



Strategic Plan 2020-2024

Directorate-General for International
Cooperation and Development - DG DEVCO

GLOSSARY

- ACP** = Africa, Caribbean, Pacific
- AFS** = Anti-fraud Strategy
- AIM Strategy** = Africa Integrated Maritime Strategy
- APF** = African Peace Facility
- AMR** = antimicrobial resistance to diseases
- ATM** = Automated Teller Machine (=Cashpoint)
- AU** = African Union
- CAFS** = Commission's Anti-Fraud Strategy
- CBRN** = Chemical, Biological, Radiological and Nuclear
- CRPD** = Convention on the Rights of Persons with Disabilities
- CSOs** = Civil Society Organisations
- D4D** = Digital4Development
- DEAR** = Development Education and Awareness Raising Programme
- DDR** = disarmament, demobilisation and reintegration
- DETF** = Digital Economy Task Force
- DFS** = Digital Financial Services
- DG NEAR** = Directorate General for Neighbourhood and Enlargement Negotiations
- DPC** = Data Protection Coordinators
- DSMP** = digital solutions modernisation plan
- EBRD** = European Bank for Reconstruction and Development
- ECDS** = European Commission Digital Strategy
- EDD** = European Development Days
- EEAS** = European External Action Service
- EFSD** = European Fund for Sustainable Development
- EIB** = European Investment Bank
- EIDHR** = European Instruments for Democracy and Human Rights
- EINS** = European Instrument for Nuclear Safety
- EIP** = External Investment Plan
- EMAS** = Eco-Management and Audit Scheme
- EU** = European Union
- FLEGT** = Forest Law Enforcement Governance and Trade
- FPA** = Framework Partnership Agreement
- GDP** = Gross domestic product
- GDPR** = General Data Protection Regulation
- GHGs** = greenhouse gases
- HR** = Human Resources
- IcSP** = Instrument contributing to Stability and Peace
- ICT** = Information and Communication Technology
- IDP** = Internally displaced person
- IFIs** = International Financial Institutions

IMF = International Monetary Fund
INSC = Instrument for Nuclear Safety Cooperation
JAES = Joint Africa-EU Strategy
JCPOA = Joint Comprehensive Plan of Action
LAC = Latin America and the Caribbean
LDCs = Least Developed Countries
LRGs = local and regional governments
LTS = Long Term Strategies
MFF = Multiannual Financial Framework
MFS = Mobile Financial Services
MSME = Micro, small and medium sized enterprises
NCDs = Non-Communicable Diseases
NDCs = Nationally Determined Contributions
NDICI = Neighbourhood, Development and International Cooperation Instrument
NFC = Near-field communication
NIS = network and information systems
NTDs = Neglected Tropical Diseases
OACPS = Organisation of African, Caribbean and Pacific States
ODA = Official Development Assistance
OECD = Organisation for Economic Co-operation and Development
PDNA = Post-Disaster Needs Assessment
PFD = Policy Forum for Development
POS = Point of Sale
RPBA = Recovery and Peace Building Assessment
SDGs = Sustainable Development Goals
SRHR = Sexual and Reproductive Health and Rights
SSR = security sector reforms
TAIEX = Technical Assistance and Information Exchange Instrument
TEU = Treaty on European Union
TFEU = Treaty on the Functioning of the European Union
TVET = Technical and vocational education and training
UN = United Nations
VET = Vocational Education and Training
WB = World Bank

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INTRODUCTION

Within the European Commission, the **Directorate-General for International Cooperation and Development** (DG DEVCO) promotes – in the context of the European Union’s external relations – **international partnerships** across the world with a view to eradicating poverty and fostering sustainable development. DG DEVCO is at the forefront of EU efforts to implement at global level the United Nations’ 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs)¹.

In the period 2020-2024, DG DEVCO will contribute to the von der Leyen Commission’s general objective **“A stronger Europe in the world”** and to the external dimension of four other general objectives of the Commission: a European Green Deal, a Europe fit for the digital age, an economy that works for people, promoting our European way of life.

The purpose of DG DEVCO’s strategic plan is to guide its work towards 16 specific objectives under 7 themes over the next five years and to set out a performance framework (Annex 1) against which it will be accountable both when delivering on the Commission’s priorities (part 1) and when modernising the administration (part 2).

In response to the **COVID-19 crisis**, DG DEVCO will continue to support the EU external response, by addressing urgent health and socio-economic needs and by working to support sustainable and resilient recovery in partner countries, contributing to the implementation of the SDGs. The EU will play a major role in a 2020 UN Financing for Development initiative to identify policies and actions to ensure a recovery that, centred on people, is green, digital, just and resilient.

DG DEVCO will also support the **implementation of the political priorities** set out in the mission letter of the Commissioner for International Partnerships, Jutta Urpilainen, including:

- developing of a new comprehensive strategy with Africa, to create a partnership of equals and mutual interest;
- concluding the negotiations for an ambitious post-Cotonou agreement with the countries from the African, Caribbean and Pacific Group of States;
- supporting efforts to reach comprehensive partnerships with countries of migration origin and transit;
- ensuring that Europe’s external financial assistance promotes the 2030 Agenda and the SDGs;
- ensuring that gender equality and the empowerment of women and girls continue to be a top priority in our international cooperation and development policy;
- supporting civil society around the world;
- using the full potential of the External Investment Plan, to unlock private capital and investment;

¹ A/RES/70/1 - Transforming our world: the 2030 Agenda for Sustainable Development

- proposing a new comprehensive coordination mechanism to ensure that the EU, its Member States and the international financial institutions they hold shares in together, use their financial assistance capacity in a coherent way that promotes the EU's values and strategic objectives.

DG DEVCO will also continue to support human development in EU partner countries, and to address inequalities by building inclusive and sustainable societies.

DG DEVCO will continue to roll out a "Team Europe" approach across the globe with the EU Member States and European Financing Institutions, through the design of the next generation of international partnerships in the context of the programming process of the next Multiannual Financial Framework (MFF) and the **Neighbourhood, Development and International Cooperation Instrument (NDICI)**. DG DEVCO will coordinate with all other external relation services on these files and continue preparations with the Directorate General for Neighbourhood and Enlargement Negotiations (DG NEAR) and the European External Action Service (EEAS) for the **multiannual programming** of the external financing instruments.

DG DEVCO will work closely with International Financial Institutions, other international and regional organisations, the private sector and local and international civil society.

DG DEVCO will communicate globally about its work, raising public awareness of the EU's role in international partnerships and in pursuing sustainable development around the world.

Set within the EU's policy framework, DG DEVCO must therefore become a global communicator: a campaign-driven, storytelling organisation with proactive outreach. Against this overarching objective of its external communication strategy, DG DEVCO will define in the yearly management plans the most appropriate communication activities and expected results.

DG DEVCO is committed to **modernise its way of working** and to make the most **efficient, effective and economic use of its resources**.

PART 1. Delivering on the Commission's priorities

A. Mission statement

DG DEVCO's **mission** is to contribute to sustainable development, the eradication of poverty, peace and the protection of human rights, through international partnerships that uphold and promote European values and interests.

As part of the European Union's external relations, DG DEVCO bases its actions on international law and multilateralism and is at the forefront of the European Union's efforts to implement global commitments, notably the United Nations 2030 Agenda and Sustainable Development Goals (SDGs) and the Paris Agreement on Climate Change.

Under the geopolitical ambition and political guidelines set by the President of the European Commission, DG DEVCO leads on international cooperation, building partnerships with countries and organisations across the globe. DG DEVCO works hand in hand with the Commission services to ensure that the external dimension of all EU policies strengthen its action in the world. DG DEVCO works hand in hand with its Member States to mobilise a strong Team Europe behind its EU agenda on the world stage. DG DEVCO works hand in hand with its partners, setting policy agendas, taking initiatives and ensuring effective implementation of its actions for the ultimate benefit of people across the world.

B. Operating context

The primary objective of the **development cooperation** of the European Union, as defined in Articles 208 to 210 of the Treaty on the Functioning of the European Union (TFEU), is to reduce and, in the long term, eradicate poverty in developing countries. In line with the objectives set out in Article 21(2) of the Treaty on EU (TEU), development policy also pursues the objective of fostering sustainable development of developing countries. It contributes, inter alia, to supporting democracy, the rule of law and human rights, integrating developing countries into the world economy, improving the quality of the environment and the sustainable management of global natural resources and preserving peace, preventing conflicts and strengthening security², and promoting an international system based on stronger multilateral cooperation and good global governance.

DG DEVCO contributes to the EU's leadership role in the implementation of the international policy response to global development challenges, as set by the **2030 Agenda for Sustainable Development and the SDGs, the Addis Ababa Action Agenda on financing for development, and the Paris Agreement on Climate Change**. In this context, DG DEVCO supports the implementation of the Global Strategy for the EU's Foreign and Security Policy, and the European Consensus on Development³.

DG DEVCO has been instrumental in the launch of the **"Team Europe" global response to the COVID-19 crisis**. Together, the EU (Commission with the European Investment Bank (EIB)) and its Member States, as well as the European Bank for Reconstruction and Development (EBRD), have brought together their resources and redirected EUR 36 billion to respond to the COVID-19 crisis⁴. These funds have been redirected for emergency response, to support health, water/sanitation, nutrition systems, and socio-economic needs in partner countries in 2020 and 2021. A substantial part of these funds is also channelled through the multilateral system (United Nations (UN), International Financial Institutions and Organisations), thus also ensuring that it is empowered with a strong UN at its core. DG DEVCO will also contribute to the longer term recovery in partner countries, through the future programming of funds to ensure that recovery actions promote a greener, more equitable and resilient development. This will be pursued in conjunction with the efforts to support the implementation of the SDGs.

DG DEVCO is a DG entrusted with policymaking **responsibilities** in the field of development and international cooperation. It also programmes and implements EU external financing instruments, and has managed almost EUR 8 billion in commitments for the year 2019, providing assistance to around 130 countries on five continents. The EU and

² [Treaty on the European Union](#) (Art. 21 on external action) and [Treaty on the Functioning of the European Union](#) (Arts. 208-211 on development)

³ The new [European Consensus on Development](#) 'Our World, our Dignity, our Future', Joint Statement by the Council and the representatives of the governments of the Member States meeting within the Council, the European Parliament and the European Commission, 7 June 2017

⁴ Global EU Response to COVID-19 [JOIN\(2020\) 11 final](#), 8 April 2020, and [Council Conclusions](#) of FAC (Development) on Team Europe Global Response to COVID-19, 8 June 2020

its Member States collectively form the world's largest donor, accounting for 43% of global Official Development Assistance (ODA). On behalf of the Commission, DG DEVCO represents the EU in certain circumstances on the international stage, in bilateral settings and in multilateral fora like the United Nations (UN), the World Bank (WB) or the International Monetary Fund (IMF).

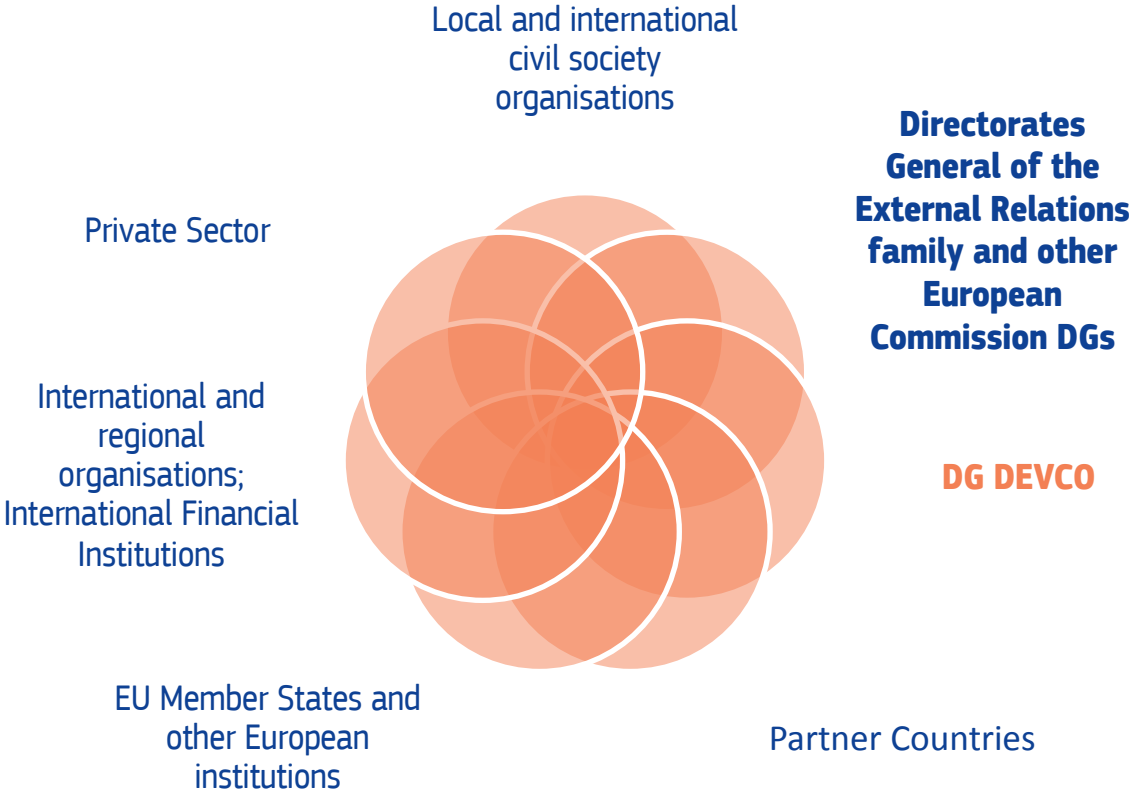
DG DEVCO has continued to encourage innovative **delivery modalities** to leverage investment and ensure high-level impact in the programmes it funds. These modalities include blending grants with loans or equity from public and private financiers, the use of guarantees for financing and investment operations and the piloting of peer to peer cooperation using EU Member States public sector expertise through tools such as Twinning and the Technical Assistance and Information Exchange Instrument (TAIEX). They also include using EU Trust Funds on top of traditional assistance delivery methods like project implementation, budget support, indirect management with international organisations and Member States' development agencies and civil society organisations (CSOs).

DG DEVCO ensures policy coordination, work on international agreements, management of financial programmes, budget execution and principally uses the **Direct Management and Indirect Management** modes.

Under **Direct Management**, funds are channelled to the final recipients through contracts signed directly by the Commission as contracting authority. **Direct Management** is implemented through **grant contracts, procurement contracts** and **budget support**.

Indirect Management is a management mode under which the final recipient receives EU funds through a contract concluded with an intermediary to which the tasks of selecting the final recipients and managing the resulting contracts have been entrusted by the Commission. **Indirect Management** is implemented with beneficiary countries or **with third Organisations**.

DG DEVCO works closely with the EEAS, the external relations (RELEX) family (DG NEAR, Foreign Policy Instrument (FPI), Directorate General for European Civil Protection and Humanitarian Aid Operations (DG ECHO), Directorate General for Trade (DG TRADE)) as well as other Directorate Generals (DGs) such as Economic and Financing Affairs (ECFIN), Environment (ENV), Climate Action (CLIMA), Energy (ENER), Financial Stability, Financial Services and Capital Markets Union (FISMA), Migration and Home Affairs (HOME) and Agriculture and Rural Development (AGRI). Other **key stakeholders** include partner countries, EU Member States and other European institutions, international and regional organisations, international financial institutions, the private sector, as well as local and international civil society organisations.




C. Strategy

The headline ambition of “**A stronger Europe in the world**” means working hand in hand with our partners with a view to eradicating poverty and fostering sustainable development, using a variety of means at our disposal, including the EU’s position as the biggest provider of development assistance. This is important and constitutes our unique brand as a responsible global leader that is attached to upholding multilateralism and the rules-based global order. This should be pursued in the spirit of a partnership of equals, based on universally agreed SDGs, which apply both in the EU and in our partner countries. They provide a shared global background that underpins the continuing evolution of the development narrative, away from the donor-recipient perspective.



Making Europe stronger in the world includes playing an active role in pursuing the external dimension of the following four other EU headline ambitions (a European Green Deal, a Europe fit for the digital age, an economy that works for people, promoting our European way of life). Based on a stronger **Team Europe** approach, the EU actions will respond to the **COVID-19** crisis, addressing health and socio-economic needs, and working to support recovery in partner countries which promotes sustainability and resilience. In pursuing these EU priorities and supporting a sustainable recovery, we will also contribute in concrete terms to the implementation of SDGs in partner countries.



In this overall perspective about pursuing **partnerships**, developing a comprehensive strategy with Africa will be key for deepening EU-Africa relations to the benefit of its people by making the most of the political, socio-economic and investment opportunities in both continents. This goes together with concluding a new Association agreement with ACP (Africa, Caribbean, Pacific) countries and a new joint African Union (AU)-European Union (EU) Partnership agenda, reflecting mutual and global interests and values, putting human development at its heart. At global level, sustainable partnerships with multilateral partners and International Financial Institutions will be instrumental in pursuing EU priorities and in achieving collectively the SDGs.



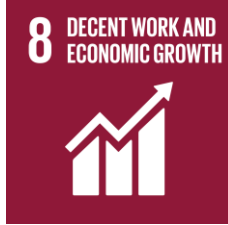
Main SDG references	Theme 1: Partnerships
	<p>SPECIFIC OBJECTIVE 1: A new partnership agreement with the countries of the Organisation of African, Caribbean and Pacific States (OACPS) is concluded and operationalised</p> <p>SPECIFIC OBJECTIVE 2: A new joint AU-EU Partnership agenda is concluded and operationalised</p> <p>SPECIFIC OBJECTIVE 3: A Team Europe approach is strengthened by working better together with EU Member States in joint programming and joint implementation</p> <p>SPECIFIC OBJECTIVE 4: Sustainable Partnerships with International Financial Institutions (IFIs), the UN and other multilateral partners around EU Priorities are built</p>

In relation to climate change, environment and energy, a range of actions will be taken to support the objectives of the **European Green Deal** at global level. This includes supporting partner countries to adapt to climate change and reduce emissions. A global green energy transition partnership will be mobilised to promote renewable energy, innovative technologies and energy efficiency. DG DEVCO and EU delegations will work with partner countries, through policy dialogue and technical and financial cooperation, for the adoption and implementation of an ambitious global agenda on natural resources and ecosystems. This will be accompanied by supporting countries toward green and circular economies and promoting sustainable practices.



Main SDG references	Theme 2: Climate Change, Environment, Energy
 	<p>SPECIFIC OBJECTIVE 5: Partner Countries capacities to adapt to climate change and reduce greenhouse gas emissions are increased</p> <p>SPECIFIC OBJECTIVE 6: An ambitious agenda for the conservation, restoration and sustainable management of natural resources and ecosystems, and for halting biodiversity loss and wildlife crime is adopted and implemented</p>

		<p>SPECIFIC OBJECTIVE 7: A partnership for a global green energy transition from fossil fuels to sustainable energy is mobilised</p>
		<p>SPECIFIC OBJECTIVE 8: Partner countries capacities in the transition toward green and circular economies are strengthened</p>
		
		


Our external action will also support EU partners to address the challenge of **Digital and Data Technologies**. This includes supporting digital governance, enhancing digital infrastructure and connectivity, supporting the provision and quality digital services in partner countries and the improvement of digital skills.

Main SDG references	Theme 3 : Digital and Data Technologies
  	<p>SPECIFIC OBJECTIVE 9: Digital governance, policy and regulatory frameworks are improved and digital infrastructure and affordable and secure broadband connectivity are enhanced</p> <p>SPECIFIC OBJECTIVE 10: The digital skills of individuals needed to fully capitalise on the digital transformation are improved</p> <p>SPECIFIC OBJECTIVE 11: The provision and quality of public and private digital services in partner countries are improved</p>


This will go together with promoting at global level the European agenda on **sustainable growth and jobs**, in a context of increasing interdependence. One priority will be the mobilisation of financing for sustainable development from all sources, contributing to decent jobs creation, and the reduction of inequalities.

Main SDG references	Theme 4 : Sustainable Growth and Jobs
 	<p>SPECIFIC OBJECTIVE 12: Mobilisation of public and private financing for sustainable development is enhanced contributing to decent jobs creation, and the reduction of inequalities</p>


Through external action, the EU will also contribute to supporting comprehensive and balanced **Migration Partnerships** with priority partner countries, in line with sustainable development and poverty reduction goals.

Main SDG references	Theme 5 : Migration
	<p>SPECIFIC OBJECTIVE 13: Comprehensive and balanced Migration Partnerships with priority partner countries are supported in line with sustainable development and poverty reduction goals</p>

The EU will also take actions to strengthen **governance, resilience, peace and security** (including in fragile countries or affected by conflict), **democracy, human rights and civil society empowerment**.

Main SDG references	Theme 6: Governance, Peace and Security, Democracy, Human Rights, Civil Society
	<p>SPECIFIC OBJECTIVE 14: Governance, resilience and peace building is enhanced through all available instruments in fragile countries or affected by/under risk of conflict</p> <p>SPECIFIC OBJECTIVE 15: Promotion and protection of human rights and fundamental freedoms; equality, democracy and the rule of law are enhanced and civil society participates in democratic and development processes in an enabling environment</p>

In particular in the aftermath of the COVID-19 crisis, the EU will enhance its efforts for poverty eradication and to combat inequalities, and will support **human development**, in particular for youth, women and girls, and the most marginalised and vulnerable populations.

Main SDG references	Theme 7: Human Development
	<p>SPECIFIC OBJECTIVE 16: Human development for all is improved, in particular for youth, women and girls, and the most marginalised and vulnerable populations</p>

Europe needs to be more united and effective in the way that it thinks and acts externally. It needs to build coalitions to advance our values, promote and protect Europe's interests and strengthen the links between our internal and external policies. The EU remains committed to achieving the 2030 Agenda and the **Sustainable Development Goals (SDGs)** which are in line with the EU's values and international agenda and consistent with the objective of a geopolitical Commission.



#2030 is Now Campaign – Joint SDG themed communication campaign with EU Member States

Progress towards “A stronger Europe in the world” is monitored via the following impact indicators:

General objective 4: A stronger Europe in the world		
Impact indicator 1: Proportion of population below the international poverty line		
Explanation: This indicator is defined as the proportion of the population living with per capita household consumption below 1.90 international dollars per day (in 2011 purchasing power parity prices). International dollars are adjusted for inflation and for price differences across countries		
Source of the data: World Bank (poverty rate); UN Population Division (population weights)		
Baseline (2015)	Interim milestone (2022)	Target (2024)
10%	Decrease	Decrease
Impact indicator 2: Existence of independent national human rights institutions		
Explanation: This indicator measures the proportion of countries that have independent national human rights institutions that are in compliance with the Paris Principles		
Source of the data: United Nations Office of the High Commissioner for Human Rights		
Baseline (2018)	Interim milestone (2022)	Target (2024)
39,1%	Increase	Increase

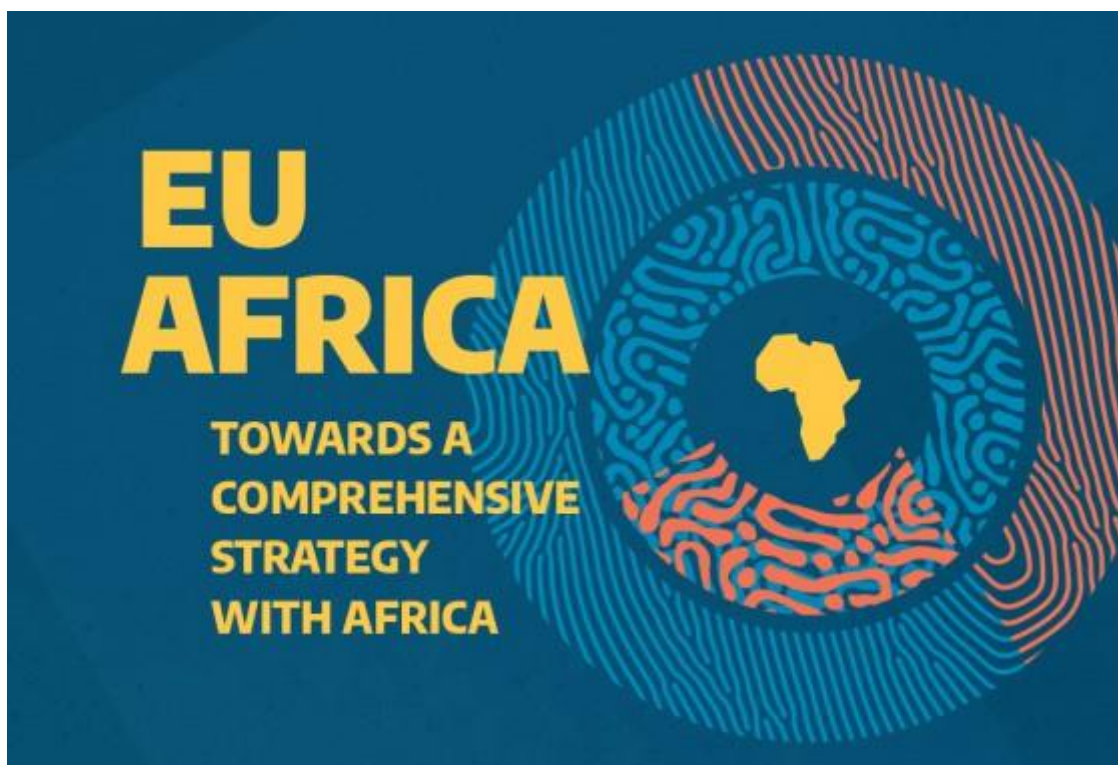
The principles of Better Regulation are soundly embedded in all the activities of DG DEVCO. Consultations with stakeholders provide valuable insights to steer new policy developments and are at the basis of cooperation with all of DG DEVCO’s partners. Its sound culture of evaluations, conducted at sectorial, geographical and policy or instrument level, focuses on assessing the efficiency, effectiveness, relevance, coherence and EU value added, next to sustainability, in order to assess the actual effects and overall impact of our policy. The publication of all of the forthcoming initiatives on the Have Your Say website ensures full transparency and accountability, while the feedback on roadmaps makes it possible for stakeholders to participate in the law-making process from the start.

Theme 1 – Partnerships

Since the start of the new Commission, **sustainable international partnerships** have been central in ensuring that the European model of development evolves in line with new global realities.

A renewed partnership with Africa is a crucial element of the EU priorities, as stated by President von der Leyen in her Political Guidelines. On 9 March 2020, the European Commission and the European External Action Service adopted the **Joint Communication**

“Towards a comprehensive strategy with Africa”⁵, which aims to scale up cooperation with Africa into a comprehensive partnership of equals, capable of effectively tackling common challenges and achieving common goals, set under the wider umbrella of the SDGs. This approach is based on the acknowledgment of the connections and interdependence between the two continents, and on the necessity to adapt our collaboration in the changing political setting. The Communication builds on the priorities of the 2017 Abidjan Declaration, complementing them with new priorities. Coherence has been ensured with the future Africa pillar of the Post-Cotonou Agreement and with the EU Neighbourhood Policy. The Joint Communication is part of an ongoing dialogue in the run up to the 6th EU-African Union Summit, which will be the occasion to agree with our African partners on a joint set of priorities for the years to come (specific objective 2). The COVID-19 outbreak profoundly heightened the stakes of our partnership, and brought a sense of urgency to our Africa agenda. The renewed Africa-EU partnership focuses on five priorities – green transition and energy access, digital transformation, sustainable growth and jobs, peace and governance, and migration and mobility and puts human development at its heart. These priorities remain more relevant than ever, offering opportunities for an immediate response to the crisis, the recovery phase and long-term cooperation with Africa.



Towards a comprehensive Strategy with Africa – Joint Communication of the European Commission and the European External Action Service, 9 March 2020

A **renewed Partnership Agreement with the countries of the Organisation of African, Caribbean and Pacific States (OACPS)** is in the pipeline as the Cotonou Partnership Agreement, governing EU-OACPS’ relations, is due to expire on 30 June 2021. In

⁵ Joint Communication to the European Parliament and the Council “Towards a comprehensive Strategy with Africa”, [JOIN \(2020\) 4 final](#), 9 March 2020

line with the negotiating directives adopted by the Council in June 2018, the new agreement will focus on common interests and will be tailored to the three regions, while also taking into account a changed global context (specific objective 1).

Both the Commission's new priorities and the extraordinary circumstances created by COVID-19 have accelerated the creation and operationalisation of the **Team Europe approach** (specific objective 3). The Team Europe response is about combining the collective development resources of the EU, its Member States and their respective financial institutions and implementing agencies and European financial institutions, in particular the European Investment Bank, as well as the European Bank for Reconstruction and Development. In relation to the COVID-19 response, Team Europe will track the collective resources allocated to fight the pandemic via a **joint monitoring mechanism** and regular reporting will be produced to assess the performance and added-value of Team Europe, led by DG DEVCO (in cooperation with other EU services). A strategic **communication plan** to promote Team Europe and a Team Europe visual identity will help to counter global disinformation campaigns by showcasing the joint impact and results of the EU and Member States on the ground. In all the above, DG DEVCO has a coordinating role in HQ to lead the reporting on Team Europe and to coordinate HQ-related activities, while the EU Delegations have a coordinating role of Team Europe at country level.

Team Europe will be at the forefront of the EU's efforts to implement global commitments, notably the United Nations 2030 Agenda and Sustainable Development Goals and the Paris Agreement on Climate Change. The Team Europe approach - as expressed in the **Joint Communication on the Global EU Response to COVID-19**⁶ and the Council Conclusions on Team Europe Global Response to COVID-19 - offer a renewed dynamism to the Commitments in the European Consensus on Development of 'working better together through joint programming and joint implementation'. The EU, as a force for the implementation of the 2030 Agenda and the SDGs, will implement a Team Europe approach wherever possible at country level, through Team Europe initiatives and joint programming documents. Team Europe also has a strong multilateral angle, as it seeks both strong and strategic engagement with multilaterals, as well as to ensure stronger coordination of EU and Member States in multilaterals. Team Europe will create a unique European alliance in external actions that can speak with a common European voice and strengthen the quality and effectiveness of external actions and development cooperation in partner countries. Through **joint programming**, Team Europe will deliver coordinated support aligned to partner countries' SDG priorities that further enhances the division of labour and burden sharing among European partners, while deploying a wide array of financial and technical instruments and modalities in support of partner countries and supporting the promotion of joint implementation on the basis of shared objectives (specific objective 3).

A Team Europe approach will also be taken to the **Global Recovery Initiative**, to bring together investments and debt relief to support partner countries recover from the

⁶ Global EU Response to COVID-19, [JOIN\(2020\) 11 final](#), 8 April 2020, and [Council Conclusions](#) of FAC (Development) on Team Europe Global Response to COVID-19, 8 June 2020

consequences of the COVID-19 pandemic. In line with the call of the UN to 'build back better', Team Europe will support green, digital, fair and resilient policies in partner countries.

Our Directorate-General will focus on **securing a strong brand, through its communication and its messages**. This includes through its website, social media activities and brand definition, under the umbrella of the corporate campaign 'EU in the World'. Our brand expresses our vision and purpose, our values, characteristics and essence. It is what defines who we are, what we stand for and how we are perceived by people. The work already started in 2019 and a brand book has been delivered with a unique verbal and visual style which we have started to adopt. During the second half of 2020, a more thorough and comprehensive branding exercise will be carried out to clarify the different brands and identities that are used in our external communication. Results will be available in 2021 and implemented in the years to come.

Moreover, a series of campaigns and outreach activities will underpin communication in this area: specific events, awareness raising activities on sustainable development, as well as campaigns in the EU, in Africa, and in other regions of the world.

Theme 2 - Climate Change, Environment, Energy

The **European Green Deal** sets out how to make Europe the first climate-neutral continent by 2050 and encompasses the global challenges of climate change and environmental degradation. It is the EU's new growth strategy with a vision to transform the EU into a fair and prosperous society with a modern, resource-efficient and competitive economy where economic growth is decoupled from resource use. Under the Green Deal, the EU will continue to be a global player and lead international efforts to build alliances with like-minded partners. It will address global challenges, promote and implement ambitious environment, climate and energy policies across the world in line with the 2030 Agenda and the Paris Agreement. **Green alliances** will be conceived as a label to tag EU cooperation when it includes ambitious Green Deal components, and **will be built with Africa and other partner countries and regions – particularly Latin America, the Caribbean, Asia and the Pacific**. The EU will continue to drive international cooperation and action for environment and climate. It will strive for ambitious multilateral frameworks for climate and environmental action and in 2020 lead the way towards an ambitious deal for Nature and People at COP15 of the Convention on Biological Diversity in Kunming (China).

Climate change (specific objective 4) is the defining challenge of the 21st century and represents an existential threat to mankind. Human-induced activities resulting in emissions of greenhouse gases (GHGs) are estimated to have already caused approximately 1.0°C of global warming above pre-industrial levels and temperature increase is likely to reach 1.5°C before 2050 on the current path. The Paris Agreement establishes a long-term goal to limit global temperature rise to 'well below 2° Celsius' and to pursue efforts towards a 1.5°C temperature goal before the end of the century. It establishes a legally binding framework to guide global efforts for this purpose, whereby signatory countries have to submit on a regular basis Nationally Determined Contributions (NDCs) and Long-Term Strategies (LTS) detailing how they intend to reduce their GHG emissions.



#YourVoiceYourFuture Campaign – calling on young people to shape the future notably on how to deal with climate change and the green transition ahead of the African Union – European Union summit; ©UNICEF

The ambitions of the European Green Deal will not be achieved by Europe acting alone. The drivers of climate change and environmental deterioration are global. 25% of EU spending under the Neighbourhood, Development and International Cooperation Instrument (NDICI) will support climate objectives.

DG DEVCO will contribute to implementing the external dimension of the **EU Biodiversity Strategy for 2030**⁷ (specific objective 5), aiming at bringing nature back into our lives, strengthening the work on nature-based solutions to protect ecosystems and integrate biodiversity into the broader landscape management, and reducing human-wildlife conflict, poaching and wildlife trafficking. The Commission will promote its new approach to forests, through the **EU Forest Partnerships**⁸, with a view to contributing to several policies from the European Green Deal, to the FLEGT Action Plan⁹ and to the Communication to “step up

⁷ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions - EU Biodiversity Strategy for 2030 Bringing nature back into our lives, [COM/2020/380 final](#), 20 May 2020

⁸FLEGT Regulation – FLEGT Voluntary Partnership Agreements, [see more here](#)

⁹ [FLEGT Action Plan](#)

action to protect and restore the world's forests"¹⁰. The objective will be to establish Forest Partnerships with at least 15 countries or regions. In the meantime, DG DEVCO will pursue the implementation of the FLEGT Action Plan and the targets set in the FLEGT work plan 2018-2022. The EU will also support COVID-19 recovery through forests, e.g. through fight against deforestation, global sustainable and legal timber value chains.

Latin America and the Caribbean (LAC) host 50% of the planet's biodiversity, 57% of primary tropical forest and some of the world's most important marine ecosystems and therefore hold key transformative capacity. Climate change, environmental degradation and biodiversity loss are predicted to hugely impact one of the most unequal regions in the world. The ongoing COVID-19 pandemic has exposed structural weaknesses of the region's economic model, hitting the poor hardest, while accelerating deforestation and exploitation of natural resources in the absence of government control. Post-COVID-19 recovery presents the EU with an unprecedented opportunity to engage with LAC partners - many of which are strong allies in multilateral fora of climate change and biodiversity - to ensure a socially just and green recovery, in line with the European Green Deal.

DG DEVCO will also continue to strengthen the work on **access to Water and Sanitation** with enhanced International water dialogue and Water Diplomacy. The focus will be on increasing the efficiency in the use of water resources, especially in the nexus with energy and agriculture. As regards the EU ambition to drive the global transition to a just, climate-neutral, resource-efficient and circular economy, DG DEVCO's action will be guided primarily by the new **EU Action Plan on Circular Economy**¹¹. The EU will contribute to increased outreach at global level and ensuring the integration of circular economy models in programmes funded under the Neighbourhood, Development and International Cooperation Instrument (NDICI¹²).

Recently adopted as a core part of the European Green Deal, the **Farm to Fork Strategy**¹³ aims to accelerate the transition towards sustainable food systems, recognising the inextricable links between healthy people, healthy societies and a healthy planet. This ambition will be reflected in the new programming documents for the period 2021-2027 and subsequent Annual Action Plans. Furthermore, the Strategy indicates that the EU should pursue an ambitious outcome of the envisaged UN SG's Food Systems Summit in 2021. This Summit will be a good opportunity to advance the European agenda on sustainable

¹⁰ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions- Stepping up EU Action to Protect and Restore the World's Forests, [COM\(2019\) 352 final](#), 23 July 2019

¹¹ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions - Closing the loop - An EU action plan for the Circular Economy, [COM/2015/0614 final](#), 2 December 2015

¹² Regulation of the European Parliament and of the Council establishing the Neighbourhood, Development and International Cooperation Instrument, [2018/0243 \(COD\)](#), 14 June 2018

¹³ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions- A Farm to Fork Strategy for a fair, healthy and environmentally-friendly food system, [COM/2020/381 final](#), 20 May 2020

food systems. In the context of the COVID-19 crisis, agri-food systems provide the opportunity for 'building back better'. Guidance will therefore be provided to promote a successful global transition to sustainable agri-food systems, via a comprehensive, cross-sectoral, and multi-stakeholder approach, along the three main objectives of i) social sustainability, ii) environmental and climate sustainability and iii) economic sustainability.

Sustainable energy is essential to reduce poverty, fight climate change, spur economic growth, provide jobs, and increase access to clean water, clean cooking, education and healthcare. Today, around one billion people still lack access to electricity. Three billion people rely on dirty fuels for cooking, causing the premature death of over four million people every year from illnesses attributable to indoor air pollution. The energy sector accounts for about two-thirds of global anthropogenic greenhouse gas emissions. To address these challenges, the EU will **promote a global green energy transition together with its partner countries** (specific objective 6). As the EU only contributes 10% to global greenhouse gas emissions, it is crucial to support partner countries in decarbonising their energy sectors. The EU will launch an **'Africa-EU Green Energy initiative'** (as outlined in the joint communication "Towards a comprehensive Strategy with Africa¹⁴", p.4) through the following key pillars: (i) policy dialogue to create a conducive business environment, (ii) technical assistance and capacity building to spur regulatory, policy and governance reforms in partner countries and support project developers, and (iii) boost investments through blended finance and guarantees.

DG DEVCO promotes the environmental dimension of the 2030 Agenda for Sustainable Development, across the 17 **Sustainable Development Goals** and highlights the "indivisible nature" of the SDGs and the need to avoid a silo-approach. This is done via policy work, thematic guidance, training, communication and quality support in the areas of climate action (SDG 13), environment, biodiversity (SDGs 14 on Life below water and 15 on Life on Land), wildlife and ecosystems, forests, desertification, green economy (SDG 12 on Responsible Consumption and Production), chemicals and waste, water (SDGs 6 on Clean Water and Sanitation, 7 on Affordable and Clean Energy and 2 on Zero Hunger).

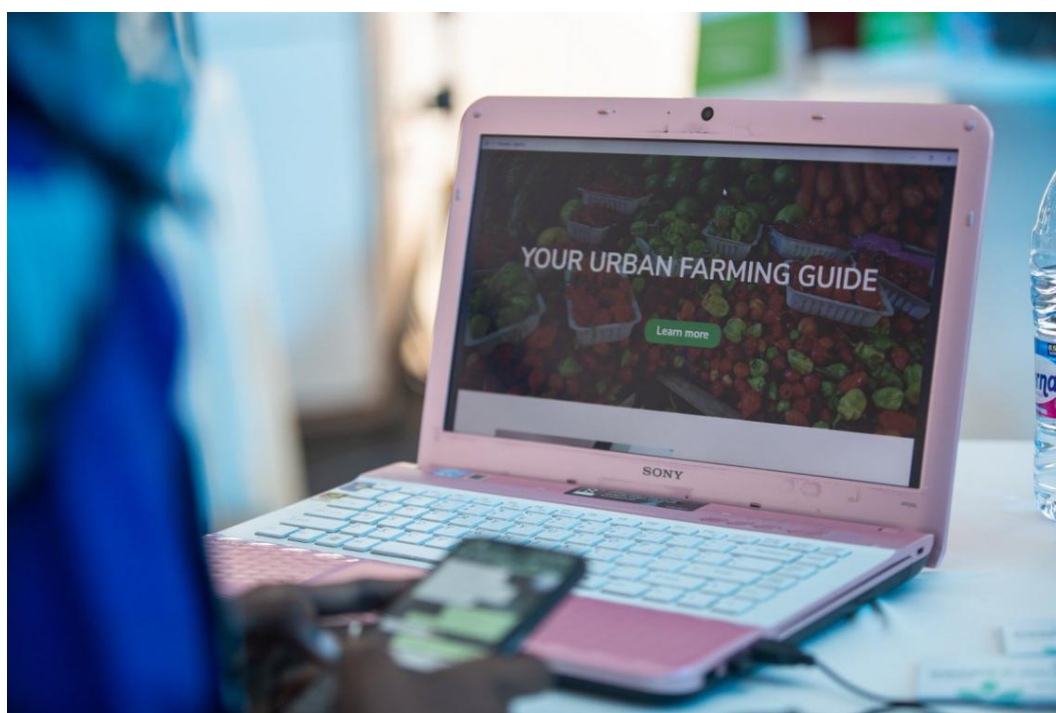
DG DEVCO will secure a number of major communication opportunities to engage on our work under the Green Deal, climate change, environment and energy. This includes through major international events such as the **European Development Days, online campaigns including collaboration with major partners and delivery of a comprehensive strategy** to complement corporate initiatives across the Commission. Moreover, as part of the Green and sustainable recovery process, we will create media opportunities for coverage in Europe and in partner countries.

¹⁴ Joint Communication to the European Parliament and the Council
Towards a comprehensive Strategy with Africa, [JOIN\(2020\) 4 final](#), 9 March 2020

Theme 3 - Digital and Data Technologies

Digital and data technologies are powerful enablers of inclusive growth and sustainable development. They are instrumental in making progress towards universal coverage and service delivery in health (SDG 3), inclusive and equitable quality education (SDG4), affordable, reliable, sustainable and modern access to energy (SDG 7), jobs and growth (SDG 8), inclusive, safe, resilient and sustainable urbanisation and services (SDG 11), environment and climate change adaptation (SDG 13, 14, 15), peaceful and inclusive societies (SDG 16), multi-stakeholder partnership for sustainable development (SDG17).

While digitalisation can bring great benefits to all sectors of the economy, improve the quality and access to basic services and thus create greater efficiency and opportunities for growth and jobs creation, it also puts forward new challenges and threats. The digital divide exacerbates inequalities of all kinds (economic, regional, gender etc.). In addition, digital means could be used for mass surveillance systematically limiting rights or excluding minorities and the most vulnerable. The scramble for data in developing countries, especially Africa, is threatening the model promoted by the EU, based on strong protection and privacy of data, secure cyberspace, open data, net neutrality (e.g. personal data collection through COVID-19 response apps, CCTV cameras for smart cities, etc).



DG DEVCO intends to support its partner countries in engaging in a digital revolution that will protect and benefit citizens

The EU approach to digital transformation builds on the **Staff Working Document on Digital4Development**¹⁵, the European Consensus on Development¹⁶, the recent digital

¹⁵ [Staff Working Document "Digital4Development: mainstreaming digital technologies and services into EU Development Policy"](#)

Package¹⁷ launched in March 2020 as well as the acquis of the Digital Single Market¹⁸. In this context, the General Data Protection Regulation¹⁹ (GDPR), the Directive on security of network and information systems (NIS Directive²⁰), or international legal instruments such as the Budapest Convention on Cybercrime²¹ and the ethical approach to Artificial intelligence²² and use of Big Data²³ remain a key part of the EU policy framework of reference.

The COVID-19 pandemic has prompted a digital transformation to take off in **Latin America and the Caribbean**, a region where digitalisation has been lagging behind. The experience aims to be a catalyser for preparing an EU-LAC Digital Alliance which enables a strengthened partnership in the digital age.

DG DEVCO will also foster the official establishment of the **Digital4Development (D4D Hub)** and its involvement in all D4D-related actions to the extent possible. The D4D Hub represents an EU alliance to build and consolidate the Team Europe approach and advance the multistakeholder dialogue and partnerships between the EU and its Member States, the EU industry, civil society and other stakeholders in support of partner countries' digital transformation. It will be organised in three regional branches in Africa, Asia & the Pacific and Latin America & the Caribbean and possibly also in the neighbourhood countries. The D4D Hub has two main objectives: i) to support partner countries in policy development around EU expertise and Industry; ii) to act as a coordination platform for the EU to counterbalance the weight of other geopolitical players promoting its unique value-driven model.

In line with the **Africa – Europe Alliance for Sustainable Investment and Jobs, the EU and the African Union set up a Digital Economy Task Force (DETF)**, which brings together private sector, international organisations and donors, financial institutions and civil society from both continents to propose a series of policy recommendations and specific actions to advance the African digital economy, and exploit the full potential of digital transformation for both continents. The DETF aligns with the D4D approach, echoing its commitment to foster an open, free and secure digital transition.

¹⁶The new [European Consensus on Development](#) 'Our World, our Dignity, our Future', Joint Statement by the Council and the representatives of the governments of the Member States meeting within the Council, the European Parliament and the European Commission

¹⁷The [Communication on Shaping Europe's digital future](#); The [Communication on a European strategy for data](#); The [White Paper on Artificial Intelligence](#)

¹⁸ [Directive \(EU\) 2019/790](#) of the European Parliament and of the Council of 17 April 2019 on copyright and related rights in the Digital Single Market and amending Directives 96/9/EC and 2001/29/EC:

¹⁹ [Regulation \(EU\) 2016/679](#) of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation)

²⁰ [Directive \(EU\) 2016/1148](#) of the European Parliament and of the Council of 6 July 2016 concerning measures for a high common level of security of network and information systems across the Union

²¹ [Convention on Cybercrime](#), Council of Europe

²² [White Paper on Artificial Intelligence](#)

²³ [Communication on a European strategy for data](#)

More broadly speaking, under specific objective 8, DG DEVCO intends to **support its partner countries in engaging in a digital revolution that will protect and benefit citizens**. The promotion of a 'human centric approach', the respect of human rights in an open, safe and free internet, and promotion of democratic principles and transparency in the use of digital technologies such as net neutrality, non-intervention, free and fair elections ensuring that off-line rules and principles are effectively also applied online are at the core of this goal. DG DEVCO also aims to address the issue of affordability of broadband and to tackle the root causes of the digital divide. DG DEVCO will boost investment in digital infrastructures and connectivity focusing on technologies and viable business models that will expand access through mini-grid/decentralised electrification, or optimising grid extension planning. It will foster the establishment of private-public partnerships and the use of financial instruments such as blending and guarantees.

As regards skills (specific objective 9), the advent of digitalisation has transformed the definition of literacy. Along with skills allowing individuals to both use digital devices and create digital solutions to local development challenges, a whole set of transversal competencies proves necessary, especially for women and young people entering the labour market. Much can be done through **providing foundational skills including literacy, second language learning and basic digital skills**. Skills for ICT professionals, digital entrepreneurs and public institutions are necessary to build a **skilled workforce** through the provision of digital and entrepreneurial skills to future or current professionals across all sectors that use technology, including TVET programmes. At the same time, the development of successful enterprises is intertwined with digital skills. DG DEVCO aims to foster **digital entrepreneurship and start-ups with special focus on women and youth**. To help both the public and the private sector to take full advantage of new technologies and innovative business models, DG DEVCO will also leverage on the EU scientific and industrial excellence (e.g. Copernicus, Galileo and EGNOS) to foster the development of data-driven economy and e-services, ensuring for greater access and quality. Access to finance and greater digital financial inclusion will be among the key areas of work. At the same time, the EU will also prioritise actions related to the deployment of **eGovernance services** such as digital identity, marketplaces, open data platforms, eCommerce, e-health, e-education) as these have been proved crucial in the time of the COVID-19 emergency and will contribute to building greater resilience for partner countries' economies and societies to external shocks (e.g. pandemics, natural disasters, economic and financial crises, etc).

DG DEVCO will look to exploit all available opportunities to showcase our work in this field, across a range of platforms and mediums including both **traditional press and news outlets** (e.g. IPs, web releases and factsheets) as well as **digital and social media** (e.g. posts on twitter/other social media, videos and infographics). We will also work in close alignment with our partners to maximise the impact of our communication activities. We will aim to produce human interest stories for our website to illustrate the impact our programmes have on the lives of ordinary people around the globe.

Theme 4 - Sustainable Growth and Jobs

Shared prosperity and growth and the **creation of decent jobs** are key themes of the 2030 Agenda²⁴ and of the European Consensus on Development²⁵.

To achieve the Sustainable Development Goals, **additional public and private investments** (specific objective 10) need to be mobilised from international and domestic sources alike.

Achieving **sustainable growth** in a context of post-COVID-19 recovery and sustainable economic development will be supported from both public and private sources, contributing to the creation of decent jobs and the reduction of inequalities (see also theme 7).



The European Consensus on Development confirms the role of private sector, investment and trade as vital enablers to achieve inclusive and sustainable growth and decent job creation. The importance of free and fair trade is furthermore stressed in President's von der Leyen's political guidelines 'A stronger Europe in the world'.

Sustainable growth will need the effective and efficient spending of all funding in the pursuit of public policies and a stable macro-economic framework to foster the development of private sector initiatives and investment.

Mobilising additional private finance can only succeed if countries' **investment climate and trade policies** meet economic actors' expectations. In addition to supporting necessary reforms, this requires boosting private sector competitiveness, supporting value chains upgrading and economic diversification, promoting economic resilience and inclusion of marginalised groups, advancing women's economic empowerment and deepening trade integration, and advancing a greener economy.



In the period 2020-2024, actions will aim at continuing supporting private sector with a view of contributing and leveraging **sustainable private investments**, as well as promoting **trade** for sustainable development and upgrading of **value chains**. More specifically, actions will aim at **promoting the role of the private sector** as a key developmental actor, notably by supporting an enabling business environment and investment climate, conducive to private sector initiative and engagement into sustainable value chains, to foster growth and decent job creation. These actions will be aligned with the strategic priorities of the UN's Agenda 2030 for Sustainable Development, the European Consensus on Development and the External Investment Plan. Particular attention will be paid to youth and women entrepreneurship, micro, small and medium sized enterprises (MSMEs), access to new technologies, digitalisation, financial

²⁴ Transforming our world: the 2030 Agenda for Sustainable Development, A/RES/70/1, 21 October 2015

²⁵ The new [European Consensus on Development](#) 'Our World, our Dignity, our Future', Joint Statement by the Council and the representatives of the governments of the Member States meeting within the Council, the European Parliament and the European Commission, 7 June 2017

inclusion, private sector development and engagement in fragile states and LDCs and implementation of the Aid for Trade Strategy²⁶.

Priorities in the area of inclusive growth are expected to be:

- (1) Supporting countries in mobilising different financial resources available for their sustainable development and developing and implementing coherent and sustainable **integrated national financing frameworks** to ensure mobilisation of funds and align all sources of finance with sustainability goals
- (2) Enhancing the **stability of macro-economic frameworks worldwide**, sustainable debt, fair taxation, effective public finance management, and accountability, to support effective and efficient use of public finance and investments for sustainable economic and social development.
- (3) Supporting improved **investment climate** through an integrated approach at country level is the core of the 3rd pillar of the EU's External Investment Plan²⁷, targeted on Africa and the EU's Neighbourhood and with a view of its globalisation. This should contribute to attract investments at country level, enhance jobs and growth creation, enable economic diversification, and support value addition and industrialisation. Actions under global challenges of the new MFF will aim at improving business environment and investment climate and will include efforts to enhance structured dialogue with the private sector and to support to governments and other key actors, with a view to identify and implement the necessary policy and regulatory reforms. 
- (4) Continuing support to **increase access to finance and deepening financial inclusion** both for households and micro, small and medium sized businesses, in particular vulnerable groups, by increasing access to financial services and to opportunities offered by digital technologies (digital financial services, digital entrepreneurship). This is one of the main objectives of the first pillar of the EU's External Investment Plan, the EFSD and EFSD+ guarantee.
- (5) Enhancing **trade for development** as a key component of EU's support to growth and jobs creation and promotion of developing countries' integration into regional and global value chains and trade flows. This will also be part of the implementation of the EU Aid for trade strategy, with a view to achieving more and better results, and at putting a special emphasis on tailoring the EU approach to the LDCs and countries in fragility. 
- (6) Supporting the **production of global public goods** (including IT tools, projects leading to definitions of international standards, work with OECD or other key international organisations), that represent key instruments to improve responsible business conduct and social and environmental sustainability dimensions of value chains, including in view of enhancing transparency and traceability. The need for integrating sustainability

²⁶ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, Achieving Prosperity through Trade and Investment Updating the 2007 Joint EU Strategy on Aid for Trade, [COM/2017/0667 final](#), 13 November 2017

²⁷ [EU External Investment Plan Website](#)

aspects into EU's support to enhancing investments and value chains upgrading will become even stronger in the coming years.

- (7) Overcoming **gender inequality and barriers to women's economic empowerment** that remain among the biggest global challenges to inclusive and sustainable growth. The well-researched barriers range from lack of gender friendly policy and regulatory environments to perceptions regarding the role of women in the social, economic and political life, as well as limitations in access to finance and gender sensitive financial products and services to the weaknesses of business support 'ecosystems' and access to digital financial services. With women representing 40 % of the world's workforce, World Bank estimates suggest that gender parity could increase the global GDP by between USD 12 trillion and USD 28 trillion by 2025.

DG DEVCO will support and promote the EU policy of boosting investments in partner countries for sustainable growth and jobs by **investing in solid and long-term media partnerships with leading international media outlets**. Our objective will be to have them reporting on the impact of initiatives such as the European External investment Plan, and on the values, we stand for when implementing such a Plan and other programmes for growth and jobs.

Building on the positive experience of European Development Days (EDD) media partnerships which have secured extensive and quality coverage to a large and varied audience, we will identify key players in the media landscape and partner up with them. We will also invite leading international media to press visits on the ground with the Commissioner, and we will organise press events on flagships projects with a strong human dimension.

We will maximise our impact by using also future opportunities coming from our partners to communicate about common projects and standards when supporting sustainable growth and jobs in partner countries. In doing so, we will join efforts to get opinion leaders speaking for us on our EU values and impact, in Europe and in partner countries.

Theme 5 - Migration

Addressing migration challenges and opportunities remains a political priority for the EU. The new Commission is committed to continue and to expand the definition and implementation of a **comprehensive and balanced EU migration policy, covering all aspects of migration and forced displacement, including addressing their root causes**. In its external dimension, the EU approach is fully in line with the 2030 Agenda and its SDGs, especially SDG 10, with the target on facilitating orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies and the inclusion objective also covering refugees, Internally Displaced Persons (IDPs) and other forcibly displaced persons. These objectives are further specified in the two Global Compacts on Migration and Refugees and are also fully reflected in the European Consensus on Development.

For the period 2020-2024, DG DEVCO will continue to engage in an **approach based on genuine partnership and mutual interests**, underpinned by meaningful policy dialogue and adapted to the specific contexts in each region and partner country (specific objective 11). This tailored approach will also apply to the different levels of governance by enhancing partnerships with local and regional governments (LRGs) in partner countries. Local authorities, as government tiers closest to citizens, play a key role in the hosting and management of migrants and refugees. Also civil society organisations present in-depth knowledge, experience and strong ties to the local communities in which they work, an aspect which is very important when it comes to migration and forced displacement.

In close partnership with developing partner countries, DG DEVCO will contribute to address both the **root causes of migration and work to improve the overall management of migration and forced displacement**, through the full spectrum of EU development instruments and tools.

We will also take into account the **specific impact of the COVID-19** pandemic on vulnerable populations including refugees, IDPs, migrants and their host communities. The development potential of migration, notably through better managed labour migration, inclusion of migrants in emergency planning, national safety nets and social security, increased and better use of remittances and investment of diasporas, will be considered in the same way as the increasing incidence of climate change and disaster-related displacement and migration.



Civil society organisations present in-depth knowledge, experience and strong ties to the local communities in which they work, an aspect which is very important when it comes to migration and forced displacement

While this EU approach is global and applicable to all our partner regions and countries, our **engagement with African partners will continue to be of utmost importance**, as

reflected in the March 2020 Joint Communication “Towards a comprehensive Strategy with Africa”²⁸ and implemented through *inter alia* the EU Trust Fund for Africa and the European External Investment Plan (EIP). The EU Trust Fund aims at addressing the root causes of irregular migration and forced displacement, and promote stability in regions affected by conflict and is guided by the strategic priorities set out in the Valletta Action Plan, the Partnership Framework²⁹ with third countries under the European Agenda on Migration³⁰ and other High Level Dialogues at the regional level (Khartoum and Rabat processes) and bilateral level.

Under the **renewed Partnership Agreement with the countries of the Organisation of African, Caribbean and Pacific States (OACPS)** migration will be an important priority, as reflected in the negotiating directives adopted by the Council in June 2018.

With the same partnership approach, **DG DEVCO’s engagement with partner countries in Asia, the Middle East, the Pacific and Latin America will also continue**, focusing on addressing the challenges related both to irregular migration and to forced displacement. Migration challenges in Asia relate *inter alia* to the Afghanistan and Myanmar/Rohingya situation, as well as issues related to trafficking and smuggling and labour migration in South and South-East Asia.

As regards forced displacement, the EU will consolidate and deepen its policy and operational engagement in support of key partner countries, fully in line with the EU development approach. Engagement at **global level** will also be reinforced as a follow-up to the first Global Refugee Forum (December 2019) where Commissioner Urpilainen reiterated the Commission’s commitment to our development-led approach to forced displacement, implementing the Global Compact on Refugees.

We will showcase our work in this field through a range of platforms and mediums including **traditional press and news outlets** (with press releases, web news and factsheets) as well as **digital and social media**. For example, the website of DG DEVCO will offer a wealth of information about our programmes alongside human-interest stories that illustrate their impact on the lives of migrants, refugees and forcibly displaced people around the world.

Theme 6 - Governance, peace and security, democracy, human rights, civil society

Within the new geopolitical Commission, **Governance, Peace and Security** are a key pillar towards making A stronger Europe in the world. Priorities include rule of law, conflict

²⁸ Joint Communication to the European Parliament and the Council

Towards a comprehensive Strategy with Africa, [JOIN\(2020\) 4 final](#), 9 March 2020

²⁹ Communication from the Commission to the European Parliament, the European Council, the Council and the European Investment Bank Establishing a new Partnership Framework with third countries under the European Agenda on Migration, [COM\(2016\)385](#), 7 June 2016

³⁰ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions - A European Agenda on Migration, [COM\(2015\)240](#), 13 May 2015

prevention, security diplomacy, regional cooperation as well as fighting terrorism and organised crime. 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 mediation in preventing conflict.



A stronger Europe in the world – Priorities include rule of law, conflict prevention, security diplomacy, regional cooperation as well as fighting terrorism and organised crime

Integrating **resilience building and conflict sensitivity** into EU external action programmes seeks to make the EU a more effective partner in fragile and crisis-affected contexts, and is actively encouraged across DEVCO policy frameworks, geographic and thematic support interventions and training programmes (specific objective 12).

Peace building will remain an important focus of development programming by ensuring the conflict sensitivity of programmes related to sustaining peace and the implementation of reconciliation and peace-making processes such as DDR (disarmament, demobilisation and reintegration), SSR (security sector reforms), justice sector reforms and transitional justice, demining, etc. The support to the Women, Peace and Security agenda will also be sustained as well as a particular focus on youth and children in conflict. All DEVCO actions under this theme will follow the principles of the **EU Integrated Approach to Conflict and Crises and the Joint Resilience Communication 2017**, and they will be supporting the **Humanitarian-Development-Peace Nexus** approach in fragile and conflict-affected countries, through the implementation of key EU tools and processes such as conflict sensitivity assessments, conflict analyses, resilience analysis, recovery and peace building assessments (RPBAs), post-disaster needs assessments (PDNAs) and the EU conflict Early Warning System assessments, monitoring and follow-up actions.

The future **NDICI “Peace, Stability and Conflict Prevention” thematic programme** will aim to provide support and build capacities for conflict prevention, crisis preparedness and response, and peacebuilding. It will also address in parallel, global, trans-regional and emerging threats (e.g., violent extremism, organised crime, illicit trafficking, threats to critical infrastructure, climate change, pandemics, chemical, biological, radiological and

nuclear risks). These two priority areas are distinct yet closely interlinked. Fragile countries and regions marked by violent conflict or crises offer fertile grounds for violent extremism, organised crime and illicit trafficking to flourish. Global, trans-regional and emerging threats in turn escalate the risk of instability and violent conflict. The thematic programme will therefore seek to cultivate synergies amongst these two priority areas and between the different specific objectives. It will aim at maximising impact and consistency, draw on conflict analysis whenever available and ensure conflict sensitivity.

Criminal activities in **Latin America** are a major threat to citizens' security and affect the political stability in several countries. Various areas appear as propitious for collaboration such as drug policy and trafficking; transnational organised crime, border management, anti-money laundering, environmental crimes (connecting with the Green Deal), anti-corruption and cybercrime (connecting with digital).

Peace and Security cooperation with Africa will remain a key priority for the EU. The EU intends to further deepen support to African peace efforts through a more structured and strategic cooperation, with a particular focus on regions where tensions and vulnerabilities are the highest. For activities with military or defence implications, the EU's main instrument in support of peace and stability in Africa, the African Peace Facility (APF), will be absorbed as from 2021 into the planned **European Peace Facility**, which will be a new off-budget instrument dedicated to peace and security in different regions worldwide, including Africa. APF non-military activities, essentially conflict prevention and mediation initiatives, will be funded under the proposed Neighbourhood, Development and International Cooperation Instrument (NDICI).

The mitigation against risks, whether of an intentional, accidental or natural origin, related to **chemical, biological (including pandemics/post COVID-19), radiological and nuclear (CBRN) materials or agents** will be reinforced under the umbrella of the flagship and well established EU CBRN Centres of Excellence programme and its global network of partner countries.

Ensuring the highest possible level of nuclear safety is a key priority for the EU since the early days of EU integration and the EURATOM treaty. A specific instrument addressing nuclear safety issues in partner countries is available to the European Union; the **Instrument for Nuclear Safety Cooperation (INSC)** and a new instrument the **European Instrument for Nuclear Safety (EINS)** should be put in place for the period 2021-2027 to continue this action. The EU is the only international actor with a nuclear safety programme of such magnitude and ambition. The INSC directly contributes to increase resilience in the partner countries and to A stronger Europe in the world. It is also a key instrument at diplomatic level to continue fulfilling EU commitments toward the Islamic Republic of Iran in the frame of the Annex III of the Joint Comprehensive Plan of Action (JCPOA). It complements Association Partnership Agreements with third countries (e.g. Armenia and Ukraine).

Support to SDGs 6 and 13 will be ensured, especially under the angle of Climate Change Adaptation and protection of water resources contaminated by nuclear industry mining and activities. Several **projects on environmental remediation have been initiated in**

Central Asia to prevent and respond to chemical contamination rising from the melting of glaciers, which could lead to contamination of transboundary rivers with chemical and radiological pollutants (such as heavy metals issued from mining). This is a direct threat for the population, but it also can amplify tensions between the countries. Under SDG 6 (water), INSC and IcSP CBRN partners are assisted in developing measures to avoid large contamination of water resources by hazardous materials.

The universal values of equality, justice and human dignity inspire and inform the EU in all its internal and external actions aimed at contributing to forging societies in which participation, non-discrimination, tolerance, justice, transparency and accountability, solidarity and equality prevail. The EU is the biggest donor to **human rights and democracy** in the world (specific objective 13). The current **European Instrument for Democracy and Human Rights**³¹ (EIDHR) and the future NDICI have been and will remain a flagship of the EU support to human rights and democracy externally. The 2030 Agenda is firmly anchored in the human rights framework. The Commission directly contributes to achieve SDG 16, which is an enabler and an accelerator for all the other SDGs.

Recent data show that no country's record is perfect in human rights and democracy. Levels of inequality, intolerance, prejudice and discrimination in both public and private spheres are on the rise. In many contexts, inclusion remains elusive while decision-making remains leaders' prerogative. Around one-third of the planet's population lives in countries undergoing authoritarianism. Fundamental freedoms are severely curtailed and the level of civil society's participation in political and public life is far from being free and meaningful.

These trends have been further aggravated during the **COVID-19 crisis**, which will mark the year 2020 and beyond. The COVID-19 crisis has been affecting not only people's health and straining national medical services but also impacting the social fabric of society, the most vulnerable persons in society, the functioning of key state institutions and the global economy. The pandemic has amplified long-standing human rights concerns and moved specific human rights issues into the spotlight. In some countries the declaration of a state of emergency and the adoption of emergency measures, justified by exceptional circumstances in the context of the Coronavirus, have further reduced the civic and democratic space and limited the work of human rights defenders, journalists or other professionals. Greater restrictions of fundamental freedoms and mass surveillance have been a salient feature of the COVID-19 pandemic across the world and there may be a temptation to maintain these measures in place. Finally, the pandemic has exacerbated pre-existing inequalities and widening socio-economic gaps, triggered an increase in racist and xenophobic attacks, discrimination and violence, stigma attitudes and hate crimes particularly against these groups.

The new financial horizon for the period 2021-2027 is a test for the EU as a normative power based on recognised common values and inspiring others through its example. In the next MFF (2021-2027), the Neighbourhood, Development and International Cooperation

³¹ [Regulation \(EU\) No 235/2014](#) of the European Parliament and of the Council establishing a financing instrument for democracy and human rights worldwide, 11 March 2014

Instrument (NDICI) will introduce a new **thematic programme on Human Rights and Democracy** with an overall envelope of EUR 1,5 billion. Gender mainstreaming and the application of a rights-based approach are renewed mandatory cross-cutting commitments in the NDICI.

The new thematic programme for human rights and democracy also coincides with a renewed policy framework, the **Action Plan on Human Rights and Democracy 2020-2024**³² adopted as a Joint Communication and submitted on 25 March 2020 to the European Parliament and the Council. This EU action on human rights and democracy at global level will be articulated around the following lines of action: i) Protecting and empowering individuals; ii) Building resilient, inclusive and democratic societies; iii) Promoting a global system for Human Rights and Democracy; iv) Harnessing opportunities and addressing challenges posed by the use of new technologies and v) Delivering by working together.

The EU will **strengthen its partnership with civil society organisations** (CSO) both in their role as actors of governance, contributing to democratic processes and strengthened domestic accountability, and as key development partners to achieving the Sustainable Development Goals (SDGs). It will increase its funding to partner country civil society actors, including rural and grass-root, women and youth organisations and will engage with emerging social movements. In line with the **2012 Communication**³³, the EU focuses on three priorities both at global and country level: an enabling environment for civil society, dialogue and meaningful participation in policy-making and capacity-building.

A comprehensive monitoring and engagement system for the enabling environment, designed specifically for the needs of the EU and civil society partners globally will be financed through the upcoming **CSO Thematic Programme**. This will serve to continuously monitor a very broad spectrum of developments with regard to civil society space in partner countries. Focusing not only on crises and on response to threats, it will support structural prerequisites for a sustainable enabling environment.

The Policy Forum for Development (PFD), the main permanent dialogue platform with global civil society and associations of local authorities, will be strengthened and better utilised to systematically consult civil society, including youth and women's movements, on development policy and allowing for their greater role in designing and implementing European policies. Its working modalities will be expanded, to complement yearly global and regional events with a virtual platform for continuous, moderated discussions and online-consultations, both on a global level, and the level of working groups, regions or specific thematic issues, including the new priorities. The EU will provide feedback on the recommendations made by civil society and local authorities.

³² Joint communication to the European Parliament and the Council-EU Action Plan on Human Rights and Democracy 2020-2024, [JOIN\(2020\) 5 final, 25 March 2020](#)

³³ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions. The roots of democracy and sustainable development: Europe's engagement with Civil Society in external relations, [COM\(2012\) 492 final, 12 September 2012](#)

At global level, the EU will continue to use **Framework Partnership Agreements (FPAs)** to contribute greatly to capacity building of a broad base of CSO network members, and the FPA model is also a vital instrument for EU support to, and partnership with, civil society. At partner country level, the **Roadmaps** of EU and Member States are key to ensure a strategic and continuous engagement with civil society.

The **Development Education and Awareness Raising Programme (DEAR)** will contribute to developing European citizens' awareness and critical understanding of sustainable development and the transformational challenges in the interdependent world, and supporting their active engagement to respond to these challenges and implement the 2030 Agenda. DG DEVCO will continue to promote coordination on DEAR activities with the EU Member States and the specific topics on which DEAR will focus will be in line with the objectives pursued by the Team Europe in order to contribute to stronger coherence between internal and external policies and actions.

Peace and security, human rights, democracy and the rule of law are at the core of DG DEVCO's work and as such **inextricably woven in the fabric of all of our external communications.**

We will continue to work in close alignment with our partners, including UN agencies, Member State organisations and civil society organisations, to **maximise the impact of our communication activities** in both furthering DG DEVCO's work and in showcasing its achievements in defending and striving to achieve safe, inclusive and just societies in partner countries. We will continue to use all our established communication platforms while fostering innovative new approaches and remaining flexible in adapting to changing circumstances. Inequalities are an important cross cutting theme in this area and will be covered, including **specific campaigns targeting women's and girls' rights.**

Theme 7 - Human Development

The **COVID-19 pandemic** has affected the whole world and has revealed the structural weaknesses and vulnerability of national social, health and education systems in partner countries. It reversed past achievement in these areas. Where funding gaps were already considerable, they have grown and will require significant investments for recovery.



#UnitedAgainstCoronavirus #StrongerTogether #GlobalResponse

Improving people's lives has always been a central objective of EU development cooperation. Human development is about giving people the rights, equality, freedom and opportunities to equip individuals to live lives they value. It is an essential means to address inequalities, and a driver of sustainable growth and poverty reduction, leaving no one behind. The EU will promote **human development** across all interventions and, where relevant, following holistic approaches to reach the target of at least 20% of Official Development Assistance (ODA) spent in that area, as laid down in the European Consensus on Development. A screening and tracking mechanism will ensure that the 20% target is met. Human development is the necessary ingredient to progress on SDGs 1, 2, 3, 4, 5, 8 and 10, especially by increasing access to equitable and quality health, education, nutrition and social services for all including access to drinking water and safe sanitation, while promoting gender equality and empowerment of children and youth to lead productive and prosperous lives.

The European Consensus on Development fully aligns the EU development policies with the SDGs, and promotes basic human rights including the right to **social protection for all**. Through joining the UN Convention on the Rights of **Persons with Disabilities** (CRPD), the EU has committed to promote, protect and ensure the full and equal enjoyment of all human rights by all persons with disabilities. Despite increased EU support in recent years, it is essential to advance the agenda at global level to promote both social protection as the main avenue to reduce inequalities, together with the rights of people with disabilities to enjoy a decent life. It is therefore essential to work with international partners, in particular on the link between social protection and public financial management on ensuring 1) fiscal sustainability, 2) spending efficiency, and 3) adequate social spending.

The EU is a global leader in promoting **gender equality, women's and girls' rights and empowerment**. Despite some progress, gender inequalities are still pervasive in societies and have been compounded by the COVID-19 crisis (gender discrimination, socio-economic impact, violence against women and girls, lack of access to decision-making, Sexual and Reproductive Health and Rights (SRHR) access, etc.). The EU will advance the gender equality agenda internationally and push for a comprehensive gender transformative and

evidence-based response at country and global level, leading to more just, peaceful and inclusive societies through the new EU Gender Action Plan in external relations (to be adopted in 2020). A three-pronged approach will be followed: i) gender mainstreaming, ii) gender equality in policy/political dialogues and iii) key gender-specific initiatives. At a global level, EU action will give a prominent place to sexual and gender-based violence in international fora, strengthening the international gender equality acquis and increasing investments in that area.

Children and youth represent major portions of the population; yet, very often they are excluded from political, economic and social decision-making processes on issues that affect them and their future. Girls and young women are particularly disadvantaged in this regard, which further exacerbates inequalities. Investing in, and working with and for youth is of paramount importance to build stronger, more legitimate, peaceful and democratic societies, where no one is left behind. The EU will strengthen the participation and consultation of young people at all levels in public life through mainstreaming rights of the child and youth empowerment in relevant sectorial policies, and promoting capacity building, networks and partnerships with public and private stakeholders.

Culture binds societies and brings people and countries together. It will be promoted both as an economic sector through culture and creative industries, as well as a vector for intercultural dialogue, peacebuilding and identity building and sharing. Priorities will include enhancing protection and promotion of cultural heritage, highlighting the role of culture to build cohesive and sustainable cities, as well as culture as an asset for jobs and growth. The EU will support the elaboration of indicators to measure the contribution of culture to the SDGs.

People have never been healthier and more educated than today, however vast challenges remain to ensure **quality health and education for all**, notably in fragile contexts. Inequalities persist and demographic growth puts pressure on already stretched partner country systems. EU support will therefore focus on helping partner countries to strengthen national systems, applying the same principles and values as the ones promoted in the EU internal policies. In education, this will include a whole sector approach ranging from early childhood education to tertiary education and training, tailored to national priorities, capacities and financing needs of partner countries. Contributing to building global public goods on research and evidence to inform sector programmes will be part of the priorities.

The upward trend of world **hunger and malnutrition**, after decades of steady decline, underscores the immense challenge of achieving the SDGs by 2030. One third of the global population currently experiences at least one form of malnutrition (undernutrition, micronutrient deficiencies, obesity). Women and young children are especially at risk. Malnutrition is largely driven by structural inequalities. Its consequences on health are devastating, long lasting and often irreversible. The most far-reaching consequence of malnutrition is the perpetuation of the poverty cycle. EU support will enhance partner countries' governance capacities for effective and inclusive nutrition outcomes. The EU will promote nutrition-sensitive programmes in food systems, health, social protection, education, women's empowerment and resilience to climate shocks, leveraging the positive impact of multiple sectors.

COVID-19 has reminded us that health security challenges are of cross-border and trans-national nature and that preventing epidemics, emerging and re-emerging diseases, antimicrobial resistance to diseases (AMR) are key concerns considering the negative socio-economic consequences. Tackling Non-Communicable Diseases (NCDs) and Neglected Tropical Diseases (NTDs) is also key in the reduction of the significant health and economic burden observed in partner countries.

EU programmes, Eurosocial in particular, are at the centre of an ad-hoc dialogue on Covid-19 related social issues between the European Union and **Latin American and Caribbean countries**. It will pave the way for EU cooperation in this area, supporting social cohesion in countries of the region.

The EU will continue to shape **global initiatives and international platforms** to contribute to the achievement of the 2030 Agenda in these fields, in line with EU sector priorities. These initiatives are important funders and convening platforms. As such, they are drivers for transformational change and to shape regional and country-level system reforms in partner countries.

Employment is a major contributor to well-being and livelihood improvement. However, growth alone does not always guarantee a meaningful impact on both qualitative and quantitative aspects of jobs creation and jobs transformation. Therefore, dedicated attention is needed to support high level quality employment that comply with international labour standards, including by strengthening partner countries' investment climate and measures to improve the business environment.

Already important, youth unemployment rates are likely to grow following the COVID-19 pandemic which, in addition to a very high societal and economic cost, could enhance irregular migration and social instability. Enhancing employability and Vocational Education and Training (VET) alignment to private sector needs will be another key area of EU intervention. The EU will continue working on combatting unacceptable forms of work in global value chains to address forced/child labour and improve conditions of workers. Expanding support in the three areas of sustainable jobs and growth, decent work and improvement of employability will be key to reduce poverty and inequalities in line with SDGs 8 and 10.

In relation to **growth, jobs and private sector engagement**, special attention will continue to be dedicated to inclusive growth, focusing on improved business environment and investment climate, as well as on increased financial inclusion. The Commission will also encourage trade for sustainable development and upgrading value chains, while promoting improved social, labour, and environmental sustainability as well as transparency and traceability in value chains. Women's economic empowerment will be supported via increased access to finance for women (see also theme 4).

DG DEVCO will look to exploit all available opportunities, both at headquarters level and in delegations, to **showcase our work in this field**. We will use a range of platforms and mediums including both traditional press and news outlets (press releases, web news and factsheets) as well as digital and social media (website, videos, infographics and posts on

Twitter, Facebook and other social media). We will work in close alignment with partners, including for example the World Health Organisation and the Member States, in order to maximise the impact of our communication activities.

D. Key performance indicators

Number	KPI	Relation to Specific Objective	Explanation
1	<i>Amount and share of EU funded international cooperation and development assistance contributing to climate change adaptation and mitigation</i>	DEVCO Specific Objective 5, result indicator 6 - EU Results Framework number – 3.4 (version January 2019)	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.
2	<i>Share of EU funded international cooperation and development assistance directed towards supporting Human Development</i>	DEVCO Specific Objective 16, result indicator 39 - EU Results Framework number – 3.2 (version April 2019)	The EU will continue to promote and measure 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.
3	<i>Proportion of EU funded cooperation and development initiatives promoting gender equality</i>	DEVCO Specific Objective 16, result indicator 40 - EU Results Framework number – 3.3 (version January 2019)	The EU will continue to monitor gender mainstreaming with the aim that the vast majority of new actions will mainly or significantly promote gender equality and/or women empowerment.
4	Estimated risk at closure	Sound Financial Management	

PART 2. Modernising the administration

This section of the strategic plan describes the efforts of DG DEVCO to modernise its ways of working and to make the most efficient, effective and economic use of its resources. DG DEVCO has defined a set of strategies aiming at supporting the achievement of its objectives over the period 2020-2024. They describe the main actions foreseen to be implemented in the fields of:

- Human resources
- Monitoring and Control
- Learning
- Knowledge Management
- Information Technology
- Communication

As a modern public administration, the Commission implements an internal control framework inspired by the highest international standards. The Commission's system covers all the principles of internal control identified in the Committee of Sponsoring Organisations of the Treadway Commission 2013 Internal Control framework, including financial control, risk management, human resource management, communication and the safeguarding and protection of information. DG DEVCO has established an internal control system tailored to its particular characteristics and circumstances and regularly assesses its implementation and overall functioning. This assessment is based on indicators, the most strategic of which are listed in this section of the strategic plan.

DG DEVCO has developed a Monitoring and Control Strategy for the period 2020-2024. The new strategy shall better align DEVCO systems and tools to the new Commission priorities, the new legal bases and the performance framework while ensuring coherence in terms of both accountability and adaptive management for both policy and spending processes. The strategy includes objectives and actions to achieve them.

A. Human resource management

With approximately 3,600 staff members, DG DEVCO is the Commission's largest Directorate General. The diversity of profiles (officials, contract agents, local agents and various categories of external staff) and their various locations (65% of DG DEVCO staff members are in EU Delegations worldwide) make the human resources management highly challenging.

In order to ensure the **effective management of human resources** and to optimise the capacity to deliver on priorities in this strategic plan, DG DEVCO has developed a local HR strategy with a medium to long-term outlook (3–5 years).

DG DEVCO's 2020-2024 Human Resources strategy takes into consideration President von der Leyen's 'vision of a more inclusive leadership and work culture, more cooperation and the 'need to share' that should characterise the Commission's future working methods.

It also takes into account the results of the 2018 Staff Survey, as well as the ongoing work of the four working groups put in place by the Director General, in particular the Working Group on Human Resources and Staff Matters.

The overarching objective of this strategy is to implement Human Resources policies that allow rapid recruiting and the deploying of highly qualified staff in Headquarters and in EU Delegations in line with policy priorities of DG DEVCO, and to improve career development and well-being of all categories of staff working in DG DEVCO.

In order to achieve this objective, the main lines of action are:

- To optimise and strengthen DG DEVCO's management capacity in Delegation in a situation where available work force will remain stable at best;
- To support a constant honing of staff skills aligned to DG DEVCO's policy priorities by ensuring the best possible match between staff competencies and services needed;
- To improve the well-being of staff, including a harassment-free work environment where staff are treated with dignity and respect, and to ensure the security and safety of the staff posted in Delegation;
- To increase gender balance at all levels, including achieving gender balance for middle-management positions, in line with the targets defined by DG HR;
- To enhance career perspectives and talent management for all categories of staff (officials, contract agents type 3a, contract agents type 3b and local agents) as staff development is crucial for their long-term motivation and engagement;
- To scale-up communication and collaboration across services, through greater involvement of staff in the decisions that affect their work.

DG DEVCO's internal and external training offer requires solid learning packages on areas related to the global development agenda as well as on Commission/DEVCO specific priorities. The learning offer will provide learning resources on designing actions that contribute to the EU's commitment to implement the 2030 Agenda and SDGs and on facilitating cooperation on the ground with partners and others committed to SDGs, as well as on the European Consensus on Development.

Strategic content should include an extended learning offer related to the European Green Deal, Digital partnerships and Alliances for sustainable investments and jobs as key areas of engagement. It will also need to incorporate areas that will stem from the streamlined Neighbourhood, Development and Cooperation Instrument, such as the Global Challenges Programme (GPGC) and the stronger geographical focus. The COVID-19 crisis will equally require attention, covering emergency preparedness and response as well as the socio-economic recovery process and preparedness actions for similar future situations.

Building on corporate initiatives and ongoing change processes within DG DEVCO, **internal communication efforts** will aim to inform and engage colleagues on the following priorities:

- Ensure that the intranet is an effective tool for sharing information amongst DEVCO staff and better reflects strategic objectives of the DG and International Partnerships portfolio.
- Follow-up internal communication and staff engagement issues stemming up from working groups within the DG and DEVCO reorganisation – with other lead units.
- Align internal communication to overall HR framework and the upcoming new EC HR strategy; and promote corporate campaign ‘Simpler. Smarter. Together.’ (starting 22 June 2020).
- Support initiatives showcasing staff knowledge and skills such as the ‘Clear writing campaign’, ‘DEVCO’s got talent’ and similar initiatives using staff as ambassadors.

Objective: DG DEVCO employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission’s priorities and core business

Indicator 1: Number and percentage of first female appointments³⁴ to middle management positions

Source of data: SYSPER

Baseline (female representation in management) (2019)	Target (2022) ³⁵
13 female middle managers at the end of 2019 (27%).	4 additional first female appointments to middle management positions at the end of 2022. (2 first female managers were already appointed by 31.08.2020)

Indicator 2: DG DEVCO staff engagement index

Source of data: Commission staff survey [data to be provided by DG HR]

Baseline (2018)	Target (2024)
63%	70%

B. Sound financial management

Over the period 2020-2024, DG DEVCO will pursue the following strategic objectives in the areas of **monitoring and control**:

1. Ensure that the control system continuously improves effectiveness, efficiency and economy of operations;

³⁴ i.e. women who were not in a management position before.

³⁵ The target will be revised and extended for the period 2023-2024 by January 2023.

2. Further minimise the level of error;
3. Adjust control and monitoring procedures to new legal instruments such as NDICI;
4. Revise controls aiming at prevention, detection, correction of fraud and irregularities to ensure they remain effective at preventing fraud;
5. Enhance the monitoring function to better inform the DEVCO decision-making process;
6. Reinforce risk management system as integral part of DG DEVCO intervention;
7. Ensure synergies and complementarity between internal control and monitoring functions and systems.

These objectives will be pursued through specific actions during the reference period, as detailed in the internal control strategy. The implementation of these actions will be monitored closely, including through appropriate indicators.

Objective: The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management, and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions

Indicator: **Estimated risk at closure**

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

Baseline

(2019)

1,13%

Target

(2024)

< 2% of relevant expenditure

C. Fraud risk management

DG DEVCO is **exposed in a unique way to risk of fraud, corruption and other illegal activities** affecting the financial interests of the Union. The impact of such illegal activities can be significant, both in financial and reputational terms, and it is important to address any indication or suspicion swiftly and in a determined manner.

Therefore, DG DEVCO systematically transmits cases of suspected fraud or irregularity to OLAF. The follow-up of OLAF investigations concerning DG DEVCO are centrally managed and DG DEVCO's Management and the Cabinet are regularly informed about their developments. A network of anti-fraud focal points in the headquarters and the Delegations provides the necessary information and support to services and/or colleagues in the field.

As part of the overall Commission approach, DG DEVCO has developed and implemented its Anti-fraud Strategy (AFS) and related Action Plan since 2014. The overall objective of the AFS is to reinforce DG DEVCO's capacity to prevent, detect and correct fraud. Successive revisions of the AFS in 2015 and 2019 have resulted in the update of basic information regarding DG DEVCO's regulatory and financial management context, as well as the introduction of the Early Detection and Exclusion System (EDES) as fraud-sanctioning tool.

According to the 2019 revision of the Commission's Anti-Fraud Strategy (CAFS), DG DEVCO's priority risks, objectives and actions need a thorough reassessment in 2020. Consequently, DG DEVCO's fraud management objectives for the strategic plan lifecycle **2020-2024 will largely be determined by the in-depth revision of the AFS**, and more particularly on the update of DG DEVCO's fraud risk assessment planned for the year 2020. DG DEVCO will implement an Action Plan with mitigating measures to address important specific fraud risks and horizontal actions to meet particular needs resulting from this assessment (trainings, guidance, enhanced internal monitoring of OLAF's financial recommendations, etc.).

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy ³⁶ aimed at the prevention, detection and correction ³⁷ of fraud	
Indicator 1: Implementation of the actions included in [the service's] anti-fraud strategy over the whole strategic plan lifecycle (2020-2024)	
Source of data: DG DEVCO 's annual activity report, DG DEVCO 's anti-fraud strategy, OLAF reporting	
Baseline (2018)	Target (2024)
100% of the action points implemented with reference to DG DEVCO's anti-fraud strategy in force in 2018	100% of the action points implemented with reference to DG DEVCO's anti-fraud strategy in force in 2024
Indicator 2: Revision of DG DEVCO's anti-fraud strategy on the basis of the methodology provided by OLAF	
Source of data: Data from survey of DG DEVCO's Fraud Risk Assessment. Minutes of Management Meeting approving the updated anti-fraud strategy	
Baseline (2019)	Target (2024)
Date of the last update :17/12/2019	Update every four years, as set out in the AFS

D. Digital transformation and information management

Digital Transformation

The **2018 European Commission Digital Strategy**³⁸, the **Commission strategy on data, information and knowledge management**³⁹, implemented by its work

³⁶ Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

³⁷ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

³⁸ https://ec.europa.eu/info/sites/info/files/file_import/digitally-transformed-user-focused-data-driven-commission_en.pdf.

³⁹ Data, information and knowledge management at the European Commission (C(2016) 6626).

programmes⁴⁰, and to the **data protection** obligations on the Commission under Regulation (EU) 1725/2018 aim to make the digital transformation work for people and businesses. The major IT challenges for DG DEVCO are: (i) the design, development and deployment of the next generation of mission-critical digital solutions, and (ii) the modernisation of its legacy systems.

DG DEVCO actively participates in corporate IT developments on behalf of the RELEX family (DG DEVCO, DG NEAR and FPI) in the context of the ITCB, the GPSB and other corporate structures and initiatives. Its challenge is often to adapt corporate initiatives to the specific needs of the RELEX family.

DG DEVCO's objectives aim to improve the efficiency of its Digital Workplace in all its dimensions: infrastructure, services and data. Briefly, the **IT objectives** are:

- User centricity;
- Adequacy and reliability of IT infrastructure and tools;
- Support for mobility;
- Better data management;
- Wider use of collaborative tools;
- Results-oriented efficiency;
- Security and privacy;
- Increased coherence of business processes;
- Facilitation of knowledge-sharing, transparency and learning; and
- Exploration of innovative technologies.

Until 2021, the focus will be on the operationalisation of OPSYS, a modern IT system currently being built with one overarching goal: the delivery of trusted services providing fast, reliable and secure access to relevant, high quality and protected information.

OPSYS is a large-scale business transformation introducing a more efficient, transparent and results-oriented planning, management, and follow-up of EU external actions. The OPSYS IT system covers the entire project cycle of the RELEX-family (DG DEVCO, DG NEAR and FPI) of Commission services.

OPSYS is designed to be used by everyone involved in the EU external action project cycle: Operational Managers, Contract and Finance Managers, Geographical and Thematic Experts, Middle and Senior Management, Communication Officers, Implementing Partners and Partner Country Representatives.

The main goals of the OPSYS Programme are to:

- Raise the effectiveness and visibility of EU external action;
- Offer a user-driven and results-oriented platform;

⁴⁰ 2020-2021 work programme: https://ec.europa.eu/info/sites/info/files/imsb_factsheet_wp_2020-21_8-web.pdf

- Streamline the management process of the EU's external action by automating tasks, thus increasing efficiency, productivity, and trustworthiness;
- Integrate RELEX-family, and Corporate, applications and data into a single user-centric system, inducing the single-entry and reuse of data;
- Promote knowledge-sharing within the RELEX-family, and with external partners;
- Interact with external partners through the system; and
- Align with and support the Commission's Digital Strategy (ECDS).

Data, information and knowledge management

In the area of information management, the following objectives are targeted:

- The authenticity, availability and integrity of supporting documents pertaining to the areas covered by OPSYS are guaranteed, in compliance with the rules of the Commission (eDomec). eDomec rules are embedded in OPSYS and automatically applied to all the documents and files handled by it.
- Ensuring access to information and data by making registered documents easily retrievable and as widely available as possible by their systematic filing and preservation in the common Commission repository Hermes/Ares/NomCom.
- Consolidation of full digital transformation and paperless procedures in OPSYS by the use of digital formats for all the supporting documents and by the progressive integration of advanced or qualified electronic signature in replacement of handwritten formats, according to legal obligations.

The European Commission Digital Strategy (ECDS) identifies 11 core principles that should be respected by all digital solutions. In its modernisation plan (DSMP), DG DEVCO took note and respected fully all these principles. As such, OPSYS is the main programme and driver of the DSMP.

Data protection

The new accountability principle (as the responsibility for compliance as well as for demonstrating compliance with data protection rules) has made clear that data protection is not a one-off exercise, but is to be understood as a continuous effort. The accountability principle calls for a higher degree of ownership for data protection by Commission's top managers and a more intense engagement of all Commission staff in ensuring and demonstrating compliance with the data protection rules in their daily tasks. In 2018, to support and structure the implementation process DG DEVCO has laid down its own roadmap, following the Commission's action plan. DG DEVCO aims to embed the data protection rules in the daily work of all staff, ensuring that compliance with data protection rules becomes daily routine in all concerned procedures involving personal data. The current Commission training offer for awareness raising activities include centrally organised introduction courses to Data Protection and targeted trainings session organised by the Data Protection Officer (e.g. workshops on data breaches). To raise the 'data protection reflex' of DG DEVCO staff, DG DEVCO's Data Protection Coordinators (DPC) organises courses/awareness raising activities: trainings open to all DG DEVCO staff including webstreaming to Delegations, awareness raising sessions for newly appointed managers

and for newcomers, a regularly updated Intranet section and, finally, activities to celebrate the Data Protection Day (28 January), such as a quiz, intranet articles, etc. It should be noted that the data protection awareness activities for DG DEVCO staff assigned to the EU Delegations are conducted by the Data Protection Officer of the EEAS, especially through a training session prior to their posting⁴¹ (DEVCO DPC coordinates with the EEAS DPO). All training activities are advertised through a specific data protection intranet section and, if necessary, through specific intranet ‘news’ items.

Learning

The **online learning platform DEVCO Academy** offers a wide range variety of online learning resources, catering to staff, implementing partners and the larger development community.

Digital learning formats such as webinars and virtual classes allow for interactivity without geographical restrictions or boundaries. This has proven increasingly important during the COVID-19 crisis. It also contributes to diminishing DEVCO’s carbon footprint through limiting training related travelling. The Academy is portable friendly, allowing learners to download content such as podcasts, when they have connectivity, and to follow them offline. In itself, the DEVCO Academy is a digital showcase, that is able to provide efficiently learning resources on the Commission’s priorities and urgent responses when necessary.

Finally, the DEVCO Academy also provides significant visibility to the Commission’s activities and efforts in development cooperation, reaching thousands in the development community in an effective and targeted manner. Additionally, it is an important instrument helping to align the implementing partners’ policies and activities to those of the Commission.

DG DEVCO strives to be a learning organisation that develops, shares and applies the knowledge and expertise it needs to perform its mission. Knowledge Management will support DG DEVCO’s priorities and Commission’s new ways of working.

Knowledge management

Knowledge management will focus on three main objectives: support DG DEVCO’s priorities through new working methods; develop a culture of collaboration and knowledge sharing; and enhance uptake of internal and external knowledge and research.

DG DEVCO will contribute to the corporate objectives of the Commission’s Data, Information and Knowledge Management Strategy by disseminating the initiatives issued on the multiannual Working Programmes; participating actively to events such as the Knowledge Week; being member of all governance structures (IMSB, IMT, LDC and Collaboration Hub); piloting the roll up of M365, the new set of corporate collaborative

⁴¹ EEAS appoints Data Protection Correspondents in most EU Delegations; organises presentations/trainings/seminars, including data protection procedures, which are already provided to the Commission staff prior to starting their assignment within the EU Delegations (pre-posting seminars) and customised data protection trainings are provided to the Commission staff already working in Delegations.

tools; improving sharing and reuse of information and knowledge, collaborative working, organisational learning and knowledge sharing in DG DEVCO.

Objective: DG DEVCO is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission

Indicator 1: Degree of implementation of the digital solutions modernisation plan⁴²
Source of data: DG DEVCO R4

Baseline (2018)	Interim milestone (2020)	Target (2024)
N/A	73%	85%

Indicator 2: Percentage of DG DEVCO’s key data assets for which corporate principles for data governance have been implemented
Source of data: DG DEVCO R1

Baseline (2019)	Interim milestone (2022)	Interim milestone (2023)	Target (2024)
71.05%	50% ⁴³	75%	80%

Indicator 3: Percentage of staff attending awareness raising activities on data protection compliance
Source of data: DG DEVCO R3

Baseline (2018)	Interim milestone (2020-2023)	Target (2024)
10% (estimate)	<p>2020: 100% of senior management, 100% of data protection focal points,</p> <p>2021: 60% of staff; 100% of senior and middle management; 100% of newcomers,</p> <p>2022: 75 % of staff, 100% of senior and middle management; 100% of newcomers,</p> <p>2023: 90% of staff, 100% of senior and middle management; 100% of newcomers.</p>	100% of staff

Indicator 4: Percentage of registered documents that are filed and preserved in Hermes/Ares/NomCom, including automatic filing performed by IT applications (OPSYS)
Source of data: Hermes/Ares/NomCom

⁴² The European Commission Digital Strategy (C(2018)7118) calls on Commission services to digitally transform their business processes by developing new innovative digital solutions or make evolve the existing ones in line with the principles of the strategy. At the beginning of the year N+1, the Solution Owner and IT Investments Team will assess the progress made on the basis of the proposed modernisation plan. For each of the 3 solutions, a table will reflect – per principle - the progress achieved during the last year.

⁴³ In 2019, the interim milestone defined at corporate level for 2022 is already achieved. Given the current situation in DG DEVCO, the principles are widely applied, especially the identification of the data owners and the data stewards, the design and document processes for data collection/creation, acquisition, access, sharing, use, processing preservation, deletion, quality, protection and security and the required necessary changes and updates to the IT systems used for storing, managing and disseminating these data assets.

Baseline (2018)	Interim milestone (2022)	Target (2024)
97% manual filing 100% automatic filing by IT applications	98% manual filing 100% automatic filing by IT applications	99% manual filing 100% automatic filing by IT applications

E. Sound environmental management

The European Green Deal has set an internal target for the Commission to reach GHG emissions' neutrality by 2030. Accordingly, the Commission's Eco-Management and Audit Scheme (EMAS) has defined four objectives for the period 2020-2024 in order to contribute to reaching this target: **1. More efficient use of resources – which covers energy, water and paper consumption; 2. Reducing CO₂, equivalent-CO₂ and other atmospheric emissions – from commuting, missions and catering;** 3. Reducing and managing waste – which includes raising staff's awareness on waste reduction; 4. Promoting Green Public Procurement.

Objectives 1 and 2 are particularly relevant for DG DEVCO:

- The consumption of paper in the L-41 building (counted as number of sheets/person/day) was more than double than the average Commission consumption in 2018 – i.e. 40 sheets per person per day compared to 17 sheets per person per day as the average Commission consumption. For this corporate EMAS Indicator regarding office paper consumption (tons/person or sheets/person/day), a corporate target has been set at -34% for the 2014-2020 period.
- As for missions by air booked in 2018, DG DEVCO ranked 6th as worst DG in the Commission, with 4.8 tons of CO₂ equivalent per person.⁴⁴

In addition, given the high number of conferences, seminars and other events organised by DG DEVCO, it also makes sense to address their environmental impact, i.e. mostly the transport and food footprint of those events, as well as other environmental impacts such as food waste.

DG DEVCO will therefore focus on the three following areas of action and objectives over the next five years:

1. Develop paperless working methods, as well as promote the efficient use of other resources, notably by:

- a. Promoting paperless working methods, with a more efficient use of Information and Communication Technologies (ICT), in line with the new 'Simpler. Smarter. Together.' campaign launched by DG HR;

⁴⁴ Data from Atmosfair, via GBT, also including a pro rata calculation from PMO.2 (0.8t) to account for trips not booked through the Agency.

- b. Encouraging a responsible use of ICT so as to reduce the services digital footprint as well;
- c. Engaging in actions to promote the efficient use of other resources such as energy and water.

2. Reduce the impact of travelling ('Avoid-Reduce-Offset'), as well as set up other actions to reduce emissions, notably by:

- a. Promoting flights with a lesser carbon footprint;
- b. Encouraging remote meetings instead of physical ones whenever possible;
- c. Engaging in other actions to reduce emissions, e.g. from commuting.

3. Organise sustainable events by implementing the EMAS 'green approach' (EMAS *Guidelines on organising sustainable events at the Commission*), including by offering 100% plant-based food in conferences, seminars, and other events organised by DG DEVCO.

In addition to those objectives specific to DG DEVCO, EMAS correspondents in DG DEVCO will continue to participate in Commission-wide actions and campaigns.

ANNEX 1: Performance tables

DG DEVCO defined 16 Specific Objectives closely linked to 7 themes. They contribute directly to General Objective 4 of the European Commission : A stronger Europe in the world and implement the external dimension of other 4: General Objectives 1 - A European Green Deal ; General Objective 2 - A Europe fit for the digital age ; General Objective 3 - An economy that works for people; General Objective 5 - Promoting our European way of life.

Performance tables support monitoring of progress towards the achievement of DG DEVCO’s specific objectives.

As it concerns monitoring of burden reduction, DG DEVCO’s activities consistently take into account this aspect and efficiency gains throughout the policy cycle. Our monitoring and evaluation framework aims at providing the evidence necessary to assess the effects of our policy, while, at the same time, reducing its costs. DG DEVCO does not foresee any legislative revisions, unless they are necessary following the mid-term evaluation of its financing instruments.

Striking the balance between sustainability and effectiveness is one of the guiding principles of DG DEVCO’s project management. The programmes established by DG DEVCO are designed to achieve successful implementation and at creating the highest impact with the least burden on the participants.

Theme 1 - Partnerships

General Objective 4: A stronger Europe in the world		
Specific objective 1: A new partnership agreement with the countries of the Organisation of African, Caribbean and Pacific States (OACPS) is concluded and operationalised		Related to spending programme(s): DCI, EIDHR, EDF, EFSD, IcSP, Greenland, INSC (NDICI, OAD, EINS)
Result indicator 1: Status regarding the establishment and functioning of the new governing bodies of the post-Cotonou agreement with the countries of the Organisation of African, Caribbean and Pacific States (OACPS)		
Explanation: Concluding the negotiations on a new Partnership agreement to succeed the Cotonou agreement		
Source of data: Official Journal of the European Union (OJ)		
Baseline (2020)	Interim milestone (2021)	Target (2024)
Negotiations concluded	Entry into force of the new agreement	Effective implementation of the agreement, with regular dialogue between the parties and the new governing bodies.

General Objective 4: A stronger Europe in the world

Specific objective 2: A new joint AU-EU Partnership agenda is concluded and operationalised		Related to spending programme(s): <i>DCI, EIDHR, EDF, EFSD, IcSP, Greenland, INSC (NDICI, OAD, EINS)</i>	
Result indicator 2: Number of strategic dialogues that have taken place in the framework of the new Partnership agenda			
Explanation: Concluding the negotiations with the AU on a renewed Africa-EU Partnership with a set of strategic priorities for the future and follow-up dialogues to monitor their implementation			
Source of data: EU-AU Summit outcome declarations, African Union Commission and European Commission meetings' statements, declaration of Ministerial meetings			
Baseline (2020)	Interim milestone (2021)	Interim milestone 2021 (and on a yearly basis until 2024)	Target (2024)
2 1. Meeting of the Commissioners of the European Commission and of the African Union Commission – 27/02/2020 2. Informal AU-EU Ministerial meeting on Research and Innovation – 16/07/2020	Joint Statement of HoS and Government at the 6th EU-AU Summit	1 Meeting of the Commissioners of the European Commission and of the African Union Commission 1 EU-AU Ministerial meeting To take stock of the progress achieved on the implementation of the strategic priorities.	At least 10-11 (depending on the outcome of the summit)) strategic dialogues, in order to ensure the effective implementation of the strategic priorities and flagship programmes agreed in the framework of the Africa-EU Partnership

General Objective 4: A stronger Europe in the world		
Specific objective 3: A Team Europe approach is strengthened by working better together with EU Member States in joint programming and joint implementation		Related to spending programme(s): <i>DCI, EIDHR, EDF, EFSD, IcSP, Greenland, INSC (NDICI, OAD, EINS)</i>
Result indicator 3: Number of partner countries where a Team Europe approach is implemented through a) a joint programming document; b) a Team Europe initiative		
Explanation: This indicator looks at the number of partner countries where joint programming documents are prepared with Member States, and the number of partner countries where Team Europe Initiatives are implemented following their identification in the programming process		
Source of data: EU Delegations		
Baseline (2019)	Interim milestone (2022)	Target (2024)

a) 20 countries with Joint Programming Documents* (Bolivia, Burkina Faso, Cambodia, Central African Republic, Comoros, Egypt, Ethiopia, Ghana, Guatemala, Honduras, Ivory Coast, Kenya, Laos, Moldova, Nicaragua, Palestine, Senegal, Togo, Tunisia, Uganda) * includes both DEVCO and NEAR countries	a) 30 countries with Joint Programming Documents	a) 40 countries with Joint Programming Documents
b) Zero countries with Team Europe Initiatives implemented	b) Zero countries with Team Europe initiatives implemented	b) 40 countries with Team Europe Initiatives implemented

General Objective 4: A stronger Europe in the world		
Specific objective 4: Sustainable Partnerships⁴⁵ with International Financial Institutions (IFIs), the UN and other multilateral partners around EU Priorities are built		Related to spending programme(s): DCI, EIDHR, EDF, EFSD, IcSP, Greenland, INSC (NDICI, OAD, EINS)
Result indicator 4: Status of the European coordination mechanism(s) in place in IFIs to ensure exchange of targeted information and positions relevant for EU priorities in terms of :		
a) number of cases in which structured information is exchanged at the World Bank...		
b) number of cases with joint positions or démarches at the World Bank...		
c) number of IFIs for which a system is in place to ensure exchange of information and coordination...		
... with the European constituencies		
Explanation: In the spirit of Team Europe, this indicator tracks the number of cases in which structured information is exchanged and coordinated positions or démarches are undertaken at the World Bank with the European constituencies, as well as the number of other IFIs for which similar systems have been developed.		
Source of data: DG DEVCO Unit A.3		
Baseline (2020)	Interim milestone (2022)	Target (2024)
a. 10 cases b. 1 case c. 1 IFI (World Bank)	a. 20 cases b. 5 cases c. 2 IFIs (World Bank and another IFI)	a. 25 cases b. 10 cases c. 3 IFIs (World Bank and 2 other IFIs)
Result indicator 5: Number of alliances and partnerships around EU Priorities (Green Deal, Digital, Jobs and Growth etc.) in place with multilateral partners at global, regional or country level		
Explanation: This indicator accounts for the number of specific partnerships around EU priorities and Team Europe priorities to which multilaterals (IFIs, UN, other international organisations) have been associated at global, regional or national level.		
Source of data: DG DEVCO.A.3 and other DG DEVCO geographical and thematic units		

⁴⁵ Multilaterals are partners or associated to EU Alliances and/or Team Europe Initiatives at country, regional or global level

Baseline (2020)	Interim milestone (2022)	Target (2024)
0	15	25

Theme 2 - Climate Change, Environment, Energy

General Objective 4: A stronger Europe in the world and implementing the external dimension of General Objective 1: A European Green Deal

Specific objective 5: Partner Countries capacities to adapt to climate change and reduce greenhouse gas emissions are increased

Related to spending programme(s): DCI, EIDHR, EDF, EFSF, IcSP, Greenland, INSC (NDICI, OAD, EINS)

Result indicator 6: Amount and share of the EU funded international cooperation and development assistance contributing to (b) climate change (adaptation and mitigation)

Explanation: This indicator will be based on the Rio markers for climate adaptation and mitigation. These markers are used as part of the reporting to the Creditor Reporting System (CRS) database of OECD's Development Aid Committee (DAC).

https://europa.eu/capacity4dev/sites/default/files/3.4 - environment and climate change-190207_clean.pdf

Source of data: EU Results Framework Annual Reporting Exercise

Baseline (2014-2019)	Interim milestone (2022)	Target (2024)
29.2%	*Share of the EU funded international cooperation and development assistance contributing to climate change as set in the NDCI following conclusion of negotiations between EU Council, Parliament and EC. Figures will be added once agreed	*Share of the EU funded international cooperation and development assistance contributing to climate change as set in the NDCI following conclusion of negotiations between EU Council, Parliament and EC. Figures will be added once agreed

Result indicator 7: Number of countries and cities with climate change and/or disaster risk reduction strategies: developed and under implementation with EU support

Explanation: This indicator refers to the total number of countries and/or cities supported in their development or implementation of strategies in the field of climate change and/or disaster risk reduction (DRR) with the EU support.

<https://europa.eu/capacity4dev/sites/default/files/2.19 - climate change ddr strategies 180808.pdf>

Source of data: EU Results Framework Annual Reporting Exercise

Baseline (beginning 2020)	Interim milestone (2022)	Target (2024)
0 ⁴⁶	51	79

Result indicator 8: Greenhouse Gas (GHG) emissions avoided (tonnes CO2eq) with EU support

Explanation: This 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 (tonnes CO2 eq)

⁴⁶ Methodologically, all EU Results Framework indicators have their baselines set 0 for each new period covered by a Strategic Plan.

primarily focused on interventions in the energy sector. Where easily available, net change in GHG emissions should also be reported for the other sectors.

https://europa.eu/capacity4dev/sites/default/files/media/2.21 - ghg_emissions_avoided_10-2019.pdf

Source of data: EU Results Framework Annual Reporting Exercise

Baseline (beginning 2020)	Interim milestone (2022)	Target (2024)
0	37.9 million	46.6 million

General Objective 4: A stronger Europe in the world and implementing the external dimension of General Objective 1: A European Green Deal

Specific objective 6: An ambitious agenda for the conservation, restoration and sustainable management of natural resources and ecosystems, and for halting biodiversity loss and wildlife crime is adopted and implemented

Related to spending programme(s): DCI, EIDHR, EDF, EFSD, IcSP, Greenland, INSC (NDICI, OAD, EINS)

Result indicator 9: Amount and share of the EU funded international cooperation and development assistance contributing to (a) protecting biodiversity; (c) combating desertification; (d) protecting the environment (Aid to Env)

Explanation: This indicator will be based on the so-called Rio markers (for biodiversity and combating desertification) and the aid to environment policy marker that pre-dates the Rio Markers. These markers are used as part of the reporting to the Creditor Reporting System (CRS) database of OECD's Development Aid Committee (DAC).

https://europa.eu/capacity4dev/sites/default/files/3.4 - environment_and_climate_change_190207_clean.pdf

Source of data: EU Results Framework Annual Reporting Exercise

Baseline (2014-2019)	Interim milestone (2022)	Target (2024)
a) 7.9%	a) 30%	a) 35%
c) 7.3% ⁴⁷	c) 7%	c) 9%
d) 36.0% ⁴⁸	d) 6%	d) 8%

Result indicator 10: Areas of terrestrial and freshwater ecosystems under sustainable management with EU support

Explanation: The 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.

https://europa.eu/capacity4dev/sites/default/files/2.23 - areas_of_terrestrial_and_freshwater_ecosystems_180808.pdf

Source of data: EU Results Framework Annual Reporting Exercise

Baseline (beginning 2020)	Interim milestone (2022)	Target (2024)

⁴⁷ This baseline figure is for 2018-2019; 2014-2019 will be used for future reference and reporting

⁴⁸ This baseline figure is for 2018-2019; 2014-2019 will be used for future reference and reporting

0	10.000	20.000
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General Objective 4: A stronger Europe in the world and implementing the external dimension of General Objective 1: A European Green Deal		
Specific objective 7: A partnership for a global green energy transition from fossil fuels to sustainable energy is mobilised		Related to spending programme(s): DCI, EIDHR, EDF, EFSD, IcSP, Greenland, INSC (NDICI, OAD, EINS)
Result indicator 11: Number of individuals with access to electricity with EU support through new or improved access		
<p>Explanation: This indicator includes only household access to electricity; individuals gaining electricity access from firms and government institution buildings are excluded. https://europa.eu/capacity4dev/sites/default/files/2.9 - access to electricity 180808.pdf</p> <p>Source of data: EU Results Framework Annual Reporting Exercise</p>		
Baseline (beginning 2020)	Interim milestone (2022)	Target (2024)
0*	10.3 million*	16.9 million*
*These values refer only to new access.		
Result indicator 12: Renewable energy generation capacity installed (MW) with EU support		
<p>Explanation: This indicator refers to renewable energy generation capacity (hydro, solar, wind, geothermal, organic waste, sustainable biomass) expressed in MW installed as a result of EU funded interventions. The installed capacity could be new or rehabilitated. In the case of rehabilitation, only the additional installed capacity in comparison with the current available one should be reported for this indicator. https://europa.eu/capacity4dev/sites/default/files/media/2.10 - renewable electricity installed capacity 10-2019.pdf</p> <p>Source of data: EU Results Framework Annual Reporting Exercise</p>		
Baseline (beginning 2020)	Interim milestone (2022)	Target (2024)
0	4.000 MW	7.300 MW

General Objective 4: A stronger Europe in the world and implementing the external dimension of General Objective 1: A European Green Deal		
Specific objective 8: Partner countries capacities in the transition toward green and circular economies are strengthened		Related to spending programme(s): DCI, EIDHR, EDF, EFSD, IcSP, Greenland, INSC (NDICI, OAD, EINS)
Result indicator 13: Number of jobs supported/sustained by the EU, disaggregated for green jobs		
<p>Explanation: The indicator refers to the number of full time equivalent jobs supported or sustained by the intervention. This indicator currently only covers direct jobs, which are those directly supported by the EU interventions, or those provided within enterprises that are reached by EU support during the reporting period. https://europa.eu/capacity4dev/sites/default/files/2.11- number of direct jobs supported or sustained 181123.pdf</p> <p>Source of data: EU Results Framework Annual Reporting Exercise</p>		
Baseline	Interim milestone	Target

(beginning 2020)	(2022)	(2024)
0	70.000	140.000
<p>Result indicator 14: Agricultural and pastoral ecosystems where sustainable management practices have been introduced with EU support (ha)</p> <p>Explanation: The indicator refers to the total number of hectares where, with support from the EU, farmers adopted sustainable land management practices aimed at reverting soil erosion, enhancing soil fertility, increasing biodiversity, improving water management, reducing chemical inputs and maintaining healthy ecosystems.</p> <p>https://europa.eu/capacity4dev/sites/default/files/2.4_agri_pastoral_systems_180807.pdf</p> <p>Source of data: EU Results Framework Annual Reporting Exercise</p>		
Baseline (beginning 2020)	Interim milestone (2022)	Target (2024)
0	400.000 ha	1.000.000 ha
<p>Result indicator 15: Number of smallholders reached with EU supported interventions aimed to increase their sustainable production, access to markets and/or security of land</p> <p>Explanation: The indicator refers to number of smallholders reached with EU funded initiatives supporting smallholders' capacities to engage in inclusive and sustainable agricultural growth by (i) developing their technical, organisational and management skills and practices to implement sustainable production techniques/methods; (ii) strengthening their organisations and their relationships with the private sector, researchers and governments; (iii) increasing their competitiveness, facilitating access to markets and exports and creating/enhancing links with other actors along the value chain; (iv) securing land tenure through a variety of approaches. The support can include different activities such as making knowledge available, strengthening capacities, empowerment, support to involvement in innovation platforms, promoting (technical, social, and organisational) innovations and increased competitiveness, good governance and security of land tenure and land use rights.</p> <p>https://europa.eu/capacity4dev/sites/default/files/2.3_smallholders_180807.pdf</p> <p>Source of data: EU Results Framework Annual Reporting Exercise</p>		
Baseline beginning 2020	Interim milestone (2022)	Target (2024)
0	3.000.000	7.000.000
<p>Result indicator 16: Number of Micro, Small and Medium Enterprises applying Sustainable Consumption and Production practices with EU support</p> <p>Explanation: Sustainable Consumption and Production practices aim to do “more and better with less,” by reducing resource use, degradation and pollution along the life cycle of goods and services, while increasing the quality of life for all. The definition of the Micro, Small and Medium Enterprises (MSMEs) can be based on the local definition. Where the local definition is not available, definitions from the EU, the World Bank Group or another international organisation can be used. Smallholder farmers (that are typically self-employed and without employees) are not included as microenterprises.</p> <p>https://europa.eu/capacity4dev/sites/default/files/2.20_msme_applying_spc_practices_180808.pdf</p> <p>Source of data: EU Results Framework Annual Reporting Exercise</p>		
Baseline beginning 2020	Interim milestone (2022)	Target (2024)
0	9.400	10.300

Theme 3 - Digital and Data Technologies

General Objective 4: A stronger Europe in the world and implementing the external dimension of General Objective 2: A Europe fit for the digital age

Specific objective 9: Digital governance, policy and regulatory frameworks are improved and digital infrastructure and affordable and secure broadband connectivity are enhanced

Related to spending programme(s): DCI, EIDHR, EDF, EFSD, IcSP, Greenland, INSC (NDICI, OAD, EINS)

Result indicator 17: Number of countries supported by the EU to a) develop and/or revise, b) implement digital-related policies/strategies/laws/regulations

Explanation: This indicator refers to the number of policies/strategies/laws/regulation related to digital sector, which have been developed/revise or implemented with the EU support. Regional, national or sub-national strategies, policies, frameworks, roadmaps, action plans, etc may be included. Examples of digital-related policies/strategies/laws/regulations include roadmaps for the deployment of e-governance, digital transformation, development of the digital economy, telecommunication market reforms, regulation of digital services etc.

"Developed/revise" means that those strategies/policies/etc are endorsed by the authorities relevant to the local context. "Implemented" means that EU resources support all or part of the implementation (e.g. budget support to the digital sector reform).

Strategies a) developed/revise and b) under implementation should be reported separately. The same strategy/policy can be reported against both a) and b) if EU support is provided both at development/revision and then later at implementation stage as per above definition.

Source of data: EU Results Framework Annual Reporting Exercise

Baseline (beginning 2020)	Interim milestone (2022)	Target (2024)
0	10	20

Result indicator 18: Number. of people with access to Internet with EU support (disaggregated by sex, geographic region, urban/rural, age group, and type of connection, i.e. mobile or fixed)

Explanation: This indicator will count the number of individuals using internet (either via mobile or fixed connection) by country following the implementation of an EU project related to digital infrastructure, digital connectivity, and/or any other project aiming at increasing the network coverage, the stability of the network and/or at reducing internet tariffs.

Source of data: EU Results Framework Annual Reporting Exercise

Baseline (beginning 2020)	Interim milestone (2022)	Target (2024)
0	200.000	2.000.000

General Objective 4: A stronger Europe in the world and implementing the external dimension of General Objective 2: A Europe fit for the digital age

Specific objective 10: The digital skills of individuals needed to fully capitalise on the digital transformation are improved

Related to spending programme(s): DCI, EIDHR, EDF, EFSD, IcSP, Greenland, INSC (NDICI, OAD, EINS)

Result indicator 19: Number of people who have benefited from institution or workplace based VET/skills development interventions supported by the EU, disaggregated for digital skills

Explanation: https://europa.eu/capacity4dev/sites/default/files/2.15 - vet_skills_development_180808.pdf

The disaggregation for Digital skills will cover all individuals which received Technical and Vocational Education and Training (TVET) including basic ICT skills as well training for IT professionals.

Source of data: EU Results Framework Annual Reporting Exercise

Baseline (beginning 2020)	Interim milestone (2022)	Target (2024)
0	50.000	100.000

General Objective 4: A stronger Europe in the world and implementing the external dimension of General Objective 2: A Europe fit for the digital age

Specific objective 11: The provision and quality of public and private digital services in partner countries are improved

Related to spending programme(s): DCI, EIDHR, EDF, EFSD, IcSP, Greenland, INSC (NDICI, OAD, EINS)

Result indicator 20: Number of people with access to digital financial services with EU support

Explanation: The indicator aims to measure the number of people having access to the broad range of financial services accessed and delivered through digital channels, including payments, credit, savings, remittances and insurance. The digital financial services (DFS) concept includes mobile financial services (MFS). The term “digital channels” refers to the internet, mobile phones (both smartphones and digital feature phones), Automated Teller Machines (ATMs), Point of Sale (POS) terminals, Near-field communication (NFC)-enabled devices, chips, electronically enabled cards, biometric devices, tablets, phablets and any other digital system. DFS models usually employ agents and the networks of other third-party intermediaries to improve accessibility and lower the overall service delivery cost

Source of data: EU Results Framework Annual Reporting Exercise

Baseline (beginning 2020)	Interim milestone (2022)	Target (2024)
0	600.000 people	1 Mio people

Result indicator 21: Number of countries supported by the EU to enhance access of individuals to digital government services

Explanation: The indicator aims to measure the number of countries which have received EU support in the area of e-governance, with the ultimate goal of enhancing the access of their citizens to the range of public services and information provided by the government and public administration.

Source of data: EU Results Framework Annual Reporting Exercise

Baseline (beginning 2020)	Interim milestone (2022)	Target (2024)
0	10	20

Theme 4 - Sustainable Growth and Jobs

General Objective 4: A stronger Europe in the world and implementing the external dimension of General Objective 3: An economy that works for people

Specific objective 12: Mobilisation of public and private financing for sustainable development is enhanced contributing

Related to spending programme(s): DCI, EIDHR, EDF,

Result indicator 22: Amount of EU funded international cooperation and development assistance qualifying as ODA

Explanation: The indicator measures the amount of total expenditure funded by the European Commission that qualifies as Official Development Assistance (ODA) following the rules of OECD Development Assistance Committee.

Source of data: EU Results Framework Annual Reporting Exercise

Baseline (beginning 2020)	Interim milestone ⁴⁹ (2022)	Target ⁵⁰ (2024)
Commitment: EUR 0 billion Payment: EUR 0 billion	Commitment EUR 45.92 Billion Payments EUR 37.77 Billion	Commitments EUR 76.99 Billion (92%- NDICI horizontal target) Payments EUR 63.24 Billion

Result indicator 23: EU Collective Official Development Assistance (ODA), as a percentage of the EU Gross National Income (GNI)

- a) Total net ODA
- b) Net ODA to Least Developed Countries (LDCs)

Explanation: EU and Member States' collective total ODA (on a grant equivalent basis) as a share of EU GNI (%), and their collective net ODA (including imputed multilateral ODA) to LDCs as a share of EU GNI (%). The interim milestone below refers to the data for 2020, which will only be available in 2022.

Source of data: European Commission, DG Development and International Cooperation, based on OECD Development Assistance Committee (DAC) data^[1]

^[1] OECD Development Assistance Committee, Creditor Reporting System, <https://stats.oecd.org/Index.aspx?QueryId=62944>

Baseline (2018)	Interim milestone (2020) ⁵¹	Target (2030)
a) 0.47% b) 0.125%	a) NA b) 0.15%	a) 0.7% ⁵² b) 0.2% ⁵³

Result indicator 24: Number of jobs supported/sustained by the EU

Explanation: The indicators refers to the number of full time equivalent jobs supported or sustained by the intervention. This indicator currently only covers direct jobs, which are those directly supported by the EU interventions, or those provided within enterprises that are reached by EU support during the reporting period.

<https://europa.eu/capacity4dev/sites/default/files/2.11->

⁴⁹ The 2022 milestone for commitments takes into account the 118,2 Billion latest revised amount for next MFF Heading VI annualised, and uses 92% ODA (which is NDICI objective) as a target extended to the whole Heading VI, which is a reasonable assumption. It is calculated using the 2014-19 annual average for 2020 and the 2020-27 annual average for 2021 and 2022: $14.85 + 2 * 0.92 * 118.2 / 7 = 45.92$ Payments are assumed to be 82% of Commitments, which corresponds to the annual average of current MFF. The 2022 milestone is calculated using the 2014-19 annual average for 2020 and the 2020-27 annual average for 2021 and 2022: $12.29 + 2 * 0.82 * 0.92 * 118.2 / 7 = 37.77$.

⁵⁰ The 2024 targets are calculated in the same way as the 2022 milestones.

⁵¹ Data on 2020 will only be available in 2022.

⁵² 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.

⁵³ idem

[number of direct jobs supported or sustained 181123.pdf](#)

Source of data: EU Results Framework Annual Reporting Exercise

Baseline (beginning 2020)	Interim milestone (2022)	Target (2024)
0	200.000	400.000

Result indicator 25: Number of countries supported by the EU to strengthen investment climate

Explanation: Investment climate here is defined as the main constraints directly affecting the performance of private businesses in both the formal and informal sector that can be addressed through domestic or regional reforms. Also known as Business Environment Reforms, this is the set of policy, legal and regulatory and institutional reforms to be undertaken by the Government to reduce business costs, risks and create a more conducive environment for competitiveness, sustainable and inclusive growth, and decent job creation.

[https://europa.eu/capacity4dev/sites/default/files/2.12 -
number of countries supported to strengthen investment climate 180808.pdf](https://europa.eu/capacity4dev/sites/default/files/2.12_-_number_of_countries_supported_to_strengthen_investment_climate_180808.pdf)

Source of data: EU Results Framework Annual Reporting Exercise

Baseline (beginning 2020)	Interim milestone (2022)	Target (2024)
0	44	88

Result indicator 26: Number of countries supported by the EU to strengthen revenue mobilisation, public financial management and/or budget transparency

Explanation: 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.

[https://europa.eu/capacity4dev/sites/default/files/2.30 -
countries supported to strengthen revenue mobilisation pfm 180803.pdf](https://europa.eu/capacity4dev/sites/default/files/2.30_-_countries_supported_to_strengthen_revenue_mobilisation_pfm_180803.pdf)

Source of data: EU Results Framework Annual Reporting Exercise

Baseline (2020)	Interim milestone (2022)	Target (2024)
120	120	120

Result indicator 27: Leverage of EU blending and guarantee operations financed by EU international cooperation and development assistance, measured as: (a) Investment leverage ratio; (b) Total eligible Financial Institution financing leverage ratio; (c) Private financing leverage ratio

Explanation: This indicator includes three parts which aim to report the resources leveraged by EU blending and guarantee operations. At the aggregate level, the three elements are defined as follows at: a) value of investment (total blending project and guarantee cost) supported by the EU blending and guarantee operations divided by total amount of EU blending and guarantees operations. The total project and guarantee cost can include grants, other financial instruments (guarantees, interest rate subsidies, etc.), and technical assistance. b) amount of eligible financial institution financing supported by the EU blending and guarantee operations divided by total amount of EU blending and guarantee operations. Eligible financial institution financing can be in the form of non-concessional, concessional or grant funding. c) amount of

private sector financing leveraged as a financial input into the blending and guarantees operations divided by amount of EU blending and guarantee operations. Only funds that are leveraged as a direct financial input into the investment project phase to which the EU blending and guarantees are attached should count towards the ratio. Finances leveraged as an indirect results of the EU blending and guarantee operations (e.g. via the demonstration effect, etc) should not be included. This indicator is focused on the ex-ante assessment of leverage across these three ratios only.

https://europa.eu/capacity4dev/sites/default/files/3.6_-_funds_leveraged_clean_-_181023.pdf

Source of data: EU Results Framework Annual Reporting Exercise

Baseline (2017-19)	Interim milestone (2022)	Target (2024)
a) 13.7	a)10	a)10
b) 8.4	b)5	b)5
c) 2.3	c)3	c)3

*Based on the leverage figures for the current EFSD instrument. Along with the proposed EFSD+ instrument, the target levels will depend on the ongoing programming exercise and thus cannot be provided at this stage.

Result indicator 28: Amount of the EU funded international cooperation and development assistance contributing to trade facilitation

Explanation: The indicator aims to report the financial value of EU funded international cooperation and development assistance directed towards trade facilitation on an annual basis in terms of commitments. The EU definition of "trade facilitation" follows the OECD Development Assistance Committee (DAC) Creditor Reporting System (CRS) code 33120: 'Simplification and harmonisation of international import and export procedures (e.g. customs valuation, licensing procedures, transport formalities, payments, insurance); support to customs departments and other border agencies, including, in particular implementation of the provisions of the WTO Trade Facilitation Agreement; tariff reforms'.

https://europa.eu/capacity4dev/sites/default/files/3.7_-_trade_facilitation_-_clean_-_190211.pdf

Source of data: EU Results Framework Annual Reporting Exercise

Baseline (beginning 2020)	Interim milestone (2022)	Target (2024)
EUR 0 million	EUR 10 million	EUR 20 million

Result indicator 29: Number of effective integrated national financing framework (INFF) mechanisms active in partner countries

Explanation: This indicator can be measured by the number of roadmaps developed (i.e. end result of an INFF inception phase articulating the key policy and institutional reforms required to operationalise an INFF including a financing strategy and oversight mechanism) and the number of countries in which INFF oversight committees have met at least twice a year.

Source of data: EU Delegations, UN Country Team and INFF knowledge management platform (website under development)

Baseline (2018)	Interim milestone (2022)	Target (2024)
0	10	20

Theme 5 - Migration

General Objective 4: A stronger Europe in the world and implementing the external dimension of General Objective 5: Promoting our European way of life

Specific objective 13: Comprehensive and balanced Migration Partnerships with priority partner countries are supported in

Related to spending programme(s): DCI, EIDHR, EDF,

Result indicator 30: Number of migration management or forced displacement strategies or policies a) developed and b) implemented with EU support

Explanation: This indicator can include migrants or forcibly displaced persons who are directly reached by interventions with an overall 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. Other EU interventions without a significant aim of supporting the above target groups are excluded.

https://europa.eu/capacity4dev/sites/default/files/2.18_-_migration_management_or_forced_displacement_strategies_clean_180813.pdf

Source of data: EU Results Framework Annual Reporting Exercise

Baseline (beginning 2020)	Interim milestone (2022)	Target (2024)
0	20	30

Result indicator 31: Number of migrants, forcibly displaced people or individuals from host communities protected or assisted with EU support

Explanation: This indicator can include migrants or forcibly displaced persons who are directly reached by interventions with an overall 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. Other EU interventions without a significant aim of supporting the above target groups are excluded. Instead, these interventions should report results against the relevant EU RF sector indicator(s). This is the case even if some beneficiaries reached include the relevant target groups.

https://europa.eu/capacity4dev/sites/default/files/2.17_-_migrants_or_forcibly_displaced_people_180808.pdf

Source of data: EU Results Framework Annual Reporting Exercise

Baseline (beginning 2020)	Interim milestone (2022)	Target (2024)
0	1.500.000	2.000.000

Result indicator 32: Amount of EU funded international cooperation and development assistance directed towards migration-related actions⁵⁴

Explanation: The indicator aims to report the financial value of EU funded international cooperation and development assistance directed towards migration-related actions on an annual basis in terms of commitments.

Source of data: EU Results Framework Annual Reporting Exercise

Baseline (beginning 2020)	Interim milestone (2022)	Target (2024)
0	EUR 1 billion	EUR 1.5 billion

⁵⁴ This indicator comes from the EU Results Framework which reports upon contracts managed by DG DEVCO (and not DG ECHO).

Theme 6 – Governance, peace and security, democracy, human rights, civil society

General Objective 4: A stronger Europe in the world and implementing the external dimension of General Objective 5: Promoting our European way of life

Specific objective 14: Governance, resilience and peace building is enhanced through all available instruments in fragile countries or affected by/under risk of conflict

Related to spending programme(s): DCI, EIDHR, EDF, EFSD, IcSP, Greenland, INSC (NDICI, OAD, EINS)

Result indicator 33: Number of individuals directly benefiting from EU supported interventions that specifically aim to support civilian post-conflict peace-building and/or conflict prevention

Explanation: 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. They typically refer to the following DAC sector codes: 15220 - Civilian peace building, conflict prevention and resolution, 15240 - Reintegration and Small arms and Light Weapons control, 15250 - Removal of land mines and explosive remnants of war, 15261 - Child soldiers/prevention and demobilisation, 15210 - Security system management and reform, 15230: Participation in Peacekeeping operations.

https://europa.eu/capacity4dev/sites/default/files/2.28_nb_civilian_post_conflict_180912.pdf

Source of data: EU Results Framework Annual Reporting Exercise

Baseline (beginning 2020)	Interim milestone (2022)	Target (2024)
0	250,000	500,000

Result indicator 34: 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

Explanation: The 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. The supported organisations may include (1) State institutions with a formal mandate to ensure safety of the State and its citizens against violence and coercion; (2) Elected and appointed civil authorities responsible for control and oversight of these institutions; (3) Criminal justice agencies; (4) Organisations as part of the international human rights and justice mechanisms; (5) Non-state actors.

https://europa.eu/capacity4dev/sites/default/files/2.29_state_institutions_and_non-state_actors_clean_180813.pdf

Source of data: EU Results Framework Annual Reporting Exercise

Baseline (beginning 2020)	Interim milestone (2022)	Target (2024)
0	20	40

General Objective 4: A stronger Europe in the world and implementing the external dimension of General Objective 5: Promoting our European way of life

Specific objective 15: Promotion and protection of human rights and fundamental freedoms; equality, democracy and the rule of law are enhanced and civil society participates in democratic

Related to spending programme(s): DCI, EIDHR, EDF, EFSD, IcSP, Greenland, INSC (NDICI, OAD, EINS)

and development processes in an enabling environment

Result indicator 35: Number of countries supported by the EU to conduct elections and/or improve their electoral process⁵⁵

Explanation: 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.

https://europa.eu/capacity4dev/sites/default/files/2.24_-_countries_with_elections_supported_180808.pdf

Source of data: EU Results Framework Annual Reporting Exercise

Baseline (beginning 2020)	Interim milestone (2022)	Target (2024)
0	40	60

Result indicator 36: Number of victims of human rights violations directly benefiting from assistance funded by the EU

Explanation: A “victim” is a person whose nationally or internationally recognised human rights and fundamental freedoms have been violated as a consequence of governmental acts or omissions. In addition to the immediate victim, a victim/survivor can also include the family members or dependants of the direct victim/survivor or a person who has suffered harm in intervening to assist. Only victims/survivors directly supported by EU interventions should be included for this indicator. For the purposes of this indicator, human right defenders supported directly by EU interventions may also be included if they are victims of human right violations or at high risk of human right violations.

https://europa.eu/capacity4dev/sites/default/files/2.26_-_victims_of_hr_violations_180912.pdf

Source of data: EU Results Framework Annual Reporting Exercise

Baseline (beginning 2020)	Interim milestone (2022)	Target (2024)
0	100.000	200.000

Result indicator 37: Number of government policies developed or revised with civil society organisation participation through EU support

Explanation: This indicator refers to the number of government policies and strategies developed with Civil Society Organisation (CSO) participation through EU support. The definition of CSO follows the 2012 EU Communication on Europe’s engagement with Civil Society in external relations (COM(2012) 492 final) where CSOs include all non-State, not-for-profit structures, nonpartisan and non-violent, through which people organise to pursue shared objectives and ideals, whether political, cultural, social or economic. Operating from the local to the national, regional and international levels, they comprise urban and rural, formal and informal organisations. Public participation can be defined as a process through which the government actively seeks the opinions of CSOs (interested and affected groups) for a policy initiative.

https://europa.eu/capacity4dev/sites/default/files/2.25- clean- policies_with_cso_participation-180808.pdf

Source of data: EU Results Framework Annual Reporting Exercise

Baseline	Interim milestone	Target
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⁵⁵ This indicator comes from the EU Results Framework which reports upon contracts managed by DG DEVCO (and not FPI).

(beginning 2020)	(2022)	(2024)
0	195	200
<p>Result indicator 38: Share of the top 10 recommendations issued annually since the beginning of 2020 by the Global and Regional Policy Forum on Development that DEVCO has a) provided feedback on and b) taken into account</p>		
<p>Explanation: Every year the top 10 recommendations issued by the Global and Regional Policy Forum on Development will be identified and added to the top 10 recommendations of previous years. For the calculations of shares, each recommendation will be weighted equally, and when a recommendation has multiple components, then each component of that recommendation will be weighted equally.</p>		
Baseline (2019)	Interim milestone (2022)	Target (2024)
a. 0	a. 100%	a. 100%
b. 0	b. 35%	b. 50%

Theme 7 - Human Development

General Objective 4: A stronger Europe in the world and implementing the external dimension of General Objective 5: Promoting our European way of life and of General Objective 3: An economy that works for people

Specific objective 16: Human development for all is improved, in particular for youth, women and girls, and the most marginalised and vulnerable populations

Related to spending programme(s): DCI, EIDHR, EDF, EFSD, IcSP, Greenland, INSC (NDICI, OAD, EINS)

Result indicator 39: Share of EU funded international cooperation and development assistance directed towards supporting Human Development

Explanation: The indicator aims to report on the mainstreaming of human development in EU funded assistance. It reports on the percentage of EU funded international cooperation and development assistance commitment that is directed towards human development on an annual basis. Support to human development is estimated according to the RFL3 methodology⁵⁶.

https://europa.eu/capacity4dev/sites/default/files/3.2 - human_development - 190219 - clean.pdf

Source of data: EU Results Framework Annual Reporting Exercise

Baseline (2019)	Interim milestone (2021, 2022, 2023 - yearly cumulated)	Target (2024)
20,5%	20%	At least 20%

Result indicator 40: Proportion of EU funded cooperation and development initiatives promoting gender equality and women's empowerment

Explanation: The indicator is intended to report the share of EU funded cooperation and development initiatives promoting gender equality and women's empowerment on an annual basis. In their reporting to the Development Assistance Committee (DAC) Creditor Reporting System (CRS), donors are requested to indicate for each activity to what extent it targets gender equality as one of its policy objectives. In line with the OECD

⁵⁶ Updates are in discussion and may have to be reflected in the Management Plans from 2021 onwards also taking into account outcomes of NDICI negotiations. In particular a target of 10% of DEVCO spending on education is under review.

DAC, an activity is “gender equality focused” if it explicitly promotes gender equality and women’s empowerment. The OECD DAC definition is an activity that “is intended to advance gender equality and women’s empowerment or reduce discrimination and inequalities based on sex”.

<https://europa.eu/capacity4dev/sites/default/files/3.3 - gender equality - 190226-clean.pdf>

Source of data: EU Results Framework Annual Reporting Exercise

Baseline (2019)	Interim milestone (2022)	Target (2024)
69.7%	75%	85%

Result indicator 41: Number of women of reproductive age, adolescent girls and children under 5 reached by nutrition related interventions supported by the EU

Explanation: The indicator refers to the number of: (1) Women of reproductive age (15-49 years), paying particular attention to pregnant and lactating women; (2) Adolescent girls (age range based on national definitions, generally 10-19 years), (3) Infants and children under 5 years of age, who are reached by EU assistance through nutrition related interventions (either "nutrition-specific" or "nutrition-sensitive") during the reporting year. The classification of an intervention as nutrition-specific is based on the 2013 Lancet Series on Nutrition, which concluded that there is strong evidence that the following interventions, addressing the immediate causes of undernutrition, should be implemented at scale and in accordance with national protocols.

<https://europa.eu/capacity4dev/sites/default/files/2.2 - eurf nutrition indicator methodology 180807.pdf>

Source of data: EU Results Framework Annual Reporting Exercise

Baseline (beginning 2020)	Interim milestone (2022)	Target (2024)
0	9 million	15 million

Result indicator 42: Number of 1-year olds fully immunised with EU support

Explanation: The indicator refers to the number of infants who have received three doses of DPT (diphtheria, tetanus, pertussis/whooping cough) or three doses of pentavalent vaccine (= DT + Hepatitis B and Haemophilus influenza type b), by age 1 year with EU support.

<https://europa.eu/capacity4dev/sites/default/files/2.5 - 1 year olds fully immunised 180807.pdf>

Source of data: EU Results Framework Annual Reporting Exercise

Baseline (beginning 2020)	Interim milestone (2022)	Target (2024)
0	5 million	10 million

Result indicator 43: Number of women of reproductive age using modern contraception methods with EU support

Explanation: Number of women of reproductive age (aged 15-49 years) currently using, or whose sexual partner is using a modern contraceptive method with EU support. For analytical purposes, contraceptive methods are often classified as either modern or traditional. Modern methods of contraception include female and male sterilisation, oral hormonal pills, intrauterine devices (IUD), male condoms, injectables, implants (including Norplant), vaginal barrier methods, female condoms and emergency contraception. Traditional methods of contraception include the rhythm (periodic abstinence), withdrawal, lactational amenorrhea method (LAM) and folk methods. Traditional methods are not counted under this indicator.

<https://europa.eu/capacity4dev/sites/default/files/2.6 - women of reproductive age using modern contraception 180807.pdf>

Source of data: EU Results Framework Annual Reporting Exercise

Baseline	Interim milestone	Target
beginning 2020	(2022)	(2024)
0	2 million	6 million
<p>Result indicator 44: Number of students enrolled in education with EU support: a) primary education, b) secondary education</p> <p>Explanation: This indicator refers to 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. For the purpose of this indicator, UNESCO classification of education levels named International Standard Classification of Education (ISCED) is used. It allows cross country comparisons given that the duration of education levels could vary from one country to another. In this indicator, "primary education" only refers to ISCED level 1 while "secondary education" refers to ISCED level 2 and 3. Students can be included regardless of their age, for a particular school year, in all types of schools and education institutions, including public, private and all other institutions (formal or non-formal) that provide organised educational programmes. Interventions should part of the general secondary system, and can include vocational/technical or re-integration elements.</p> <p>https://europa.eu/capacity4dev/sites/default/files/2.7 - education 180808.pdf</p> <p>Source of data: EU Results Framework Annual Reporting Exercise</p>		
Baseline	Interim milestone	Target
(beginning 2020)	(2022)	(2024)
a) 0	a) 9,900,000	a) 20,000,000
b) 0	b) 2,700,000	b) 6,000,000
<p>Result indicator 45: Number of individuals with access to improved drinking water source and/or sanitation facility with EU support</p> <p>Explanation: The results for drinking water sources are based on the number of water points built or rehabilitated multiplied by the number of beneficiaries per water point. The results for sanitation facilities are based on the number of sanitation facilities constructed, rehabilitated or improved multiplied by the number of beneficiaries per facility.</p> <p>https://europa.eu/capacity4dev/sites/default/files/2.8 - access to watsan 180807.pdf</p> <p>Source of data: EU Results Framework Annual Reporting Exercise</p>		
Baseline	Interim milestone	Target
(beginning 2020)	(2022)	(2024)
0	2.5 million	5.5 million
<p>Result indicator 46: Number of people who have benefitted from institution or workplace based VET/skills development interventions supported by the EU</p> <p>Explanation: https://europa.eu/capacity4dev/sites/default/files/2.15 - vet skills development 180808.pdf</p> <p>Source of data: EU Results Framework Annual Reporting Exercise</p>		
Baseline	Interim milestone	Target
beginning 2020	2022	(2024)
0	200.000	600.000
<p>Result indicator 47: Number of countries which have benefitted from EU support to strengthen their social protection systems</p> <p>Explanation: The indicator aims to report the total number of countries that receive support from an EU</p>		

financed social protection programme

Source of data: EU Results Framework Annual Reporting Exercise

Baseline beginning 2020	Interim milestone (2022)	Target (2024)
0	40	55

Result indicator 48: Proportion of EU funded cooperation and development initiatives promoting disability inclusion

Explanation: The indicator aims to report the financial value of EU funded international cooperation and development assistance directed towards promoting disability inclusion on an annual basis in terms of commitments. It is the proportion (%) of new contracts (including amendments with new funding too) marked as 1 or 2 by the disability marker against all new contracts signed in a calendar year.

Source of data: EU Results Framework Annual Reporting Exercise

Baseline (2019)	Interim milestone (2022)	Target (2024)
5,4%	11%	15%

ANNEX 2: Objectives Overview

DG DEVCO defined 16 Specific Objectives closely linked to 7 themes. They contribute directly to General Objective 4 of the European Commission : A stronger Europe in the world and implement the external dimension of other 4: General Objective 1: A European Green Deal ; General Objective 2: A Europe fit for the digital age ; General Objective 3: An economy that works for people; General Objective 5: Promoting our European way of life.

They are presented in the table below, together with links to the SDGs, global initiatives, the European Consensus on Development themes, and references to the Multiannual Financial Framework.

Main SDG reference	Global Initiatives	DG DEVCO Specific Objective	European Consensus on Development Theme	Multiannual Financial Framework *NDICI ⁵⁷ , -EINS ⁵⁸ , 'OAD ⁵⁹ references
Theme 1: Partnerships				
SDG 1	<ul style="list-style-type: none"> Agreement between the European Union and its Member States on the one part, and with countries of the Organisation of African, Caribbean and Pacific States (OACPS) of the other part 	SPECIFIC OBJECTIVE 1: A new partnership agreement with the countries of the Organisation of African, Caribbean and Pacific States (OACPS) is concluded and operationalised	PARTNERSHIP	<ul style="list-style-type: none"> *Support and foster dialogue and cooperation with third countries and regions in the Neighbourhood, in Sub-Saharan Africa, in Asia and the Pacific, and in the Americas and the Caribbean; 'to foster and support cooperation with OCTs

⁵⁷ COM (2018) 460 final, Article 3.2

⁵⁸ COM (2018) 462 final Article 2.1

⁵⁹ COM (2018) 461 final Article 5a

<p>SDG 1</p>	<ul style="list-style-type: none"> • 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' 	<p>SPECIFIC OBJECTIVE 2: A new joint AU-EU Partnership agenda is concluded and operationalised</p>	<p>PARTNERSHIP</p>	<ul style="list-style-type: none"> • *Support and foster dialogue and cooperation with third countries and regions in the Neighbourhood, in Sub-Saharan Africa, in Asia and the Pacific, and in the Americas and the Caribbean; • 'to foster and support cooperation with OCTs
<p>SDG 1</p>	<ul style="list-style-type: none"> • Communication on the Global EU response to COVID-19⁶⁰ 	<p>SPECIFIC OBJECTIVE 3: A Team Europe approach is strengthened by working better together with EU Member States in joint programming and joint implementation</p>	<p>PARTNERSHIP</p>	<ul style="list-style-type: none"> • *Support and foster dialogue and cooperation with third countries and regions in the Neighbourhood, in Sub-Saharan Africa, in Asia and the Pacific, and in the Americas and the Caribbean; • *At global level, to consolidate and support democracy, rule of law and human rights, support civil society organisations, further stability and peace and address other global challenges including migration and mobility; • *Respond rapidly to: situations of crisis, instability and conflict; resilience challenges and linking of humanitarian aid and development action; and foreign policy needs and priorities.
<p>SDG 1</p>	<ul style="list-style-type: none"> • Action Plan on 'Financing Sustainable Growth' 	<p>SPECIFIC OBJECTIVE 4: Sustainable Partnerships with International Financial Institutions (IFIs), the UN and other multilateral partners around EU Priorities are built</p>	<p>PARTNERSHIP</p>	<ul style="list-style-type: none"> • *Support and foster dialogue and cooperation with third countries and regions in the Neighbourhood, in Sub-Saharan Africa, in Asia and the Pacific, and in the Americas and the Caribbean;
<p>Theme 2: Climate Change, Environment, Energy</p>				

⁶⁰ JOIN(2020) 11 final "Global EU Response to COVID-19" of 8 April 2020 and Council Conclusions of FAC (Development) on "Team Europe Global Response to COVID-19" of 8 June 2020.

<p>SDGs 11, 13</p>	<ul style="list-style-type: none"> • Global Climate Change Alliance Plus (GCCA+)⁶¹ 	<p>SPECIFIC OBJECTIVE 5: Partner Countries capacities to adapt to climate change and reduce greenhouse gas emissions are increased</p>	<p>PLANET</p>	<ul style="list-style-type: none"> • *Support and foster dialogue and cooperation with third countries and regions in the Neighbourhood, in Sub-Saharan Africa, in Asia and the Pacific, and in the Americas and the Caribbean; • *At global level, to consolidate and support democracy, rule of law and human rights, support civil society organisations, further stability and peace and address other global challenges including migration and mobility;
<p>SDG 15</p>	<ul style="list-style-type: none"> • Biodiversity for life (B4Life)⁶² • FLEGT (Forest Law Enforcement, Governance and Trade)⁶³ 	<p>SPECIFIC OBJECTIVE 6: An ambitious agenda for the conservation, restoration and sustainable management of natural resources and ecosystems, and for halting biodiversity loss and wildlife crime is adopted and implemented</p>	<p>PLANET</p>	<ul style="list-style-type: none"> • *Support and foster dialogue and cooperation with third countries and regions in the Neighbourhood, in Sub-Saharan Africa, in Asia and the Pacific, and in the Americas and the Caribbean; • *At global level, to consolidate and support democracy, rule of law and human rights, support civil society organisations, further stability and peace and address other global challenges including migration and mobility;
<p>SDG 7</p>	<ul style="list-style-type: none"> • ElectriFI⁶⁴ • Global Covenant of Mayors⁶⁵ • Covenant of Mayors for Sub-Saharan Africa⁶⁶ 	<p>SPECIFIC OBJECTIVE 7: A partnership for a global green energy transition from fossil fuels to sustainable energy is mobilised</p>	<p>PLANET</p>	<ul style="list-style-type: none"> • *Support and foster dialogue and cooperation with third countries and regions in the Neighbourhood, in Sub-Saharan Africa, in Asia and the Pacific, and in the Americas and the Caribbean; • *At global level, to consolidate and support democracy, rule of law and human rights, support civil society organisations, further stability and

⁶¹ <https://www.gcca.eu/about-gcca>

⁶² <https://europa.eu/capacity4dev/b4life/wiki/biodiversity-life-b4life>

⁶³ <http://www.euflegt.efi.int/home/>

⁶⁴ <https://www.electrifi.eu/>

⁶⁵ <https://www.globalcovenantofmayors.org/>

⁶⁶ <https://comssa.org/>

				<p>peace and address other global challenges including migration and mobility;</p> <ul style="list-style-type: none"> -Promotion of an effective nuclear safety culture and implementation of the highest nuclear safety and radiation protection standards, and continuous improvement of nuclear safety; -Responsible and safe management of spent fuel and radioactive waste and remediation of former nuclear sites and installations -Establishing efficient and effective safeguard systems
SDGs 2, 6, 8, 12, 14	<ul style="list-style-type: none"> Switch to Green⁶⁷ Development Smart Innovation through Research in Agriculture (DeSIRA)⁶⁸ 	SPECIFIC OBJECTIVE 8: Partner countries capacities in the transition toward green and circular economies are strengthened	PLANET	<ul style="list-style-type: none"> *Support and foster dialogue and cooperation with third countries and regions in the Neighbourhood, in Sub-Saharan Africa, in Asia and the Pacific, and in the Americas and the Caribbean; *At global level, to consolidate and support democracy, rule of law and human rights, support civil society organisations, further stability and peace and address other global challenges including migration and mobility;
Theme 3: Digital and Data Technologies				
SDG 9, 16	<ul style="list-style-type: none"> Digital for Development Hub⁶⁹ European Fund for Sustainable Development⁷⁰ External Investment Plan⁷¹ 	SPECIFIC OBJECTIVE 9: Digital governance, policy and regulatory frameworks are improved and digital infrastructure and affordable and secure broadband connectivity are	PROSPERITY	<ul style="list-style-type: none"> *Support and foster dialogue and cooperation with third countries and regions in the Neighbourhood, in Sub-Saharan Africa, in Asia and the Pacific, and in the Americas and the Caribbean; *At global level, to consolidate and support

⁶⁷ <https://www.switchtogreen.eu/?p=128>

⁶⁸ <https://europa.eu/capacity4dev/desira>

⁶⁹ <https://europeandigital.org/policy/eu-digital4development>

⁷⁰ https://ec.europa.eu/commission/publications/regulation-establishing-european-fund-sustainable-development-efsd-efsd-guarantee-and-efsd-guarantee-fund_en

⁷¹ https://ec.europa.eu/eu-external-investment-plan/home_en

		enhanced		democracy, rule of law and human rights, support civil society organisations, further stability and peace and address other global challenges including migration and mobility;
SDG 8	<ul style="list-style-type: none"> Digital for Development Hub⁶⁴ European Fund for Sustainable Development⁶⁵ External Investment Plan⁶⁶ 	SPECIFIC OBJECTIVE 10: The digital skills of individuals needed to fully capitalise on the digital transformation are improved	PROSPERITY	
SDG 8	<ul style="list-style-type: none"> Digital for Development Hub⁶⁴ European Fund for Sustainable Development⁶⁵ External Investment Plan⁶⁶ 	SPECIFIC OBJECTIVE 11: The provision and quality of public and private digital services in partner countries are improved	PROSPERITY	
Theme 4: Sustainable Growth and Jobs				
SDGs 8, 17	<ul style="list-style-type: none"> Implementation of the Collect More, Spend Better Action Plan External Investment Plan⁶⁶ 	SPECIFIC OBJECTIVE 12: Mobilisation of public and private financing for sustainable development is enhanced contributing to decent jobs creation, and the reduction of inequalities	PROSPERITY	<ul style="list-style-type: none"> *Support and foster dialogue and cooperation with third countries and regions in the Neighbourhood, in Sub-Saharan Africa, in Asia and the Pacific, and in the Americas and the Caribbean; *At global level, to consolidate and support democracy, rule of law and human rights, support civil society organisations, further stability and peace and address other global challenges including migration and mobility; *External Action Guarantee ‘to support and to cooperate with Greenland in addressing its major challenges as the raising of education level and to contribute to the capacity of the administration of Greenland to formulate and implement national policies.

Theme 5: Migration				
SDG 10	<ul style="list-style-type: none"> • Support to the Global Compact on Migration⁷² • Support to the Global Compact on Refugees⁷³ • Global Action against trafficking in persons and smuggling of migrants⁷⁴ • Emergency Trust Fund for Africa (EUTF)⁷⁵ 	SPECIFIC OBJECTIVE 13: Comprehensive and balanced Migration Partnerships with priority partner countries are supported in line with sustainable development and poverty reduction goals	PEOPLE	<ul style="list-style-type: none"> • *Support and foster dialogue and cooperation with third countries and regions in the Neighbourhood, in Sub-Saharan Africa, in Asia and the Pacific, and in the Americas and the Caribbean; • *At global level, to consolidate and support democracy, rule of law and human rights, support civil society organisations, further stability and peace and address other global challenges including migration and mobility;
Theme 6: Governance, peace and security, democracy, human rights, civil society				
SDG 16	<ul style="list-style-type: none"> • Global Network against Food Crises⁷⁶ 	SPECIFIC OBJECTIVE 14: Governance, resilience and peace building is enhanced through all available instruments in fragile countries or affected by/under risk of conflict	PEACE	<ul style="list-style-type: none"> • *Support and foster dialogue and cooperation with third countries and regions in the Neighbourhood, in Sub-Saharan Africa, in Asia and the Pacific, and in the Americas and the Caribbean; • *At global level, to consolidate and support democracy, rule of law and human rights, support civil society organisations, further stability and peace and address other global challenges including migration and mobility; • *Respond rapidly to: situations of crisis, instability and conflict; resilience challenges and linking of humanitarian aid and development action; and foreign policy needs and priorities.

⁷² <https://refugeesmigrants.un.org/migration-compact>

⁷³ <https://www.iom.int/global-compact-migration>

⁷⁴ <https://www.unodc.org/unodc/en/human-trafficking/glo-act/index.html>

⁷⁵ https://ec.europa.eu/trustfundforafrica/index_en

⁷⁶ <http://www.fightfoodcrises.net/>

SDG 16	<ul style="list-style-type: none"> • Global Covenant of Mayors⁷⁷ 	SPECIFIC OBJECTIVE 15: Promotion and protection of human rights and fundamental freedoms; equality, democracy and the rule of law are enhanced and civil society participates in democratic and development processes in an enabling environment	PEOPLE	<ul style="list-style-type: none"> • *Support and foster dialogue and cooperation with third countries and regions in the Neighbourhood, in Sub-Saharan Africa, in Asia and the Pacific, and in the Americas and the Caribbean; • *At global level, to consolidate and support democracy, rule of law and human rights, support civil society organisations, further stability and peace and address other global challenges including migration and mobility;
Theme 7: Human Development				
SDGs 2, 3, 4, 5, 6, 8	<ul style="list-style-type: none"> • Global Network against Food Crises⁷⁸ • Global Partnership on Education⁷⁹ • Education Cannot Wait⁸⁰ • Gender Action Plan • UN-EU Spotlight Initiative • Global Fund to fight AIDS, Tuberculosis, Malaria⁸¹ • GAVI, the Vaccine Alliance⁸² • Global Financing Facility⁸³ • Flagship programme on building social protection floors for all⁸⁴ • Scaling Up Nutrition (SUN) Movement⁸⁵ 	SPECIFIC OBJECTIVE 16: Human development for all is improved, in particular for youth, women and girls, and the most marginalised and vulnerable populations	PEOPLE	<ul style="list-style-type: none"> • *Support and foster dialogue and cooperation with third countries and regions in the Neighbourhood, in Sub-Saharan Africa, in Asia and the Pacific, and in the Americas and the Caribbean; • *At global level, to consolidate and support democracy, rule of law and human rights, support civil society organisations, further stability and peace and address other global challenges including migration and mobility;

⁷⁷ <https://www.globalcovenantofmayors.org/>

⁷⁸ <http://www.fightfoodcrises.net/>

⁷⁹ <https://www.globalpartnership.org/>

⁸⁰ <https://www.educationcannotwait.or>

⁸¹ <https://www.theglobalfund.org/en/>

⁸² <https://www.gavi.org/>

⁸³ <https://www.globalfinancingfacility.org/>

⁸⁴ <https://www.social-protection.org/gimi/gess/Flagship.action>

⁸⁵ <https://scalingupnutrition.org/>

- Nutrition for Growth (N4G) and its accountability tool Global Nutrition Report (GNR)⁸⁶



Partners

- National authorities
- Local authorities
- Civil Society, including Youth Organisations
- Financial institutions
- Private Sector

Methods of Implementation

- Innovative financing
- Budget support
- Projects
- Twinning
- Technical assistance

⁸⁶ <https://nutritionforgrowth.org/about/>