and development;
- events, such as yearly editions of the European Development Days, continued Kapuscinski Development Lectures, the Lorenzo Natali press prize, activities at Commission and other EU institution's Info Points, and other events on an ad-hoc basis or in conjunction with other development related events;
- the EuropeAid website, the primary tool for web communication on the EU's work in international cooperation and development, which will continue to be developed and improved in line with the Commission's Digital Transformation process;
- publications (paper and online) of reports, surveys, studies, evaluations, brochures, fact sheets, etc.

Where appropriate, DG DEVCO's communication will take place by means of campaigns around specific issues and themes, including communication support to emerging ad hoc needs (including crises), combining some or all of the above instruments. In view of limited resources, efforts will aim to reach and engage with the target audiences mainly via information multipliers, and directly where appropriate.

In all of the above, DEVCO's Communication services will coordinate with and provide support as per its mission statement to other DEVCO and Commission services and the EEAS, as well as provide methodological guidance and support in various forms to EU Delegations.
Risks. In an ever-changing and complex world, our communication efforts will have to contend with external factors and actions. These include developments and actions diminishing or undoing development results achieved, such as armed conflict, natural disasters, and political action beyond the EU's control, which may affect EU citizens' perceptions of the EU's development policies and cooperation.

Objective: Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making and they know about their rights in the EU.

Indicator 1: Percentage of EU citizens having a positive image of the EU

In the period 2016-20, DG DEVCO will inform and engage with its primary target audience, the citizens of the European Union[62], about key international cooperation and development related policies pursued by the EU, most notably the 2030 Agenda for Sustainable Development and the EU's efforts towards the Sustainable Development Goals, and about the results and impact achieved through the wide array of financial instruments for EU external action managed by DG DEVCO. Promoting the EU as a Global Actor, DG DEVCO will highlight how the EU's work on international cooperation and development benefits not only beneficiaries outside the EU, but also EU citizens themselves.)

Definition: Eurobarometer measures the state of public opinion in the EU Member States. This global indicator is influenced by many factors, including the work of other EU institutions and national governments, as well as political and economic factors, not just the communication actions of the Commission. It is relevant as a proxy for the overall perception of the EU citizens. Positive visibility for the EU is the desirable corporate outcome of Commission communication, even if individual DGs' actions may only make a small contribution.

[62] Complementarily, stakeholders outside the EU will be informed and engaged by the EEAS through the EU's Delegations in partner countries, with support from DG DEVCO on development related matters.

Source of data: Standard Eurobarometer (DG COMM budget) [*monitored by DG COMM here*].	
Baseline: November 2014	**Target: 2020**
Total "Positive": 39% Neutral: 37 % Total "Negative": 22%	Positive image of the EU ≥ 50%

Indicator 2: Percentage of EU citizens who are aware of what EU development aid does.[63]

Definition: as under indicator 1. The percentage in this indicator will be the sum total of the percentages obtained on answers *1 – A lot* and *2- A little* to the trend question "*How much do you feel you know about where EU development aid goes? Would you say that you know [where EU development aid goes]?*".

Source of data: Special Eurobarometer [requested by DG DEVCO] on citizen's views on development, cooperation and aid.

Baseline: September 2014	**Target: 2020**
Total % respondents feeling they know "a lot": 3% Total % respondents feeling they know "a little": 41 % Sum total: 44 %	Total % respondents feeling they know "a lot" or "a little": by 2020: ≥ 50% Milestone for 2017: ≥ 47%

[63] Important to note that in 2014 this question was preceded, and will need to be preceded in future Eurobarometer surveys, by a question about the respondent's knowledge of his or her own country's development aid: *"How much do you feel you know about where [NATIONALITY) development aid goes? Would you say that you know [where development aid goes]"*. To note also that neither question was part of the December 2015 special Eurobarometer survey on citizen's views on development, cooperation and aid.