



Strategic Plan 2016-2020*

DG International Cooperation and Development - DG DEVCO

*DG DEVCO's original Strategic Plan 2016-2020 (Ares(2016)2170371) has been updated substantially, in response to recommendations by the Internal Audit Service. This new version builds on the earlier document but reflects the situation as of October 2018.

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

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PART 1. Strategic vision for 2016-2020

A. Mission statement

Our Mission

Within the European Commission, the Directorate-General for International Cooperation and Development (DG DEVCO) is in charge of development policy in a wider framework of international cooperation, adapting to the evolving needs of partner countries. DG DEVCO plays a leading role in implementing the 2030 Agenda¹ and its Sustainable Development Goals (SDGs) in EU international cooperation and development policy, and coordinates actions to implement the 2017 European Consensus on Development². This encompasses two main strands of work, first in terms of policy setting, second in terms of implementation and financial management.

DG DEVCO ensures cooperation with partner countries at different stages of development to cover the specific needs of these countries, including during the transition periods between low-income countries and upper middle income countries.

DG DEVCO works closely with other Commission services responsible for sectoral policies, as well as with the European External Action Service, so as to facilitate and help ensure a coherent approach.

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

DG DEVCO leads the Multiannual Financial Framework exercise in the field of external action, coordinating other External Relations services. It is responsible, together with the European External Action Service, for the multiannual programming of external financing instruments. This is increasingly done jointly with Member States' programming of their bilateral assistance.

DG DEVCO is in charge of implementing the European Union's external financing instruments³ financed by the general budget of the Union and the European Development Fund. In this context, DG DEVCO ensures the high quality and impact of aid, the swift implementation of projects and programmes and the visibility.

¹ United Nations 2030 Agenda for Sustainable Development

² New European Consensus on Development – 'Our world, our dignity, our future', 8 June 2017: https://ec.europa.eu/europeaid/new-european-consensus-development-our-world-our-dignity-our-future_en

³ The Development Cooperation Instrument (DCI), the European Instrument for Democracy and Human Rights (EIDHR), the Instrument contributing to Stability and Peace (IcSP) long term objectives and the Instrument for Nuclear Safety Cooperation (INSC), but excluding humanitarian aid, the European Neighbourhood Instrument (ENI), the Instrument for Pre-accession Assistance (IPA), the Partnership Instrument (PI), macro-financial assistance, CFSP and the IcSP short term objectives.

Our Role

DG DEVCO is responsible for designing and implementing European Union international cooperation and development. Within the European Commission, DG DEVCO promotes coherence between the European Union's development cooperation policy and its other internal and external policies.

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

DG DEVCO seeks to target funds to countries most in need. This is in support of the EU and its Member States' commitment to provide 0.15%-0.2% of GNI as Official Development Assistance (ODA) to Least Developed Countries (LDCs) in the timeframe of the 2030 Agenda. DG DEVCO focuses on delivering better results and higher impact of its actions. It has also developed a results framework, aligned with the SDGs, to improve its reporting on results.⁴

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

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

DG DEVCO implements an information and communication strategy in order to raise awareness among European Union citizens and partner countries regarding European Union action to support sustainable development and progress toward the SDGs.

DG DEVCO finds itself working in difficult environments, which can have an impact on its operations. In close cooperation with other Commission services and the EEAS, DG DEVCO takes all reasonable practicable duty-of-care responsibilities in order to protect its personnel deployed outside the European Union from harm and injury.

⁴ 20/7/2016 (ref. SWD(2016) 255)

B. DEVCO Strategy 2016-2020



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

The European Union is a union built on **values**. In this respect, the adoption of the 2030 Agenda and its Sustainable Development Goals by the international community in 2015 marked a significant milestone in the way we approach poverty eradication and the achievement of sustainable development globally. The EU and its Member States are committed to a **life of dignity for all that** reconciles economic prosperity and efficiency, peaceful societies, social inclusion and environmental responsibility. In doing so, efforts will be targeted towards **eradicating poverty, reducing vulnerabilities and addressing inequalities to ensure that no one is left behind**. By contributing to the achievement of the 2030 Agenda, the EU and its Member States will also foster a stronger and more sustainable, inclusive, secure and prosperous Europe

The European Union is implementing the Agenda across all internal and external policies in a comprehensive and strategic approach, integrating in a balanced and coherent manner the three dimensions of sustainable development, and addressing the interlinkages between the different SDGs as well as the broader impacts of their domestic actions at international and global level. Implementation is closely coordinated with the implementation of the Paris Agreement on Climate Change and other international commitments.

In order to achieve the SDGs, the 2030 Agenda's fundamental shift is reflected in the development policy of the EU and its Member States: **The new European Consensus on Development is the EU's response to global trends and challenges in the area of international cooperation and development.** It aligns EU external action to the 2030 Agenda and its SDGs by setting out the main principles that will guide the approach of the EU and its Member States to cooperation with developing countries. The Consensus reflects the framework of external action provided by the Lisbon Treaty, and relates to the EU Global Strategy on Foreign and Security Policy.

Structured around the **'5 Ps' framing the 2030 Agenda (People, Planet, Prosperity, Peace and Partnership)**, the new Consensus puts forward a balanced and integrated approach to the economic, social and environmental dimensions of sustainable development. It is a shared vision and framework for action for development cooperation for the European Union and its Member States. The Consensus underlines the interaction between development and peace and security, humanitarian aid, migration, environment and climate. Implementation is addressed in a comprehensive manner, drawing on the framework agreed in the Addis Ababa Action Agenda at the Third International Conference on Financing for Development in 2015.

Poverty eradication (SDG1) remains the primary objective of EU development policy under the new Consensus. Development policy is a **cornerstone of EU relations with the outside world** – alongside foreign, security and trade policy⁵. EU development cooperation is succeeding in spreading European values across a fast-changing world, **gaining influence and respect for the EU.**

EU development cooperation is progressively moving towards a **rights-based approach to development**, as strongly reaffirmed in the New Consensus for Development in 2017, following a commitment taken in 2014⁶ and consistently with the EU Action Plan on Democracy and Human Rights 2015-2019⁷. This approach reaffirms the respect of human rights standards and of the principles of inclusion and participation, the right to non-discrimination, equality and justice, transparency and accountability both as a means and a goal of development cooperation.

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

⁵ Together with the international aspects of other policies like environment, agriculture and fisheries

⁶ Council Conclusions of 19 May 2014 welcoming the EU Tool-box on "A rights-based approach, encompassing all human rights for EU development cooperation"

⁷ EU Action Plan on Democracy and Human Rights 2015-2019 (Council Conclusions of 20 July 2015)

General Objective 1: EU as a Stronger Global Actor.		
Impact indicator 1: EU Collective Net Official Development Assistance (ODA), as percentage of the EU Gross National Income (GNI)		
a) total Net ODA		
b) Net ODA to Least Developed Countries (LDCs)		
Source of the data: OECD Development Assistance Committee (DAC)		
Baseline (2014)	Interim Milestone	Target (2030)
a) 0.43% ⁸ b) 0.11% ⁹	a) N/A b) 0.15% (2020)	a) 0.70% ¹⁰ b) 0.20% ¹¹
Impact indicator 2: SDG 1.1.1 Proportion of population below international poverty line		
Source of the data: World Bank (poverty rate); UN Population Division (populations' weights)		
Baseline (2015)^{12, 13}	Interim Milestone (rolling)	Target¹⁴ (2030)
18.9% (including the graduated countries); 32.8% (excluding the graduated countries)	On course for 2030 based on annual progress report prepared by UN Secretary General	0%

The European Union and its Member States is the **world's largest aid donor** according to the Organisation for Economic Co-Operation and Development (OECD), providing more than half of the Official Development Assistance (ODA). Figures show that EU collective ODA (EU institutions and Member States) reached EUR 75.7 billion in 2017. This represents 0.50% of EU Gross National Income (GNI) and is significantly above the 0.21% average of non-EU countries that are members of the Development Assistance Committee (DAC). The proportion of EU ODA going to LDCs has remained at 0.11 % of GNI since 2014.

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

As the ACP-EU **Cotonou Partnership Agreement** will expire early 2020, the Partnership needs to prepare and negotiate a future partnership agreement in light of **EU interests** in a **changed global context and on the bases of today's common and intersected interests with the ACP counterparts**. In preparation of the negotiations, an EU joint communication including an evaluation and an impact assessment was released in 2016. Subsequently the European Commission issued a Recommendation for a future agreement to the Council in 2017. In June 2018, the Council took a decision providing for negotiating directives. Similarly, at the end of May 2018, the ACP partners agreed on their negotiation mandate. Following the official exchange of mandates between the EC and ACP the negotiations are now open

⁸ Based on analysis of final 2014 ODA spending by EU MS and non-allocated spending by the EU institutions as reported by the OECD DAC. Final data for two EU member States was not available so earlier data was extrapolated.

⁹ Idem.

¹⁰ Based on commitments agreed upon by the EU Member States in the Council Conclusions of 26 May 2015, paragraphs 32-33 (<http://data.consilium.europa.eu/doc/document/ST-9241-2015-INIT/en/pdf>), in the framework of the 2030 Agenda for Sustainable Development.

¹¹ Idem.

¹² Baseline as available in May 2015. ENI countries are excluded.

¹³ Indicator calculated on the basis of DCI and EDF geographically eligible countries

¹⁴ Target date set by world leaders for achieving the Sustainable Development Goals (UN).

and started in September 2018. The new relationship will need to be agreed in light of the **new political, economic, social and demographic realities** in the **EU, the ACP countries and at global level**.

Strengthening the **strategic partnership with Africa** is one of the EU's political priorities. The **Africa-EU Partnership** promotes a relationship between equals and is based on shared interests and common values. On the occasion of the State of the Union Address 2018, the European Commission proposed the "**Africa-Europe Alliance for Sustainable Investments and Jobs**". It is a coherent economic strategy, which seeks to promote a substantial increase of private investment from both Africans and Europeans, boost trade, enhance job creation (aiming to create 10 million jobs in 5 years, EU and its Member States with African partners collectively) and contribute to sustainable and inclusive development. It is also a key element to deliver on the 2017 African Union – European Union (AU-EU) Abidjan Summit Declaration and it also contributes to building a strong African pillar in the Post-Cotonou framework.

There **are new global challenges** (e.g. related to climate change, biodiversity loss and land degradation, security or migration), **new important players** (e.g. emerging economies), **new economic and geopolitical interests**, and the reshaping of the international sustainable development framework under the 2030 Agenda.

In this context, in May 2018, the Commission proposed a new, focused long-term budget for the 2021-2027 period, geared to the political priorities. In June, the Commission adopted its proposal for the new Multiannual Financial Framework Heading VI "Neighbourhood and the World", in particular the **Neighbourhood, Development and International Cooperation Instrument**, which streamlines over ten current external financing instruments and incorporates the non-budgetary European Development Fund. The proposed budget and instruments aim to deliver more efficiently on the European Union's priorities and to rise to new challenges.

Through the new European Consensus on Development, the **Rights-Based Approach encompassing all human rights** is the EU *modus operandi* to implement the SDGs. The Consensus also reaffirms **gender equality and women's empowerment** as core values and key contributors to successful implementation of the 2030 Agenda. In particular, the EU Gender Action Plan II 2016-2020 - endorsed on 26 October 2015 by the Council¹⁵, placed gender equality at the core of European values and enshrined within the EU legal and political framework. The EU will also continue to play a leading role in contributing to end violence against women and girls worldwide, in particular through the implementation of the EU-UN partnership 'Spotlight Initiative' – a new, global, multi-year initiative focused on eliminating all forms of violence against women and girls. The Initiative is so named as it brings focused attention to this issue, moving it into the spotlight and placing it at the centre of efforts to achieve gender equality and women's empowerment, in line with the 2030 Agenda for Sustainable Development. As such, the European Union will continue to be at the forefront of the protection, fulfilment and enjoyment of all human rights, including women and girls' human rights and to strongly promote them in all external relations.

¹⁵ <http://www.consilium.europa.eu/media/24467/st13201-en15.pdf>

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

The EU is committed to support sustainable development, **address environmental degradation and increase the resilience of societies against climate change and natural disasters**.

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

It is the foundation both for the:

- **Strategic Approach to Resilience in the EU's external action**¹⁶ aiming at improving the adaptability of states, societies, communities and individuals to political, economic, environmental, demographic or societal pressures, in order to sustain progress towards national development goals as well as the capacity of a state, societies, communities and individuals
- **EU Integrated Approach to Conflicts and Crises**, which aims at addressing all dimensions and stages of a conflict, from early action and prevention, to engaging on the ground long enough for peace to take root. Recent events have highlighted the importance of addressing **root causes of conflict and instability**

For the improvement of the capacity of a state, Governance and the **security-development nexus** are key pillars in this. Concerning the security-development nexus, EU issued a communication on an EU-wide Strategic Framework for supporting **security sector reform in 2016** and adopted a proposal amending Regulation (EU) No 230/2014 establishing an Instrument contributing to Stability and Peace (IcSP), known as the "Capacity Building for Security and Development (CBSD) proposal" in 2017. CBSD actions are being implemented in eligible partner countries. The development approach to justice and sector security reform is a people-centered approach to security, which is perceived as a key element of post-authoritarian transitions, post-conflict peace-building processes and state-building approaches.

Under the EDF, DEVCO implements the **African Peace Facility**. In this role it contributes to strengthening the EU's strategic partnership with Africa, supporting African led efforts at continental and regional level to ensure peace and security by preventing and dealing with the sudden outbreak of conflicts.

The development of information and communication technologies in developing countries is a new area supported by the EU globally, by better mainstreaming digital solutions and by promoting the use of digital technologies in a range of priority areas such as e-governance, the empowerment of women and girls, agriculture, education, water management, health and energy, following the strategic approach contained in the Staff Working Document on

¹⁶ https://ec.europa.eu/europeaid/2017-joint-communication-strategic-approach-resilience-eus-external-action_en (JOIN(2017)21)

'Digital4Development: Mainstreaming digital technologies and services in EU development policy' (May 2017)¹⁷. Due to emergence of new vulnerabilities and threats arising from the growing integration of digital technologies into the economy and society, the EU will also promote cybersecurity as a transversal issue in its development cooperation programmes (e.g. by incorporating cybercrime components in criminal justice sector reform programmes and cyber resilience elements in projects dealing with critical infrastructures).

General Objective 2: Towards a New Policy on Migration¹⁸.

Our contribution to the implementation of the relevant priorities of the **European Agenda on Migration** is pursued through the implementation of concrete migration related actions under EU existing tools (Thematic, National and Regional programmes) as well as through new and innovative ones like the "**EU Emergency Trust Fund for stability and addressing root causes of irregular migration and displaced persons in Africa (EUTF)**" launched at the end of 2015.

EU development policy plays a key role in implementing the European Agenda on Migration, by supporting developing partner countries to increase their capacities to better manage migration and refugee movements, as well as addressing its drivers.

Resources currently allocated to the EUTF represent €4.1 billion from the EU budget and European Development Fund, in addition to contributions from EU Member States and other donors. The Trust Fund aims to help **foster stability** in the North Africa, Horn of Africa and Sahel regions and to **contribute to better migration management**. More specifically, it aims to address the **root causes of destabilisation, forced displacement and irregular migration**, by **promoting economic and equal opportunities, security and development** and will benefit a wide range of countries¹⁹ across Africa.

The EUTF allows for enhanced **flexibility, quicker decision-making** processes and the capacity to mobilise **additional funding** from different sources, in particular from EU Member States.

In addition, the Commission has adopted a **new development oriented strategy on forced displacement**, linking short-term humanitarian assistance and longer-term development cooperation and therefore contributing to the re-adjustment of the **humanitarian-development nexus**²⁰.

¹⁸ This objective is not accompanied by impact indicators specific to development policy.

¹⁹ The countries eligible for financing under the TF are through:

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

Eligible African neighbouring countries may benefit, on a case by case basis, from Trust Fund projects with a regional dimension.

²⁰ https://ec.europa.eu/europeaid/news-and-events/eu-proposes-new-approach-better-support-displaced-people-through-its-external-action_en

General Objective 3: A Resilient Energy Union with a Forward- Looking Climate Change Policy²¹.

Development, environmental protection and the fight against climate change are closely linked and need to be addressed together. Through its development policy and external action instruments for 2014-2020 the **EU is simultaneously addressing the social, economic and environmental dimensions of sustainable development**: helping partner countries to engage in **sustainable, low-emission, climate resilient and resource efficient development pathways**.

For some years already, the EU has established its position as one of the most important players in **energy for development**, and is fully committed to support partner countries in their energy transition towards sustainable energy and low carbon growth, in line to achieving SDG 7 and SDG 13. Under the current financial perspective until 2020, the EU aims to provide access to energy to about 40 million people (out of which 30 million in Africa), increase renewable energy generation capacity by about 6.5 gigawatt (out of which about 5 gigawatt in Africa) and contribute to fighting climate change, by saving about 15 million tons of CO₂e (out of which about 11 million tons of CO₂e in Africa).

Through specific initiatives, the **EU will provide targeted support in crucial areas**.

These include the **Africa Renewable Energy Initiative (AREI)**, through which the EU and other partners have committed to assisting Africa in harnessing its renewable energy generation potential (estimated in 300 GW by 2030); the **Electrification Financing Initiative (ElectriFI)** and the **Energy-Digital Nexus** initiative, whose aim is to unlock, leverage and accelerate the deployment of renewable energy projects with strong private sector participation, use of innovative digital solutions and potential for productive uses and job creation, especially in poor rural areas and in countries with challenging market environments. Other instruments include the **Global Covenant of Mayors** initiative and its various regional programmes, such as the one **in Sub-Saharan Africa**, which intend to strengthen the capacities of cities in taking actions in mitigation, adaptation and access to sustainable energy. Another important flagship initiative is the **Global Climate Change Alliance (GCCA+)**, a new phase of which supports the implementation of **national climate change adaptation and mitigation policies, in particular the Nationally Determined Contributions (NDCs) under the Paris Agreement, in vulnerable countries**, notably Least Developed Countries (LDCs) and Small Island development States (SIDS).

Natural capital and its sustainable management, including productive land, water resources, forests, fish stocks and biodiversity, are the backbone of many of our partner countries' economies and an essential component of people's livelihoods. Furthermore, they are key enablers to deliver on the EU other external goals and policies. **In this context, the EU will step up its efforts to support the conservation and sustainable management and use of natural resources, biodiversity and ecosystems**.

²¹ This objective is not accompanied by impact indicators specific to development policy.

Actions and programmes are developed to strengthen resilience through the sustainable management of ecosystems, promote job creation by supporting the transition to a green economy, improve forest governance and combat illegal logging as well as wildlife trafficking.

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

General Objective 4: A New Boost for Jobs, Growth and Investment²²

An overarching initiative for a **sustainable European future** will present a **new approach to ensuring economic growth and social and environmental sustainability beyond the 2020 timeframe**, taking into account the internal and external implementation of the **2030 Agenda and its SDGs**, including through policy coherence for development. It no longer makes any sense to view development cooperation as different from internal actions – they are closely intertwined.

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

The EU will continue to support **Digital4Development** initiatives through support to the establishment of enabling environments for the digital economy by enhancing free, open and secure connectivity as well as support digital entrepreneurship, including for Micro, Small and Medium Enterprises (MSMEs), to develop locally relevant content, promote innovation and decent job creation, empowering people, especially women and persons in vulnerable and marginalized situations.

As proposed in the **"Africa-Europe Alliance for Sustainable Investment and Jobs"**, the EU aims to support African integration, **boost sustainable and inclusive growth**, and to contribute to prosperous and peaceful societies. Boosting investment also requires investing in education and skills, improving the business climate across the continent, strengthening economic integration and trade, within Africa (building on the political momentum of the Continental Free Trade Agreement) and between Africa and the EU. The development of the African digital economy and a Digital Single Market will also be essential to boost growth and jobs on the continent.

²² This objective is not accompanied by impact indicators specific to development policy.

Sustainable prosperity and peace in Africa also benefit Europe by contributing to address mutual challenges such as climate change and demographic unbalances, by offering new economic, trade and investment opportunities for both sides, and by reducing mutual security threats.

These objectives are enshrined in the **European External Investment Plan (EIP)**, which will be made operational via three pillars:

- mobilising finance under the new European Fund for Sustainable Development (EFSD) including a new EFSD guarantee,
- technical assistance, and
- improving investment climate and business environment via reforms and better governance.

The EIP will crowd in private investors, where viable business proposals meet social needs, and where limited public funds can attract private money. This will be done notably through the **European Fund for Sustainable Development (EFSD) guarantee**, launched to contribute building resilient societies and creating more and better jobs, especially for young people.

The EFSD guarantee contains priority sectors (Sustainable Energy and Sustainable Connectivity", "Micro, Small and Medium Enterprises (MSMEs) Financing", "Sustainable agriculture", "rural entrepreneurs and agroindustry, "Sustainable cities", "Digitalisation for Sustainable Development"), identified as essential for the creation of decent and sustainable jobs. As stated in the European Consensus on Development, Small and Medium-Sized Enterprises (SMEs) are major enablers of sustainable development and essential actors in the fight against poverty. A focus will also be on female entrepreneurs: banks are often reluctant to lend to them, even if their ideas and business plans are solid. EU can help them to start and grow their businesses by providing a guarantee to banks to lend to these entrepreneurs, as well as through technical assistance to the women entrepreneurs, such as advice and mentoring.

With a contribution of EUR 4.1 billion from the European Commission, the External Investment Plan is expected to leverage more than EUR 44 billion of investments by 2020.

In order to stimulate and increase the engagement of SMEs in implementing concrete actions on the ground and to unlock their transformative potential, the Electrification Financing Initiative (ElectriFI) will continue to support investments increasing access to affordable, reliable, sustainable and modern energy prioritising energy access for productive uses. Likewise, the Agriculture Financing Initiative (AgriFI) will support the increase of investments in smallholder agriculture and agribusiness SMEs aiming at inclusive and sustainable agricultural growth.

C. Needs



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

The ACP countries remain particularly vulnerable to underlying risk factors that endanger the lives, assets and livelihoods of their populations: **persistent poverty, social grievance, discrimination** – in particular gender discrimination, **unaccountable governance, corruption, the absence of the rule of law and violation of human rights, the digital divide, disputes over borders or scarce resources, the effects of climate change, the proliferation of small arms** and **weak regional co-operation** remain major challenges and are jeopardizing the perspectives of long-term development prospects in different African regions. Many countries in this area are experiencing recurring situations of **fragility and instability**. Several countries have experienced a military coup or a termination of power by non-constitutional means in recent years. Others are still marked by past conflicts or are in a situation of fragility due to the weakness of democracy, the rule of law, poor economic and political governance, and widespread poverty, the marginalization of groups or high numbers of deprived youth with no prospects. In addition, some countries have been exposed in recent years to multiple security threats: **trafficking in arms, money laundering, people trafficking, drug trafficking, poaching, maritime and terrorism crimes**. In other regions, fragility arises rather as a consequence of ever more frequent extreme natural events, likely exacerbated by climate change, whose financial impact have had a growing impact on development.

Asia has experienced an unparalleled economic performance in the last decade. At the same time, persistent income, social and gender disparities, continue to be critical. In particular, South Asia has some of the **worst human and social development levels** in the world. The EU will continue to be fully engaged in efforts to support its partner countries in poverty reduction as well as inclusive and sustainable development.

Despite significant progress, advancing social inclusion remains a challenge in the **Latin America and the Caribbean region**. The region has one of the highest levels of income inequality amongst developing regions and the pace of inequality reduction has decelerated. The EU will continue to promote a more equal access to basic public social services, fight discrimination affecting vulnerable groups and labour informality, as well as insufficient conditions for the exercise of human rights.

The **challenges in education** include making education accessible to children excluded from education so far (girls; children of minority groups; children living in the most vulnerable and marginalised situations), as well as improving the quality of education and addressing education in emergencies and protracted crisis. Globally, 250 million children have not had the chance to learn the basic skills of reading and mathematics whereas 130 million of them have spent at least four years in school. UNICEF estimates that over 50% of children in the poorest countries cannot read anything by the end of year 3. Improving the quality of education is indispensable in view of ensuring better qualified work force. Regarding **health**, the combined burden of non-communicable and infectious diseases is putting an additional burden on already severely underfunded health systems. According to the World Health Organisation, 62 countries mobilise less than the recommended 80 USD/capita/year as public health financing and 41 even less than 30 USD. Without additional domestic resources and without more effective and more focalised support by their global partners, these countries will neither be able to achieve Universal Health Coverage (SDG 3.8) nor be able to effectively prevent, detect and control infectious diseases outbreak (SDG 3.d). Access to **Social Protection**, which is a human right, is fundamental in protecting individuals and their families across the life cycle and in building political stability as well as societies' resilience to different types of shocks. Only 45% of the world's population are effectively protected by a social protection system in at least one area, and in the poorest countries, this holds only true for only one in five poor people. It is therefore key to support countries affected by multiple shocks and crises in the establishment of stabilising and growth-promoting social protection instruments and to strengthen national efforts in Low Income Countries (LICs) and Middle Income Countries (MICs) to implement social protection in a more systematic, efficient and financially sustainable way.

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

D. Added value



The EU has a **network of international agreements and partnerships** all over the world, which gives the **EU influence in almost all fields of international relations**. In its engagement in world affairs, the EU promotes a joined-up approach, bringing together all available instruments from the EU institutions and Member States, to work towards a more peaceful and prosperous world. To new and upcoming regional and global challenges and conflicts, the EU responded comprehensively, using the entire breadth of its policies and tools that span diplomatic, security, financial, trade, development actions and humanitarian aid.

The **EU together with its Member States** has therefore the **critical mass** to respond to **global challenges**, such as **poverty reduction, gender equality** and **climate change**. The action of individual Member States can be more limited. The EU also has a **long-standing reputation** and **role as a promoter of inclusiveness and multilateralism**.

The **EU is best placed** to take on the role of **global leader**, including in its **contribution to the achievement of the SDGs**. The EU's global leadership is to focus on the implementation of the 2030 Agenda in partner countries as it provides a common agreed basis. For the first time EU and its Member States are under the same policy obligations as partner countries, i.e. to adapt themselves to 2030 Agenda and SDGs.

Seizing this unique opportunity the EU should work in **close partnership with the United Nations** through its development system reform and towards the successful implementation of the 2030 Agenda in partner countries as outlined in the Joint Communiqué issued in New York in September 2018, and through a more coordinated approach to development by the EU and its Member States, promoting joint programming and joint implementation. It puts emphasis on better-tailored partnerships with a broader range of stakeholders and partner countries and highlights the importance of development effectiveness, transparency, mutual accountability and ownership by all partners involved, as well as ensuring that all means are

used to deliver on the SDGs. Triangular cooperation has the potential to bring an enhanced wealth of experiences.

For this purpose, EU will be using Agenda 2030 as the basis for policy dialogue and for joint programming in support of partner countries' efforts toward the achievement of the SDGs.

The EU is in a **unique position** of covering through the instruments and programmes it implements the partner countries in Africa, Latin America and Asia (Asia, Central Asia, Middle East²³), as well as sub-Saharan African, Caribbean and Pacific States –that are exclusive beneficiaries of the EDF. These include the **world's poorest countries**, whose supporting is a **top priority for the EU**. EU manages to reach millions of people in need, around the globe.

The European Union and its Members States have been **consistently in the lead of global efforts on development financing**. Since 2015, year of the adoption of the Addis Ababa Action Agenda and the 2030 Agenda for Sustainable Development, EU collective aid has grown by €7.8 billion that is 12%, while the ODA/GNI ratio grew by 6%²⁴, underpinning the EU's and Member States' sustained efforts to promote prosperity, peace, and sustainable development worldwide.

Public and private investment helps to diversify economies, foster growth and decent jobs, link developing countries' economies to regional and global value chains, and meet social needs. The 2030 Agenda and the Addis Ababa Action Agenda (AAAA) provide a framework in which responsible investment can contribute to sustainable development in all its dimensions. One key channel for such actions is the European External Investment Plan, which will contribute to the attainment of the SDGs. The principle of collaboration with Member States and with partner Finance Institutions particularly underpin the European External Investment Plan and working through the EFSD.

²³ Including Iraq and Yemen

²⁴ EC's calculations on OECD DAC data; 2015-2017 reference period

E. Operating context



Development cooperation is defined chiefly in Articles 208 to 210 of the Treaty on the Functioning of the European Union. Its primary objective is to reduce and, in the long term, eradicate poverty in developing countries. The **eradication of extreme poverty by 2030** is the central element of the 2030 Agenda for Sustainable Development.

The European Union will cooperate with developing countries in an increasingly diversified and tailored manner. Partnerships should encompass development cooperation and financial assistance, but also include a range of strategies, policies and instruments, in order to reflect the growing variety of developing country circumstances. Since the adoption of the Consensus, the Commission has continued to develop tailored partnerships for effective development cooperation. The Commission also continues its support for middle income countries²⁵, taking account of country capacities and resources available.

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

○ Legal and policy setting

Development cooperation is a policy in its own right and at the same time forms part of EU's external action, along with, for example, trade, neighbourhood, enlargement, humanitarian, and foreign and security policies. Since the Lisbon Treaty came into force, all of these policies must be pursued within the framework of general principles and objectives of EU

²⁵ New European Consensus on Development 2017, paragraph 92 and 93

external action. As stated in the Consensus, EU development policy pursues the objectives of EU external action, in particular fostering the sustainable economic, social and environmental development of developing countries, with the primary aim of eradicating poverty. Development policy also contributes, inter alia, to supporting democracy, the rule of law and human rights, preserving peace, preventing conflicts and strengthening security, improving the quality of the environment and the sustainable management of global natural resources, integrating developing countries into the world economy, and promoting an international system based on stronger multilateral cooperation and good global governance. The Consensus provides the framework for a common approach to development policy that will be applied by the EU institutions and the Member States while fully respecting each other's distinct roles and competences. It guides the action of EU institutions and Member States in their cooperation with all developing countries. Actions by the EU and its Member States will be mutually reinforcing and coordinated to ensure complementarity and impact.

○ Operational instruments and aid modalities

The EU intervention covers a great deal of countries in the world. The current legal instruments²⁶ for aid delivery were negotiated between 2011 and 2013 and are applicable until 2020.

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

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

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

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

Thematic programmes, such as European Instrument for Democracy and Human Rights (EIDHR), Instrument contributing to Stability and Peace (IcSP), thematic programmes under DCI and EDF, have a global scope and therefore could potentially overlap with actions

²⁶ Development Cooperation Instrument, EUR 19.6 billion; the European Development Fund EUR 30.5 billion; European Instrument for Democracy and Human Rights EUR 1.3 billion; Instrument contributing to Stability and Peace EUR 622 million; Instrument for Nuclear Safety Cooperation EUR 225 million; the Greenland Decision EUR 217.8 million.

implemented under geographic programmes. However, the thematic programmes are designed to be **complementary to geographic ones**; they should only intervene at a national level to provide a **value-added** which could not be effectively obtained through the implementation of the aforementioned national programming documents.

The **11th European Development Fund** finances cooperation with African, Caribbean and Pacific countries under the Cotonou Agreement, and also with Member States' Overseas Countries and Territories. It is an intergovernmental fund managed outside the EU budget. It accounts for **about 60%** of the portfolio. Under the EDF, the African Peace Facility supports, in line with the Joint Africa-EU Strategy, African-led peace and security efforts in the continent.

Accounting for **about 38%** of the portfolio, the **Development Cooperation Instrument (DCI)** encompasses **geographic assistance** for Asia and Latin America. It also includes major **thematic programmes** geared towards cooperation with **civil society organisations and local authorities**, and towards **global public goods and challenges** in the areas of human development, food security, agriculture, environment, climate change, sustainable energy, migration and asylum. Under the DCI, EU cooperation with Africa at the **trans-regional and continental level** is supported through the Pan-African Programme (PanAf), which is a key programme implementing the Joint Africa-EU Strategy.

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

Instrument	Funded by	Amount ²⁷ 2014-2020
Development Cooperation Instrument (DCI)	EU Budget	EUR 19 billion
European Development Fund (EDF)	Separate Fund	EUR 30.5 billion
European Instrument for Democracy and Human rights (EIDHR)	EU Budget	EUR 1.3 billion
Instrument contributing to Stability and Peace (IcSP)	EU Budget	EUR 622 million
Instrument for Nuclear Safety Cooperation (INSC)	EU Budget	EUR 225 million
EU- Greenland Partnership Instrument	EU Budget	EUR 218 million

○ Ways of delivering aid

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

²⁷ Initial rounded amounts

mobilise private funds. **New aid modalities** – including **EU trust funds and notably blending of grants or guarantees with loans or equity from other public and private sources, coordinated through the European Investment Plan (EIP)** – have been designed to leverage funds.

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

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

F. Exogenous Factors



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

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

Inversely, the momentum created by the 2030 Agenda and its SDGs, as well as by the COP21 agreements, can be used to create **opportunities for change**. This is specifically valid for the ACP countries that remain particularly vulnerable to underlying risk factors affecting the lives, assets and livelihoods of their populations. Therefore, tackling climate change, the effects of the intensification of extreme natural events, biodiversity loss, land degradation and drought, coastal erosion, overexploitation of natural resources (including water), and unplanned urbanisation will contribute along with the other sectors of interventions and initiatives of EU to the achievement of sustainable development goals. Addressing these issues will also be key to the development of economic and decent work opportunities and to the transition towards an inclusive green economy.

Different types of programmes might be affected by specific factors.

As regards **migration**, the drivers of irregular migration and forced displacement are complex and range from poverty, demography and limited economic possibilities in origin countries to instability, conflicts, natural disasters and environmental degradation. While the EU actions will attempt to address a broad range of drivers of migration, external factors such as natural and man-made crises are likely to limit achievements in this area. Actions in the area of migration and refugee governance will depend on partner countries' commitment and political willingness to make reforms in this area, and will benefit from improved overall governance and rule of law support. The increasing number of migrants and refugees reinforces the risks of human rights violations against them in the countries of transit or of arrival, with increased criminal activity linked to smuggling, trafficking and other forms of violence.

The promotion of **democracy and human rights** remains amongst the key objectives pursued by DEVCO, in a particularly challenging international context. Universality of Human Rights is incrementally challenged and organisations and human rights defenders are facing permanent and increasing legal, financial or administrative harassments by a number of authorities or violent groups – creating *de facto* a shrinking space for respect and observance of human rights.

While the fragile recovery from the global economic crisis remains a potential threat to achieving development objectives, the **private sector's** contribution to development objectives is a key enabler for scaling up the impact of trade and private sector development cooperation. An increased focus on **digitalisation for development** will accelerate the difference that can be made by the EU through its engagement in partner countries. Democracy support and rule of law reforms also very much depend on the level of partners' engagement and enabling environment.

Regarding **employment and inclusive growth**, the private sector's involvement is obviously crucial: the success of interventions will hence be based both on the willingness of the authorities to engage the private sector as a central element in the reform and on the responsiveness of the private sector to join in whereas the institutional environment and the enforcement of labour laws that promote decent work are equally crucial. DEVCO contributes to the reform of Vocational Education Training systems in order to match the private sector's needs in such a way that it can play its role as motor of inclusive employment. Initiatives contributing to the respect of international labour standards and to the enhancement of women and the livelihoods of those persons living in the most vulnerable situations are highly dependent on the willingness and commitment of partners' government to commit to the principles of both decent work and inclusiveness agendas.

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

For **civil society**, the major external factor is the global tendency of reduction of its space. Civic freedoms are reportedly under threat in more than 100 countries. In some countries, the security crisis has also a negative impact on the environment in which Civil Society Organisations (CSOs) and Local Authorities (LAs) operate. Local Authorities have also been affected in a few countries by the return of the concentration of power to national governments from regional and local authorities.

Lastly, the projects implemented by **civil society and local authorities** are affected by a major transversal challenge -capacity constraints- affecting their efforts to operate effectively in their various areas of work. This is particularly true in the realm of governance and accountability processes (notably in policy dialogue) and responsiveness to citizen needs (planning, project management, financial management, service delivery). Those three factors could hinder the expected results of EU programmes in certain countries.

G. Objectives



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

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

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

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

In total DEVCO has defined 13 Specific Objectives closely linked to 4 General Objectives of the European Commission. They are presented in the table below, together with the links to the SDGs, the General Objective, the theme of the European Consensus and global initiatives or events, to which they contribute. Although all Specific Objectives contribute to the General Objective "EU as a stronger global actor" a more simplified presentation (one Specific Objective contributing to a single General Objective and one theme of the European Consensus) was favoured for methodological purposes. Specific Objectives follow the 5Ps structure proposed by the European Consensus on Development (People, Planet, Prosperity, Peace, Partnership).

Main SDG reference	European Commission General Objective	DG DEVCO Specific Objective	Consensus on Development Theme	Global Initiatives
SDG 1	1. "EU as a Stronger Global Actor"	SPECIFIC OBJECTIVE 1: Act as a force for the implementation of the 2030 Agenda and work towards the implementation of the European Consensus for Development contributing to eradicating poverty by fostering sustainable economic, social and environmental development, addressing inequality and building resilience particularly of those populations living in the most vulnerable situations while leaving no one behind by increasingly using innovative financing mechanisms and working better together to foster stronger, more inclusive multi-stakeholder partnerships.	PARTNERSHIP	<ul style="list-style-type: none"> European Consensus on Development Joint Communication for renewed impetus of the Africa-EU Partnership Communication "Strengthening the EU's partnership with Africa: Africa-Europe Alliance for Sustainable Investment and Jobs" External Investment Plan Action Plan on 'Financing Sustainable Growth'
SDG 2	1. "EU as a Stronger Global Actor"	SPECIFIC OBJECTIVE 2: Act from a rights-based approach and as a people's centred global actor with a view to end hunger and all forms of malnutrition.	PEOPLE	<ul style="list-style-type: none"> Global Network against Food Crises
SDG 3, 5, 6	1. "EU as a Stronger Global Actor"	SPECIFIC OBJECTIVE 3: Act from a rights based approach and as a people's centred global actor with a view to improve access to water, sanitation and hygiene, to build-up strong, good quality financially sustainable resilient health and social protection systems, to promote access to quality, accessible and affordable comprehensive sexual and reproductive health-care information and services including for family planning.	PEOPLE	<ul style="list-style-type: none"> Global Fund to fight AIDS, Tuberculosis, Malaria GAVI, the Vaccine Alliance Global Financing Facility Flagship programme on building social protection floors for all Gender Action Plan UN-EU Spotlight Initiative
SDGs 4, 8	1. "EU as a Stronger Global Actor"	SPECIFIC OBJECTIVE 4: Act from a rights based approach and as a people's centred global actor with a view to support inclusive lifelong learning and equitable quality education and to promote the rights of children and young women and men.	PEOPLE	<ul style="list-style-type: none"> Global Partnership on Education Education Cannot Wait
SDG 5	1. "EU as a Stronger Global Actor"	SPECIFIC OBJECTIVE 5: Act from a rights based approach and as a people's centred global actor with a view to promote equality between men and women and boys and girls.	PEOPLE	<ul style="list-style-type: none"> Gender Action Plan UN-EU Spotlight Initiative
SDG 10	2. "Towards a New Policy on Migration"	SPECIFIC OBJECTIVE 6: Step up the efforts to address the root causes of irregular migration and forced displacement.	PEOPLE	<ul style="list-style-type: none"> Support to the Global Compact on Migration

		Promote an improved governance of migration and refugee movements for safe, regular and well managed migration in all its aspects.		<ul style="list-style-type: none"> • Support to the Global Compact on Refugees • Global Action against trafficking in persons and smuggling of migrants • Emergency Trust Fund for Africa (EUTF)
SDG 2, 6, 11, 12, 13, 14, 15	3. "A resilient Energy Union with a Forward looking Climate Change Policy"	SPECIFIC OBJECTIVE 7: Act as a planet-oriented global actor and promote resilience, reduce climate risk, and contribute to reduce greenhouse gas emissions. Provide support to the conservation and sustainable management and use of natural resources, biodiversity and ecosystems. Promote sustainable agriculture and low carbon resource efficient circular economy.	PLANET	<ul style="list-style-type: none"> • Global Climate Change Alliance Plus (GCCA+) • Global Covenant of Mayors • Biodiversity for life (B4Life) • FLEGT (Forest Law Enforcement, Governance and Trade) • Switch to Green
SDG 7	3. "A resilient Energy Union with a Forward looking Climate Change Policy"	SPECIFIC OBJECTIVE 8: Act as a planet-oriented global actor and work towards improving access to energy for all, and increased energy efficiency and renewable energy generation.	PLANET	<ul style="list-style-type: none"> • Africa Renewable Energy Initiative (AREI) • Electrifi • Global Covenant of Mayors
SDG 8, 9	4. "A New Boost for Jobs, Growth and Investment"	SPECIFIC OBJECTIVE 9: Act as a global actor that fosters inclusive and sustainable growth and promote an economic transformation that creates decent jobs and increases productive capacity. Foster economic governance, business environments and the development of a digital economy. Contribute to scaling-up private and public investments, including addressing the MSME (micro, small and medium enterprises) financing gap.	PROSPERITY	<ul style="list-style-type: none"> • European Fund for Sustainable Development EIP • Communication "Strengthening the EU's partnership with Africa: Africa-Europe Alliance for Sustainable Investment and Jobs" • Development Smart Innovation through Research in Agriculture (DeSIRA)
SDG 16	1. "EU as a Stronger Global Actor"	SPECIFIC OBJECTIVE 10: Act as a global actor that promotes and supports democracy, inclusive, transparent and credible elections, universal values of human rights for all, fair justice, including access to legal assistance. Develop effective partnerships with civil society aiming at strengthening an enabling environment.	PEACE	
SDG 16	1. "EU as a Stronger Global Actor"	SPECIFIC OBJECTIVE 11: Act as a global actor that fosters peaceful, just, resilient and inclusive societies. Pursue efforts towards improved human security and democratic governance of the security sector, paying special attention to the countries in situation of fragility or affected by conflict.	PEACE	

SDG 16	1. "EU as a Stronger Global Actor"	SPECIFIC OBJECTIVE 12: Act as a global actor that addresses nuclear safety issues (EURATOM based actions) as well as specific global, trans-regional and emerging security threats, including among others chemical, biological, radiological and nuclear (CBRN) risks, terrorism and protection of critical infrastructure in third countries .	PEACE	
SDG 17	1. "EU as a Stronger Global Actor"	SPECIFIC OBJECTIVE 13: Act as a stronger supporter of governance in partner countries and support public sector capacity, public finance management, tax policy and administration, procurement, and fight against corruption.	PARTNERSHIP	<ul style="list-style-type: none"> • Implementation of the Collect More, Spend Better Action Plan

General Objective 1 : EU as a Stronger Global Actor

All the 13 Specific Objectives of DEVCO contribute to this General Objective of the European Commission. However, for methodological reasons only the Specific Objectives 1, 2, 3, 4, 5, 10, 11, 12 and 13 are presented here. Specific Objective 6, 7, 8 and 9 are presented under the other 3 General Objectives. The first DEVCO Specific Objective is directly linked to the policy framework in which DEVCO operates while the other 12 deal with the operational implementation of the instruments.

1. POLICY FRAMEWORK

DEVCO Specific Objective 1: Act as a force for the implementation of the 2030 Agenda and work towards the implementation of the European Consensus for Development contributing to eradicating poverty by fostering sustainable economic, social and environmental development, addressing inequality and building resilience particularly of those populations living in the most vulnerable situations while leaving no-one behind by increasingly using innovative financing mechanisms and working better together to foster stronger, more inclusive multi-stakeholder partnerships.

The adoption of "Transforming our world: the **2030 Agenda for Sustainable Development**, at the UN summit in 2015 sets a new framework for global action to eradicate poverty and achieve sustainable development by 2030. The EU has committed itself to fully implement the Agenda across the range of both internal and external policies, including through **policy coherence for development**. The new Consensus is the EU's response to today's global trends and challenges in the area of international cooperation and development. It aligns EU external action to the 2030 Agenda for Sustainable Development and its Sustainable Development Goals.

The recognition of the role of new actors, the principle of universality, the need to involve all possible stakeholders including the civil society, and the principle of accountability are all innovative elements of the new Agenda and the Consensus, which will require a new "**Global Partnership**" aimed at mobilising all means of implementation and all actors to effectively deliver on the Agenda.

The Addis Ababa Action Agenda which is an integral part of the 2030 Agenda provides a global framework for financing for development and sets a new paradigm for achieving the Sustainable Development Goals through effective use of all financial flows as well as non-financial means of implementation, emphasising domestic action and sound policies. The means of implementation involve mobilisation of various approaches both financial and non-financial including mobilising domestic and international resources for development, increasing trade capacity and investment, Official Development Assistance, innovative financing sources and mechanisms, aid and development effectiveness, debt sustainability, financing climate and many others. The EU will continue to play a leading role in the Global Partnership for Effective Development Cooperation, to ensure that commitments on development effectiveness are taken forward working with the full range of development actors, and are monitored on the ground.

The adoption of the 2030 Agenda, as well as the recent global economic and political trends, point to the need to develop appropriate and effective international cooperation with a growing category of middle-income countries for which bilateral EU development assistance has been sharply reduced or phased out. The Consensus puts emphasis on better-tailored partnerships with a broader range of stakeholders and partner countries and highlights the importance of development effectiveness, transparency, mutual accountability and ownership by all partners involved, as well as ensuring that all means are used to deliver on the SDGs. It is important for the EU as a global player to work more collaboratively e.g. with more advanced developing countries on the global/security/economic/development agenda, so as to advance mutual interests in the context of the Global Partnership. It is also in the EU's interest to establish effective cooperation with these countries for the EU's own strategic priorities and interests.

The EU played a strong and visible role in the negotiations leading to the adoption of the 2030 Agenda. This influential role, building on strong coordination, including with the EU Member States, continues during the phase of implementation. Dialogue and cooperation with international organisations, in particular the UN, and bilateral partners is crucial for maintaining commitment and creating meaningful partnerships for the achievement of the Sustainable Development Goals.

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

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

2. OPERATIONAL OBJECTIVES

Inclusive and sustainable economic growth is crucial for long-term poverty reduction. Growth characterised by the increased ability of people to participate in and benefit from wealth and job creation is encouraged through EU support. The EU will work to increase the impact of development cooperation by working in closer coordination with EU Member States to bring together our collective resources and capacities and improve the coherence and coordination of our development assistance.

All actions under the instruments of DEVCO are actively contributing to reinforcing the role of the **EU as a strong global actor** reinforcing the links with the partner countries. Main DEVCO instruments are implemented according the specific needs of the beneficiary

countries, at different levels: geographic, via thematic programmes or via crosscutting continental programmes, thus ensuring the complementarity and striving for the best results.

The wide-ranging scope of actions possible within the external aid instruments²⁸ combined with the targeted, crosscutting activities planned within the thematic action programmes will therefore **enable a coordinated effort at EU level to tackle poverty and foster sustainable economic, social and environmental development** and improve the resilience of the beneficiaries. The cohesion in the goals of these programmes will enable the EU to plan coordinated approaches to be implemented at the most appropriate and viable level through clearly focused actions at global, regional and local levels.

DEVCO Specific Objective 2: Act from a rights-based approach and as a people's centred global actor with a view to end hunger and all forms of malnutrition.

DEVCO Specific Objective 3: Act from a rights based approach and as a people's centred global actor with a view to improve access to water, sanitation and hygiene, to build-up strong, good quality financially sustainable resilient health and social protection systems, to promote access to quality, accessible and affordable comprehensive sexual and reproductive health-care information and services including for family planning.

DEVCO Specific Objective 4: Act from a rights based approach and as a people's centred global actor with a view to support inclusive lifelong learning and equitable quality education and to promote the rights of children and young women and men.

DEVCO Specific Objective 5: Act from a rights based approach and as a people's centred global actor with a view to promote equality between men and women and boys and girls.

Respect for, and protection and fulfilment of human rights for all, is a prerequisite for achieving sustainable development. The new Consensus envisages even stronger commitment from EU and its Member States to implement a Rights-Based Approach in all its external actions in order to deliver on the principles of EU external action set out in the treaties – indivisibility of human rights, respect for human dignity, equality, including between women and men. Therefore, by ensuring that we leave no one behind and we address the multiple discriminations faced by people in vulnerable situations, DG DEVCO will contribute to achieve the primary objective of EU development policy, i.e. to reduce and, in the long term, eradicate poverty.

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

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

²⁸ DCI, EDF, EIDHR, long term component of IcSP, INSC, Greenland

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

In the area of **human development**: the EU support will address the **basic needs and rights of the world's people living in most vulnerable situations**, including those marginalised and excluded from the benefits of economic growth, while **improving, beyond extreme poverty**, the **efficiency of resource use** to provide for a growing and more prosperous global population.

In particular, the EU as a global actor is fully committed to breaking the vicious cycle of gender discrimination. This includes support to partner countries to establish a more enabling environment for the fulfilment of girls' and women's rights and to achieve real and tangible improvements on **gender equality**. The EU aims at a world where the rights of girls and women are claimed, valued and respected by all, and where everyone is able to fulfil their potential and contribute to a more fair and just society for all. The EU also remains firmly committed to playing a leading role in ensuring women's and girls' access to sexual and reproductive health and rights as reflected in the EU Gender Action Plan 2016-2020 and the EU-United Nations 'Spotlight Initiative' to eliminate violence against women and girls.

Therefore, the EU will promote actions targeting – especially health and health systems at a global and country level; actions focusing on education, knowledge and skills; supporting gender equality, women empowerment and protection of women's and girls' rights; promoting children's well-being; fostering decent work, skills, social protection and social inclusion programme, with a particular focus on young women and men; and stimulating culture as an economic sector and a vector for intercultural dialogue. This will include as well improve access to water, sanitation and hygiene.

In the **health and education sectors**, the EU will continue to support global initiatives –in particular the Global Partnership for Education (GPE), Education Cannot Wait (ECW), the Global Fund to fight AIDS, Tuberculosis and Malaria, GAVI (the Vaccine Alliance) and Global Financing Facility (GFF), in order to contribute to the achievement of the 2030 Agenda in these fields. These initiatives have become **major channels to address health and education challenges in partner countries**. The EU's Board membership and significant contributions to these initiatives will allow the EU to continue to play a **key role** in shaping **the global policy agendas in health and education** as well as ensuring **progress on the development goals at country level** better financial and monitoring systems and improved alignment with national priorities, thereby achieving more sustainable results.

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

Building on the 2030 Agenda, other measures will also be identified in the field of human development that include **health and social protection systems strengthening** for progress

towards **Universal Health Coverage and Universal Social Protection**, technical and vocational education and training, research and culture.

In this context, the EU will further strengthen its focus on the use of mobile phone-based (mHealth) and eHealth tools to improve the quality of epidemiological surveillance, health promotion, the management of health services and the training of health workers.

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

- improved access to sexual and reproductive health care supplies and services,
- education in fragility and protracted crisis,
- innovation and vocational training,
- research,
- culture.

Under the culture sector, medium-term programmes will address the EU's policy priorities in international cultural relations. The **ACP cultural programme** will continue to focus on the **economic and social development of cultural industries in ACP countries**.

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

The EU is playing a major role in addressing **hunger** in a global governance context through its involvement in the G8, G20, the Committee on World Food Security (CFS) and the Scaling-up Nutrition Movement. With regards to **nutrition**, the EU will deliver on two key commitments: (i) to support partner countries in reducing the number of stunted children under the age of five by at least 7 million by 2025; and (ii) to ensure the allocation of EUR 3.5 billion between 2014 and 2020 to improve nutrition in developing countries, as already taken aboard in the 2013 Commission's Communication Enhancing Maternal and Child Nutrition in External Assistance and the 2014 Action Plan on Nutrition.

DEVCO Specific Objective 10: Act as a global actor that promotes and supports democracy, inclusive, transparent and credible elections, universal values of human rights for all, fair justice, including access to legal assistance. Develop effective partnerships with civil society aiming at strengthening an enabling environment.

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

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

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

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

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

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

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

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

Some new situations are affecting EU interests in some African countries and regions with particular salience: lack of security and subsequent political instability, violent extremism

and migration and forced displacement. In these regions, DEVCO is working with all actors to re-establish security conditions, through peacebuilding and conflict resolution, to ensure respect for international humanitarian law, and to promote the role of women in the stabilisation process. Addressing these challenges requires interventions in peripheral areas and across borders, and demands a better synchronised approach to the political, development, economic, migration, gender-based and security aspects of these issues.

As regards **gender equality**, the EU is at the forefront of the protection and fulfilment of girls' and women's rights, and vigorously promotes them in its external relations. It supports measures tackling gender inequalities and strives to include gender issues in all aspects of development policy. Gender equality and women's empowerment will be promoted through the implementation of the Gender Action Plan II (2016-2020), as well as with the Spotlight initiative to eliminate violence against women and girls, which will fully integrate the principle of 'leaving no one behind'. Ensuring that women can participate fully in society, politically, economically and socially will also boost their ability to take their communities forward. Equality between men and women is at the core of values of the EU and enshrined in its legal and political framework.

The thematic programme **Civil Society Organisations (CSOs) and Local Authorities (LA) under the DCI** contributes to taking the 2030 Agenda further in partner countries as a whole. Indeed, most CSOs and LAs are active across all the SDGs, which are closely interlinked. The EU is deepening the partnerships with civil society and mainstreams CSO and LA as actors of governance in their own right – notably for LA in delivering basic services to citizens. It emphasizes the role of CSOs as promoters of democracy, the necessary active involvement of local and regional authorities in the achievement of the SDGs, and the raising of the level of engagement with the citizens.

When proper decentralisation exists in a given country, Local Authorities are normally entitled to deliver basic services at a local level, contributing to poverty reduction and sustainable development. To achieve it, they need proper financial means and a workable governance system.

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

DEVCO Specific Objective 11: Act as a global actor that fosters peaceful, just and inclusive societies. Pursue efforts towards improved human security and democratic governance of the security sector, paying special attention to the countries in situation of fragility or affected by conflict.

DEVCO Specific Objective 12: Act as a global actor that addresses nuclear safety issues (EURATOM based actions) as well as specific global, trans-regional and emerging security threats, including among others chemical, biological, radiological and nuclear (CBRN) risks, terrorism and protection of critical infrastructure in third countries.

As a global player, the EU has credibility and a perception of neutrality, as an honest broker that provides a competitive advantage to intervene in many conflict areas to avoid escalation or to offer good offices in preventing conflict. An increased level of impact is achieved when the response is provided at EU level, as combined efforts provide increased leverage over authorities and international partners in all areas identified as potential 'conflict root causes' (which can be covered by any other specific objective area).

When the security area appears as one of the elements to take into account the Instrument contributing to Stability and Peace (IcSP) is the EU's core instrument supporting security and peace-building activities in partner countries, to be seen also in perspective with the peacebuilding and security actions from other instruments such as APF, EUTF, EDF, etc. Article 21 of the Treaty on the European Union defines the common overarching principles and objectives for the external action of the Union, *inter alia*: to "preserve peace, prevent conflicts and strengthen international security".

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

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

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

In the particular case of Colombia, the EU continues to support local sustainable development and peace building with the implementation of various projects under the EU Trust Fund for Colombia. Projects are aimed at stimulating economic activity and productivity as well as at restoring the social fabric in the most conflict-affected areas. Projects are implemented by international NGOs with long term experience in peacebuilding

in Colombia, EU Members States agencies, international organisations or Colombian public entities.

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

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

Although the routes used by drugs traffickers are multiple depending on the drug trafficked and are constantly evolving to escape controls and seizures, two main routes are used to channel drugs into the EU: the 'cocaine route' from Latin America and the Caribbean, primarily via West Africa; and the 'heroin route' from Afghanistan.

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

The **IcSP Critical Maritime Routes (CMR) programme** aims at enhancing the security of piracy-affected essential maritime routes by helping to secure shipping and trading lines of communication with EU partner countries. Western Indian Ocean, Gulf of Guinea, Central and Eastern Africa as well as the South East Asia are the priority areas based on identified operational gaps and policy needs. The objective of the programme is to improve maritime governance through cooperation and capacity building at trans-regional, regional and national level concerning information sharing about maritime situational awareness. Current and upcoming interventions focus on providing legal assistance and training to coast guards, support to maritime law enforcement agencies and maritime authorities, as well as cooperation on compliance with international safety standards in ports and coastal waters.

Also the growth of **wildlife and forest crime** to the fourth illegal criminal activity worldwide, with close ties to international criminal networks has put particular importance on addressing all its drivers in our action.

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

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

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

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

Following the Fukushima Daiichi accident, the EU initiated comprehensive risk and safety assessments of operating nuclear power plants inside the EU but also in partner countries. These so-called "stress tests" have been undertaken in Armenia and Mexico thanks to the Instrument for Nuclear Safety Cooperation (INSC) financial and technical support. It is also implemented with INSC support in Belarus, Iran and Turkey.

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

Peace and Security cooperation with Africa is an EU priority, in line with the Joint Africa-EU Strategy (JAES). The **African Peace Facility** (APF) established in 2004 in response to a request by African leaders is a unique instrument to support Africa's Peace and Security Architecture, Conflict Prevention and Peace Keeping Operations. It constitutes the main source of funding to support the African Union's and African Regional Economic Communities' efforts in the area of peace and security. Since its establishment, the APF has dedicated more than € 2.7

billion to African peace efforts. The overall objective of the APF, is "to contribute to promote peaceful and inclusive societies for sustainable development (SDG 16) and to the African Agenda 2063 by supporting African led efforts "to silence the guns by 2020" and therefore "reducing the number of violent conflicts in the continent". The APF Action Programme 2019-2020 will be formulated and adopted to this end.

The APF has three main components, which correspond to the three results formulated in the Action Programme: **Supporting African-led Peace Support Operations (PSOs)** including in Somalia, Guinea Bissau, South Sudan, the Gambia, the Lake Chad Basin, the Sahel and Central Africa; **Strengthening the institutional capacities** of the AUC and African Regional Economic Communities/Regional Mechanisms (RECs/RMs) and **Establishing an Early Response Mechanism (ERM)** that finances AU and the RECs/RMs preventive diplomacy and mediation initiatives.

DEVCO Specific Objective 13: Act as a stronger supporter of governance in partner countries and support public sector capacity, public finance management, tax policy and administration, procurement, and fight against corruption.

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

An integral and important part of the EU contribution to the Global Partnership for the implementation of the 2030 Agenda and the follow-up of the Addis Ababa Action Agenda will be the actions stemming from the Staff Working Document 'Collect More – Spend Better', adopted end of 2015. The overall approach covers firstly support to domestic public finance, oversight and efficiency in public procurement in the context of economic governance and budget support programmes, with actions benefitting essentially directly national level. The second part covers the flagship Domestic Revenue Mobilisation Initiative, under the Global Public Goods and Challenges thematic programme- an axis that will support international and selected regional partnerships. In application of the 'Collect More – Spend Better' approach and the commitments announced for the Addis Tax Initiative, several Capacity Development Tools have been put in place. The Commission also supports the fight against base erosion and profit shifting through the OECD Base Erosion and Profit Shifting (BEPS) Inclusive framework.

The overall objectives are to:

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

The actions proposed aim at capacity support and institution building in partner countries and regions, support to sustainable improvements in domestic public finance (revenue and expenditure).

For 2016-2020, the proposed 10 key actions are underpinned by a series of operations, decided and launched in and before 2018:

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

General Objective 2: Towards a New Policy on Migration

DEVCO Specific Objective 6: Step up the efforts to address the root causes of irregular migration and forced displacement. Promote an improved governance of migration and refugee movements for safe, regular and well managed migration in all its aspects.

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

In June 2016, the European Union introduced a new Migration Partnership Framework that fully integrates migration in the European's Union's foreign policy. It provides for the EU's Member States, the EU institutions, and third countries to work together to better manage migration flows and promote stability.

With regards to **migration**, this area of action is now firmly embedded in the new Sustainable Development Goals (SDG 10.7) and rightly recognised as a potential powerful, positive force for development. Development cooperation under the EDF and the DCI contributes to address root causes of irregular migration and forced displacement, but also contributes to strengthen the capacities of partner countries to better manage migration and refugee movements on their territories through the EUTF for Africa. When rightly targeted, this support can make a substantial contribution to address the challenges that our partner countries are facing and to ensure the implementation of a coherent EU migration policy linking up its internal and external dimensions.

A comprehensive EU policy on migration therefore cannot be achieved without addressing the root causes of irregular migration and forced displacement. In line with the Consensus, the EU's development cooperation has a central role to play in addressing the key drivers of migration, through eradicating poverty, improving the socio-economic situation, tackling environmental degradation and supporting favourable environments for economic and political stabilisation around the world, which can promote inclusive growth.

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

In Asia, for example, whereas important root causes of migration are addressed through the bilateral programmes focussing on rural development, education and good governance, specific programmes are being prepared and implemented with extra resources from the regional and thematic programmes to address migration and displacement challenges, including support to migration management, reintegration of returnees and internally displaced people, local inclusion and international protection, in Afghanistan, Pakistan, Bangladesh, Thailand, Philippines, Iran and Iraq. Host communities of returnees can benefit from small scale community-based development interventions, linked to support to individual returnees through access to finance, health, education and training opportunities. Funding for migration will likely need to increase as South Asia includes Afghanistan, which is the second source of refugees to the EU worldwide after Syria and other important countries of origin and transit of migrants and refugees on their way to Europe, including from Iraq, Pakistan and Bangladesh.

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

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

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

The EUTF provides a holistic approach and operates along 4 different lines of action which are being achieved by pursuing the following strategic actions:

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

More specifically on migration management, **the main objective of EUTF is ultimately to save and protect migrants' lives**. In less than three years, the Trust Fund has proven its ability to approve and start implementation of actions quicker than other EU instruments. It already produces **concrete results** on different fronts:

- the **EU-IOM Joint Initiative for Migrant Protection and Reintegration**, funded under the EUTF for Africa continues saving and protecting lives along the Central Mediterranean Route. Almost 30,000 people voluntarily returned to their countries of origin, including 14,700 from Libya and 12,700 from Niger. More than 8,000 lives have been saved in the desert and more than 44,000 vulnerable people were assisted upon arrival.
- EUTF actions in the Horn of Africa have provided **basic services to more than 1.7 million people**, more than 34,000 jobs have been created, facilitated or supported, more than 46,000 migrants have been protected or assisted and close to 13,000 people have participated in conflict prevention and peace-building activities.

Since its creation and by mid-2018, 165 programmes have been approved by the Operational Committees for a total amount of EUR 3155.9 million. A total of 299 contracts with implementers have been signed so far for a total of amount of approximately EUR 1876 million. Total disbursements amount to EUR 775 million.

The Trust Fund thus contributes to deliver on the **Valletta Action Plan on Migration**²⁹ agreed between the European and African Heads of State and Government in November 2015.

The **“European Trust Fund for the Central African Republic –Bêkou”** supports the return of CAR refugees and IDPs and improves the living conditions of host communities, through socio-economic reintegration, basic services, protection mechanisms and promotion of social cohesion.

The Bekou TF is the first ever EU Trust Fund set up in July 2014 in the aftermath of the crisis in the Central African Republic. It allowed the EU to intervene in a post conflict situation where urgent needs were to be attended to while early recovery and development is also supported through resilience. The crisis in the Central African Republic was of unprecedented magnitude and almost 1 million citizens of the CAR are still refugees or internally displaced. The Bêkou Trust Fund for the CAR funds projects that can contribute to alleviating poverty, creating decent work and providing access to basic social services for the population heavily affected by the conflict.

²⁹ https://www.consilium.europa.eu/media/21839/action_plan_en.pdf

General Objective 3: A Resilient Energy Union with a Forward-Looking Climate Change Policy

DEVCO Specific Objective 7: Act as a planet-oriented global actor and promote resilience, reduce climate risk, and contribute to reduce greenhouse gas emissions. Provide support to the conservation and sustainable management and use of natural resources, biodiversity and ecosystems. Promote sustainable agriculture and low carbon resource efficient circular economy.

DEVCO Specific Objective 8: Act as a planet-oriented global actor and work towards improving access to energy for all, and increased energy efficiency and renewable energy generation.

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

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

DEVCO seeks to integrate – or mainstream – environment and climate change across all sectors of cooperation and funding instruments. It provides support and financing for developing countries to increase their capacity to protect and manage ecosystems and natural resources. This includes working with governments, public and private sector, and civil society organisations to strengthen environmental governance and integrate environment and climate change into policies, plans and budgets; to combat illegal logging and promote sustainable forest management; manage and secure protected areas and highly biodiverse ecosystems that are home to endangered wildlife; promote sustainable water resource management; address pollution and its health impact, and support the transition to a low carbon, resource efficient circular economy, among many other areas.

In that context, the EU supports partner countries' efforts to implement key multilateral environmental agreements like the Convention on Biological Diversity, the UN Convention to Combat Desertification and the Climate Change Convention, the UNECE Water Conventions.

Water being crucial for development but also for stability, EU actions also aim to improve trans-boundary water management and water security. Land is increasingly recognised as contributing to both climate change adaptation and mitigation. However, growing and competing demands on land put this resource under stress and require support towards sustainable land management.

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

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

EU support is being channelled towards the adaptation to, and mitigation of, climate change, as well as towards the transition to climate resilient, low-carbon, societies. In addition, the mainstreaming of climate change, environmental sustainability and disaster risk reduction into all strategies and actions, will significantly contribute to achieving the EU's international objectives in the field of poverty reduction and climate change. Climate change is increasingly compromising humanity's ability to feed itself, with increasing average temperatures, change in rainfall patterns and growing recurrence of droughts and floods. Agriculture is both a victim of and a major contributor to climate change and environmental degradation, notably through land use change and land degradation. At the same time, practices that help farmers adapt to climate change often bring multiple benefits and reduce net greenhouse gas emissions too.

The **Global Climate Change Alliance Plus (GCCA+)** will keep focusing on the most vulnerable countries (Least Developed Countries and Small Island Developing States) and will support them to address climate change challenges and implement their Nationally Determined Contributions (NDCs) through actions on adaptation, disaster risk reduction, forest management capacity-building and mitigation. Such actions have a direct positive impact on poverty reduction and sustainable development. Support for mitigation efforts through global initiatives also enables countries to move towards more resilient and climate-smart economies and societies.

An initiative on Development Smart Innovation through Research in Agriculture (DeSIRA), which is steered by the European Commission and involves some EU Member States and the Bill and Melinda Gates Foundation, will contribute to the implementation of the outcome of 23rd session of the Conference of the Parties (COP 23) to the UN Convention on Climate Change (UNFCCC) which took place in Bonn, Germany from 6-17 November 2017.

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

Access to **modern and sustainable energy services** is vital and is a prerequisite for growing prosperity in a green economy. Yet more than 1.3 billion people in the world do not have

access to electricity and 2.7 billion rely on traditional biomass for cooking. This is why energy is among the key target areas of EU assistance.

Sustainable energy is fundamental to social and economic development and to sustainable growth, giving rise to novel business models and services, to prosperity, jobs and opportunities, and improving livelihoods, education and healthcare for all. Energy poverty is also recognised among the root causes of migration. At the same time, ensuring that energy is sustainable is essential to protect the planet and mitigate the effects of climate change. For some years already, the EU has established its position as one of the most important players in **energy for development**, and is fully committed to support partner countries in their energy transition towards sustainable energy and low carbon growth, in line to achieving SDG 7 and SDG 13. As expressed in the Commission Staff Working Document 'Empowering Development'³⁰ (and underlined in Council Conclusions on Energy and Development of November 2016³¹ and May 2018³²), the EU seeks to unlock the potential of the energy sector by pursuing, in a cost-effective manner, three interlinked key objectives in the area of energy and development: (1) addressing the lack of access to energy; (2) increasing energy efficiency and renewable energy generation; and (3) contributing to the global fight against climate change, in line with the Paris Agreement and the related Nationally Determined Contributions. Under the current financial perspective, the EU aims to contribute by 2020 to these three objectives by providing access to energy to about 40 million people (out of which 30 million in Africa), increasing renewable energy generation capacity by about 6.5 gigawatt (out of which about 5 gigawatt in Africa) and contribute to fighting climate change, by saving about 15 million tons of CO₂e/year (out of which about 11 million tons of CO₂e/year in Africa). A strategic priority is to support private sector investments in sustainable energy in order to crowd in the needed additional funding, render business models and operations sustainable and allow for their scaling-up and replication. To this end, the Commission has, together with several Development Finance Institutions (DFIs), put in place a number of financial instruments under the Electrification Financing Initiative to support and specifically de-risk private sector led investments.

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

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

³⁰ Empowering Development - Implementation of the new European Consensus on Development in energy cooperation, December 2017: https://ec.europa.eu/europeaid/empowering-development-implementation-new-european-consensus-development-energy-cooperation_en

³¹ Energy and Development — Council of the European Union 14839/16, 28 November 2016.

³² Energy and Development — Council of the European Union 8954/18, 22 May 2018.

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

General Objective 4: A New Boost for Jobs, Growth and Investment

DEVCO Specific Objective 9: Act as a global actor that fosters inclusive and sustainable growth and promote an economic transformation that creates decent jobs and increases productive capacity. Foster economic governance, business environments and the development of a digital economy. Contribute to scaling-up private and public investments, including addressing the MSME (micro, small and medium enterprises) financing gap.

The new European Consensus on Development incorporates the UN 2030 Agenda for Sustainable Development into the EU development cooperation policy notably by promoting responsible investment and trade in developing countries in support of sustainable development.

The investment gap to meet the SDGs is huge. An integrated approach to support investment will be key. The **External Investment Plan** is an integrated vehicle to support investment in Africa and in Neighbourhood countries through a financing platform, guarantee tools, technical assistance and policy dialogue on investment climate.

Blending is as an important vehicle for leveraging additional resources and increasing the impact of EU aid. Through blended operations, ODA becomes a leverage for catalysing much bigger public and private funding for the partner countries in order to boost sustainable growth and jobs.

In this context, the private sector can be an engine of inclusive growth by generating decent jobs, contributing to public revenue and providing affordable goods and services. If it invests in suitable innovation and business models, it can also improve people's life by boosting their productive activities and by fostering a transition to a low-carbon, resource efficient and circular economy. The European Commission assists developing countries in their economic reforms and private sector development initiatives.

The impact that private sector actors can have on development is widely recognised, and donors around the world are seeking ways to effectively engage with the private sector in creating jobs, providing incomes, goods and services, advancing innovation, and generating public revenues essential for economic, social and environmental welfare. Moreover, as public resources for development assistance are scarce, the private sector is increasingly looked upon as an important additional source of external finance and domestic resource mobilisation.

EU Aid for Trade policy will also follow on a comprehensive approach based on the fact that many poor countries lack the productive capacity and basic infrastructure to take advantage of more open markets. The poorest developing countries in particular need support to adjust to international trade. This implies a results-driven and integrated approach to aid and investment for trade, which would make the most of the wide range of EU policy tools available, including free trade agreements and blending operations for example, in order to increase their overall impact on growth and poverty reduction.

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

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

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

In the area of **food and sustainable agriculture**, which also includes livestock, fisheries, and aquaculture, investments are designed to maximise the contribution of the sector to sustainable economic growth and to job creation in rural areas. Growth in the agriculture sector is expected to have a greater impact on poverty reduction than other sectors, as it offers the quickest way of raising returns to poor people's main assets, land and labour. The EU is one of the biggest development actors in sustainable agriculture and food security, providing significant support, both financial and political.

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

Finally, supporting **sustainable urban development** including the development of economically prosperous competitive and all inclusive cities for all has the potential to be transformative for poverty reduction. Sustainable cities are drivers for growth, innovation and job creation, which in turn are key factors for improving living conditions of the urban population.

In this regard, economic development, inclusive growth and job creation is a particular area of support for the EFSD with dedicated actions supporting it.

H. Key performance indicators (KPIs³³)

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

- Share of EU-funded international cooperation and development assistance directed towards supporting human development, referenced under the DEVCO Specific Objective 3 (indicator 4) and Specific Objective 4 (indicator 3);
- Amount and share of EU-funded international cooperation and development assistance contributing to climate change (adaptation and mitigation), referenced under the DEVCO Specific Objective 7 (indicator 5b);
- Proportion of EU-funded cooperation and development initiatives promoting gender equality, referenced under the DEVCO Specific Objective 5 (indicator 1).

Human development and dignity is a cornerstone of the EU's framework for action under the new European Consensus for Development, which reflects the key 2030 Agenda theme of People. Beyond making every effort to address the basic needs and rights of the poorest people, the EU will continue to promote actions targeting – especially health and health systems at a global and country level; actions focusing on education, knowledge and skills; supporting gender equality, women empowerment and protection of women's and girls' rights; promoting children's well-being; tackling under-nutrition especially of women and girls; fostering decent work, skills, social protection and social inclusion programmes, with a particular focus on youth; and stimulating culture as an economic sector and a vector for intercultural dialogue.

Climate action is a key priority for the EU and has been mainstreamed in the Union's 2014-2020 multiannual financial framework (MFF) by ensuring that at least 20% of the EU budget, including support to developing countries, is climate related. In May 2018, the Commission proposed to increase this target to 25% for the period from 2021 to 2027 in line with EU's commitment to continued and stable financing of climate action, both within and beyond the EU's borders. In 2017, DEVCO outperformed such target: the share of the total DEVCO commitments (EUR 9.645 million) dedicated to climate action accounted for 25.5% (EUR 2.456 million) of the EU external cooperation spending on climate change. Such an achievement is part of an ascending trend that brought climate action to account for 19% of total commitments over the period 2014-2017.

The EU strives to achieve a balance between adaptation and mitigation through climate action mainstreaming into international development and cooperation programmes. In particular, this relates to programmes on energy, agriculture, infrastructure, water, forestry and disaster risk reduction. The budget allocated to interventions focusing on adaptation accounted for slightly more than half of the EU external cooperation spending on climate in 2014-2017. Interventions focus on investment and aim to provide a stable and predictable framework over the medium to longer term.

The EU will continue investing in efforts to focus on a rights-based approach to development and on transformative areas with clear results for girls and women. The second Gender

³³ These KPIs are different from the KPIs designed by DEVCO to monitor sound financial management and effective use of resources; effectiveness of internal control systems; effectiveness of audit system.

Action Plan sets a firm target for gender mainstreaming, as by 2020 85% of new actions must be mainly or significantly aiming at promoting gender equality and/or women empowerment. In this regard, a mandatory robust gender analysis will inform all actions in order to ensure that they contribute to establish a more enabling environment for the fulfilment of girls’ and women’s rights and to achieve real and tangible improvements on **gender equality**.

In addition, as a fourth KPI, DEVCO chose to monitor the estimated residual error rate, that is presented in this report under section "Organisational Management", sub-section "Financial Management- Internal control and Risk Management", Objective 1: "Effective and reliable internal control system giving the necessary guarantees concerning the legality and regularity of the underlying transactions".

I. Performance Tables

In DEVCO's Strategic Plan 2016-2020, many of the indicators presented under the following Specific Objectives have been drawn from the “EU International Cooperation and Development Results Framework” (EU RF)³⁴; Level 2 (Outputs and outcomes from EU interventions)³⁵ and Level 3 (Mainstreaming of policy priorities).

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

General Objective: 1. "EU as a Stronger Global Actor"	
SPECIFIC OBJECTIVE 1: Act as a force for the implementation of the 2030 Agenda and work towards the implementation of the European Consensus for Development contributing to eradicating poverty by fostering sustainable economic, social and environmental development, addressing inequality and building resilience particularly of those populations living in the most vulnerable situations, while leaving no-one behind by increasingly using innovative financing mechanisms and working better together to foster stronger, more inclusive multi-stakeholder partnerships.	Related to spending programme: all programmes managed by DG DEVCO
Indicator 1: Adoption of the Joint Synthesis Report highlighting the implementation of the 2030 Agenda and new European Consensus on Development, including strategic orientations on EU cooperation with More Advanced Developing Countries, policy coherence for development, and development effectiveness	
This indicator assesses progress in policy commitments. The EU and its Member States are committed to produce a first joint synthesis report on the Consensus including the impact of their actions in support of the 2030 Agenda in developing countries, as a contribution to EU reporting to the UN High Level Political Forum (HLPF) 2019. The report should show how the EU and Member States are comprehensively supporting partner countries in their efforts to address the 2030 Agenda and present highlights of EU and Member States' development work in implementing the Consensus in support of the Agenda. It will include a presentation of progress on strategic orientation for policy coherence for development, development effectiveness and future cooperation with more advanced developing countries in the context of a differentiated approach that takes into account their specificities.	

³⁴ Revised EU Results Framework 2018
³⁵ The indicators not drawn from the EU RF level 2 and 3, for which this methodology does not apply are: SO1, indicator 1, 2, 3; SO5 indicator 4; SO6 indicator 4, 5, 6; SO7, indicator 3, 4. Also indicated in "source of data".

Source of data: Agenda Planning 2016/DEVCO/003		
Baseline (Q2-2017)	Interim Milestone (Q4-2018)	Target (2019)
Adoption European Consensus on Development	Consultation with Member States on structure and content of Joint Synthesis Report	Adoption of Joint Synthesis Report and presentation in the context of UN HLPF
<p>More Advanced Developing Countries:</p> <ul style="list-style-type: none"> • No alternative strategy for cooperation identified • No graduation or post-graduation cooperation mechanism foreseen for more advanced ACP countries 	<ul style="list-style-type: none"> • New ways of cooperation and tailored partnerships with graduated countries identified • Post-Cotonou Impact assessment addressing issue of tailored cooperation completed and Pilot initiative with six more advanced developing countries conducted, among them two ACP countries, and recommendations for roll-out and new programming cycle elaborated 	<ul style="list-style-type: none"> • New approach for cooperation with more advanced developing countries extended to at least 10 additional countries • Recommendations from pilot exercise put into practice and reflected in new programming guidelines
<p>Indicator 2: Number of partner countries in which a joint strategy has been agreed as a result of joint programming</p> <p>Joint Programming (JP) is an important EU policy commitment relating to development cooperation at the core of the international development effectiveness agenda. In this vein, the EU and its Member States should further coordinate their programming, reducing transaction costs for the partner country and increasing effectiveness of development cooperation. The main deliverables of these processes are Joint Analysis and Joint Strategies, which should be developed in more countries, but also reflect an increase in quality, via their integration of Joint Result Framework. In selected cases, Joint Strategies are intended to be used as EU programming documents. Increased coordination with Member States will be crucial in order to guarantee the success of Joint Programming.</p> <p>Source of data: Head of Missions Reports, EAMR and DEVCO "JP tracker"</p>		
Baseline(2015)	Interim Milestone (2018)	Target (2020)
<ul style="list-style-type: none"> • 25 countries with draft or adopted EU + MS Joint Strategies 	<ul style="list-style-type: none"> • 30 countries with draft or adopted Joint Strategies 	<ul style="list-style-type: none"> • 35 countries with draft or adopted Joint Strategies
<p>Indicator 3: Adoption of decision by OECD, modernising ODA definition and directives, reflecting significant degree of EU position</p> <p>ODA definition is being updated at the OECD to reflect the changes in development policies. The EU plays a key role in this process that needs to be monitored</p> <p>Source of data: OECD</p>		
Baseline (2015)	Interim Milestone (2018)	Target (2020)
<ul style="list-style-type: none"> • Agreement on new Peace & Security guidelines reflecting EU position • Agreement on private financing principles reflecting EU positions 	<ul style="list-style-type: none"> • Streamlining of interpretation of directives on in-donor refugee costs according to EU positions • Agreement on implementation of the private financing principles reflecting EU positions 	<p>OECD directive updated in line with EU policy objectives</p>
<p>Planned, ongoing and closed evaluations:</p> <ul style="list-style-type: none"> • Evaluation of EU approach to Building Resilience to withstand food crises in African Drylands (2015) • Evaluation of Policy Coherence for Development (2016) • Geographic evaluation of EU cooperation in fragile states (regions): Regional West Africa (2016), Regional Central Africa (2016, Central African Republic (2018 – relaunch)), Somalia (2020), Mali (2018), 		

- South Sudan (2019), Zimbabwe (2019), Iraq (2019) Mauritania (2019), Myanmar (2017) Niger (2019), Ethiopia (2020), Haiti (2020) and Nigeria (2020)
- Geographic evaluations of EU cooperation in other countries (including middle income): Nicaragua (2017), EU Cooperation with the Eastern Africa, Southern Africa and Indian Ocean regions 2016), Regional Latin America (2017), Malawi (2019), Tajikistan (2019), Angola (2019), Kyrgyzstan (2019), Nepal (2019), Papua New Guinea (2020), Mozambique (2020),
 - Budget support evaluations: Cambodia (2016), El Salvador (2017), Rwanda (2018), Samoa Island (2019),
 - Evaluation of financial instruments – DCI, 11th EDF – (2017)
 - Evaluation of the EU support to Conflict Prevention and Peace building (2018)
 - Evaluation of the EU support on resilience (2018): The evaluation of Resilience has been postponed, in order to allow time for conducting a comprehensive assessment in line with the priorities and the challenges set out in the JOIN (2017) 21 final Communication ‘A Strategic Approach to Resilience in the EU's external action’
 - Evaluation of State building contracts (2018)
 - Evaluation of EU Emergency Trust Fund for Africa (2018)
 - EU Development Cooperation on Drugs (2019)
 - Evaluation of Trust Funds (2020)
 - Evaluation of Global Public Goods and Challenges’ Programme (2020)
 - Evaluation of Migration (2018)
 - Evaluation of Cooperation with UN (2020)

General Objective: 1. "EU as a Stronger Global Actor"		
SPECIFIC OBJECTIVE 2: Act from a rights based approach and as a people's centred global actor with a view to end hunger and all forms of malnutrition.		Related to spending programmes: DCI&EDF
Indicator 1³⁶: Number of food insecure people receiving assistance		
This indicator measures the number of individuals who benefit directly from EU-funded interventions that target areas and regions affected by chronic and/or acute malnutrition and food insecurity. Areas and regions of food insecurity are those classified as phase 2 and/or above on the Integrated Food Security Phase Classification (IPC).		
Source of data: Results framework annual reporting.		
Baseline³⁷ (2015)	Interim Milestone (2018)	Target (2020)
988.000	4.785.000	6.761.000
Indicator 2³⁸: Number of women of reproductive age, adolescent girls and children under 5 reached by nutrition related interventions supported by the EU		
This is an output indicator, providing a count of the number of women in reproductive age and adolescent girls (age range based on national definitions) and Infants and children under 5 years of age, benefiting from EU funded nutrition programmes during the reporting year. Such programmes target children and women, have specific nutrition objectives, and outcomes contributing to nutrition.		
Source of data: Results framework annual reporting		
Baseline³⁹ (2015)	Interim Milestone (2018)	Target (2020)
4.544.000	16.455.000	24.379.000
Indicator 3⁴⁰: Amount of EU funded international cooperation and development assistance directed towards nutrition		
Source of data: Results framework annual reporting		
Baseline⁴¹ (2014)	Interim Milestone (2018)	Target (2020)

³⁶ Indicator Result Framework, level 2- RF 2.1

³⁷ Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.

³⁸ Indicator Result Framework, level 2- RF 2.2

³⁹ Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.

⁴⁰ Indicator Result Framework, level 3- RF 3.1

⁴¹ Data collected in the frame of the first reporting on the EU Results Framework (level 3)

EUR 229,9 million	EUR 2,4 billion	EUR 3,5 billion (between 2014 and 2020) ⁴²
Planned, ongoing and closed evaluations: <ul style="list-style-type: none"> • Thematic evaluation on social protection (2016) – GPGC Employment and social protection • Thematic evaluation of Vocational training and employability (2018) • Evaluation of the EU support to migration (2018) • Evaluation of 'Civil Society Organisations and Local Authorities' (CSO- LA) Programme(2019) • Evaluation of Global Public Goods and Challenges programme (2020) 		

General Objective: 1. "EU as a Stronger Global Actor"		
SPECIFIC OBJECTIVE 3: Act from a rights based approach and as a people's centred global actor with a view to improve access to water, sanitation and hygiene, to build-up strong, good quality financially sustainable resilient health and social protection systems, to promote access to quality, accessible and affordable comprehensive sexual and reproductive health-care information and services including for family planning. ⁴³		Related to spending programmes: DCI&EDF
Indicator 1⁴⁴: Number of 1-years old immunised with EU support This indicator measures the number of infants who have received three doses of DPT (diphtheria, tetanus, pertussis/whooping cough) or three doses of pentavalent vaccine (= DTP + Hepatitis B and Haemophilus influenza type b), by age 1 year with EU support. Timely vaccination as per the country specific vaccination schedule will reduce infant deaths and disability Source of data: Results framework annual reporting		
Baseline⁴⁵ (2015)	Interim Milestone (2018)	Target (2020)
934.000	9.014.000	10.882.000
Indicator 2⁴⁶: Number of women of reproductive age using modern contraception methods with EU support⁴⁷ This indicator measures the number of women of reproductive age who are currently using, or whose sexual partner is using, a modern method of contraception with EU support. Source of data: Results framework annual reporting		
Baseline⁴⁸ (2015)	Interim Milestone (2018)	Target (2020)
43.053.000	57.350.000	57.490.000
Indicator 3⁴⁹: Share of EU-funded international cooperation and development assistance directed towards supporting human development Source of data: Results framework annual reporting		
Baseline⁵⁰ (2014)	Interim Milestone(2018)	Target (2020)⁵¹
15,8%	16,9%	20% (2014-2020 cumulative)
Planned, ongoing and closed evaluations: <ul style="list-style-type: none"> • Thematic evaluation on social protection (2016) – GPGC Employment and social protection 		

⁴² The EU pledged to finance EUR 3.5 billion between 2014 and 2020 to reduce stunting – ‘Nutrition for Growth’ in London– during the UK presidency of the G8 on 8 June 2013

⁴³ Indicator “Number of individuals with access to improved drinking water source and/or sanitation facility with EU support” was initially selected for the measurement of this specific objective, but for methodological reasons, data is not yet available for the establishment of the baseline, milestone and targets. Data will be collected early 2019.

⁴⁴ Indicator Result Framework, level 2- RF 2.5

⁴⁵ Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.

⁴⁶ Indicator Result Framework, level 2- RF 2.6

⁴⁷ Due to the switch in methodology to only modern contraception, limiting the scope of the methodology, we calculated milestone and target on 4 years of data instead of two, taking into account the variation in reporting and providing a possibly more accurate forecast, calculation for target $Y1+Y2+Y3+Y4+2*(MIN, (Y1+Y2+Y3+Y4))$

⁴⁸ Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.

⁴⁹ Indicator Result Framework, level 3- RF 3.2

⁵⁰ Data collected in the frame of the first reporting on the EU Results Framework (level 3)

⁵¹ Target date set by world leaders for achieving the Sustainable Development Goals (UN).

- Thematic evaluation of Vocational training and employability (2018)
- Evaluation of the EU support to migration (2018)
- Evaluation of 'Civil Society Organisations and Local Authorities' (CSO- LA) Programme(2019)
- Evaluation of Global Public Goods and Challenges programme (2020)

General Objective: 1. "EU as a Stronger Global Actor"		
SPECIFIC OBJECTIVE 4: Act from a rights based approach and as a people's centred global actor with a view to support inclusive lifelong learning and equitable quality education and to promote the rights of children and young women and men.		Related to spending programmes: DCI&EDF
Indicator 1⁵²: Number of students enrolled in education with EU support: primary and secondary		
This indicator measures the number of students enrolled in any grade of primary or secondary education, regardless of the child's age. Students enrolled in primary education should be reported separately to those enrolled in secondary education.		
Source of data: Results framework annual reporting		
Baseline⁵³ (2015)	Interim Milestone (2018)	Target (2020)
a) Primary education: 19.447.000	a) Primary education: 73.993.000	a) Primary education: 110.257.000
b) Secondary education: 9.562.000	b) Secondary education: 24.288.000	b) Secondary education: 39.010.000
Indicator 2⁵⁴: Number of people who have benefitted from Institution or workplace based VET/skills development interventions supported by the EU		
This indicator is calculated as an aggregation of beneficiaries of EU interventions supporting implementation of VET/skills development (Vocational Education Training refers to learning pathways which aim to equip people with knowledge, know-how, skills and/or competences required in particular occupations or more broadly in the labour market), provided by either public or private bodies.		
Source of data: Results framework annual reporting		
Baseline⁵⁵ (2015)	Interim Milestone(2018)	Target (2030)⁵⁶
326.000	926.000	1.326.000
Indicator 3⁵⁷: Share of EU-funded international cooperation and development assistance directed towards supporting human development		
Source of data: Results framework annual reporting		
Baseline⁵⁸ (2014)	Interim Milestone(2018)	Target (2020)⁵⁹
15,8%	16,9%	20% (2014-2020 cumulative)
Planned, ongoing and closed evaluations:		
<ul style="list-style-type: none"> • Thematic evaluation on social protection (2016) – GPGC Employment and social protection • Thematic evaluation of Vocational training and employability (2018) • Evaluation of the EU support to migration (2018) • Evaluation of 'Civil Society Organisations and Local Authorities' (CSO- LA) Programme(2019) • Evaluation of Global Public Goods and Challenges programme (2020) 		

⁵² Indicator Result Framework, level 2- RF 2.7

⁵³ Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.

⁵⁴ Indicator Result Framework, level 2- RF 2.15

⁵⁵ Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.

⁵⁶ Target date set by world leaders for achieving the Sustainable Development Goals (UN).

⁵⁷ Indicator Result Framework, level 3- RF 3.2

⁵⁸ Data collected in the frame of the first reporting on the EU Results Framework (level 3)

⁵⁹ Target date set by world leaders for achieving the Sustainable Development Goals (UN).

General Objective: 1. "EU as a Stronger Global Actor"		
SPECIFIC OBJECTIVE 5: Act from a rights based approach and as a people's centred global actor with a view to promote equality between men and women and boys and girls.		Related to spending programmes: DCI&EDF
Indicator 1⁶⁰: Proportion of EU-funded international cooperation and development initiatives promoting gender equality and women's empowerment		
Source of data: Results framework annual reporting		
Baseline⁶¹ (2014)	Interim Milestone(2018)	Target (2020)⁶²
31,3%	74,3%	85%
Planned, ongoing and closed evaluations: <ul style="list-style-type: none"> • Thematic evaluation on social protection (2016) – GPGC Employment and social protection • Thematic evaluation of Vocational training and employability (2018) • Evaluation of the EU support to migration (2018) • Evaluation of 'Civil Society Organisations and Local Authorities' (CSO- LA) Programme(2019) • Evaluation of Global Public Goods and Challenges programme (2020) 		

General Objective 2. "Towards a New Policy on Migration"		
SPECIFIC OBJECTIVE 6: Step up the efforts to address the root causes of irregular migration and forced displacement and promote improved governance of migration and refugee movements for safe, regular and well managed migration in all its aspects.		Related to spending programmes: DCI&EDF
Indicator 1⁶³: Number of migrants, forcibly displaced people or individuals from host communities protected or assisted with EU support		
This indicator measures the number of persons protected or assisted and can include migrants or forcibly displaced persons who are directly reached by interventions with a main objective or a significant objective of supporting migrants and forcibly displaced people. Members of the host communities may also be included if they are beneficiaries of such interventions.		
Source of data: Results framework annual reporting and/or TF reporting		
Baseline⁶⁴ (2018)	Target⁶⁵ (2020)	
85.315	166.722	
Planned evaluations: <ul style="list-style-type: none"> • Evaluation of the EU support to migration (2018) • Evaluation of EU Emergency Trust Fund for Africa • Evaluation of Global Public Goods and Challenges' Programme (2020) • 'Civil Society Organisations and Local Authorities' (CSO- LA) Programme 		

General Objective 3. "A resilient Energy Union with a Forward looking Climate Change Policy"		
SPECIFIC OBJECTIVE 7: Act as a planet-oriented global actor and promote resilience, reduce climate risk, and contribute to reduce greenhouse gas emissions. Provide support to the conservation and sustainable management and use of natural resources, biodiversity and ecosystems.		Related to spending programme(s)

⁶⁰ Indicator Result Framework, level 3- RF 3.3

⁶¹ Data collected in the frame of the first reporting on the EU Results Framework (level 3)

⁶² Target date set by world leaders for achieving the Sustainable Development Goals (UN).

⁶³ Indicator Result Framework, level 2- RF 2.17

⁶⁴ Baseline corresponds to the cumulated results of ongoing EUTF for Africa (Horn of Africa and Sahel) activities since 2015 (as of August 2018). EUTF common indicators contributing to this figure are "Number of migrants in transit and forcibly displaced people protected or assisted" and "Number of returning migrants benefitting from reintegration assistance." Please note that these EUTF figures do not included host communities.

⁶⁵ Disclaimer: This figure constitutes an evolving target. For continued update of this figure please consult: <https://ec.europa.eu/trustfundforafrica/> Please note that these EUTF figures do not included host communities

Promote sustainable agriculture and low carbon resource efficient circular economy.		DCI&EDF
<p>Indicator 1⁶⁶: Greenhouse gas (GHG) emissions avoided (t CO₂eq) with EU support</p> <p>The indicator measures the net change in the GHG emissions relative to the assumed "business as usual" or baseline scenario for typical year of operation as, in tonnes of CO₂ equivalent (t CO₂ eq) primarily focused on interventions in the energy sector. Where easily available, net change in GHG emissions should also be reported for the other sectors.</p> <p>Source of data: Results framework annual reporting and/or DEVCO energy projects database</p>		
Baseline⁶⁷ (2015)	Interim Milestone(2018)	Target⁶⁸ (2020)
0,75 million tons/year	3 million tons/year	15 million tons/year
<p>Indicator 2⁶⁹: Marine areas under a) protection, b) sustainable management with EU support⁷⁰</p> <p>This indicator refers to the EU interventions in support to the creation and/or conservation of marine protected areas and to the introduction of sustainable management measures as measured in square kilometres of areas under a) protection and b) sustainable management.</p> <p>Source of data: Results framework annual reporting⁷¹ and/or Wildlife Trafficking Action Plan Database (DEVCO, 2018) & Digital Observatory for Protected Areas (JRC, 2018)</p>		
Baseline (2014)		Target (2020)
a) 9.480,00 ⁷²		a) 20.000,00
<p>Indicator 3⁷³: Areas of terrestrial and freshwater ecosystems under a) protection, b) sustainable management with EU support</p> <p>This indicator refers to the EU support for the creation and/or conservation of protected areas and the promotion of sustainable management measures in terrestrial and freshwater ecosystems, as measured in hectares under a) protection and b) sustainable management.</p> <p>Source of data: Results framework annual reporting⁷⁴ and/or Wildlife Trafficking Action Plan Database (DEVCO, 2018) & Digital Observatory for Protected Areas (JRC, 2018)</p>		
Baseline (2014)	Interim Milestone (2018)	Target(2020)
a) 15.414.307,20 ⁷⁵ b) 1.682.600,00 ⁷⁶	a) 48.152.830,00 b) 18.721.000,00	a) 55.000.000,00 b) 20.300.000,00
<p>Indicator 4⁷⁷: Agricultural and pastoral ecosystems where sustainable management practices have been introduced with EU support (in number of hectares)</p> <p>The indicator refers to the total number of hectares where, with support from the EU, farmers will have adopted sustainable land management practices aimed at reverting soil erosion, enhancing fertility, increasing biodiversity, improving water management or reducing chemical inputs and maintaining healthy ecosystems.</p> <p>Source of data: Results framework annual reporting</p>		
Baseline⁷⁸(2015)	Interim Milestone⁷⁸ (2018)	Target (2020)
2.883.000	3.470.000	3.834.000

⁶⁶ Indicator Result Framework, level 2- RF 2.21. First dataset will be available beginning of 2019.

⁶⁷ Based on the targets and the methodology mentioned page 24 of the SWD (2017)482 "Empowering development": https://ec.europa.eu/europeaid/sites/devco/files/staff-working-document-energy-20180222_en.pdf

⁶⁸ Based on the targets and the methodology mentioned page 24 of the SWD (2017)482 "Empowering development": https://ec.europa.eu/europeaid/sites/devco/files/staff-working-document-energy-20180222_en.pdf. The target of 15 million tons/year includes 11 million tons/year in Africa alone.

⁶⁹ Indicator Result Framework, level 2- RF 2.22

⁷⁰ New dimension to the indicator, added in the latest revision of the Results Framework in 2018. Next results reporting exercise to establish the baseline (beginning of 2019), which will allow for further setting of targets

⁷¹ Once the dataset is established (beginning of 2019)

⁷² Aggregate data collected from the Joint Research Center (EU – JRC) for projects active between 01/01/2014 and 31/12/2014

⁷³ Indicator Result Framework, level 2- RF 2.23

⁷⁴ Once the dataset is established (beginning of 2019)

⁷⁵ Aggregate data collected from the Joint Research Center (EU – JRC) for projects active between 01/01/2014 and 31/12/2014

⁷⁶ Forest area of countries having signed or initiated the FLEGT (Forest Law Enforcement, Governance and Trade) Voluntary Partnership Agreements

⁷⁷ Indicator Result Framework, level 2- RF 2.4

⁷⁸ Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.

Indicator 5⁷⁹: Amount and share of EU-funded international cooperation and development assistance contributing to (a) protecting biodiversity, (b) climate change (adaptation and mitigation), (c) combating desertification and (d) protecting the environment

Source of data: Results framework annual reporting and/or Environment and Climate Change Mainstreaming Facility

Baseline ⁸⁰ (2014)	Interim Milestone (2018)	Target (2020)
a) Protecting biodiversity ⁸¹ : 2,5% b) Climate change (adaptation and mitigation) ⁸² : 11,4 ⁸³ % c) Combating desertification ⁸⁴ : 0,8% d) Protecting the environment ⁸⁵ : 15,5%	a) Protecting biodiversity: 6% b) Climate change (adaptation and mitigation): 22% c) Combating desertification: 4,5% d) Protecting the environment: 25%	a) Protecting biodiversity: 7,5% b) Climate change (adaptation and mitigation): 22% c) Combating desertification: 6,5% d) Protecting the environment: 25%

Planned and ongoing evaluations:

- Evaluation of the EU Sustainable Energy Cooperation I (2016)
- Evaluation of the EU support to Resilience (2018) The evaluation of Resilience has been postponed, in order to allow time for conducting a comprehensive assessment in line with the priorities and the challenges set out in the JOIN (2017) 21 final Communication 'A Strategic Approach to Resilience in the EU's external action'
- Evaluation of the EU support to Agriculture, Growth, Investment (2019)
- Evaluation of Global Public Goods and Challenges' Programme (2020)

General Objective 3. "A resilient Energy Union with a Forward looking Climate Change Policy"

SPECIFIC OBJECTIVE 8: Act as a planet oriented global actor and work towards improving access to energy for all, and increased energy efficiency and renewable energy generation.

Related to spending programme(s) DCI&EDF

Indicator 1⁸⁶: Number of individuals with access to electricity with EU support

The indicator measures the number of individuals with new access and improved access to on-grid, mini/micro grids or stand-alone electricity systems.

Source of data: Results framework annual reporting and/or DEVCO energy projects database

⁷⁹ Indicator Result Framework, level 3- RF 3.4

⁸⁰ Latest available figures from the Environment and Climate Change Mainstreaming Facility

⁸¹ Concerning **Biodiversity**, the Hyderabad commitments (doubling financial flows by 2015) have already been exceeded. We pursue an increasing level of ambition which – considering current progression rates – seems feasible to achieve. This is in line with the EU ambition to reach an international agreement on ambitious post 2020 goals on biodiversity.

⁸² Regarding **climate change**, the EU has committed to dedicate 20% of its budget (2014-2020) to climate relevant action. Given that the financial contributions in 2014-2016 have been below the 20% target, the proposed 22%, both as milestone (2018) and target (2020) value corresponds to the amounts necessary to achieve the 20% commitment in the entire MFF period. Note: Considering the current progression rate (25.8% of climate spending in 2017) this seems feasible, even though percentages fluctuate from year to year.

⁸³ Data collected in the frame of the first reporting on the EU Results Framework (level 3). The latest available figures from the Environment and Climate Change Mainstreaming Facility suggest a 10,3% baseline for 2014, which is based on final rather than preliminary data and slightly different criteria. For consistency reasons with the EU RF, 11,9% is maintained as the baseline.

⁸⁴ Finally, with regards to **Combating Desertification**, there are no financial commitments. The targets set also reflect an increasing level of ambition that should be feasible to achieve, considering the track record and the opportunities some sectors (primarily environment, climate change, agriculture and rural development) present

⁸⁵ As regards **Aid to Environment**, the only commitment concerns the GPGC programme, which is set at 25%. We extend this level of ambition to the entirety of DEVCO commitments. This is also in line with the target included in the Commission proposal for the future NDCI instrument for 2021-2027 to contribute at least 25 % of the Union budget to the objective of fighting climate change.

⁸⁶ Indicator Result Framework, level 2- RF 2.9

Baseline ⁸⁷ (2016)	Interim Milestone (2018)	Target ⁸⁸ (2020)
Total: 1.103.000	Total: 10.000.000	Total: 40.000.000
Indicator 2⁸⁹: Renewable energy generation capacity installed (MW) with EU support		
This indicator sums up the total electricity renewable generation capacity in MW installed with the EU support		
Source of data: Results framework annual reporting and/or DEVCO energy projects database		
Baseline ⁹⁰ (2015)	Interim Milestone (2018)	Target ⁹¹ (2020)
375	1.000	6.500
Planned and ongoing evaluations:		
<ul style="list-style-type: none"> • Evaluation of the EU Sustainable Energy Cooperation I (2016) • Evaluation of the EU support to Resilience (2018) The evaluation of Resilience has been postponed, in order to allow time for conducting a comprehensive assessment in line with the priorities and the challenges set out in the JOIN (2017) 21 final Communication 'A Strategic Approach to Resilience in the EU's external action' • Evaluation of the EU support to Agriculture, Growth, Investment (2019) • Evaluation of Global Public Goods and Challenges' Programme (2020) 		

General Objective 4. "A New Boost for Jobs, Growth and Investment"		
SPECIFIC OBJECTIVE 9: Act as a global actor that fosters inclusive and sustainable growth and promote an economic transformation that creates decent jobs and increases productive capacity. Foster economic governance, business environments and the development of a digital economy. Contribute to scaling-up private and public investments, including addressing the MSME (micro, small and medium enterprises) financing gap.	Related to spending programmes: DCI&EDF	
Indicator 1⁹²: Number of jobs supported/sustained by the EU		
This indicator measures the number of direct full time equivalent jobs supported or sustained by the intervention should be included for this indicator		
Source of data: Results framework annual reporting and/or TF reporting		
Baseline ⁹³ (2018)	Target ⁹⁴ (2020)	
41.000	238.108	
Indicator 2⁹⁵: Number of countries supported by the EU to strengthen investment climate		
This indicator measures the number of countries supported by the EU to address multiple business environments reform areas.		
Source of data: Results framework annual reporting		
Baseline ⁹⁶ (2015)	Interim Milestone (2018)	Target (2020)
7	28	47 ⁹⁷

⁸⁷ Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.

⁸⁸ Based on the targets and the methodology mentioned page 24 of the SWD (2017)482 "Empowering development": https://ec.europa.eu/europeaid/sites/devco/files/staff-working-document-energy-20180222_en.pdf. The target of 40 million people includes 30 million in Africa alone.

⁸⁹ Indicator Result Framework, level 2- RF 2.10. First dataset will be available beginning of 2019.

⁹⁰ Based on the targets and the methodology mentioned page 24 of the SWD (2017)482 "Empowering development": https://ec.europa.eu/europeaid/sites/devco/files/staff-working-document-energy-20180222_en.pdf

⁹¹ Based on the targets and the methodology mentioned page 24 of the SWD (2017)482 "Empowering development": https://ec.europa.eu/europeaid/sites/devco/files/staff-working-document-energy-20180222_en.pdf. The target of 6.500 MW includes 5.000 MW in Africa alone.

⁹² Indicator Result Framework, level 2- RF 2.11

⁹³ Baseline corresponds to the cumulated results of ongoing EUTF for Africa (Horn of Africa and Sahel) activities since 2015 (as of August 2018). EUTF common indicators contributing to this figure are "Number of jobs created" and "Number of job placements facilitated and/or supported".

⁹⁴ Disclaimer: This figure constitutes an evolving target. For continued update of this figure please consult: <https://ec.europa.eu/trustfundforafrica/>

⁹⁵ Indicator Result Framework, level 2- RF 2.12

⁹⁶ Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.

⁹⁷ Number of EIP eligible countries in Sub-Saharan Africa

Indicator 3⁹⁸: Number of beneficiaries with access to financial services with EU support: a) firms, b) individuals⁹⁹

This indicator refers to the financial services (credit, saving/deposits, insurance, leasing, transfer payment, etc.) and it measures the access to financial services as a private firm or an individual who has at least one account at a formal financial institution in their name.

Source of data: Results framework annual reporting

Baseline ¹⁰⁰ (2015)	Interim Milestone(2018)	Target (2020)
Firms: 450	Firms: 11.600	Firms:12.500

Indicator 4: Levels of Aid for Trade

The EU has committed to provide sustained levels of Aid for Trade and to report on yearly levels and strategy implementation progress for accountability purposes, thereby justifying the indicator. This is in line with the updated Aid for Trade strategy of 2017 to improve the impact of such flows while aligning with the Agenda 2030, the European Consensus for Development and the EU Global Strategy.

Source of data: OECD CRS and Results framework annual reporting

Baseline (2007) – (year of the Aid for Trade Strategy)	Target(2020)
<ul style="list-style-type: none"> EU Trade Related Assistance to developing countries: EUR 1.87 billion EU wider Aid for Trade to developing countries: average 2008-2010 is EUR 8billion/year 	<ul style="list-style-type: none"> 2 bn EUR/year >8 bn EUR/year
Baseline (2017) – (year of the updated Aid for Trade Strategy)	Target(2020)
<ul style="list-style-type: none"> Proportion of EU Aid for Trade for LDCs¹⁰¹: 19% 	<ul style="list-style-type: none"> 23 %

Indicator 5¹⁰²: Amount of the EU funded international cooperation and development assistance contributing to strengthening investment climate

Source of data: Results framework annual reporting and/or EIP Pillar 3

Baseline ¹⁰³ (2018)	Target (2020)
EUR 296 million	EUR 887,8 million

Indicator 6¹⁰⁴: Leverage of EU blending and guarantee operations financed by EU international cooperation and development assistance, measure as (a) investment leverage ratio; (b) total eligible financial institution financing leverage ratio, (c) private sector financing ratio

Source of data: Results framework annual reporting

Baseline (2014)	Interim Milestone (2018) ¹⁰⁵	Target (2020) ¹⁰⁶
a) 15,5 b) 9,2 c)2,3	a) 11,4 b) 6,8 c) 1,74	a) 11 b) 6 c) 3

Indicator 7¹⁰⁷ : Amount of the EU funded international cooperation and development assistance contributing to trade facilitation

Source of data: Results framework annual reporting

Baseline (2018)	Interim Milestone (2019)	Target (2020)
EUR 73 million	EUR 160 million	EUR 240 million

Planned evaluations:

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

⁹⁸ Indicator Result Framework, level 2- RF 2.13

⁹⁹ New dimension to the indicator, added in the latest revision of the Results Framework in 2018. Next results reporting exercise to establish the baseline (beginning of 2019), which will allow for further setting of targets

¹⁰⁰ Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.

¹⁰¹ Indicator Result Framework, level 3- RF 3.8

¹⁰² Indicator Result Framework, level 3- RF 3.5

¹⁰³ Technical assistance on investment & investment climate as foreseen under the Pillar 3 of the EIP

¹⁰⁴ Indicator Result Framework, level 3- RF 3.6

¹⁰⁵ Lower investment leverage is mainly due to blending and guarantee operations targeting more difficult markets with added additionality but lower leverage. In addition, the Neighbourhood Investment Facility no longer reports within the DEVCO framework.

¹⁰⁶ In line with the target leverage of the European Fund for Sustainable Development.

¹⁰⁷ Indicator Result Framework, level 3- RF 3.7

- Evaluation of EU Trust Funds (2020)
- Economic Partnership Agreements (EPA) (2020)
- Evaluation of Global Public Goods and Challenges' Programme (2020)

General Objective: 1. "EU as a Stronger Global Actor"		
SPECIFIC OBJECTIVE 10: Act as a global actor that promotes and supports democracy, inclusive, transparent and credible elections, universal values of human rights for all, fair justice, including access to legal assistance, develop effective partnerships with civil society aiming at strengthening an enabling environment.		Related to spending programmes: DCI, EDF, EIDHR
Indicator 1¹⁰⁸: Number of countries supported by the EU to conduct elections and/or improve their electoral process		
This indicator measures the number of countries receiving support from the EU for elections and/or improvement of the electoral processes. Elections in this indicator should be understood as relating to national parliamentary, presidential, or local elections as well as specific referendums in EU partner countries: Support to an election should be understood to include activities aimed at improving the quality of the electoral process such as the updating of voter registers, domestic electoral observations and support to electoral commissions. For the purposes of this indicator, EU election observation missions are considered as support to improvement of electoral processes.		
Source of data: Results framework annual reporting		
Baseline¹⁰⁹ (2015)	Interim Milestone (2018)	Target (2020)
9	21	29
Indicator 2¹¹⁰: Number of victims of human rights violations directly benefiting from assistance funded by the EU¹¹¹		
This indicator measures the number of victims/survivors of human rights violations directly supported by EU interventions.		
Source of data: Results framework annual reporting		
Baseline¹¹² (2015)	Interim Milestone (2018)	Target(2020)
32.000	183.000	247.000
Indicator 3¹¹³: Number of people directly benefitting from legal aid programmes supported by the EU		
Source of data: Results framework annual reporting		
Baseline¹¹⁴ (2015)	Interim Milestone (2018)	Target(2020)
372.000	606.000	762.000
Indicator 4: Number of States that have signed and ratified international and regional conventions and related optional protocols		
Human rights are contained in 27 core international conventions. Not all countries have ratified all of these conventions, therefore denying their legality at national level.		
Source of data: OHCHR Treaty Bodies		
Baseline (2015)	Interim Milestone (2014-2017 cumulated)	Target (2014-2020-cumulated)
5	40	70
Indicator 5: Number of countries belonging to the Democracy Pilot Countries which have improved their V-DEM Electoral Democracy Index		

¹⁰⁸ Indicator Result Framework, level 2- RF 2.24

¹⁰⁹ Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.

¹¹⁰ Indicator Result Framework, level 2- RF 2.25

¹¹¹ The indicator on "Number of human rights defenders who have received EU support" presented in the previous version of Strategic Plan was replaced with this closely associated indicator which is included in the revised EU results framework.

¹¹² Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.

¹¹³ Indicator Result Framework, level 2- RF 2.25

¹¹⁴ Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.

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

Source of data: V-Dem

Baseline ¹¹⁵ (2015)	Target (2020)
N.A.	5

Indicator 6: Number of countries in which the space for civil society is satisfactorily rated (open/narrow categories)

Source of data: CIVICUS Monitor

Baseline (2016) ¹¹⁶	Interim Milestone (2018)	Target (2020)
35	86	95

Planned, ongoing and closed evaluations:

- Mid-term evaluation of the EIDHR
- Thematic evaluation of EU support to Conflict Prevention and Peace-Building (2018)
- Thematic evaluation of EU support to local authorities (2018)
- Meta evaluations on Rule of Law, Human Rights and Governance (2020)

General Objective: 1. "EU as a Stronger Global Actor"

SPECIFIC OBJECTIVE 11: Act as a global actor that fosters peaceful, just, resilient and inclusive societies. Pursue efforts towards improved human security and democratic governance of the security sector, paying special attention to the countries in situation of fragility or affected by conflict.

Related to spending programme IcSP and INSC

Indicator 1¹¹⁷: Number of individuals directly benefiting from EU supported interventions that specifically aim to support civilian post-conflict peace-building and/or conflict prevention

This indicator refers to the total number of people who are directly benefiting from EU interventions in regions of conflict, at high risk of conflicts or in post-conflict situations.)

Source of data: Results framework annual reporting

Baseline ¹¹⁸ (2015)	Interim Milestone (2018)	Target(2020)
651.000	1.863.000	2.671.000

Indicator 2¹¹⁹: Number of state institutions and non-state actors supported on security, border management, countering violent extremism, conflict prevention, protection of civilian population and human rights

This indicator refers to the number of different state institutions and non-state actors supported in their work in the areas of security, including border management, justice, conflict prevention, countering violent extremism, protection of civilians in crisis situations and safeguarding of human rights

Source of data: Results framework annual reporting and TF reporting

Baseline ¹²⁰ (2018)	Target ¹²¹ (2020)
127	166

Indicator 3¹²²: Amount of EU funded international cooperation and development assistance directed towards fragile states

Source of data: Results framework annual reporting

¹¹⁵ No baseline and interim milestone defined as the pilot has been launched beginning of 2015.

¹¹⁶ As CIVICUS changed its mathematical formula in 2018, the baseline data for 2016 is not calculated with the same formula in 2018.

¹¹⁷ Indicator Result Framework, level 2- RF 2.27

¹¹⁸ Data collected over the period July 2013-June 2014, from projects and programmes that were closed in the same time period.

¹¹⁹ Indicator Result Framework, level 2- RF 2.28

¹²⁰ Baseline corresponds to the cumulated results of ongoing EUTF for Africa (Horn of Africa and Sahel) activities since 2015 (as of August 2018). EUTF common indicator contributing to this figure is "Number of Institutions and non-state actors benefitting from capacity building and operational support on security, border management, CVE, conflict prevention, protection of civilian populations and human rights".

¹²¹ Disclaimer: This figure constitutes an evolving target. For continued update of this figure please consult: <https://ec.europa.eu/trustfundforafrica/>

¹²² Indicator Result Framework, level 3- RF 3.9

Baseline (2014)	Interim Milestone(2017)	Target (2020)
EUR 1,424 billion (commitments) EUR 2,495 billion (payments)	EUR 3,879 billion (commitments) EUR 3,494 billion (payments)	Maintain ¹²³ Maintain ¹²⁴
Planned, ongoing and closed evaluations: <ul style="list-style-type: none"> • IFS 2007-2013 overall evaluation • IcSP Mid-Term Review 2014-2016 • Thematic evaluation on Migration (2018) • Mid-term review of the Instrument for Nuclear safety Cooperation (completed by 2016) • Other Evaluations on the Financing Instruments (2017) • Evaluation of State Building Contracts (2018) • Evaluation of Conflict Prevention and Peace Building (2018) • EU Development Cooperation on Drugs (2019) • Meta evaluations on Governance, Rule of Law and Human Rights (2020) • 'Civil Society Organisations and Local Authorities' (CSO- LA) Programme 		

General Objective: 1. "EU as a Stronger Global Actor"		
SPECIFIC OBJECTIVE 12: Act as a global actor that addresses nuclear safety issues (EURATOM based actions) as well as specific global, trans-regional and emerging security threats, including among others chemical, biological, radiological and nuclear (CBRN) risks, terrorism and protection of critical infrastructure in third countries.		Related to spending programme IcSP and INSC
Indicator 1: Countries participating in the EU CBRN risk mitigation Centre of Excellence initiative (CoE) The number of countries reflects the level of engagement of partner countries contributing and benefiting from the CoE initiative; this includes the establishment of national CBRN teams and development of CBRN needs assessment and action plans under IcSP Art 5 Source of data: projects implementation reports, ROM, external evaluations, monthly CoE bulletin, reporting from ISTC and STCU to the governing board		
Baseline (2015)	Interim Milestone(cumulated 2017)	Target (2020) ¹²⁵
52	58	65
Indicator 2: Number of dual-use and CBRN scientists retrained to peaceful activities Engagement of scientists with sensitive knowledge is one of the objectives set by the IcSP CBRN risk mitigation under IcSP Art 5 Source of data: projects implementation reports, ROM, external evaluations, monthly CoE bulletin, reporting from ISTC and STCU to the governing board		
Baseline (2015)	Interim Milestone(cumulated 2017)	Target (2020) ¹²⁶
1100	3000	4500
Indicator 3: Number of countries covered by counter terrorism actions and fighting against organised crime funded by the EU This provides the number of countries that will be covered under country specific or trans-regional actions under the Counter Terrorism, Fighting organised crime and Protecting critical infrastructure headings under IcSP Art 5. Source of data: projects implementation reports, ROM, external evaluations		
Baseline (2015)	Interim Milestone (2017)	Target (2020) ¹²⁷
16	18	20
Indicator 4: Number of countries covered by safety for nuclear and radiological activities		

¹²³ The amount and therefore DEVCO's support to fragile states is aimed to be maintained over time and until 2020. The amount will be calculated based on the OECD list of fragile states as defined in 2020

¹²⁴ The amount and therefore DEVCO's support to fragile states is aimed to be maintained over time and until 2020. The amount will be calculated based on the OECD list of fragile states as defined in 2020

¹²⁵ Target set based on the agreement between the European Commission and EEAS

¹²⁶ Target set based on the agreement between the European Commission and EEAS

¹²⁷ Target set based on the agreement between the European Commission and EEAS

funded by the EU

The functioning of independent and competent national nuclear safety authorities in each of the partner countries with in effective and efficient licensing processes and supervision, notification and emergency response, is of paramount importance to improve nuclear safety, accident prevention and severe accident management. Under INSC, Transfer knowledge from EU experts to embarking countries with limited experience in nuclear safety or to countries with limited resource to train their personnel is key to prevent accidents.

Source of data: projects implementation reports, ROM, external evaluations

Baseline (2015)	Interim Milestone(2017)	Target (2020)¹²⁸
a)16 b) 8	a)18 b) 10	a) 20 b) 12

Planned, ongoing and closed evaluations:

- IFS 2007-2013 overall evaluation
- IcSP Mid-Term Review 2014-2016
- Thematic evaluation on Migration (2018)
- Mid-term review of the Instrument for Nuclear safety Cooperation (completed by 2016)
- Other Evaluations on the Financing Instruments (2017)
- Evaluation of State Building Contracts (2018)
- Evaluation of Conflict Prevention and Peace Building (2018)
- EU Development Cooperation on Drugs (2019)
- Meta evaluations on Governance, Rule of Law and Human Rights (2020)
- 'Civil Society Organisations and Local Authorities' (CSO- LA) Programme

General Objective: 1. "EU as a Stronger Global Actor"

SPECIFIC OBJECTIVE 13: Act as a stronger supporter of governance in partner countries and support public sector capacity, public finance management, tax policy and administration, procurement, and fight against corruption.

Related to spending programmes: DCI, EDF

Indicator 1¹²⁹: Number of countries supported by the EU to strengthen revenue mobilisation, public financial management and /or budget transparency

This indicator measures the number of countries and territories where the EU supported the strengthening of the Domestic Revenue Mobilisation (generation of government revenue from domestic resources, from tax or non-tax sources -royalties, licenses, levies or other income-), Public Finance Management (which comprises the full budget cycle including revenue administration, budget preparation, budget execution with cash management, procurement systems, internal controls and internal audit, accounting and reporting, external audit and scrutiny) and budget transparency (which can include EU support to public availability of accessible, timely, comprehensive, and sound budgetary information) either through budget support or other modalities

Source of data: Results framework annual reporting

Baseline¹³⁰ (2015)	Interim Milestone (2018)	Target(2020)
117	122	Maintain around 120

Planned and ongoing evaluations:

- Budget support evaluations: Cambodia (2016), El Salvador (2017), Rwanda (2018) Samoa Island (2019)
- Meta evaluations on governance and Rule of Law (2020)

¹²⁸ Target set based on the agreement between the European Commission and EEAS

¹²⁹ Indicator Result Framework, level 2- RF 2.30

¹³⁰ Number of countries supported in 2015 according to CRIS data (CRIS is DG DEVCO's internal project cycle management IT tool) and internal analysis of budget support operations

Explanation for milestones and targets calculation

Indicators drawn from the EU Result Framework – level 2

EU Result Framework level 2 indicators aim to report on outcomes and outputs achieved by our partner countries with the contribution of EU funded interventions. Reporting based on the first EU Result Framework was done on the basis of completed projects (completed in the previous year). With the first revision of the EU Result Framework, a sample of ongoing interventions will be included as part of the results reporting in 2018 (for reporting in 2019).

Fluctuations in the values being reported are to be expected since data availability varies by maturity of the intervention where significant results will only be reported 2-3 years after initial financial commitments. In addition, for the first half of the reporting period the results reported refer to a set of completed interventions that changed yearly. Thus, reporting a lower value compared to a previous year does not imply underperformance, but it is linked to the co-incidental distribution of more mature or completion of interventions over a given year. This is one of the reasons that the EU Result Framework itself does not provide for targets nor milestones. Furthermore, the very high numbers and large variety of interventions make it practically impossible to set quantitative targets both using a “bottom-up” and “top-down approach”, as also set out in the SWD(2015)80 launching the EU RF.

Where the milestones and targets values mentioned in the Strategic Plan refer to indicators included in the original level 2 EU Results Framework, values were estimated based on the data collected in the first two years of the reporting exercises, conducted in 2014 and 2015¹³¹. We continue to use this approach to provide consistent milestones and targets to the previous version of the Strategic Plan as much as possible. The approach being taken is to estimate a yearly increase in the value reported which is at least equal to the lower value of the single year values used to calculate the two first years of reported results.

Thus, the milestone for 2018 have been computed based reported values for the relevant indicators as follows: *Milestone value (2018) = single year value for reporting year 2015 + single year value for reporting year 2016 + 2 x Minimum (single year value for reporting year 2015, single value for reporting year 2016)*

The same approach is followed for the estimation of the final target (2020), e.g. *final target (2020) = single year value for reporting year 2015 + single year value for reporting year 2016 + 4 x Minimum (single year value for reporting year 2015 + single year value for reporting year 2016)*.

¹³¹ 1st July 2013 to 30th June 2014; 1st July 2014 to 30th June 2015 respectively.

Indicators drawn from the EU RF – level 3

EU RF Level 3 indicators show how the Commission is focusing on policy priority mainstreaming as measured by budgetary commitments directed towards specific priorities (e.g. human development, gender, nutrition). For the relevant indicators above, the baseline is in 2014. Where there is a target set in the regulations, in policy documents or related action plans, these targets were set for 2020. The assumption was made that there would be a constant rate of improvement between the baseline and the target annually. Using this assumption the interim milestones (in 2018) between the baseline year and the target year were deduced.

PART 2. Organisational management

A. Human resources

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

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

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

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

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

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

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

communication, especially with regards to staff based in Delegations, a number of local well-being initiatives and promotion of fit@work, as well as many other actions to be agreed upon by Senior Management. The actions that go beyond DEVCO competence are envisaged to be communicated to the competent services in the Commission and EEAS.

Objective: The DG deploys effectively its resources in support of the delivery of the Commission's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.

Indicator 1: Percentage of female representation in middle management

Source of data: DG HR

Baseline (2015)	Target (2019)
20.1%	35%

Indicator 2: Percentage of staff who feel that the Commission cares about their well-being

Source of data: Commission staff survey

Baseline(2014)	Target(2020) ¹³²
27%	40%

Indicator 3: Staff engagement index

Source of data: Commission staff survey

Baseline(2014)	Target(2020) ¹³³
60%	70% of staff feel engaged and committed to doing quality work (measured as a combination of factors)

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

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

B. Financial Management: Internal control and Risk management

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

¹³² The target was set up taking into consideration the sharp downward trend of the indicator, which decreased with 16% in comparison to 2013 levels, the average EC rate of 35% and the average rate of 32% for External relations DGs in 2014. (Note: DG DEVCO can impact the results on this indicator but needs to cooperate with central services and EEAS on aspects beyond its competencies and direct influence)

¹³³ The target was set up taking into consideration the downward trend of the indicator, which decreased with 6% in comparison to 2013 levels, the average EC rate of 65% and the average rate of 64% for External relations DGs in 2014 with the ambition to reach average EC levels of 2013.

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. To this end, a detailed estimation of costs of control is undertaken every year and its results are also reported in the annual activity report. It is always underlined that a distinction has to be made between error/irregularity and fraud. An error may occur already if all the supporting documentation cannot be provided during an audit or check. An irregularity is any infringement of a provision of Union law (act or omission) by an economic operator that impacts the general budget of the European Union.

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

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

Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions

Indicator 1: Estimated residual error rate

Source of data: RER studies carried out by Commission's contractor

Baseline(2014)	Target (2020)
2.81%	Below the materiality criterion (2%) in 2020

Indicator 2: Estimated overall amount at risk for the year for the entire budget under the DGs responsibility.

Source of data: RER study, expenditure data from CRIS and ABAC

Baseline	Target
205.7M Euro	none

Indicator 3: Estimated future corrections

Source of data: Key Performance indicators: ineligible amounts identified by ex-ante controls and by audits

Baseline	Target
<ul style="list-style-type: none"> • ineligible amounts identified by ex-ante controls : 1.97% in 2014 (EUR 135.4), 1.76% in 2015 (EUR 95.3 Mio) • ineligible amounts identified by audits contracted by the Commission: 4.16% in 	None

2014 (EUR 108.9 Mio), 1.99% in 2015 (EUR 53.5Mio)	
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Objective 2: Effective and reliable internal control system in line with sound financial management.

Indicator 1: Conclusion reached on cost effectiveness of controls

Source of data: staff cost data, other control cost data, data on ineligible expenditure (prevented by ex-ante controls and identified by external auditors)

Baseline (2014)	Target
Yes	Yes

Indicator 2: Overall cost of control in relation with benefits and/or with the amount of managed funds

Baseline (2014)	Target
Overall control costs represented 5.06% of total expenditure	Overall control costs remain in the same area.

Objective 3: Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud.

Indicator 1: Updated anti-fraud strategy of DGDEVCO elaborated on the basis of the methodology provided by OLAF

Source of data: minutes of the meetings held during AFS review

Baseline (2015)	Target
Date of the last update :21/10/2015	Update every four years, as set out in the AFS

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

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

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

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

Objective: Prepare new policy initiatives and manage the EU's acquis in line with better regulation practices to ensure that EU policy objectives are achieved effectively and efficiently.

Indicator 1: Percentage of Impact assessments submitted by DG DEVCO to the Regulatory Scrutiny Board that received a favourable opinion on first submission.

Source of data: Data on submission of impact assessments by DG DEVCO recorded by the SG impact assessment unit

Baseline(2011) ¹³⁴	Interim Milestone(2016) ¹³⁵	Target(2020)
20% = Percentage of impact assessments submitted by DG DEVCO in 2011 to the Impact Assessment Board which received a positive opinion on first submission. It concerns the five external relations financing instruments currently managed by DG DEVCO	N/A (the five external relations financing instruments currently managed by DG DEVCO will be submitted in 2018)	30%

Indicator 2: Percentage of the DG DEVCO's primary regulatory acquis covered by retrospective evaluation findings and Fitness Checks not older than five years.

Baseline (2015) ¹³⁶	Interim Milestone (2016)	Target(2020)
Percentage of the DG DEVCO's primary regulatory acquis covered by retrospective evaluations and Fitness Checks not older than five years. 0%	Yearly increase of 25% of the gap between baseline and target. 17,5%	70% of EU acquis covered by evaluations

D. Information management aspect¹³⁷

Document Management

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

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

¹³⁴ Year 2011 was the last year when DEVCO submitted impact assessments; therefore a more recent baseline e.g. 2015 is not applicable.

¹³⁵ REFIT initiatives and the impact assessments are not part of the core business of DEVCO as they are not recurrent.

¹³⁶ Current acquis has been adopted in 2014. Baseline 2015 is hence "0".

¹³⁷ "Information management" refers to a broader scope encompassing data, document/information and knowledge management.

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

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

Learning and Knowledge Development Strategy

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

To effectively pursue its mission and mandate, DEVCO needs new and permanently up-dated expertise, competences and ways of working. It will strengthen the aspects of organisational management facilitating the learning at the staff and organisational level. Continuous transformation, characteristic for a learning organisation, will be achieved through learning and KM actions in two complementary areas:

- Knowledge development and organisational learning; enhancing the ability to gain insight and understanding from experience through experimentation, observation, analysis, and a willingness to examine both successes and failures. The final aim is to create, retain and transfer knowledge within the organisation for continuous improvement and adaptation.
- Staff learning and development supporting DEVCO management and HR development plan.

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

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

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

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

- Knowledge sharing, capturing and transfer processes,
- Staff development and HR policies,

- Efficiency of planning and reporting,
- Creation of incentives for staff to contribute to organisational learning, share their skills and knowledge, as well as
- Processes and IT tools supporting DEVCO's activities

OPSYS

In 2014, the management of DG DEVCO decided to phase-out the current management system CRIS, and to replace its operational functions by a new operational management system (while financial functionalities will be transferred in ABAC). This change of system is an opportunity to address (at least partially) key challenges facing DEVCO such as the needs: (i) to increase our efficiency including through simplification and harmonisation of our business processes; (ii) Going beyond pure efficiency, of making our decision making processes clearer and based on lessons learnt (paying more attention to evaluations), as well as on what we want to achieve, which goes along our general will to put more emphasis on results; (iii) to introduce more flexibility so that we can adapt our responses to new issues quicker as we presently do; (iv) to work more closely and in a more efficient manner with our Member States and with other bodies (EEAS, other donors) as well as with all other stakeholders in our development programmes, as well as; (v) to improve our document management system (also see Section Document Management under 2D) and transparency on our actions and results (also see Section 2E on External Communication and Transparency).

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

Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable	
Indicator 1: Percentage of registered documents that are not filed¹³⁸ (ratio)	
Source of data: Hermes-Ares-Nomcom (HAN) ¹³⁹ statistics	
Baseline 2015	Target
4%	≤ 3%
Indicator 2: Percentage of HAN files readable/accessible by all units in the DG	
Source of data: HAN statistics	
Baseline	Target
93%	≥95%
Indicator 3: Percentage of HAN files shared with other DGs	
Source of data: HAN statistics	
N.B. The baseline is lower than the Commission average. The opening of files to other DGs is still rare in the Commission and DEVCO, as most DGs, is still in an early phase.	
Baseline	Target

¹³⁸ Each registered document must be filed in at least one official file of the *Chef de file*, as required by the [e-Domec policy rules](#) (and by ICS 11 requirements). The indicator is to be measured via reporting tools available in Ares.

¹³⁹ Suite of tools designed to implement the [e-Domec policy rules](#).

0.43%		Between 5 % and 10%	
Indicator 4: Learning and Knowledge Development Strategy (LKDS) 2014-2020 implemented in line with the adopted and regularly updated Action Plan Source of data: LKDS Implementation reports; Learning and Knowledge Management needs surveys; LKDS evaluation in 2017; OECD peer reviews; Other surveys and evaluations (e.g. training evaluations, newcomers and tutors surveys)			
Baseline (2015)		Interim Milestone (rolling)	
Learning and Knowledge Development Strategy (LKDS) 2014 – 2020 and its Action Plan (AP) adopted;		<ul style="list-style-type: none"> Action Plan regularly updated and implemented Evaluation on implementation of the LKDS done in 2017 to inform a mid-term revision of the Strategy. Mid-term revision of Strategy adopted Strategy adapted to align with the corporate policy 	
Target(2020)			
<ul style="list-style-type: none"> - DEVCO is a learning organisation that has, values and well uses the knowledge and competences to perform its mission, learns from experience and is able to adapt to the evolving needs. - LKDS key objectives and actions implemented; - Positive OECD peer review 			
Indicator 5: Percentage of briefings managed in accordance with a uniform business process and using a common tool Source of data: BASIS			
Baseline(2015)		Target(2016)	
73% of the briefings and speeches – 545 items - were uploaded in BASIS in 2015 (NB: DG DEVCO started to use BASIS as of 23 March 2015)		90%	

E. External communication activities

In the period 2016-20, DG DEVCO will inform and engage with its primary target audience, the citizens of the European Union¹⁴⁰, about key international cooperation and development related policies pursued by the EU, most notably the 2030 Agenda for Sustainable Development and the EU's efforts towards the Sustainable Development Goals, and about the results and impact achieved through the wide array of financial instruments for EU external action managed by DG DEVCO. Promoting the EU as a Global Actor, DG DEVCO will highlight how the EU's work on international cooperation and development benefits not only beneficiaries outside the EU, but also EU citizens themselves.

Lessons learned during the European Year for Development 2015¹⁴¹ will guide DG DEVCO's communication efforts in the period 2016-20. We will build on existing communication partnerships with Member States and their institutions, international organisations, and non-state actors including civil society organisations, academia and the private sector, and engage with new stakeholders beyond the development community. By addressing young people and involving European education actors we will endeavour to build up a long-term and educational approach to communicating about international cooperation and development. Using a storytelling approach where appropriate we will put people at the centre when communicating on development cooperation's global challenges and efforts affecting people's everyday lives in and outside the EU. We will communicate in a fact-based

¹⁴⁰ Complementarily, stakeholders outside the EU will be informed and engaged by the EEAS through the EU's Delegations in partner countries, with support from DG DEVCO on development related matters.

¹⁴¹ As endorsed by the Parliament, the Council and the Commission in Luxemburg on 9 December 2015.

way, documenting and illustrating the results of EU international cooperation to depict successes and challenges on the ground. We will use and promote interactive communication and participatory approaches wherever possible as to inform and engage with stakeholders. And we will underline the key message of the 2030 Agenda and the EU's development cooperation by continuing the use of the motto 'our world, our dignity, our future'.

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

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

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

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

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

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

In the period 2016-20, DG DEVCO will inform and engage with its primary target audience, the citizens of the European Union¹⁴², about key international cooperation and development related policies pursued by the EU, most notably the 2030 Agenda for Sustainable Development and the EU's efforts towards the Sustainable Development Goals, and about the results and impact achieved through the wide array of financial instruments for EU external action managed by DG DEVCO. Promoting the EU as a Global Actor, DG DEVCO will highlight how the EU's work on international cooperation and development benefits not only beneficiaries outside the EU, but also EU citizens themselves.)

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

Source of data: Standard Eurobarometer (DG COMM budget) [monitored by DG COMM [here](#)].

Baseline: November 2014	Target: 2020
Total "Positive": 39% Neutral: 37 % Total "Negative": 22%	Positive image of the EU ≥ 50%

Indicator 2: Percentage of EU citizens who are aware of what EU development aid does.¹⁴³

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

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

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

¹⁴² Complementarily, stakeholders outside the EU will be informed and engaged by the EEAS through the EU's Delegations in partner countries, with support from DG DEVCO on development related matters.

¹⁴³ Important to note that in 2014 this question was preceded, and will need to be preceded in future Eurobarometer surveys, by a question about the respondent's knowledge of his or her own country's development aid: "How much do you feel you know about where [NATIONALITY] development aid goes? Would you say that you know [where development aid goes]". To note also that neither question was part of the December 2015 special Eurobarometer survey on citizen's views on development, cooperation and aid.