



Management Plan 2017

DIRECTORATE-GENERAL FOR INTERNATIONAL
COOPERATION AND DEVELOPMENT – DG DEVCO



GLOSSARY

AAAA= Addis Ababa Action Agenda
AAP= Annual Action Programme
ACP= African, Caribbean and Pacific countries
AFIF= African Infrastructure Facility
AfIF= African Investment Facility
AFS= Anti-Fraud Strategy
AGIR= Global Alliance for Resilience Initiative
AgriFI= Agriculture Financing Initiative
AMC= Account Management Centre
APF= African Peace Facility
APSA= African Peace Facility Architecture
AREI= Africa Renewable Energy Initiative
ASEAN= Association of South East Asian Nations
AU= African Union
AUC= African Union Commission
CA= Comprehensive Approach
CBRN= Chemical, Biological, Radiological and Nuclear
CBSD= Capacity Building in Support of Security and Development
CEMAC= Economic Community of Central African States
CfP= Call for Proposal
CIR= Common Implementing Regulation
CPA= Cotonou (ACP-EU) Partnership Agreement
CRIS= Common Relex Information System
CSO= Civil Society Organisation
CWP= Commission Work Programme
D4D= Digitalisation for Development
DAC= Development Assistance Committee
DCI= Development Cooperation Instrument
DEAR= Development Education Awareness Raising
DG= Directorate-General
DRM= Domestic Revenue Mobilisation
DRR= Disaster Risk Reduction
ECOWAS= Economic Community of West African States
ECW= Education Cannot Wait
EDDs= European Development Days
EDF= European Development Fund
EDFIs= European Development Finance Institutions
EEAS= European External Action Service
EIB= European Investment Bank
EIDHR= European Instrument for Democracy and Human Rights
EIP= External Investment Plan
ElectriFI= Electrification Financing Initiative
EPA= Economic Partnership Agreement
ERM= Early Response Mechanism
EU= European Union
EUGS= European Union Global Strategy
EURF= EU International Cooperation and Development Results Framework
EUTF= European Union Trust Fund
FLEGT= Forest Law Enforcement, Governance and Trade
FPA= Framework Partnerships Agreement

FPI= Foreign Policy Instruments
FR= Financial Regulation
GAVI= Global Alliance for Vaccine and Immunisation
GCCA+= Global Climate Change Alliance+
GFATM= Global Fund to Fight AIDS, Tuberculosis and Malaria
GP= Global Partnership
GPE= Global Partnership for Education
GPGC= Global Public Goods and Challenges
HAN= Hermes-Ares-NomCom
HLM= High Level Meeting
HLPF= United Nations High Level Political Forum
HQ= Headquarters
IAEA= International Atomic Energy Agency
IATI= International Aid Transparency Initiative
ICAP= Internal Communication Action Plan
IcSP= Instrument contributing to Stability and Peace
IDPS= International Dialogue on Peacebuilding and State-building
IFIs= International Financial Institutions
IFP= Investment Facility for the Pacific
IMF= International Monetary Fund
INSC= Instrument for Nuclear Safety Cooperation
IOs= International Organisations
JA= Joint Action
JAES= Joint Africa-EU Strategy
JP= Joint Programming
KPI= Key Performance Indicator
LA= Local Authority
LDCs= Least Developed Countries
LKDS= Learning and Knowledge Development Strategy
MAAP= Multi-annual Action Programme
MENA= Middle East and North Africa
MFF= Multi-annual Financial Framework
MIP= Multi-annual Indicative Programme
MSME= Micro, Small and Medium Enterprise
MTR= Mid-Term Review
NDC= Nationally Determined Contributions
NIP= National Indicative Programme
OCTs= Overseas Countries and Territories
ODA= Official Development Assistance
OECD= Organisation for Economic Co-operation and Development
P/CVE= Preventing/Countering Violent Extremism
PCD= Policy Coherence for Development
PFD= Policy Forum on Development
PFM= Public Finance Management
PSD= Private Sector Development
PSO= Peace Support Operation
REC= Regional Economic Committee
RER= Residual Error Rate
RIP= Regional Indicative Program
ROM= Results Oriented Monitoring
SADC= Southern Africa Development Community
SCP= Sustainable Consumption and Production

SDGs= Sustainable Development Goals
SE4ALL= Sustainable Energy for All
SSR= Security Sector Reform
STRIVE= Strengthening Resilience to Violent Extremism
SWD= Staff Working Document
TFEU= Treaty on the Functioning of the European Union
TOR= Terms of References
TOSSD= Total Official Support for Sustainable Development
TVET= Technical Vocational Education and Training
UN DCF= United Nations Development Cooperation Forum
UN= United Nations
UNFCCC= United Nation Framework Convention on Climate Change
UNGA= United Nations General Assembly
VET= Vocational Education and Training
WHO-UHC= World Health Organisation – United Health Coverage
WRC= World Reconstruction Conference

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INTRODUCTION

The Directorate-General for International Cooperation and Development (DG DEVCO) is entrusted with **policy-making responsibilities** in the field of development and international cooperation. It is also a DG **implementing** this policy via the different **instruments**¹ it is managing.

The **general policy framework** is set by:

- **United Nations 2030 Agenda for Sustainable Development** – and its **Sustainable Development Goals (SDGs)**;
- **Addis Ababa Action Agenda (AAAA) on Financing for Development**;

and by the:

- **Global Strategy for the European Union's Foreign and Security Policy**,
- **Paris Agreement on Climate**.

Development is a **global and common challenge**, the policies are interconnected and the goals are universal. In a joint effort with the other actors, DEVCO needs to address all aspects of sustainable development: **economic, social and environmental**, in relations with all partner countries.

Following the Commission proposal adopted on 22 November 2016, a **new European Consensus on Development** will be adopted in 2017 by the Council, EU Member States, the Parliament and the Commission. It will put forward a **shared vision and framework** for action for the EU and Member States' development policy, while addressing in an integrated manner the main orientations of the **2030 Agenda for Sustainable Development**. It contributes to the objectives of EU external action, while affirming development policy's essential role in addressing the challenges of globalisation. It will also put forward proposals for the EU and its Member States to work better together, to increase our collective credibility, effectiveness and impact. This is one of the **most visible pillars** to deliver on the 10 priorities identified by President Juncker². DG DEVCO is associated to **4 Priorities** or **General Objectives** (GO) of the Commission which it pursues through 7 DEVCO Specific Objectives. They were described in DG **DEVCO's Strategic Plan 2016-2020**. These are indicative and not binding. They provide an orientation and examples which will have to be finalised by means of decisions taken by DG DEVCO's senior management in DG DEVCO's internal decision-making process. This is necessary due to the transitional nature of the 2017 exercise and the shift from the Millennium Development Goals (MDGs) and the 2005 European Consensus on Development towards the Sustainable Development Goals (SDGs) and the new 2017 Consensus, as well as in the light of the implementation of the EU Global Strategy.

The General Objectives, to which DEVCO is associated, are listed below together with a selection of the most important policy and operational outputs for 2017. More details on how the outputs and actions are conducive to the achievement of DEVCO's Specific objectives are presented in Part 1 of this document.

¹ Development Cooperation Instrument (DCI)-(Regulation (EU) No. 233/2014), European Development Fund (EDF), European Instrument for Democracy and Human Rights (EIDHR)-(Regulation (EU) No. 235/2014), Greenland Decision-(Council Decision 2014/137), Instrument contributing to Stability and Peace (IcSP)-(Regulation (EU) No. 230/2014), Instrument for Nuclear Safety Cooperation (INSC)-(Council Regulation No. 237/2014).

² Political Guidelines presented to the European Parliament on 15 July 2014

General Objective 1. EU as a Stronger Global Actor

The **EU is a stronger global actor** also through DEVCO's action towards development. Without development there is no social justice and, thus, no sustainability. DEVCO will continue to concentrate on **poverty eradication** as this is a global cause of the world's instability and unsustainability. To address this, DEVCO will need to target further the **root causes of poverty, conflict and instability** as well as to promote **sustainable growth** while **keeping people at the core of our actions**. DEVCO will also continue to address the fragility of States and the vulnerability of their societies while also stepping-up its efforts to meet the challenges in the fields of security and terrorism.

In pursuing this objective DEVCO will focus in 2017 on delivering the following important outputs derived from our political priorities:

Towards a renewed **partnership with Africa, the Caribbean and the Pacific**

The expiry in February 2020 of the current ACP-EU Partnership Agreement - Cotonou Partnership Agreement (CPA)-, which was signed in 2000 in Cotonou, is the opportunity to rejuvenate the EU's relationship with its African, Caribbean and Pacific partners and to create **a renewed partnership with Africa, the Caribbean and the Pacific and beyond**. Following a Joint Communication adopted in November 2016, proposing the building blocks for a renewed partnership, the important milestone in 2017 will be the adoption by the College of a recommendation for a Council Decision with negotiating directives, by the third quarter of the year.

Strengthening the **strategic partnership with Africa**

Strengthening the **strategic partnership with Africa** will be one of the EU's political priorities in 2017. The **fifth EU – Africa Summit** is scheduled to take place in November 2017 in Côte d'Ivoire. Under the Commission Work Programme (CWP) for 2017, the Joint Communication "**Africa-EU Partnership: Renewed Impetus**" will be prepared for adoption by the HR and the European Commission, on the broad relations with Africa, in view of the Africa – EU Summit. Promoting a political relationship based on the Sustainable Development Goals (SDGs) and in support of African integration, the EU aims to boost sustainable and inclusive growth, with specific attention to youth, women and girls, 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, irregular migration and demographic pressures, by offering new economic, trade and investment opportunities for both sides, including in renewable energy, and by reducing mutual security threats.

Advancing the cooperation framework **with Latin America and Caribbean**

The EU is currently developing a framework of international cooperation that has to effectively respond to the new policy context especially by responding with **tailored approaches, strategies, policies and instruments** to the growing variety of partner country circumstances in line with the new European Consensus on Development. Under these circumstances, the cooperation between the **EU and Latin America and the Caribbean** including Greenland and the Overseas Countries and Territories (OCTs) will be adapted to the SDGs horizon. Given the significant number of middle and high income countries in Latin America and the Caribbean and while cooperation between the EU and Latin America and the Caribbean steadily moves towards the consolidation of a partnership approach, the 2014-2020 development cooperation framework has the capacity to remain strategic by intervening in crucial sectors such as climate change, resilience and sustainable energy, security and rule of law, as well as job creation and fiscal governance. In addition, under the EU - Greenland partnership, enhanced

cooperation will continue in the areas of education and arctic issues, in line with the objectives of the EU2020 strategy and the EU Arctic Policy.

Continued challenges in Asia, Central Asia, Middle-East/Gulf and the Pacific

Another very large geographic area, stretching from the Middle East, via Central Asia, Asia and all the way to the Pacific islands is supported by DEVCO's intervention. While the region has achieved remarkable progress in fighting poverty, more than **1.6 billion people continue to live on less than 2 dollars a day** and remain **vulnerable to shocks** — whether economic or environmental. The region is also confronting widening **inequalities** and the challenge of enabling a decent quality of life. It includes many precariously **fragile countries** affected by **wars, territorial** and **natural resource disputes, terrorism** and **irregular migration**.

Against this backdrop, DEVCO will continue to be fully engaged in efforts to support our partner countries in poverty reduction and sustainable development. Our work will be aligned with President Juncker's policy priorities and framed by the Global Strategy, the Agenda 2030 and the new Consensus for Development. More concrete examples are provided under Part 1 of this document under the various headings.

DEVCO will pursue an approach centred on **political and policy dialogue** with all stakeholders. In this regard, **budget support** will continue to be an increasingly important aid modality across our region. It enables intensified policy dialogue with capacity building and provides leverage and incentive for reforms to promote our partner countries' SDGs implementation efforts. In order to attract further investment and promote private sector involvement in development, DEVCO will also continue the efforts to promote the "**blending mechanism**" whereby the grants are combined with loans.

Gender

As emphasised in the newly proposed new European Consensus, the EU is a global leader in promoting **gender equality** and women and girls' empowerment. In 2017, DEVCO will launch a new Staff Working Document (SWD) on gender with a particular focus on fighting **all forms of violence** and **discrimination** perpetrated against women and girls, while addressing their free and universal access to essential services like health and education as well as to resources like credit, knowledge, technology, energy and land.

Furthermore, **gender** issues will be high on the agenda in our cooperation with Africa, Latin America and the Caribbean, Asia, Central Asia, the Middle East and the Pacific given the growing inequalities and the political and economic cost of side-lining, and violence against, women.

Resilience

Deriving from the Global Strategy for the EU's Foreign and Security Policy, **a Joint Communication on Resilience**³ will be prepared for adoption by the HR and the Commission, aiming at addressing **resilience at state and societal level**, drawing on the substantial progress that has been made in implementing the existing resilience policy framework.

³ Reference number from Decide Planning: PLAN/2016/96.

Mid-term review (MTR) of the External Financing Instruments of the current Financial Framework

A MTR Report of the 2014-2020 External Financing Instruments⁴ will be adopted by the Commission at the end of 2017 and submitted to the European Parliament and the Council. In order to provide inputs for this report, such as the extent the instruments are meeting their objectives, external evaluations for each of the instruments were launched in 2016 and will be finalised by mid-2017⁵. The MTR Report will also be informed by the work on the next Multiannual Financial Framework post 2020.

General Objective 2. Towards a New Policy on Migration

Migration challenges have been at the top of the European agenda. In this context, DEVCO aims to address both short- and long-term challenges and opportunities, notably through the "**Emergency Trust Fund for stability and addressing root causes of irregular migration and displaced persons in Africa**" (EUTF) and other instruments (thematic and geographic part of the Development and Cooperation Instrument as well as the European Fund for Development), including a proposed **European External Investment Plan**.

Migration is firmly embedded in the EU foreign policy. The European Agenda on Migration called for a paradigm shift in working methods and for a closely coordinated and Comprehensive Approach (CA) across all EU policies to address the challenges and opportunities that migration brings. DG DEVCO will be fully engaged in the development of Global Compacts on Migration and on Refugees, paying particular attention to the inclusion of EU policy objectives in the Compacts as well as of good practices and lessons learned into EU contributions. Actions related to the **European Agenda on Migration** will include timely interventions improving capacities for overall migration and refugee management.

In light of recent developments, **addressing irregular migration and forced displacement as well as radicalisation and violent extremism** are high on the agenda of EU-Africa relations. Guided by the strategic priorities set out in the Valletta Action Plan, the Partnership Frameworks and other High Level Dialogues at the regional level and bilaterally, the EU will further engage with partners in Africa on migration, notably through the **EUTF**.

Irregular migration and the great number of **displaced people** in the Asia region are challenges DEVCO will continue to tackle in 2017. **Afghanistan, Iraq, Bangladesh** and **Pakistan** face unprecedented migration challenges and represent the EU's priority countries in Asia when it comes to migration.

⁴ Development Cooperation Instrument (DCI)-(Regulation(EU) No. 233/2014), 11th European Development Fund (EDF), European Neighbourhood Instrument (ENI), European Instrument for Democracy and Human Rights (EIDHR)-(Regulation (EU) No. 235/2014), Greenland Decision (Council Decision 2014/137), Instrument contributing to Stability and Peace (IcSP)-(Regulation (EU) No. 230/2014) , Instrument for Pre-Accession (IPA), Instrument for Nuclear Safety Cooperation (INSC)-(Council Regulation No. 237/2014), Overseas Countries and Territories (OCT) Decision, Partnership Instrument (PI) and the Common Implementing Regulation (CIR) itself (Regulation (EU) No. 236/2014).

⁵ Reference numbers from Decide (former Agenda) Planning: 2017/DEVCO+/001, 2017/DEVCO/002, 2017/DEVCO+/003, 2017/DEVCO+/004, 2017/DEVCO/005, 2017/DEVCO+/006, 2017/NEAR+/001, 2017/NEAR+/002, 2017/FPI/003 and 2017/FPI/004).

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

DEVCO will continue supporting measures that have as purpose to create conditions that generate **growth and jobs**. The private sector needs to be supported – by public funds, if necessary - so that it can invest and help, especially the youth.

Private sector engagement will be promoted as part of the intra-ACP programme and blending facilities such as the **Agriculture Financing Initiative (AgriFI)**, which will help increase investments in smallholder agriculture and agribusiness Micro, Small and Medium Enterprises (MSME) in order to achieve inclusive and sustainable agricultural growth. Through these initiatives, which will be unified under the **proposed External Investment Plan (EIP)**, EU support will **mobilise** additional public and **private investment**. Particular focus is expected to be put on Private sector development (PSD) and engagement in fragile and post-crisis States.

Also conducive to more private investment the recently launched **"Trade for All" policy** framework and the advancement in the **Economic Partnership Agreement (EPA)** process will be pursued.

With the objective of further developing sustainable value chains, an EU approach in the garment sector will be presented, while continuing to target the sector of conflict minerals.

For Latin America, Asia, Central Asia, Middle East and the Pacific developing the **private sector** is another key element to support inclusive and environmentally sustainable growth, as well as job creation.

General Objective 4. A resilient Energy Union with a Forward Looking Climate Change Policy

DEVCO actions cannot bear fruits if the **environment** is not sustainable. Resources are limited, mining and fossil exploitation is not sustainable in long term. The environmental impact of our actions is linked to the under or unfair development.

The Commission's objective of **energy resilience** and forward-looking climate change policy will also be addressed via renewable energy projects. The Africa Renewable Energy Initiative (AREI) provides the essential international framework together with the EU Electrification Financing Initiative (ElectriFI) and Commission's presence in the Sustainable Energy for All Initiative (SE4ALL).

Implementation of climate change agreement reached at COP21 is the priority for 2017 across all regions. Natural disasters and growing pressure on natural resources increases **fragility** and are potential sources of **conflict and instability**. DEVCO must contribute to building up **resilience** to address vulnerabilities stemming from such natural disasters but also resulting from high **population density, rapid urbanisation** and **political instability**.

These 4 general objectives are further drilled-down into 7 specific objectives listed below together with the relevant General Objective to which they contribute. DEVCO pursues these Specific Objectives through specific actions, outputs, and activities.

DEVCO Specific Objective (SO)	General Objective (GO)
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 Agenda 2030 and Addis Ababa Action Agenda.	GO1
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.	GO1, GO2
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.	GO1, GO2, GO3
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.	GO1, GO4
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.	GO1
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.	GO1
DEVCO Specific Objective 7: Under the broader coverage of the legal bases of the Instrument Instrument contributing to Stability and Peace (IcSP) and the Instrument for Nuclear Safety Cooperation (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).	GO1

PART 1. MAIN OUTPUTS FOR THE YEAR

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 (AAAA)⁶.

The unique position of the EU as a supra-national actor in the field of development also means it is well placed to play its part in delivering on these ambitious goals. Recognising the fact that *by acting together the Union's impact is bigger than the mere sum of its parts* is paramount in enabling the EU to build on its position and to contribute to the achievement of these ambitious goals, as it promotes the establishment of clear political goals to integrate in the strategic actions planned by its institutions. This commitment is explicitly illustrated by the adoption by the Commission in November 2016 of a Communication proposing a new **European Consensus on Development**. On the basis of this proposal, DEVCO will be actively engaged in the negotiations of a **Joint statement**, to be adopted in 2017 by the EU institutions and the Member States. The new Consensus will provide a **stronger common framework** for EU development action, thus considerably reinforcing its impact and its contribution to the achievement of the 2030 Agenda and the AAAA.

Contributions will also be made throughout 2017 to the implementation of the **European Agenda on Migration**, the **European Union Global Strategy (EUGS)** and the new **development-oriented approach towards forced displacement**. Continued support will also be given to the **Comprehensive Approach to conflicts and crisis** by addressing the multiple dimensions of conflict and fragility.

DEVCO will contribute to ensure that the new Consensus is reflected and built upon in future processes, such as the **mid-term review of the external instruments**, the **future Multiannual Financial Framework (MFF)**, or the **renewed partnership with African, Caribbean and Pacific countries after 2020**, including how to better tailor development partnerships to reflect developing countries' increasingly heterogeneous capacities, needs and EU interests.

DEVCO will work to expand **Joint Programming (JP)** and **Joint Actions (JA)** that create common vision for EU support, aligned to partner country's efforts. DEVCO will promote the further implementation of the principles of development effectiveness, taking into account the outcome of the **Second High Level Meeting of the Global Partnership on Effective Development Cooperation**.

DEVCO will continue to systematically promote **Policy Coherence for Development (PCD)**, as an important contribution to the effort towards achieving broader policy coherence for sustainable development in support of the 2030 Agenda.

As a key contribution to the implementation of the AAAA, DEVCO will implement the **'Collect More Spend Better'** approach, promoting sound domestic public finance systems to foster effective domestic revenue collection and use. DEVCO will contribute to the **Organisation for economic Cooperation and Development (OECD)** work on updating the Official Development Aid (ODA) Development Assistance Committee (DAC) rules, in particular regarding **Total Official Support for Sustainable Development (TOSSD)** and migration-related activities.

⁶ And the implementation of the EU Global Strategy.

Budget support amounts to EUR 12.8 billion of ongoing commitments or 20-25% of DG DEVCO's portfolio and is expected to represent around 40% of the National Indicative Programmes for the MFF 2014-2020 for European Development Fund (EDF) and Development Cooperation Instrument (DCI) countries. In 2017 DEVCO will update the **Budget Support Guidelines** to reflect recent policy developments; incorporate lessons learned and simplify guidance and reporting requirements.

DEVCO will ensure that EU positions are influential in other **international fora** (OECD DAC, G7 and G20). DEVCO will strengthen the strategic policy dialogue and cooperation with **International Financial Institutions** (IFIs), in particular with the World Bank Group (WBG) and the International Monetary Fund (IMF), as per agreed exchange of letters. The implementation of the 2030 Agenda and related issues will also be a guiding theme for our policy dialogues and cooperation with **developed** (e.g. USA, Japan, South Korea, Australia, Turkey) and **more advanced developing countries** (e.g. China, India), in line with the proposed European Consensus on Development. Our continued engagement with national, regional, and local partners including through regular consultations with **Civil Society and Local Authorities (LAs)** will be an essential element in ensuring EU policy integration within partner country policies and programmes.

Strengthening the **strategic partnership with Africa** will remain one of the EU's political priorities in 2017, promoting a political relationship based on the SDGs and in support of African integration. **The fifth EU – Africa Summit** is scheduled to take place in November 2017 in Côte d'Ivoire. Under the CWP for 2017, a Joint Communication "**Africa-EU Partnership: Renewed Impetus**" will be prepared for adoption by the HR and the European Commission, on the broad relations with Africa, in view of the Africa – EU Summit.

The expiry in February 2020 of the current CPA is the opportunity to create a **renewed partnership with the African, Caribbean and Pacific countries and beyond**. Following a Joint Communication adopted in November 2016, proposing the building blocks for a renewed partnership, the important milestone in 2017 will be the adoption by the College of a recommendation for a Council Decision with negotiating directives, by the third quarter of the year.

GENERAL OBJECTIVE: EU as a Stronger Global Actor			
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 (AAAA).			Related to spending programme PSC
Main outputs in 2017:			
All new initiatives from the Commission Work Programme			
	Description	Indicator	Target
DIR.D & E EDF/DC	Communication "Africa-EU Partnership: Renewed impetus"⁷.	Adoption by the College of the Communication jointly presented by the European Commission and the High Representative (HR) of the Union for Foreign Affairs and Security Policy.	April 2017
Important items from work programmes/financing decisions/operational programmes			

⁷ Reference number from Decide planning: PLAN/2016/99

	Description	Indicator	Target
DIR.A	Adoption of "European Consensus on Development" Joint Statement to guide EU and Member States development policies, and further translation of the European Consensus ⁸ into EU development policy.	<ol style="list-style-type: none"> 1. Commission proposal used as the basis for negotiations where Commission is actively engaged. 2. Contribution to main policy documents and processes, e.g MTR, post-Cotonou, MFF, evidence-based analyses to better inform the implementation of the 2030 Agenda and the mid-term review (e.g. on tailored development partnerships). 	<ol style="list-style-type: none"> 1. Endorsement of the new European Consensus by the EU institutions and Member States' Consensus and 2030 Agenda adequately reflected in main policy decisions and reflection on future instruments and programming. 2. Concept notes/policy papers agreed and finalised.
DIR.A	Implementation of Joint Programming (JP) and Joint Actions (JA) extended to more partner countries.	<ol style="list-style-type: none"> 1. Support to the extension of JP and JAs. 2. JA has been further defined in consultation with MS. 3. Use of Joint Results Frameworks, as part of JP. 4. Production of an Operational Manual on JP. 	<ol style="list-style-type: none"> 1. 55 partner countries engaged in JP processes 2. Concept paper on JA finalised. 3. >10 countries adopt joint results frameworks. 4. JP Operational Manual has been finalised and circulated to EU Delegations.
DIR.A	Timely ODA expenditure reporting and monitoring of EU collective ODA commitments, and satisfactory outcome of OECD-DAC process on ODA modernisation ⁹ .	<ol style="list-style-type: none"> 1. Commission public information on annual EU ODA figures released. 2. Commission participates in all OECD DAC formal and informal negotiations and its proposals and positions are adequately reflected. Presentation of proposals for a code on migration. 	<ol style="list-style-type: none"> 1. Annual ODA report to the Council released and shows progress in meeting ODA commitments (Spring 2017). 2. Outcome reflects EU positions on updating the ODA rules in relation to the Private Sector instruments and on the parameters for TOSSD.
DIR.A	Pursue the policy on Budget Support and related policy dialogue in line with the new European Consensus on Development: <ul style="list-style-type: none"> • Revised Budget Support Guidelines. • High-level Conference. 	<ul style="list-style-type: none"> • Revised guidelines • Conference 	<ul style="list-style-type: none"> • Issued in 2017 • In 2017

⁸ Reference number from Decide planning: 2016/DEVCO/003

⁹ Particularly in relation to private sector instruments and to migration.

DIR.A	Strategic use of all International Organisations (IOs) and fora , in particular the OECD , the UN , the IFIs (WB, IMF and other relevant IFIs) the G20 and G7 and bilateral dialogues with non-EU donors to promote the Implementation of the Agenda 2030, AAAA and the European Consensus on Development.	EU participation and positions for key meetings and processes in: <ul style="list-style-type: none"> • OECD, • UN events such as the Financing for Development Forum and the High Level Political Forum (HLPF), • Joint WB/DEVCO structured consultations, • DEVCO-IMF Strategic Partnership Framework, • G20 Development Working Group (DWG) • G7 Accountability Working Group (AWG), notably initiatives on Africa Meetings at ministerial, high or senior level with non-EU DAC members (e.g. US, Japan, Australia, South Korea) as well as with advanced developing countries (e.g. India, China, Turkey).	<ul style="list-style-type: none"> • EU positions influential in DAC major meetings and processes. • Coordinated EU Member States positions reflected in UN outcomes. • Consultation with WB takes place. • Activities to implement DEVCO/IMF Strategic Framework, notably in context of "Collect More-Spend Better". • EU views reflected in G20 and G7 development-related outcomes, notably initiatives on Africa. • Dialogues take place and 2030 Agenda implementation is addressed, leading to identification of potential areas for cooperation and partnerships. 	
DIR.D & E	DF/DCI	Declaration and Roadmap of the 5th Africa-EU Summit.	Adoption by EU and African Heads of States and Governments of the Declaration of the 5th Africa-EU Summit and its Roadmap for 2018-2020.	November 2017.
DIR.D & E	EDF	Recommendation "Towards a new partnership between the EU and ACP countries after 2020" ¹⁰ .	Adoption by the College of the recommendation for a Council Decision on the future relations with ACP countries and beyond.	Third quarter of the year 2017.

DEVCO Specific Objective 2

Under the overall objectives¹¹ of the legal bases of the main instruments, DEVCO will promote human development¹² 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.

Eradicating poverty in all its dimensions and tackling discriminations and **inequalities** remains at the heart of EU development cooperation policy. The Commission will keep supporting actions to protect **disadvantaged and vulnerable groups** and to improve their livelihoods, by promoting reforms on skills development as well as more productive and decent jobs particularly for youth. Through the renewed expert facility SOCIEUX+, partner countries will receive assistance to elaborate and reform policies on employment, social protection and international labour standards compliance. Contribution to Vocational Education and Training (VET) reforms will provide tools and expertise to link VET systems to labour market needs, with the involvement of the

¹⁰ Reference number from Decide planning: 2016/DEVCO+/001

¹¹ Poverty reduction, human development, inclusive and sustainable growth and human rights.

¹² By defining the appropriate policy framework and by identifying the actions

private sector while enhancing self-employment opportunities. A research facility on inequalities will also be implemented to better understand drivers and dynamics of economic and social inequalities and to analyse effective policies to reduce these and leave no one behind.

As part of its larger strategy to support **social inclusion and decent work** in partner countries along global value chains, the Commission will focus on promoting decent work in the cotton and garment sector, especially by combatting child and forced labour and by promoting safety and health standards in the workplace.

With the objective of strengthening capacity in **education** policy and practice, particular attention will be given to teacher policies and learning improvement through evidence base and research, addressing gaps in monitoring and data collection as emphasised in the 2030 Agenda. Better data systems are indeed essential for monitoring the implementation of SDG4 on education. Action will focus more specifically on evidence-based models in order to deliver safe quality basic education in fragile and crisis environments for children and young people, including refugees and forcibly displaced children. Educational needs will also be supported through the new global platform **Education Cannot Wait** (ECW), aiming at generating greater shared political, operational and financial commitment.

Cultural diversity and tolerance will be promoted by supporting projects favouring intercultural and interfaith dialogue, and countering violent extremism and radicalisation. Actions will address the **creative and cultural industries** in developing countries with the objective to create jobs and access to markets.

Support to the health-related activities will continue, in particular in the areas of health systems strengthening for universal health coverage, **sexual and reproductive health** and policy dialogue in health.

More specifically by targeting mineral-rich areas in developing countries, a fairer distribution of rents, benefit and revenues will be supported. This action will back the implementation of the forthcoming EU Regulation setting up for a Union system for **supply chain due diligence** self-certification of responsible importers of tin, tantalum and tungsten, their ores, and gold originating in conflict affected and high-risk areas. It will also fit in the wider context of sustainable value chains and development-security nexus.

With over 40% of its working age population between the ages of 15 and 24, **Africa** is a region where **youth empowerment and employment** is therefore crucial in order to limit the risk of social conflicts and to generate growth for the continent. The situation of **women and girls and gender issues** in all areas of cooperation as well as the promotion of gender equality in all spheres of political, economic, social and cultural life, is a fundamental element in this context.

Addressing these challenges are also essential as part of the EU priority to tackle the root causes of **irregular migration and forced displacement as well as radicalisation and violent extremism**.

Africa

In 2017, the EU will further engage through the use of innovative delivery systems such as the **EU Emergency Trust Fund for Africa** and the future **European External Investment Plan** that aim at a faster achievement of EU priorities, most notably by boosting jobs, growth and investment in **Africa** as well as a strong mobilisation on migration and mobility in the context of joint commitments of the EU with African Partners under the **Valletta Action Plan**, of **High Level Dialogues at regional and at bilateral level (Migration Compacts)**.

West and Central Africa in 2017 will remain challenging regions, with a combination of fragility, post-crisis and post-conflict countries, coupled with extreme vulnerability caused by difficult climatic conditions, with an impact on basic food security and hence human development outcomes. Insecurity outbreaks in northern Mali and north east of Nigeria linked to armed and terrorists groups (AQMI, Boko Haram) spreading over neighbouring and even coastal countries and the Lake Chad area, as well as volatility in commodity prices only amplify these structural difficulties and put a strain on the already tight national budgets. The **development-security** as well as the **development-migration nexuses** are at full play in this part of Africa, and need to be tackled. The full set of available instruments (Budget Support, Trust Fund Bêkou for the Central African Republic, the EU Emergency Trust Fund for Africa, EIP/blending) will be combined to achieve maximum impact. Few countries enjoy middle-income status and they should be supported in their potential to become engines of growth, including through successful implementation of the signed **EPA**, also for the benefit of their neighbours.

In the framework of its **Sahel Strategy and Sahel Regional Action plan (2015-2020)**, the EU will continue its support to the Sahel region that remains a high political priority for development cooperation in the particular context of addressing **the root causes of migration**. Attention will be given to the three COMPACT countries: Senegal, Niger and Mali. While around half of the Sahel population are minors, the EU will continue working on creating more opportunities and jobs for the youth, as well as supporting other relevant sectors such as nutrition, health and education etc. The Commission will also keep on providing support in the broader domain of justice and security sector reform. Finally, the EU will continue to fully support the work of the G5 and of its member states on security-related issues.

Latin American and the Caribbean

During 2017, programmes and projects financed for **Latin American and the Caribbean** (including OCTs), will be also formulated in the crucial areas for poverty reduction, health, education, social inclusion and decent jobs, as well as peace and resilience building. Important programmes and projects in this context are for example those planned within the EU Colombia Trust Fund which was launched in December 2016, the planned "support to productive transformation" in El Salvador, the health sector reform programme in Belize, the "post-hurricane Mathew programme" in Haiti and the new education sector programme in Greenland. Programmes and projects are implemented through different modalities, including budget support.

Asia and the Pacific

Equality of opportunity is an essential element for sustaining growth and reducing poverty in **Asia and the Pacific**. The **private sector** is an important player in making growth more inclusive and public policy interventions can help build the necessary legal and institutional framework that will enable the private sector to flourish. **Education and health**, which directly improve the quality of life, are critical for human and economic development, inclusive growth, gender equality and preventing radicalisation. DEVCO will support **inclusive and equitable quality education** at all levels in **Asia and the Pacific** - early childhood, primary, secondary, tertiary, technical and vocational training - and life-long learning.

In **Central Asia**, DEVCO supports secondary, higher education and **Technical Vocational Education and Training (TVET)** targeting the modernisation and internalisation of the education systems, a better match between qualifications and training and the labour market needs. DEVCO will pursue substantive support to the sector through bilateral projects (on-going budget support in Kyrgyzstan, on-going

projects in Tajikistan, Turkmenistan) and prepare a new programme to support TVET in Uzbekistan.

As regards migration, particularly in **South Asia**, in 2017, DEVCO will tackle, among other things, irregular migration and displacement through e.g. dedicated programmes focusing on Afghan returnees, especially from Pakistan, and their reintegration in the country. Iran as host country of a massive influx of Afghan refugees also deserves DEVCO's attention and support if we want to avoid secondary displacement or unorderly return in Afghanistan.

GENERAL OBJECTIVES: EU as a Stronger Global Actor and Towards a New Policy on Migration			
DEVCO Specific Objective 2: Under the overall objectives¹³ 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 programme DCI & EDF
Main outputs in 2017:			
All new initiatives from the Commission Work Programme			
		Description	Indicator
		Target 2017	
DIR.B	DCI	Implementation of the European Agenda on Migration- Mid-Term review of the European Agenda on Migration (lead DG HOME).	Launched
			Mid 2017
Important items from work programmes/financing decisions/operational programmes			
		Description	Indicator
		Target 2017	
DIR.B	DCI	Reference document (guidance and framing tool) on the fight against inequalities in EU development cooperation.	Document prepared
			End 2017
DIR.B	EDF	The Intra-ACP AAP 2017 is adopted. Actions aimed at achieving key targets and increased access to finance for enterprises implemented in line with ongoing AAPs including through calls for proposals and implementation milestones.	<ol style="list-style-type: none"> 1. Support to ACP cultural industries and access to ACP cultures. 2. Blending Platform to identify concrete investments.
			<ol style="list-style-type: none"> 1. Action prepared on the Joint Communication 'Towards a Strategy on EU international cultural relations'. 2. Platform is operational - 4th quarter 2017.
DIR.G	DCI and EDF	Launching of new actions in the framework of 2014-2020 bilateral and regional programming documents in the countries and regions of Latin America and the Caribbean , under both the DCI and the EDF.	<ul style="list-style-type: none"> • Number of actions adopted by the College in 2017. • Appropriations committed in 2017.
			<ul style="list-style-type: none"> • 8 actions

¹³ Poverty reduction, human development, inclusive and sustainable growth and human rights.

DIR. B	DCI	<p>2017 AAPs under the Global Public Goods and Challenges (GPGC) adopted. Actions aimed at achieving key targets implemented in line with ongoing AAPs including through calls for proposals and implementation milestones.</p>	<p>1. Actions on:</p> <p>a) "Education opportunities in fragile and crisis affected environments";</p> <p>b) "Intercultural Dialogue and Culture";</p> <p>c) "Promoting Gender Equality and Women and Girls" empowerment in developing countries" as part of the flagship "gender initiative".</p> <p>2. Implementation milestones:</p> <p>a) Contributions to international funds Global Fund to fight AIDS, Tuberculosis, Malaria (GFATM), Global Alliance for Vaccines and Immunisation (GAVI) and Global Partnership for Education (GPE);</p> <p>b) New actions on evidence and research in education and ECW;</p> <p>c) VET facility and Research Facility on Inequalities;</p> <p>d) Operationalisation of "Global Network Against Food Crises".</p> <p>e) Technical expertise support provided to partner countries via the Socieux+ expert facility.</p>	<p>1.</p> <p>a) March 2017</p> <p>b) 4th Quarter 2017</p> <p>c) 1st semester 2017</p> <p>2.</p> <p>a) Made by end 2017</p> <p>b) 3 contracts signed</p> <p>c) Grants related to the VET facility awarded (Nov 2017).</p> <p>d) Report on Global analysis of food and nutrition security received and countries to be supported identified (February 2017).</p> <p>e) Support to 30 partner countries.</p>
DIR. D & E	EDF/DCI	<p>Sound use of the "Emergency Trust Fund for stability and addressing root causes of irregular migration and displaced persons in Africa" and effective and efficient implementation of adopted projects in Sahel, Lake Chad and Horn of Africa.</p> <p>New actions in the framework of 2014-2020 bilateral and regional programming documents contributing to specific objective 2.</p>	<ul style="list-style-type: none"> • Annual Report (assessing the results) and Annual accounts received by the Board. • Continued support to high level political and policy dialogues, including under the Migration Compacts with Ethiopia, Mali, Niger, Nigeria and Senegal. • 100% contracting of committed programmes adopted in Operational Committees before Board meeting of 13.12.2016 (1Billion EUR). • Efficient implementation of programmes, results of 50 Results Oriented Monitoring (ROMs). • Balanced portfolio between resilience and migration management programmes. 	<ul style="list-style-type: none"> • Mid 2017 • All 2017 • March 2017 • End 2017 • Mid 2017

DIR.H	DCI	<p>Asia – Migration Afghanistan, Pakistan and Bangladesh priority countries with high level dialogues to address migration from Asia. Here, EU development cooperation is focused strategically on sectors that provide a balanced approach for reducing poverty and promoting inclusive growth, thereby addressing the root causes of fragility and migration.</p>	<p>Programme for "Improving reintegration of returnees in Afghanistan, Bangladesh and Pakistan" of EUR 92 million. Prepare an integrated EU response to the regional challenges of migration in Afghanistan and Pakistan (and possibly Iran).</p>	<p>Successful contracting.</p>
DIR.H	DCI	<p>Central Asia: On-going and new programmes to support the modernisation of the education sector at bilateral and regional levels.</p>	<p>Commitment of projects to support secondary, higher education and TVET.</p> <ul style="list-style-type: none"> • Regional and bilateral EU-Central Asia Education Platform meetings are held. • Ministerial meeting on Education in Astana, Kazakhstan is held. • Erasmus Mundus calls (funded by RIP-implemented by EACEA). • Identification fiche for budget support to education in Tajikistan. • Contract (PAGODA) with GIZ for support to vocational education sector in Turkmenistan. • Third Budget support payment Kyrgyzstan. • DCI committee for "Skills Development in rural areas of Uzbekistan". 	<ul style="list-style-type: none"> • Advance the internationalisation of education in CA. • Improve Central Asia students and academics' mobility and research between CA and the EU. • Ensure the definition of national qualification frameworks to reflect better match between qualifications and training and the labour market needs. • The modernisation of Education and TVET sectors: schools management, policy making, budgeting, internal controls, curriculum development, teacher training systems, alignment of content of education with labour market to ensure better qualified youth and employability of workforce.
Other important items				
		Description	Indicator	Target 2017
DIR.C	DCI	Preparation of new policy document on responsible value chains based on the 2016 Council conclusions.	<ul style="list-style-type: none"> • SWD on an EU approach in the garment sector. • Preparation of a possible document. 	<ul style="list-style-type: none"> • Q1 2017 • End 2017

DIRC	DCI	Policy support activities including through policy dialogues, organising events, participating in steering committees and providing quality support to EU Delegations and partner countries.	Attendance to international events, meetings with IOs and steering committees. Support to partner countries, EU Delegations and Commission DGs.	Throughout 2017
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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 EDFI **Private Sector Development Facility** will continue to be supported in 2017 in order to catalyse private investment in small- and medium-scale energy projects in Africa, in collaboration with the European Development Finance Institutions (EDFIs). This initiative comprises a Guarantee Facility whereby the EU shares risk with EDFIs to enable them to finance riskier energy projects than their current investment strategy and risk management constraints allow, while providing funding for early-stage development projects and technical assistance to build the capacity of private sector enterprises in the energy sector in Africa.

A Staff Working Document (SWD) on Cities and **Urban Development** will be finalised. It will contribute to the implementation of other major EU policies including in relation to job creation, climate change, gender equality, security and stability as well as migration.

The EU will also promote the development of information and communication technologies as powerful enablers of growth: a SWD will be developed with the aim of mainstreaming **Digitalisation for Development**¹⁴ in EU development cooperation, based on Council Conclusions and a Commission Concept Paper.

Africa

The EU is the major **trading and investment partner** for most **African countries**. To tackle the challenge of job creation, the EU will further boost its support for sustainable and inclusive growth, with specific attention to youth, women and girls, seek to unlock economic, trade and investment opportunities, and promote African integration. The backbone of the EU's intervention will be the proposed **External Investment Plan**, under which support will be provided to improved business environment, technical assistance and blending and guarantees, and the **EPAs**, which grant market access to the EU and strengthen regional integration, ultimately contributing, through trade and investment, to sustainable development.

The **EU and the Southern African and Indian Ocean region** have entered into EPA to which most of the countries are now signatories. Four countries had entered into agreements under the Eastern and Southern African negotiation configuration (Madagascar, Zimbabwe, Mauritius and Seychelles), which are under implementation, while six more countries signed up an EPA under the Southern Africa Development

¹⁴ Possibly a SWD

Community (SADC) negotiation configuration in June 2016 (South Africa, Botswana, Namibia, Mozambique, Lesotho and Swaziland); the latter agreement has entered into provisional application in October 2016. For 2017, the EU and Southern Africa have therefore established a new framework for economic partnership, which will go beyond trade and become Jobs and Growth partnerships, focussing also on the productive side.

In **Central Africa, Cameroon** is still the only country in the region that ratified an interim EPA in July 2014. Implementation is ongoing and Cameroon started granting preferences to the EU as of August 2016. EPA implementation will be supported through actions financed from the National Indicative Programme (NIP) and the Regional Indicative Programme (RIP) for Central Africa. Regarding a **regional EPA for Central Africa**, negotiations between Economic Community of Central African States (CEMAC) and DG Trade may increase in 2017, in which case support measures would be financed by the RIP, by the NIPs of the countries of the Central Africa region as well as by the actions of the EU member states and the European Investment Bank (EIB).

The stepping stone EPAs with **Côte d'Ivoire** and with **Ghana** were ratified by their respective governments in 2016. Côte d'Ivoire and Ghana will thus continue to enjoy free access to the European market. EPA implementation will be supported through actions to be financed from the NIP and the RIP. Those interim EPAs recently ratified by Ghana and Côte d'Ivoire are meant to be a temporary bridge towards the regional EPA. It was both countries' decision in order to preserve market access and local jobs. The regional EPA will foster regional integration and will support the implementation of the **Economic Community of West African States (ECOWAS)** Common External Tariff. For that purpose, signatures of **Nigeria, the Gambia and Mauritania** are still needed.

Asia

In 2017, DEVCO will start the implementation of our flagship **EU-ASEAN regional** programme in support of Association of South East Asian Nations (ASEAN) economic and trade integration (ARISE Plus).

The programme is designed to support the ASEAN Economic Community Blueprint 2025, covering a wide range of areas including trade facilitation, customs, civil aviation, intellectual property rights and economic and trade statistics capacities.

Latin America and Caribbean

During 2017, the programmes and projects financed for the **Latin American region and Caribbean** (including OCTs), will pursue among other the objectives of supporting regional integration and cooperation, as well as integrating Latin American and Caribbean economies to international markets by improving economic diversification and competitiveness. Programmes and projects are implemented through different modalities, including budget support. Important programmes in this area are the planned support to the trade sector in Peru or at regional level, the trade facilitation programme.

GENERAL OBJECTIVES: EU as a Stronger Global Actor; Towards a New Policy on Migration; 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

Related to spending programme DCI & EDF

and deeper regional integration.				
Main outputs in 2017:				
All new initiatives from the Commission Work Programme				
		Description	Indicator	Target 2017
DIR.C	DCI	External Investment Plan.	<ol style="list-style-type: none"> 1. Related legislation. 2. Implementation of Plan. 	<ol style="list-style-type: none"> 1. Adopted 2nd quarter 2017 2. Initiated 3rd quarter 2017
Important items from work programmes/financing decisions/operational programmes				
		Description	Indicator	Target 2017
DIR.B&C	DCI	2017 AAPs adopted. Actions aimed at achieving key targets implemented in line with ongoing AAPs including through calls for proposals and implementation milestones.	<ol style="list-style-type: none"> 1. Action in support of Women's Economic Empowerment in the framework of the flagship "gender initiative". 2. Initiative on Land Degradation Neutrality and Evergreen Agriculture in 8 Sub Saharan Africa countries. 3. Actions on responsible management of supply chains in the garment sector. 	<ol style="list-style-type: none"> 1. Launched 4th quarter 2017 2. Launched mid-2017 3. Published in June 2017 and evaluation initiated end 2017
DIR.D & E	EDF/DCI	National EPAs implementation plans / Jobs and Growth Partnerships (Africa)	Number of plans agreed with National Authorities.	At least 3 EPA implementation plans agreed.
DIR.D	DCI	Pan-African actions contributing to the African Investment Facility (infrastructure), and to business environment (improved standards, e.g. ICT, aviation, customs).	Adoption of two financing decisions for AAP 2017 of the Pan-African Programme.	1 action in Q1 2017 (indicative amount of EUR70 million). 6 actions in Q3 2017 (indicative amount of EUR35 million).
DIR.E	EDF	Regional actions in West Africa contributing to regional economic integration, jobs and growth. New actions in the framework of 2014-2020 bilateral and regional programming documents contributing to specific objective 3.	Adoption of financing decisions on improving competitiveness, trade facilitation, regional EPA support in ECOWAS.	Mid 2017
DIR.G	DCI and EDF	New actions in the framework of 2014-2020 bilateral and regional programming documents in the countries and regions of Latin America and the Caribbean, under both the DCI and the EDF.	<ul style="list-style-type: none"> • Number of actions adopted by the College in 2017. • Appropriations committed in 2017. 	<ul style="list-style-type: none"> • 8 • EUR 93.7 million

DIR.H	DCI	Asia: SWITCH-Asia programme to promote Sustainable Consumption and Production(SCP) in Asia through policy interventions and networking events.	Actions to support business and consumer organisations.	Promote sustainable development and in particular the behavioural change at SME.
Other important items				
		Description	Indicator	Target 2017
DIR.C	DCI	<ol style="list-style-type: none"> 1. SWD on Digitalisation for Development. 2. SWD on Cities and Urban Development policy. 3. SWD on an EU approach in the garment sector. 4. Decision on type of document and timing for the revision of the 2007 Aid for Trade Strategy (SWD). 5. Decision on type of document and timing of the EU approach to international cooperation on green economy. 	<ol style="list-style-type: none"> 1. Adopted 2. Adopted 3. Prepared 4. Decision taken 5. Prepared 	<ol style="list-style-type: none"> 1. 2nd quarter 2017 2. 3rd quarter 2017 3. End 2017 4. 1st semester 2017 5. 1st semester 2017
DIR.E	EDF	Implementation of projects/programmes meeting objective 3 under the Bèkou Trust Fund .	<ol style="list-style-type: none"> 1. % of programmes that include job creation activities, particularly for youth, women, International dialogue on Peacebuilding and State-building (IDPs) or returnees. 2. % vocational activities leading to a job. 3. % of programmes that support economic recovery initiatives by linking to the private sector. 	<ol style="list-style-type: none"> 1. Increase in 2017 2. Increase in 2017 3. Increase in 2017

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.

The **Global Climate Change Alliance + (GCCA+)** will also carry on its work towards better and stronger governance for climate action. The GCCA+ Support Facility will support partners in the formulation and implementation of climate actions based on national priorities, in particular Nationally Determined Contributions (NDCs) but also National Adaptation Plans.

The Commission will continue to support the **conservation and sustainable management of all natural resources**, as well as the conservation and sustainable use of **biodiversity and ecosystems**, as was recently recalled by the proposed new European Consensus on Development. Healthy ecosystems are indeed the foundation for resilient societies. If not addressed urgently, environmental degradation and climate change risk provoking instability and migration at unprecedented scale. Poor governance of natural resources and international trade in illegal timber and wildlife threaten the natural capital of many developing countries: they also fuel insecurity and conflicts.

Knowing that food security, economic growth and political stability are closely interrelated, developing countries urgently need their farmers to make radical changes in scope, intensity and velocity to get higher performance, with fewer natural resources, under higher stress due to climate change and economic globalization. Overall it is expected that the Rio marker in Food and Nutrition Security and Sustainable Agriculture cooperation will be increased beyond 30%.

The **Nexus Energy-Water-Food** initiative will be strengthened in seven regions through regional policy dialogues, action plans and feasibility studies to prepare for future investments. This will contribute to ecologically sustainable use of globally essential resources and, as demonstrated at COP 22, contribute to improved resilience and climate change mitigation.

To achieve the EU's commitment to improve forest law enforcement, governance and trade, the Commission will define a new strategic approach and implementation plan for the EU action plan on **Forest Law Enforcement Governance and Trade** (FLEGT), (as autonomous act). The Commission plans to conclude the negotiations of two new FLEGT Voluntary Partnership Agreements. It will also further support the implementation of the EU Action Plan on Wildlife trafficking, through continued implementation of the **Biodiversity for Life** flagship initiative (B4Life), the adoption of regional strategic approaches for Asia, Latin America and the oceans and the establishment of a coordination mechanism with MS.

Contributing to the implementation of priority 3 of the Sendai Framework on Disaster Risk Reduction (DRR) – "Investing in **disaster risk reduction for resilience**", as per the Commission's Action Plan on the Sendai Framework for DRR 2015-2030, two initiatives will be proposed to (1) scale up investments on ecosystem-based DRR and climate change adaptation in vulnerable countries and communities, and (2) strengthen public accountability for DRR policy execution, by providing the first independent global review of progress towards the implementation of disaster risk reduction at the local level. The further international framework was confirmed at COP 22 where the Commission on behalf of the EU supported "InsuResilience", the G7 Initiative on climate risk insurance.

As part of the **New Urban Agenda** which aims notably at addressing the role of cities in climate change, the "Mobilise your City" initiative launched at COP21 will be reinforced through a new programme.

Africa

The already severe **food insecurity situation** experienced in certain sub-Saharan countries has been worsened by the effects of the **El Niño phenomenon**, a major challenge for developing countries and a major driver of food crises in the region. Regarding El Niño, the EU response in 2017 should address not only the immediate humanitarian needs, but also the root causes of fragility and vulnerability (political instability, insecurity and conflicts, economic shocks and environmental degradation) with a long term approach, in coherence with the resilience approach. In line with the EU Commission Communication "Lives in Dignity: from Aid-dependence to Self-

reliance", a stronger nexus between development and humanitarian partners is deemed crucial for the success and the sustainability of these projects.

This is fully in line with the **Global Alliance for Resilience Initiative** (AGIR) aiming at building resilience to the recurrent food and nutrition crises that affect the countries of the Sahel and West Africa. While an emergency response in crises is crucial to saving lives, sustained effort to help people in the Sahel cope better with recurrent crises is equally essential, with a particular effort towards the most vulnerable people. AGIR is now entering a crucial operational phase, with the formulation and identification of programmes that will fuel the initiative and give it credibility in particular in connection with the NIPs and RIPs of the 11th EDF. The EU commitment to allocate EUR 1.5 billion to resilience building activities in West Africa will be fulfilled under the 11th EDF National Indicative Programmes and the 11th EDF Regional Indicative Programme.

In the Southern African and Indian Ocean region, the need to tackle the longer-term challenges faced by agriculture and food and nutrition security will be pursued in 2017 in Angola, Madagascar, Malawi, Namibia, Swaziland, Zambia and Zimbabwe, where Sustainable Agriculture and Food & Nutrition Security has been indicated as sector of concentration. A similar approach has been taken in Central Africa, where Sustainable Agriculture/Food & Nutrition Security is a sector of concentration for Burundi, Cameroon, Chad, Congo DR, Rwanda, São Tomé e Príncipe. In the Horn of Africa, a regional response has been coordinated within the **EU Emergency Trust Fund for Africa (EUTF)**, projects worth EUR 66.5 million were approved in October 2016, befitting the emergency nature of the measure. Countries most in need have been targeted, notably Ethiopia, Somalia, South Sudan and Sudan.

Latin America and Caribbean

During 2017, the programmes and projects financed for Latin America and the Caribbean will pursue among other the objectives of supporting **sustainable development and increase the resilience** of Latin American and Caribbean societies against climate change and natural disasters, through adaptation, mitigation and disaster risk reduction measures, and by promoting energy efficiency and use of renewable energy. With regard to the latter, follow-up of the EU-Caribbean sustainable energy conference will be ensured, including workshops on regulatory environment and private sector engagement. Programmes and projects in these areas are implemented through different modalities, including via EU member states agencies and through budget support and blending grants and loans through investment facilities, such as **Latin America Investment Facility and Caribbean Investment Facility**. Important planned projects and programmes in this context are the "integrated management of water resources" programme in Bolivia, the "climate change project" in Nicaragua, the renewable energy and energy efficiency programme in Cuba or at regional level, the second edition of the Euroclima+ programme as well as the "sustainable energy and marine biodiversity programme" in the Caribbean OTCs.

Asia and Pacific.

In the Pacific, climate action will be further mainstreamed through all regional and national portfolios, aiming at a share of climate relevant actions of well beyond 20% of the Pacific portfolio. Regional actions will be designed under this objective in the fields of trade, private sector development, oceans management, marine/fisheries resources and waste management in a climate sensitive way. Apart from that, the Investment Facility for the Pacific (IFP) will be instrumental to further stimulate private sector engagement in green and climate resilient economic development and growth.

In 2017 in Southeast Asia, the start of two regional actions on peat lands and haze management as well as on biodiversity management in ASEAN are expected to strengthen our policy dialogues on climate change and environment. Moreover, in 2017, a regional programme should be adopted regarding e.g. disaster monitoring and emergency response in the region.

GENERAL OBJECTIVES: EU as a Stronger Global Actor; A resilient Energy Union with a Forward Looking Climate Change Policy			
<p>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.</p>			<p>Related to spending programme DCI & EDF</p>
Main outputs in 2017:			
Important items from work programmes/financing decisions/operational programmes			
Description		Indicator	Target 2017
DIR.G	DCI and EDF	<ul style="list-style-type: none"> Number of actions adopted by the College in 2017. Appropriations committed in 2017. 	<ul style="list-style-type: none"> 10 EUR 267.1 million
DIR.C	DCI & EDF	<p>2017 AAPs under the DCI and EDF adopted. Actions aimed at achieving key targets implemented in line with ongoing AAPs including through calls for proposals and implementation milestones.</p> <p>Implementation milestones :</p> <ol style="list-style-type: none"> New contracts under AgriFI. New contracts under ElectriFI. Coordination mechanism with EU member states for wildlife conservation in Africa. Strategic approach and work plan for EU FLEGT Action Plan and broader action on deforestation. New actions under GCCA+. Disaster Risk Reduction (DRR) new initiatives in the framework of the "resilience initiative". New Climate change mitigation initiatives under the EU Sendai Framework Action Plan. Coordination mechanism and regional strategic approaches for B4Life Regional policy dialogue activities strengthened under the Nexus initiative 	<ol style="list-style-type: none"> 4 contracts signed February 2017 At least 10 new contracts by end 2017 Operational April 2017 By end 2017 At least 6 new actions designed 2 initiatives launched 2 new actions supported (one on disaster risk financing and one on urban resilience) In place by end 2017 7 pilot projects launched 2nd quarter 2017
Other important items			
Description		Indicator	Target 2017
DIR.D&E	EDF/DCI	Efficient response to the food security crisis driven by EL NINO phenomenon.	<ul style="list-style-type: none"> % of committed sustainable agriculture and food security actions in accordance with the pipeline (financial package EUR 66.5 million). 100% programmes contracted 30% of the payments made

DIR.B	DCI	<p>1. Joint Communication on efforts to foster state, economic, environmental /climate and societal resilience in third countries.</p> <p>2. Implementation of EU resilience action plan 2013-2020</p>	<p>1. Drafted</p> <p>2. Rolling process</p>	<p>1. May 2017</p> <p>2. Throughout 2017</p>
DIR.C	DCI/EDF	<p>GCCA+: strengthening policy dialogue on climate change and development and supporting implementation of climate actions.</p>	<p>Increased number of partner countries implementing climate Convention (UNFCCC) strategies with GCCA+ support.</p>	<p>At least 2 new country programmes formulated and adopted.</p>
DIR.C	DCI	<p>EU Action Plan for Wildlife Trafficking and implementation of the wildlife conservation strategies for Africa, Asia and Latin America.</p>	<p>Publication.</p>	<p>July 2017</p>
DIR.B & C	DCI	<p>Policy support activities including through policy dialogues, organising events, participating in steering committees and providing quality support to the EU Delegations and partner countries.</p>	<ul style="list-style-type: none"> Attendance to international events, meetings with IOs and steering committees. Support to partner countries, EU Delegations and Commission DGs. 	<p>Rolling process</p>
DIR.C	DCI	<p>Climate change: Support to developing countries' efforts to reduce emissions and engage in low-carbon, climate-resilient development, in order to mitigate the negative effects of climate change.</p>	<p>Number of developing countries supported by DEVCO action.</p>	<p>46 countries and 8 regions and sub-regions in total.</p>
DIR.C	DCI	<p>Effective integration in EU programmes of environment, climate change, biodiversity and mitigation measures in agriculture (based on Rio marking).</p>	<p>1. Share of EU commitments managed by DEVCO that integrate environment as a significant or main objective.</p> <p>2. Increase under the Rio marker for cooperation in food and nutrition security and sustainable agriculture.</p>	<p>1. 16%</p> <p>2. More than 30% by end of 2017</p>

DIR.B	DCI, IcSP, EDF	<p>Contributing to support and follow up Fragile and Conflicted Affected Countries.</p> <ol style="list-style-type: none"> 1. EU-WB Deep Dive Action Plan for finance investment and private sector for fragile countries. 2. EU-UN-WB tripartite 3rd World Reconstruction Conference (WRC). 3. Training for EU Institutions and Members states for Conflict Sensitive Analysis, security development nexus and resilience. 	<ol style="list-style-type: none"> 1. Developed 2. Organised 3. Rolling process 	<ol style="list-style-type: none"> 1. April 2017 2. June 2017 3. Throughout 2017
DIR.E	EDF	<p>Regional Energy projects within the Africa Infrastructure facility (AFIF), the Africa Investment Facility (AfIF) and the EIP.</p> <p>New actions in the framework of 2014-2020 bilateral and regional programming documents contributing to SO 4.</p>	<p>Implementation of adopted regional energy projects in West Africa and Identification of new bankable regional energy projects in West and Central Africa.</p>	<p>Increase in 2017</p>
DIR.H	EDF	<p>Pacific: regional climate actions through all regional and national portfolios, (IFP) with regional actions coherent and complimentary to new national actions. Initiatives targeting the energy sector.</p>	<p>Commitment to projects, in accordance with the pipeline, in the fields of on trade, private sector development, marine/fisheries resources and waste management in a climate sensitive way.</p> <p>Energy sector: new programmes in five countries are due to be adopted or start implementation in 2017. Micronesia, Nauru, Niue, Palau, and Marshall Islands will benefit from a total investment of EUR 28M in their energy sectors from 11th EDF.</p> <p>Agriculture / Rural Development Sector: new programmes in 2 were adopted in 2016. Timor-Leste and Fiji will benefit from a total investment of EUR 57M from 11th EDF. New programmes are due to be adopted in another 2 countries in 2017, i.e. PNG and Vanuatu. All these programmes will contribute to better adapted and more climate change resilient agricultural systems.</p>	<p>Reach a share of climate relevant actions of well beyond 20% of the Pacific portfolio. Further stimulate private sector engagement in green and climate resilient economic development and growth.</p> <p>An increased resilience to climate change as well as to climate adaptation and, to a lesser extent, to climate mitigation.</p>

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(CS) and local authorities (LA).

As confirmed in the proposal for a new European Consensus for Development in line with the SDGs pledge to "leave no one behind", the rights-based approach to development will continue to be applied, making **human rights** principles and standards both a means and a goal of development cooperation. Substantial efforts will also be pursued in order to integrate the reduction of social and economic inequalities as a crucial element to contribute to fair and equitable societies that reduce gaps between the richest and the poorest – both in income and in access to opportunities.

Actions will contribute to enhance the observance of **human rights and fundamental freedoms** worldwide, whether at global, regional or local level –such as the **rights of migrants**, including asylum seekers in third countries, internally displaced persons and stateless persons, and to promote freedom of religion or belief. In particular, the following priorities will contribute to addressing the root causes of poverty and migration:

- Reinforcing EU capacity to address the most difficult human rights situations and to react to human rights emergencies, in particular through the Emergency Fund for Human Rights Defenders at risk and the Human Rights Crisis Facility;
- Launching capacity building programmes in the area of democracy and human rights, such as supporting global and regional networks of universities providing human rights and democracy postgraduate education worldwide;
- Strengthening the activities of key multilateral actors such as the International Criminal Court and the UN Office of the High Commissioner for Human Rights;
- Promoting **gender equality and women's empowerment**, with special focus on their participation, representation and leadership in decision-making processes;
- Protecting **children** on the move and in migration contexts by strengthening local and national systems of child protection.

Vulnerable groups such as indigenous people and groups at risk will also be the object of social inclusion and protection action aiming to reform systems, promote social protection and inclusion. Forced and child labour will also be addressed.

Support will be provided to **Civil Society Organisations** (CSO) and **Local Authorities** (LAs) as a way to empower them as actors for positive change, while furthering the consultation of and engagement with CSO and LAs at the level of international fora:

- It is foreseen the adoption of two SWDs, establishing respectively a **Framework on Empowering Local Authorities** in partner countries and reporting on **EU engagement with Civil Society** in external relations. They are both part of the implementation of the Communications on Local authorities in partner countries and the role of civil society adopted in 2013 and 2012, respectively.
- The **Policy Forum on Development (PFD)**, a confidence- and trust-building mechanism contributing to EU development policies through a permanent structured multi-stakeholder dialogue.
- The **Assises of Decentralised Cooperation** (5th edition), held jointly with the Committee of the Regions, securing a space for dialogue between local authorities, from the EU, its partner countries and the European institutions.

- The **Partnership Forum**, which will boost the commitment made in the Global Strategy and in the proposed new European Consensus to strengthen partnership with Civil Society. It will *inter alia* strengthen the 28 Framework Partnership Agreements (FPA) signed with CSO and LAs in 2015-2016 at regional and global level, which will enable them to play a pivotal role in linking local concerns –often related to global challenges, to regional and international debates. It will also strengthen the impact on development of other type of partnerships such as social partners.

Africa

In 2017, the EU will continue its support to the strengthening of the African Union (AU) as an organisation bearing the principles of the AU charter. The **African Peace Facility (APF)** under the EDF is a unique instrument to support Africa's Peace and Security Architecture, Conflict Prevention and Peace Keeping Operations. The **Pan-African Programme** under the DCI is the only EU programme allowing cooperation with the African continent as a whole in support of the political dialogue at a continental level and which also addresses, in line with the **Joint Africa Europe Strategy**, the external dimension of EU policies.

Latin America and Caribbean

During 2017, programmes and projects in the field of citizen security, rule of law and gender equality and women empowerment, will remain a key aspect of our cooperation with Latin America and the Caribbean. Key actions in this area will be implemented under the EU Colombia Trust Fund and under important planned programmes, such as the support to the plan for "**Safe El Salvador**", the violence prevention programme in Guatemala or at regional level the "**El Pacto**" programme. These programmes will be implemented through different modalities, including budget support.

The EU Colombia Trust Fund was launched in December 2016 and it will be under full implementation during 2017. It aims at contributing to Colombia's post-conflict stability and peace building efforts through mainly the strengthening of local authorities and actions in the areas of rural and local economic development.

Asia and the Pacific

In 2017, DEVCO will support **Afghanistan** to strengthen local and national governance, achieve credible and transparent elections, and improve judicial integrity and accountability.

In Southeast Asia, the democratic transition in Myanmar will be supported by a **State Building Contract**. In Cambodia, EU efforts will focus on accompanying reform in public finance management, public administration and decentralisation under this objective. In those countries, DEVCO will also strengthen women and youth to participate increasingly in democratic processes and develop civil society capacities.

More particularly on **gender**, in 2017, DEVCO will support the Pacific with a regional programme aimed at improving governance practices through progress in Human Rights observance and protection, gender equality and enhanced civil society engagement. Support to ASEAN on gender equality and women empowerment will be continued through ongoing and new EU-ASEAN programmes providing platforms for policy dialogues and information sharing among ASEAN Member States and the EU in the areas of gender equality mainstreaming. In Central Asia, a specific gender study will update our knowledge on the situation of women and youth in the 5 countries of the region to better inform our future support and coordinate our actions with national

and international partners. Besides, in the framework of the EU Central Asia Platform, the 5th EU-CA Ministerial on justice will be organised in Brussels.

GENERAL OBJECTIVE: A Stronger Global Actor				
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.			Related to spending programme DCI & EDF & EIDHR	
Main outputs in 2017:				
Important items from work programmes/financing decisions/operational programmes				
		Description	Indicator	Target 2017
DIR.B	DCI & EIDHR	2017 parts of the Multi-Annual Action Programme (MAAPs) under EIDHR and DCI CSO-LA implemented, including through calls for proposals and implementation milestones.	1. Actions on: a) Strengthening political parties; b) EIDHR 2017 priorities; c) "Promoting Gender Equality and Women and Girls' empowerment in developing countries" in the framework of the flagship "gender initiative"; d) "Enhancing the protection of children on the move or in migration contexts through strengthening local and national systems of child protection"; 2. Implementation milestones including; a) Supporting CSO in 50 countries and LAs in 39 partner countries; b) Contracting under EIDHR 2016 global Cfp; c) Contracting under DEAR Cfp.	1. a) Guidelines finalised 1st quarter 2017 b) Call published mid-2017 c) Call published 1 st semester 2017 d) Guidelines finalised by end 2017 2. a) Rolling process b) Contracts signed by end 2017 c) Contracting initiated 1 st semester 2017
DIR.D	EDF	APF: Contracting of Peace Support Operations (PSO), African Peace & Security Architecture (APSA) and Early Response Mechanism (ERM)	<ul style="list-style-type: none"> • Number of PSOs contracted & Amount committed in support of PSOs. • Number of ERM actions approved. 	<ul style="list-style-type: none"> • 6 PSOs for a total amount of EUR 270 million contracted. • 10 ERM actions for a total amount of EUR 7 million approved.
DIR.E	EDF	Adoption of regional actions in West Africa contributing to regional economic integration, jobs and growth. New actions in the framework of 2014-2020 bilateral and regional programming documents contributing to specific objective 5.	Adoption of financing decisions on improving competitiveness, trade facilitation, regional EPA support in ECOWAS.	Mid 2017.

DIR.G	DCI and EDF	New actions in the framework of 2014-2020 bilateral and regional programming documents in the countries and regions of Latin America and the Caribbean , under both the DCI and the EDF.	I-1: Number of actions adopted by the College in 2017. I-2: Appropriations committed in 2017.	I-1: 6 I-2: EUR 102 million
DIR.H	DCI	Asia: Actions in several countries in the framework of the existing programmes. State Building Contract in Afghanistan which will assess government policies in terms of e.g. gender mainstreaming and specific policies for women. State Building Contract in Myanmar to support the democratic transition.	1. Local and national governance, credible and transparent elections, judicial integrity and accountability, human rights dialogue with a specific focus on gender, gender equality in the objectives and proposed activities (Afghanistan). 2. Improving access for the poor, women and vulnerable groups to fair and transparent systems of dispute resolution at the local government level (Bangladesh). 3. Accompanying the decentralisation process (Cambodia).	Reinforcement of democracy, human rights, rule of law, gender equality and empowerment of women, economic and social inclusion, civil society and local authorities in several countries of the region.
DIR.H	EDF	Pacific: regional programme on gender. In many Pacific countries, such as Samoa, Tonga and Marshall Islands, there is support to civil society. FIJI: Access to Justice programme.	A new regional action on Gender and Human Rights is due to be adopted in 2017. The Pacific Region will benefit from a total investment of EUR 7M of the 11 th EDF. The action will have a strong accentuation on the fight against gender based violence. Capacity of civil society to engage with government. Number of free legal aid clients/year.	Improve governance practices through progress in Human Rights observance and protection, gender equality and enhanced civil society engagement. Increase in activities and reach of civil society actors. 22,500 free legal aid clients/year.
Other important items				
		Description	Indicator	Target 2017
DIR.B	DCI & EIDHR	Preparation of Staff SWD: 1. SWD on the mid-term evaluation of the EIDHR. 2. SWD "EU engagement with Civil Society".	Adopted.	1. 3 rd quarter 2017 2. 1 st semester 2017
DIR.B	All instr.	First report on the implementation of the Gender Action Plan II.	Publication of the report.	1 st semester 2017

DIR.B	All	Mid-term review of the Action Plan on Human Rights and Democracy (2015-2019).	Publication of the mid-term review.	July 2017
DIR.B	DCI	Structured and enhanced dialogue with CSO/Las.	Global Policy Forum on Development. European Policy Forum on Development. Assises of Decentralised Cooperation.	March 2017 2nd semester 2017 March 2017
DIR.B	DCI	Support to regional and global CSO networks, monitoring CSO and ALA FPA's.	Partnership Forum. Operating grants signed with 2 ALAs. Continued management of FPAs grants with ALAs and CSO.	May 2017 February 2017 Rolling process

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 **fostering Domestic Revenue Mobilisation (DRM)** and the **effective use of public resources** in developing countries. The Commission has made a concrete and strong commitment to substantially increase EU support to domestic public finance reforms, notably by signing in the Addis Tax Initiative during the Addis Ababa Financing for Development Conference in July 2015.

Implementation of actions under the SWD **"Collect More – Spend Better"**- the overall approach covers on one hand the support to domestic public finance, oversight and efficiency in public procurement in the context of economic governance and budget support programmes. On the other hand, the flagship **Domestic Revenue Mobilisation Initiative** under the **"Global Public Goods and Challenges"** (GPGC) supports mainly international and selected regional partnerships.

DEVCO will continue to work towards the overall objectives, which are to:

- **"Collect more"**: increase the efficiency, effectiveness, fairness and transparency of tax systems and tackle 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 as well as at support to sustainable improvements in domestic public finance.

Africa

An effective implementation of the budget support programmes and PFM (Public Finance Management) related projects will be ensured in 2017. These interventions will contribute to enhancing fiscal discipline, strategic allocation of resources and service delivery efficiency, through strengthened systems and procedures and targeted capacity-building. Particular emphasis on DRM will be paid in policy dialogue and capacity development activities. A constructive collaboration with key stakeholders,

including partner countries, donors, financial institutions etc. will be maintained. In fragile countries, Budget Support (notably in the form of State Building Contracts) will be critical to sustain fiscal space and hence support the delivery of basic services to the population.

Latin America and the Caribbean

During 2017, the programmes and projects financed for Latin American and the Caribbean will continue to pursue among other objectives the improvement of public financial, management in a number of countries, allowing for a better use of domestic revenue. Important planned programmes in this area will start implementation in the Dominican Republic and in Jamaica, in Belize and in Antigua and Barbuda where PFM is focal cooperation sector. In addition, a new State Building Contract will be committed in Haiti to support important reforms in the area of PFM, public administration and anti-corruption. The programme will build on the progress achieved under a first State Building Contract which was successfully completed in 2016. They will be implemented through different modalities, including budget support.

Asia and the Pacific

With regards to follow up on Public Finance Management –(PFM) progress in 2017, DEVCO will focus on DRM, debt sustainability, procurement and accountability (court of auditors, parliaments), specifically for countries on their way to graduate out of bilateral aid.

In terms of Budget Support, the Commission Decisions taken in 2016 will start being implemented in 2017, and particular attention will be given to the follow up of major strategic programmes in Afghanistan and Myanmar (State Building contracts), Vietnam (sector reform contract energy), Cambodia (Public Finances Management and Decentralisation). Education/TVET in Bangladesh will also be an important milestone of our cooperation portfolio in 2017.

GENERAL OBJECTIVE: EU as a Stronger Global Actor			
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.			Related to spending programme DCI; EDF; EIDHR; PSC
Main outputs in 2017:			
Important items from work programmes/financing decisions/operational programmes			
	Description	Indicator	Target 2017
DIR.A PSC	Implementation of the "Collect More -Spend Better" Action Plan covering both the DRM and public finance management.	Implementation is on track for 2017.	End 2017

DIR.D	EDF	Effective implementation of budget support programmes and PFM and DRM related projects.	<p>I-1: Number of ongoing Budget Support operations.</p> <p>I-2: Number of ongoing PFM projects.</p>	<p>I-1: 14 (1 Botswana, 2 Ethiopia, 1 Madagascar, 2 Malawi, 1 Mozambique, 1 Namibia, 5 South Africa, 2 Tanzania, 1 Uganda).</p> <p>I-2: 6 (Lesotho, Malawi, Mozambique, Uganda, Zambia, Zimbabwe).</p>
DIR.E	EDF	Effective Implementation of budget support programmes and PFM/DRM related projects. New actions in the framework of 2014-2020 bilateral and regional programming documents contributing to specific objective 6.	<p>Ensure a relevant policy dialogue and Improve coordination between EU, IMF, WB and MS.</p> <p>Quality reports on eligibility criteria.</p>	<p>Regular and timely reporting.</p> <p>60% of budget support programmes include a DRM component.</p>
DIR.G	DCI and EDF	New actions in the framework of 2014-2020 bilateral and regional programming documents in the countries and regions of Latin America and the Caribbean, under both the DCI and the EDF.	<p>I-1: Number of actions adopted by the College in 2017.</p> <p>I-2: Appropriations committed in 2017.</p>	<p>I-1: 6</p> <p>I-2: EUR 102 million</p>
DIR.H	DCI	<p>Asia: Through our budget support programmes in Asia, DEVCO will support PFM (Public Finance Management) systems to more effectively support the country's achievements of the SDGs.</p> <p>Policy dialogue.</p>	<p>Implement Budget Support operations of Commission Decisions taken in 2016, including stronger policy dialogue and capacity building support.</p> <p>Major Budget Support strategic programmes in Afghanistan and Myanmar (State Building contracts), Vietnam (Sector Reform Contract Energy) and Cambodia (Public Finances Management and Decentralisation).</p>	<p>Improve the quality and effectiveness of government spending, improving Budget transparency and procurement.</p>

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 unique position of the EU provides it with the legitimacy and credibility to address specific global and trans-regional threats to **peace, international security and stability**. In the context of the European Agenda on Security, new actions will include measures to counter global, trans-regional and emerging issues such as terrorist

networks and violent extremism, organised crime responsible for cybercrime, trafficking in human beings, drugs, small arms and light weapons, threats to critical infrastructure or security threats emanating from climate change, as well as CBRN risk mitigation, especially 'hard security' issues such as border control and monitoring or fighting illicit trafficking of CBRN material. Other actions will be built upon with respect to prison deradicalisation in the Middle East and North Africa (MENA) region, fighting money-laundering and countering the financing of terrorism, as well as maritime security and cyber-resilience.

In the wake of the recent Joint Communication on Countering Hybrid Threats, IcSP actions will also be tailored to directly increase third countries' **resilience** and preparedness to protect their strategic assets in cases of potential hybrid attacks.

With a view to enhance EU's effectiveness in supporting stability, security and sustainable development in partner countries, in July 2016, the Commission and the HR adopted the **Joint Communication "Elements for an EU-wide strategic framework to support the Security Sector Reform (SSR)"**¹⁵ and a legislative proposal to amend the Instrument contributing to Stability and Peace (IcSP) with a view to extending the Union's assistance to security actors, including the military, in partner countries. This initiative is known as **Capacity Building in support of Security and Development (CBSD)**. This CBSD proposal, once adopted by the Council and Parliament, is expected to provide, under exceptional circumstances, assistance to all relevant security sector actors, including military actors, in support of the sustainable development of partner countries. The proposal is in line with the new UN 2030 Agenda on Sustainable Development, and in particular with Sustainable Development Goal 16 which calls for building capacities at all levels to prevent violence and combat terrorism and crime.

The Commission supports a number of actions that strengthen the resilience of individuals and communities to the appeal of radicalisers and extremism. The Commission's projects span eight themes that can be employed in **Preventing or Countering of Violent Extremism (P/CVE)**: development of education; media awareness; empowerment of women; youth work; socio-economic inclusion; governance capacity building; transitional justice; and inter-communal activities including sport and inter-faith dialogue. While the majority of the Commission's projects are not specifically focused on CVE, many can be very relevant to CVE and act as "flanking measures". Under the IcSP, a number of global P/CVE specific actions have been launched around the world under the **Strengthening resilience to Violent Extremism (STRIVE) programme** aiming to facilitate innovative P/CVE projects in collaboration with local communities, to create conditions conducive to development, and resilience towards violent extremism.

Under the **INSC**, actions will be defined along three main priorities:

- Reinforcing actions to **protect people and the environment** against the adverse effects of radioactive and toxic materials, and by doing so, counteracting the attempt to access nuclear and radioactive materials by non-State actors and terrorist groups;
- Establishing strong governance in third countries and transferring the EU acquis to enhance **nuclear safety** and prevent radioactive releases in the environment, so as to create the necessary regulatory framework that will allow EU companies to safely invest in the beneficiary countries and to develop the regulatory framework that will participate to nuclear security;
- Contributing to a strengthened nuclear **non-proliferation** regime by strengthening the first line of defence, improving accountancy and control of

¹⁵ JOIN(2016) 31 final

nuclear materials, while preventing the diversion from their intended use and counteracting the proliferation of weapons of mass destruction.

GENERAL OBJECTIVE: A Stronger Global Actor				
<p>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).</p>			<p>Spending programme: INSC, IcSP</p>	
<p>Main outputs in 2017:</p>				
<p>Important items from work programmes/financing decisions/operational programmes</p>				
		Description	Indicator	Target 2017
DIR.B	INSC	Addressing the environmental challenges contributing to the implementation of Sustainable development Goal 16, as well as preventing access to nuclear and radioactive materials to unauthorised actors.	<ol style="list-style-type: none"> 1. Contribution to the Nuclear Safety Account and Chernobyl Shelter Fund (Chernobyl funds final contributions), and to the Environmental Remediation Account. 2. Project implementation for the clean-up of the Predniprovki Chemical Plant in Ukraine. 	<ol style="list-style-type: none"> 1. End 2017 2. Contracting initiated by end 2017.
DIR.B	IcSP	AAP 2017 adopted. Actions tackling global and trans-regional security threats contracted.	<p>Number of new actions elaborated to:</p> <ol style="list-style-type: none"> 1. Disrupt terrorist networks and the activities of recruiters to terrorism, cut off terrorist funding and bring terrorists to justice. New actions will also be designed to support vulnerable countries to counter terrorist recruitment and to build community resilience to radicalisation¹⁶; 2. Prevent and fight organised crime, including the illicit trafficking in drugs and the smuggling of migrants and trafficking in human beings; 3. Strategic harbours border control and security with the existing regional African Atlantic Facade Centres of Excellence; 4. Help countries to improve their capacity of reaction against CBRN risk and other security domains in a regional approach. 	<ol style="list-style-type: none"> 1. 3 actions targeting CT/CVE 2. 4 actions 3. 1 action covering critical infrastructure activities 4. 10 actions
<p>Other important items</p>				
		Description	Indicator	Target 2017
DIR.B	INSC	Supporting good governance in third countries and creating national regulatory framework based on best international standards to support EU investments.	Number of actions under 2017 AAP to support regulatory authorities.	3 actions approved by mid-2017.

¹⁶ C communication on Supporting the Prevention of Radicalisation leading to violent Extremism, (COM (2016) 379- 14 June 2016.

DIR.B	INSC	Contribution to the non-proliferation regime and developing the first line of defence to prevent diversion of nuclear materials.	<ol style="list-style-type: none"> 1. Supporting the establishment of nuclear materials safeguards project in Armenia. 2. Supporting the International Atomic Energy Agency (IAEA) verification activities in Iran by providing technical support and EU expertise. 	<ol style="list-style-type: none"> 1. 1 action approved by mid-2017. 2. 1 action approved by mid-2017.
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PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR

A. Human resource management

The HR Modernisation project implemented according to the Communication on Synergies and Efficiencies of April 2016 makes changes to the way that HR services are delivered. HR services will be delivered by an Account Management Centre (AMC) inside DG HR. Each DG will have an HR Business Correspondent, responsible for defining HR strategy and taking HR decisions, in consultation with the management of the DG, as well as ensuring that the DG gets the HR service it needs, in cooperation with the AMC. DEVCO will move to the new way of working in 2017. DG DEVCO will be supported by 4 which will serve the following group of DGs: DEVCO, ECHO, Foreign Policy Instruments (FPI), NEAR and TRADE for staff in Delegations only.

The definition of **HR strategy** and priority actions to make progress towards the Strategic Plan targets are the responsibility of the HR Business Correspondent and will continue to be addressed in DG DEVCO's Management Plan and Annual Activity Report. DEVCO's main objective will be to develop a new HR Strategy.

DEVCO is facing significant **challenges** in terms of available permanent posts following the reductions of posts during the years 2013-2017¹⁷. At the same time DEVCO is asked to take the burden of the bulk of the returns of officials under the rotation exercise. This leaves little margin for DEVCO to publish posts to recruit new talents and expertise and to promote mobility amongst its staff. DEVCO is also facing difficulties in filling posts in difficult Delegations. The 2014 changes to Annex X of the Staff Regulations, the tight budgetary context as well the deterioration of security in many third countries result in few or no candidates for vacancies in some Delegations. DEVCO relies a lot on external staff for carrying out its mission. Almost one third of its staff is represented by contractual agents (CA). The current regulatory framework on contractual agents imposes constraints to the rapid recruitment, deployment and career management of CA. The organisation of the specialist competitions at AD level in 2015-2016 and the 2016 revision of the legal framework for the mobility and career of contractual agents, including on the organisation of a new selection process will provide some flexibility to the organisation.

In developing the **HR Strategy**, particular attention will be given to the outcome of the latest staff survey and in particular to policies regarding contract agents in Delegation and career paths for DEVCO staff in general. The 2016 **Staff Engagement Action Plan** will be the basis upon which DEVCO will build its strategy to address the legitimate concerns of its staff and improve staff engagement. Today, the percentage of staff who feel that the Commission cares about their wellbeing is 24.2% whereas our target for 2020 is to reach 40%. The overall **staff engagement index** is now 57.8% whereas the target for 2020 is to reach 70%.

Women representation in DEVCO middle management is 20.93%¹⁸ at 1 January 2017 whereas the target for 2019 is 35%. DEVCO will increase its efforts to promote diversity and increase **female representation in management functions** through a series of measures promoting equal opportunities giving priority to women candidates in recruitment in case of equal merit, supporting flexible working conditions, better work-life balance and fair career progression.

DEVCO will also closely work with other RELEX DGs, the central Commission services and the European External Action Service (EEAS) towards the establishment of a career path for officials in the EU diplomatic service. This would enable to draw on the

¹⁷ 131 posts cut during that period

¹⁸ 9 out of 43 occupied posts

expertise of staff from the entire external relations pool, whether Commission services or EEAS. In this context, new measures will be explored and existing ones will be reinforced in the areas of rotation and mobility of staff, including middle management staff, amongst External Relations DGs and between Commission services and the 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.

Main outputs in 2017:

	Description	Indicator	Target (2017)
BC DEVCO	Definition of the HR Strategy.	HR strategy defined.	September 2017
BC DEVCO	Selection and appointment of new middle managers with preference to the under-represented gender in case of equal merit.	Increase percentage of women in middle management	End 2017
BC DEVCO	A revised Staff Engagement Plan for Action of DG DEVCO focusing on the new priority areas identified following the analysis of the 2016 Staff Survey.	Adoption of the Action Plan by DEVCO Senior Management.	Spring 2017
BC DEVCO	Re-adjustment between workforce, workload and priorities in Delegations.	Re-launching OPTIMUS analysis of workload in the light of the new developments (e.g. the new commitments under the new Consensus for Development.)	End 2017
DEVCO.02	Review, coordination, implementation and monitoring of the Internal Communication Action Plan (ICAP).	Progress assessed in the light of the implementation of the synergies and efficiencies initiative; the ICAP updated as appropriate; and implementation monitored.	ICAP updated by mid-2017 ICAP Implementation monitored by end-2017.

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 at large in the Annual Activity Report (AAR)¹⁹. The most decisive inputs to decide whether a reservation has to be issued in the framework of the AAR 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 Statement of Assurance by the European Court of Auditors concerning the year preceding the reporting year.

¹⁹ And especially the Annex on the Internal Control Template.

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.

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.

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 the 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

Main outputs in 2017:

Description	Indicator	Target(2017)
Final Report for the 2016 RER study.	Residual Error Rate (RER)	2% or less

Objective 2: Effective and reliable internal control system in line with sound financial management.

Main outputs in 2017:

Description	Indicator	Target (2017)
The internal control system is effective and reliable without generating excessive costs.	Conclusion reached on cost-effectiveness of controls.	Control costs in 2017 below 2015 & 2016 levels.
New terms of reference (TOR) for audits and expenditure verifications.	TOR issued.	Distribute the TOR in 2017.
New terms of references (TOR) for verification missions in EU Delegations.	TOR issued.	Distribute the TOR in 2017.
Implementation of the new Internal Control Framework.	System developed and new instructions released.	June 2017

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.

Main outputs in 2017:

Description	Indicator	Target (2017)
Online Anti-Fraud Training.	Number of staff using this training.	250
New guidance on anti-fraud cases.	Guidance prepared.	Guidance distributed in 2017.

C. Better Regulation

The main planned outputs linked to the Better Regulation objective in the Strategic Plan are listed in Part 1 under the relevant specific objective. They are presented in the tables under the headings "All new initiatives from the Commission Work Programme" and "other important items".

D. Information management aspects

Generalisation of the use of the Ares e-signatory at all levels and for all procedures. Electronic workflows will reduce paper storage and paper circulation of documents in DEVCO, thus gradually eliminate the intrinsic lack of effectiveness and efficiency of paper as a medium of communication and storage. The enhancement of e-mail registration rates by the use of Areslook will continue, in order to better capture and manage DEVCO information through the use of HAN functionalities (Hermes-Ares-NomCom platform). These initiatives should generate efficiency gains, improve the speed of processes and facilitate a more comprehensive use of the HAN tools by staff.

The integration of DEVCO IT systems with HAN is another essential area to achieve efficient sharing and reuse of information. Basis, Prospect and Pador are IT systems that have been integrated with HAN. This work will continue with the integration of more DEVCO IT Systems in 2017.

The sharing of Delegations' files belonging to DEVCO sections with DEVCO Headquarters (HQ) will be promoted as the option by default in 2017 and the opening of access to DEVCO HQ documents and files stored in HAN will be expanded. Both actions follow the principle of sharing information as widely as possible except where there are restrictions to sharing, which is part of the corporate strategy on data, information and knowledge management (Communication to the Commission C(2016) 6626).

DEVCO contributed to the preparation of the Commission-wide Strategy for Data, Information knowledge management adopted by the College in October 2016. The Deputy Director-General represents DEVCO in the Information Management Steering Board and Unit 03 is member of the Information Management Team.

During 2017, the Learning and Knowledge Development Strategy (LKDS) will be implemented in line with the updated Action Plan. A mid-term evaluation of the LKDS and organisational learning in the DG will provide information on overall implementation of the strategy since its launch in 2014, on DEVCO performance as a learning organisation and on the needs for adaptation to i.a. take into account new policy priorities, business objectives and lessons learned. DEVCO will contribute to implementation of the Commission strategy on information, data and knowledge management by improving sharing and reuse of information, interoperability among DEVCO IT systems and organisational learning and knowledge sharing in DEVCO.

DEVCO's external learning platform will be launched and will provide open access to online learning content to all interested development partners and practitioners.

DEVCO will use cooperation with the European Experts Network, with think tanks and academia as well as launch its own foresight process including Foresight Labs to inform future policy and management decisions with an objective that they are evidence based, drawing on available external research and knowledge.

A strategic approach to Research and Innovation (R&I) in cooperation with developing countries will be prepared in cooperation with DG RTD and other line DGs active in the area so as to ensure synergies. DEVCO will enhance knowledge sharing and organisational learning in R&I. A new Intra-ACP programme on R&I will be prepared for

Commission decision in 2017. It will take into account new EU development policy and recommendations of the recent evaluations. In implementation of the ongoing R&I programmes, the main focus will be on overcoming delays that resulted from transfers of responsibility for the programmes in 2016, enhancing knowledge sharing and – where necessary – support through policy dialogue.

Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable

Main outputs in 2017:

Unit/Dir	Description	Indicator	Target 2017
DIR. R	Electronic workflows are generalised, including those relating to financial and contractual procedures.	Number of registered documents with a fully approved e-signatory (no paper circulation in parallel).	75% of registered documents approved in full electronic mode.
DIR. R	The integration of DEVCO IT systems with HAN continues. Quality control as regards the use of HAN functions by integrated systems is ensured.	Integration of the Audit Module and of the Portfolio Management Dashboard with HAN. Quality control of PROSPECT and PADOR.	Integrations of Audit Module and of Portfolio Management Dashboard in 2017. Conclusion of the quality control of PROSPECT and PADOR.
DIR. R	Improved and consolidated use of HAN in EU Delegations (DEVCO sections).	Number of HAN files readable/accessible in Delegations and in HQ.	At least 70% of all HAN files in the DEVCO sections are shared with HQ and between Delegations.
DIR. R	Improved access to DEVCO HQ documents and files stored in HAN.	Number of HAN files readable/accessible to European Commission services, including EU Delegations.	At least 25% of all DEVCO HQ files are shared with Delegations and other EC services.
DIR. R	Increased email registration in Ares.	Number of emails registered with Areslook.	Increase \geq 15% of 2016 rates.
DEVCO.01	About 762 briefings and speeches to be encoded in BASIS.	Out of the total number of briefings the percentage of briefings encoded in BASIS in the year.	100%
TF-KPR. 03	2014-2020 Learning and Knowledge Development Strategy (LKDS) evaluated, revised and implemented.	<ul style="list-style-type: none"> • Mid-term evaluation of LKDS. • Review/ updating of LKDS. • 2017 LKDS Action plan and training programme implemented. 	<ul style="list-style-type: none"> • Evaluation report discussed with the Management by December 2017. • Proposals for LKDS review prepared by December 2017. • Satisfaction rate of face-to-face courses over 80% (December 2017).
TF-KPR. 03	Develop a strategic approach for R&I in development cooperation.	Meta-analysis of existing studies on trends and challenges completed, Develop KS and organisational learning on R&I in development.	Strategic approach on research & Innovation in cooperation with developing countries ready by June 2017.

E. External communication activities

In 2017 DEVCO will invest notably in social media. It will design and implement a number of major press/online/social media campaigns on development-related topics, targeting both stakeholders and multipliers and the general European public. Major, longer-term general initiatives will include the 2030 Agenda and the SDGs, and the new European Consensus on Development. These campaigns will be designed and implemented jointly with the networks of partners (Member States, civil society, UN, EEAS, Parliament) established in the course of the European Year for Development 2015. DEVCO will also collaborate with other DGs on major corporate campaigns envisaged in 2017, such as the 60th anniversary of the Treaty of Rome, and the 30th anniversary of Erasmus. Shorter campaigns on specific themes, for example linked to international "Days" and specific policy areas (e.g. Human Rights, Gender Equality and women and girls' empowerment, etc.) will be carried out regularly in collaboration with other Commission DGs, UN, EEAS and others. These campaigns, supported not only by showcase events such as the European Development Days and the Kapuściński lectures and the regular publicising through all communication outlets of significant conferences, agreements and visits, but also by the rollout of a longer-term strategy to professionalise the communication skills and tools available to DEVCO programme managers, particularly in Delegations. The success of these activities in increasing awareness and approval ratings among EU citizens will be gauged by monitoring the reach of the different communication campaigns, and by the results of the dedicated Eurobarometer survey DEVCO conducts regularly towards the end of the year.

Objective (definition): 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.

Main outputs in 2017:

Description	Indicators	Target(2017)
Communication Strategy: updated DEVCO strategy aligned with the SDGs, the new Consensus and Post-Cotonou agenda.	(a) Communication Strategy revised and approved. (b) Development communication network with MS consolidated around the new agenda.	Mid-2017
Programme communication tools: revised corporate Communication & Visibility Requirements and Vade-Mecum adopted, implemented and supported.	(a) Communication & Visibility Requirements adopted. (b) Vade Mecum adopted. (c) Communication coordinators support desk established.	(a) First half 2017 (b) Second half 2017 (c) First half 2017
Targeted communication campaigns: General and theme-specific development-related campaigns targeting stakeholders and EU citizens planned and implemented.	(a) Reach of press/online/social media campaigns on major development themes implemented, including the 2030 Agenda/SDGs, the European Consensus on Development, and major international 'Days'. (b) Eurobarometer results.	Throughout 2017
European Development Days: EDDs organised 7 -8 June 2017.	(a) Participation level sustained (2016 baseline: 6,000 registered participants). (b) High satisfaction rates sustained (2016 baseline: 94,5% of participants rated EDD as "good" or "excellent"). (c) Level of social media interaction sustained (2016 baseline: 29,584 # mentions).	(a) 6,000 registered participants. (b) > 80% of participants rate EDDs "good" or "excellent". (c) Facebook likes + Twitter followers > 78,700

	(d) Media attendance sustained (2016 baseline: 230 journalists).	(d) > 200 journalists
Kapuściński development lectures 2017-2018: 10 lectures organised in EU MS and beyond.	(a) no. of participants sustained (2016 baseline: 130 per lecture). (b) online audience sustained (2016 baseline: 250 viewers per lecture). (c) number of new speakers sustained (2016 baseline: 9).	(a) no. participants >100 (b) online audience > 250 (c) no. new speakers >4
Info Point: Information Point open, providing information and debate on the EU's external cooperation.	(a) number of lunch-time conferences sustained (2016 baseline: 86 conferences). (b) no. of organised visits sustained (2016 baseline: 53). (c) no. of visitors sustained (2016 baseline: 10, 500).	(a) No. of lunch-time conferences > 80 (b) No. of visits > 45 (c) No. visitors > 9,000
DEVCO online presence: online presence maintained through website and social media.	(a) No. of visitors to DEVCO website sustained (2016 baseline: 97,000 unique visitors/month). (b) No. of visits to the DEVCO website sustained (2016 baseline: 308,000 unique page views/month). (c) 10% increase of social media interaction (baseline 2016: total 155,600 Facebook likes and Twitter followers).	(a) > 97,000 unique visitors/month. (b) > 308,000 unique page views/month. (c) > 171,200 Facebook likes and Twitter followers combined.
DEVCO annual report coordinated, drafted and approved.	Annual report adopted by the College and communicated to the public.	31 December 2017.

Annual communication spending (based on estimated commitments):

Baseline (2016):	Target (2017)
EUR 7,905,000	EUR 6,615,260

F. Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities of the DG

OPSYS

Opsys programme is a business improvement programme and an IT system called to cover DEVCO, NEAR and FPI operational needs as well as to allow the phase out of the existing Common Relex Information System (CRIS). Opsys is driven by five key objectives: increased effectiveness (results and performance), increased productivity, improved transparency, knowledge sharing and improved collaboration (including access for external partners). Opsys as an IT system is split into 6 projects: "results" (project 1), "action management" (project 2A), "contract management" (project 2B), "implementation and evaluation"(project 3), "programming and preparation of actions" (project 4) and "tender management" (project 5).

Discussions are on-going early 2017 with DIGIT in order to have DIGIT as single IT supplier for the Opsys programme with the objective to make efficiency gains and improve Opsys corporate identity.

Opsys project 1 'results management and operational entities' aims at building a new operational concept of project and programmes and allowing operational managers to manage and report on structured results data across the cycle of operation with a particular focus on logframe (for project modality) or indicative list of results indicators

(for budget support modality) at implementation stage to follow-up the related indicators, baseline and targets (all sex-disaggregated when relevant).

Project 1 will also provide a first group of functionalities supporting new ways of working such as Corporate Search functionality. DEVCO plans to re-use the corporate tool "corporate search" in order to facilitate access to all information and documents linked to Opsys, without going specifically to projects/contracts files as it is the case with CRIS. As an example it will offer the possibility for colleagues to access to existing documentation on terms of reference or consultancy reports on a specific subject they are working on avoiding to reinvent the wheel.

Opsys project 1 is indeed supporting DEVCO general objectives by helping to measure results achieved versus targets and by supporting the LKDS. Knowledge management is embedded in Opsys strategy as one of the five objectives; we will provide an easy access to information and data captured through the system (search facility, see above), the possibility to flag meaningful practices (a like function is envisaged) and a better comprehensive and structured information (creation of the concept of project and programme linked to contracts and decisions, sector tagging, link with SDGs).

REGIONALISATION

In order to increase efficiency, optimise the use of staff and generate economies of scale, DG DEVCO has reviewed its network of staff in delegations, by pooling certain tasks in a limited number of delegations. This regionalisation process is being implemented gradually, in line with mobility and rotation exercises, and will continue to be implemented in 2017. The creation of larger regional teams covering several countries in the (sub-) region requires changes in financial circuits, reporting tools and working methods in general, which will continue to be adjusted and monitored very closely in the course of 2017.