



# Management Plan 2018

DIRECTORATE-GENERAL FOR INTERNATIONAL  
COOPERATION AND DEVELOPMENT – DG DEVCO



## GLOSSARY

**AAAA**= Addis Ababa Action Agenda  
**AAP**= Annual Action Programme  
**ACP**= African, Caribbean and Pacific countries  
**AFIF**= African Infrastructure Facility  
**AfIF**= African Investment Facility  
**AFS**= Anti-Fraud Strategy  
**AGIR**= Global Alliance for Resilience Initiative  
**AgriFI**= Agriculture Financing Initiative  
**AMC**= Account Management Centre  
**APF**= African Peace Facility  
**APSA**= African Peace and Security Architecture  
**AREI**= Africa Renewable Energy Initiative  
**ASEAN**= Association of South East Asian Nations  
**AU**= African Union  
**AUC**= African Union Commission  
**BS**= Budget Support  
**CARICOM**= Caribbean Community  
**CARIFORUM**= Caribbean Forum  
**CBRN**= Chemical, Biological, Radiological and Nuclear  
**CBSD**= Capacity Building in Support of Security and Development  
**CEMAC**= Economic Community of Central African States  
**CfP**= Call for Proposal  
**CIF**= Caribbean Investment Facility  
**CRIS**= Common Relex Information System  
**CSA**= Conflict Sensitivity Analysis  
**CSO**= Civil Society Organisation  
**D4D**= Digitalisation for Development  
**DAC**= Development Assistance Committee  
**DCI**= Development Cooperation Instrument  
**DEAR**= Development Education and Awareness Raising  
**DG**= Directorate-General  
**DRM**= Domestic Revenue Mobilisation  
**DRR**= Disaster Risk Reduction  
**ECCAS**= Economic Community of Central African States  
**ECLAC**= United Nations Economic Commission for Latin America and the Caribbean  
**ECOWAS**= Economic Community of West African States  
**ECW**= Education Cannot Wait  
**EDDs**= European Development Days  
**EDF**= European Development Fund  
**EDFIs**= European Development Finance Institutions  
**EEAS**= European External Action Service  
**EFIs**= External Financing Instruments  
**EFSD**= European Fund for Sustainable Development  
**EIDHR**= European Instrument for Democracy and Human Rights  
**EIP**= External Investment Plan  
**ElectriFI**= Electrification Financing Initiative  
**EPA**= Economic Partnership Agreement  
**E-READI**= Enhanced Regional EU-ASEAN Dialogue Instrument  
**ERM**= Early Response Mechanism  
**EU**= European Union  
**EURF**= EU International Cooperation and Development Results Framework  
**EUTF**= European Union Trust Fund  
**FAO**= Food and Agriculture Organisation  
**FFD**= Financing for Development  
**FLEGT**= Forest Law Enforcement, Governance and Trade  
**FPA**= Framework Partnerships Agreement  
**FPI**= Foreign Policy Instruments  
**FR**= Financial Regulation  
**GAVI**= Global Alliance for Vaccine and Immunisation  
**GCC**= Gulf Cooperation Council

**GCCA+** = Global Climate Change Alliance+  
**GFATM** = Global Fund to Fight AIDS, Tuberculosis and Malaria  
**GAP** = Gender Action Plan  
**GPE** = Global Partnership for Education  
**GPGC** = Global Public Goods and Challenges  
**HAN** = Hermes-Ares-NomCom  
**HLPF** = United Nations High Level Political Forum  
**HQ** = Headquarters  
**HRS** = Hermes Repository Service  
**ICAP** = Internal Communication Action Plan  
**IcSP** = Instrument contributing to Stability and Peace  
**IFAD** = International Fund for Agricultural Development  
**IFIs** = International Financial Institutions  
**IMF** = International Monetary Fund  
**INSC** = Instrument for Nuclear Safety Cooperation  
**INTEC** = Integración Económica Regional Centroamericana  
**IOs** = International Organisations  
**JP** = Joint Programming  
**JSR** = Joint Synthesis Report  
**KPI** = Key Performance Indicator  
**LA** = Local Authority  
**LAIF** = Latin America Investment Facility  
**LDCs** = Least Developed Countries  
**LKDS** = Learning and Knowledge Development Strategy  
**LRRD** = Linking Relief, Rehabilitation and Development  
**MADCs** = More Advanced Developing Countries  
**MFF** = Multi-annual Financial Framework  
**MIP** = Multi-annual Indicative Programme  
**MOU** = Memorandum of Understanding  
**MSG** = Multi Stakeholder Group  
**MSME** = Micro, Small and Medium Enterprise  
**MTR** = Mid-Term Review  
**NDC** = Nationally Determined Contributions  
**NIP** = National Indicative Programme  
**OCTs** = Overseas Countries and Territories  
**ODA** = Official Development Assistance  
**OECD** = Organisation for Economic Co-operation and Development  
**PEFA** = Public Expenditure & Financial Accountability  
**PCD** = Policy Coherence for Development  
**PFD** = Policy Forum on Development  
**PFM** = Public Finance Management  
**PSC** = Policy Strategy and Coordination  
**PSO** = Peace Support Operation  
**QSG** = Quality Support Group  
**RBA** = Rights-Based Approach  
**RER** = Residual Error Rate  
**RIP** = Regional Indicative Program  
**ROM** = Results Oriented Monitoring  
**SDGs** = Sustainable Development Goals  
**SME** = Small and Medium-Sized Enterprise  
**SO** = Specific Objective  
**SWD** = Staff Working Document  
**TA** = Technical Assistance  
**TADAT** = Tax Administration Diagnostic Assessment Tool  
**TOSSD** = Total Official Support for Sustainable Development  
**TVET** = Technical Vocational Education and Training  
**UN** = United Nations  
**UNGA** = United Nations General Assembly  
**VET** = Vocational Education and Training  
**WAEMU** = West African Economic and Monetary Union  
**WB** = World Bank

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## INTRODUCTION

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

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

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

and by the:

- **Treaty on European Union (art. 21 on external action) and Treaty on the Functioning of the European Union (arts. 208-211 on development)**
- **European Consensus on Development**;
- **Global Strategy for the European Union's Common Foreign and Security Policy**.

Development is a global and common challenge, policies are interconnected and goals are universal. The European Consensus on Development was adopted by the Council, Member States, the European Parliament and the European Commission on 7 June 2017. It provides a shared framework for a common approach to development policy and guides the action of EU institutions and Member States in their cooperation with all development countries and actors. It ensures collective credibility, effectiveness and impact. It is structured around the "five Ps" agreed in the Preamble of the 2030 Agenda (People, Planet, Prosperity, Peace and Partnership) to address in a balanced yet synthetic manner all 17 SDGs. It contributes to the objectives of EU external action, while affirming development policy's essential role in harnessing globalisation and promoting multilateralism. It is a key contribution to delivering on the four General Objectives (GO) included in the Strategic Plan 2016-2020 of DEVCO and notably:

- **GO1**: EU as a Stronger Global Actor
- **GO2**: Towards a New Policy on Migration
- **GO3**: A resilient Energy Union with a Forward Looking Climate Change Policy
- **GO4**: A New Boost for Jobs, Growth and Investment

DG DEVCO's organisation reflects this new policy framework.

The overall mission of DG DEVCO is further outlined below, along the five main themes from the 2030 Agenda and the European Consensus on Development: People, Planet, Prosperity, Peace and Partnerships – the 'five Ps'. More details on how these outputs and actions are conducive to the achievement of the Commission's General Objectives listed above, especially **"EU as a stronger Global Actor"** and DG DEVCO's Specific Objectives, as stated in its Strategic Plan 2016-2020, are presented below and further detailed under Part 1 of this document.

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

## 1. A FRAMEWORK FOR ACTION

### 1.1 People

2017 marked the 60<sup>th</sup> anniversary of the Treaty of Rome. In an article around this momentous occasion, President Juncker recalled that "**European integration was always a project created by the people, for the people**"<sup>2</sup>. People have in fact been at the centre of the European project, from the Charter of Fundamental Rights of the European Union (2012/C 326/02), to promoting progress focusing not only on economic growth, but also on social improvements and on people's empowerment to become actors of their own development. At a time when a new direction and new focus is required to further advance the European project, understanding the needs of people and creating a Union which is ever closer to the people is again central to the success of the European project: a Union based on "three fundamentals, three unshakeable principles: freedom, equality and the rule of law."<sup>3</sup>

Furthermore, President Juncker's vision presented in the State of the Union 2017 clearly reminded that Europe has always been "about values". One of the founding values of the European Union is equality, as well as the prohibition of any kind of discrimination, including those based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation. Since its origin the EU has been fighting to promote equality inside and outside its borders. Promoting and upholding core values has not only been central to the European project, but has greatly contributed to the external perception of a value-led European Union, enhancing its role as a credible global actor within the international arena.

Gender is an overarching priority for the EU and DG DEVCO policies and programmes and reflects the European commitment to equality. The continued implementation of the **Gender Action Plan II**<sup>4</sup> for all EU external relations, and the recent launch of the **Spotlight Initiative**<sup>5</sup> will reinforce the EU commitment to fighting all forms of sexual and gender-based violence, perpetrated especially against women and girls. This will contribute to reinforcing equality among human beings worldwide, while applying zero tolerance against perpetrators should help enforce the rule of law throughout all EU partner countries.

**Migration and forced displacement** remain a global concern, and EU efforts to address challenges must be redoubled. It is a policy area where the EU internal and external dimensions need to converge in full coherence, and where our work must take into account all aspects of migration in a comprehensive and balanced manner. But Europe cannot act alone. Migration and forced displacement are global challenges that require genuine partnerships and close cooperation between countries of origin, transit and destination.

In this context, **addressing irregular migration and forced displacement** as well as **radicalisation and violent extremism** will continue to be high on the agenda of EU - Africa relations in 2018. Guided by the strategic priorities set out in the Valletta Action Plan, the Partnership Framework on Migration and other High Level Dialogues at the regional level and bilaterally, DG DEVCO will continue to engage with partners in Africa on migration and forced displacement, notably through innovative delivery systems such as "the **Emergency Trust Fund for stability and addressing root causes of irregular migration and displaced persons in Africa**" (EUTF) and the **External**

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<sup>2</sup> [https://ec.europa.eu/commission/commissioners/2014-2019/vella/blog/europe-27-honest-debate\\_en](https://ec.europa.eu/commission/commissioners/2014-2019/vella/blog/europe-27-honest-debate_en)

<sup>3</sup> [http://europa.eu/rapid/press-release\\_SPEECH-17-3165\\_en.htm](http://europa.eu/rapid/press-release_SPEECH-17-3165_en.htm)

<sup>4</sup> Joint Staff Working Document - Gender Equality and Women's Empowerment: Transforming the Lives of Girls and Women through EU External Relations 2016-2020 - SWD (2015) 182 final

<sup>5</sup> The Spotlight Initiative was launched by Commissioner Mimica and HRVP on 20/9/2017 during the UNGA, in New York.

**Investment Plan (EIP)**, which aims at boosting jobs, growth and investment in Africa to help address root causes of migration.

## 1.2 Planet

Human well-being and resilient societies depend on a healthy environment and functioning ecosystems. Environmental degradation, climate change, extreme weather, and natural or man-made disasters can offset development gains and economic progress, especially for the poor. This can increase vulnerabilities and needs, jeopardise peace and stability and cause large-scale migration.

Energy is a critically important development enabler and is central to solutions for a sustainable planet. Developing countries need energy to promote inclusive growth and further improve standards of living. Investment in sustainable energy can ensure and increase access to clean water, clean cooking, education and healthcare, and can also create jobs and support local businesses in an environmentally friendly manner.

EU sustainable energy cooperation focuses on three interlinked objectives: increase access to energy; increase renewable energy generation and energy efficiency; and contribute to the fight against climate change. Under the 2014-2020 financial framework, EUR 3.7 billion<sup>6</sup> have been allocated to sustainable energy, estimated to contribute to these three global objectives by providing access to energy to about 40 million people, increasing renewable energy generation by about 6.5 gigawatt and saving about 15 million tons of CO<sub>2</sub>e/year.

In this context, the **Africa Renewable Energy Initiative (AREI)** will provide an essential continental framework to the realisation of the Commission's objective of energy resilience and forward-looking climate change policy, by scaling up and accelerating the deployment and funding of renewable energy in Africa. As an Africa-led initiative, AREI is expected to strengthen ownership and multi-stakeholder engagement and be a major achievement of the renewed impetus of the Africa-EU partnership.

The EU will also pursue the implementation of the **SWITCH to Green flagship** initiative, which aims at providing a significant contribution to implement the commitments formulated in the European Consensus on Development. This relates notably to "promote resource efficiency and Sustainable Consumption and Production with a view to decoupling economic growth from environmental degradation and enabling the transition to a circular economy" and "contribute to scaling-up private and public investments in the low-emission, climate-resilient green economy".

## 1.3 Prosperity

Creating decent jobs, particularly for women and youth is essential for inclusive and sustainable growth. Shared prosperity and growth are key contributors to human welfare and dignity. Inclusive sustainable growth builds long-term resilience in partner countries, by creating opportunities for vulnerable population groups and those most at risk, to participate in, and benefit from, wealth and the creation of decent jobs.

The EU's **External Investment Plan (EIP)** will encourage investment in partner countries in Africa, leading by example in contributing to achieving the Sustainable Development Goals while tackling some of the root causes of migration, mobilising sustainable investment, and strengthening public and private partnerships for development. The EIP will be made operational via three pillars:

- (i) mobilising finance under the new European Fund for Sustainable Development (EFSD),

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<sup>6</sup> Indicative allocations done in accordance with existing Commission's Decisions (National and regional indicative programmes, European Development Fund (intra-ACP) and Development Cooperation Instrument (Global public goods and challenges programme)).

- (ii) technical assistance, and
- (iii) improving investment climate and business environment via reforms and better governance.

DEVCO hosts the joint EIP secretariat and ensures the coherence of the actions under the three pillars in the countries under its mandate.

The EFSD guarantee provides an extremely flexible instrument to address key project risks and absorbing potential losses, thus making projects viable for investors and therefore lead to an enhanced engagement of the private sector. It represents a new tool to achieve the Sustainable Development Goals (SDG) set in the 2030 Agenda and transform development policy to allow it to address the multiple challenges faced in both the EU Neighbourhood and Africa.

EFSD is the heart piece of the EIP. The EFSD contains priority sectors<sup>7</sup>, identified as essential for the creation of decent and sustainable jobs. As stated in the European Consensus on Development, Small and Medium-Sized Enterprises (SMEs) are major enablers of sustainable development and essential actors in the fight against poverty. In order to stimulate and increase the engagement of SMEs in implementing concrete actions on the ground and to unlock their transformative potential, the Electrification Financing Initiative (ElectriFI) will continue to support investments increasing access to affordable, reliable, sustainable and modern energy prioritising energy access for productive uses. Likewise, the Agriculture Financing Initiative (AgriFI) will support the increase of investments in smallholder agriculture and agribusiness SMEs aiming at inclusive and sustainable agricultural growth.

The enhancement of AgriFI and ElectriFI efforts through their integration in the EIP and the consequent increased traction and impact should contribute strongly to the efforts of partner countries to respond efficiently to local and global challenges, including energy access, job creation, inclusive and sustainable economic growth, social stability and peace, and climate change. Under the EIP framework, ElectriFI and AgriFI initiatives will catalyse SMEs investments and finance for development through blending, improving the business environment and providing support to the private sector in key areas empowering development, in line with the Nairobi Joint Cooperation Framework for Private Sector Development support in African, Caribbean and Pacific (ACP) countries adopted by the ACP-EU Council of Ministers.

In the same vein, the EU and its Member States will continue promoting and facilitating trade and investment in partner countries in support of sustainable development, as well as regional integration as key drivers of growth and poverty reduction. To this end, the EU will continue to capitalise upon the **Economic Partnership Agreements (EPAs)** negotiated between the EU and African, Caribbean and Pacific countries and regions which ensure reciprocal market access and regional integration, ultimately contributing, through trade and investment, to growth, sustainable development and job creation.

## 1.4 Peace

**Peace and resilience** are of paramount importance for Europe to remain a continent of solidarity for the most fragile countries, and in that way prevent war and conflicts. This is fully in line with the 2016 Global Strategy for the EU Foreign and Security Policy and the European Consensus on Development.

In line with these priorities, DEVCO is responsible for the management of the **African Peace Facility (APF)** established in 2004 in response to a request by African leaders. It is a unique instrument to support Africa's Peace and Security Architecture, Conflict Prevention and Peace Keeping Operations. It constitutes the main source of funding to

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<sup>7</sup> "Sustainable Energy and Sustainable Connectivity", "Micro, Small and Medium Enterprises (MSMEs) Financing", "Sustainable agriculture", "rural entrepreneurs and agroindustry", "Sustainable cities", "Digitalisation for Sustainable Development".



support the African Union's and African Regional Economic Communities' efforts in the area of peace and security. In 2018 the APF is expected to contribute to promoting peaceful and inclusive societies for sustainable development (SDG 16) by supporting Africa-led efforts "to silence the guns by 2020". To this end, and following a request by the African Union, DEVCO will formulate the APF Action Programme 2019-2020, which will then be adopted by the Council at COREPER. In 2018, DEVCO will also prepare the Financing Decision committing the funds necessary for the implementation of the Action Programme.

**Capacity Building in support of Security and Development (CBSD)** is designed to support partner countries to manage crises on their own through capacity building in the security sector. CBSD aims to contribute to a more comprehensive and coherent financing of actions in the area of peace and security, by enabling an integrated approach to the security sector reform in partner countries. CBSD projects will commence in January 2018, following the votes on adoption of the legislative proposal by the Parliament and the Council in November and December 2017 respectively. In 2018 the decision-making on CBSD projects will follow the processes already in place for the IcSP. Crisis response projects will be considered by the Political and Security Committee, and projects involving crisis preparedness or that address transregional threats will form part of the Annual Action Programmes. Each decision will be taken on a case-by-case basis, according to the eligibility and exclusion criteria within the Regulation.

Addressing the mobility/security/development nexuses in addition to the support to elections, the reinforcement of democratic institutions, the promotion of public participation and dialogue, the support to education and technical, vocational education/training remains an important component of EU funded projects and programmes planned for 2018.

Furthermore, the **EU Trust Fund (EUTF) for Colombia** was established following the landmark peace agreement signature in Colombia at the end of 2016, as an unambiguous, direct EU action of political and financial support to the peace process in the country. Although implementation kick-started in 2017, it will be fully rolled-out during 2018 with a rich portfolio of projects under execution, having a special focus on rural development in the poorest and most conflict-affected regions. The EUTF establishes a clear link with the Peace theme of the 2030 Agenda and the European Consensus on Development. With its action-oriented structure, high number of contributing Member States and high level of ownership by the Colombian government, it embodies the "from vision to action" and "joined-up Union" approach of the EU Global Strategy.

**Countering terrorism** will also remain a priority for the EU in 2018 and the Commission has the intention to continue investing in projects that strengthen the resilience of communities to violence and extremism around the world as well as reforming criminal justice systems in line with international law, the rule of law and with full respect to human rights.

## 2. MEANS OF IMPLEMENTATION / PARTNERSHIPS

DEVCO will contribute to ensuring that the European Consensus on Development is reflected and built upon in future processes, such as the proposal(s) **for the EU external financing instruments in the next Multiannual Financial Framework**, or the **new partnership with African, Caribbean and Pacific countries**, including how to better tailor partnerships to reflect partner countries' increasingly heterogeneous capacities, needs as well as EU interests.

### 2.1 Proposal(s) for the EU External Financing Instrument(s) in the next Multiannual Financial Framework

The Communication on the Commission Work Programme 2018 announces that the proposal for the post-2020 Multi-annual Financial Framework (MFF) should be adopted in

May 2018. The sectoral legislative proposals - amongst which the **post-2020 External Financing Instruments** (EFIs) - should be adopted by the Commission shortly afterwards.

These new EFIs should provide the EU with the required legal and financial framework to implement international commitments such as the 2030 Agenda, the Addis Ababa Action Agenda on Financing for Development and the Paris Agreement on climate change, together with the new EU policy orientations laid down in the EU Global Strategy, the European Consensus on Development and the renewed EU-Africa Partnership, among others.

Within the EU external relations services, DG DEVCO will particularly focus on the instrument(s) concerning development cooperation. The design of these new EFIs should address important challenges such as the growing number of fragile and conflict-affected regions, the expanding geopolitical uncertainties and security threats, the impact of climate change, the increased migration flows and the increasingly diversified nature of our partners. These new global challenges are blurring traditional dividing lines between foreign and development policy and between external and internal policies.

## **2.2 Work on new partnership with ACP**

Strengthening the **strategic partnership with Africa** will continue to be one of the EU's political priorities in 2018. The fifth African Union-EU Summit which took place in Abidjan in November 2017 adopted an ambitious agenda for cooperation. The EU priorities as expressed in the Joint Communication 'for a renewed impetus of the Africa-EU Partnership'<sup>8</sup> are i) 'More resilient States and societies', with an emphasis on conflicts prevention, governance and migration; and ii) 'More and better jobs, especially for youth', with an emphasis on investments, in particular in the energy and agricultural sectors, green and circular economy and knowledge and skills.

EU cooperation with Sub-Saharan Africa, the Caribbean and the Pacific has its legal basis in the EU-ACP Partnership (Cotonou Agreement), a multilateral Treaty under International Law. Its expiry in February 2020 is the opportunity to rejuvenate the EU's relationship and create a renewed partnership with the African, Caribbean and Pacific countries. 2018 is expected to mark the dialogue with EU Member States on negotiating directives in view of a Council decision authorising the opening of negotiations with the ACP countries supposed to start no later than August 2018.

## **2.3 Completion of the Mid-Term Review (MTR) of multiannual programming**

DG DEVCO has launched the **MTR of the programming of development cooperation** for the period 2018-2020. The MTR should be completed, following negotiations with our relevant partners and after the strategic dialogue with the European Parliament has been carried out, with the adoption of the amended or new programming documents during the first half of 2018. This review represents a unique opportunity for the EU to enhance policy dialogue with partner countries and other stakeholders in order to align the current programming to the 2030 Agenda / SDGs and the European Consensus on Development. In particular, it aims at strengthening the focus on growth and job creation, renewable energy and climate change, and the nexuses between development and security and migration/mobility, paying special attention to gender and resilience. This exercise should also take into consideration elements such as the political situation and the absorption capacities of partner countries, as well as the outcome of the evaluation report of the current External Financing Instruments to be submitted to the Parliament and the Council by 31 December 2017.

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<sup>8</sup> JOIN(2017) 17

## 2.4 EU Trust Funds

The **Emergency Trust Fund for Africa** enables the EU to provide a rapid answer to pressing immediate needs in the field of economic opportunities, resilience, stability and migration, by pooling resources, providing flexibility to adapt to changing needs and substantially reducing time lapse between financing decisions and implementation on the ground. The EU Trust Fund provides opportunities for the EU and its member states to advance from joint programming to joint implementation in line with development effectiveness principles. The **Emergency Trust Fund for Africa** fosters stability following the unprecedented displacement crisis. This innovative delivery mechanism is flexible and therefore allows for swift responses adapted to emerging challenges and fast changing contexts.

The **EU Trust Fund for Colombia** contributes to addressing the effects, and to a certain extent the root causes, of the armed conflict through mainly local economic and rural development. By doing this, the link with the Peace theme of the European Consensus on Development is obvious but it also contributes to the other core themes of the Consensus mainly, People, Prosperity, Planet and Partnership, since action and results in terms of peace, have an impact in those others. Its added value also lays in the fact that the EU as a whole, makes a positive difference in the Americas, by positioning itself in the forefront of a peace building process having local, national, regional and global dimensions.

The **Bêkou Trust Fund**, the very first EU TF launched in 2014, will continue strengthening the EU's role as a global actor by building community resilience and reinforcing local authorities and civil society in the Central African Republic (CAR), which despite the successful political transition remains a fragile State, with widespread security threats and a very weak capacity by the authorities to provide basic services. In line with its operational strategy, in 2018 the Bêkou Trust Fund will continue its activities aimed at improving health / water and sanitation / food security (PEOPLE), rural development and economic recovery (PROSPERITY), empowerment of women / reconciliation (PEACE), in ever closer partnership with the Government.

The list of the general objectives and specific objectives as well as the relationship to the 5 main themes of the European Consensus on Development is presented in the table below and further detailed in Section 1.

**Commission Objectives to which DEVCO is associated**

1. **GO1:** EU as a Stronger Global Actor
2. **GO2:** Towards a New Policy on Migration

**Commission Objectives to which DEVCO contributes:**

3. **GO3:** A resilient Energy Union with a Forward Looking Climate Change Policy
4. **GO4:** A New Boost for Jobs, Growth and Investment

DEVCO Specific Objective (SO)	General Objective (GO)	European Consensus on Development Theme
DEVCO Specific Objective 1: Contribute to sustainable development and development effectiveness in the areas of EU international and development cooperation with a view to the implementation of the Agenda 2030 and Addis Ababa Action Agenda.	GO1	PEOPLE PLANET PROSPERITY PEACE PARTNERSHIP
DEVCO Specific Objective 2: Under the overall objectives of the legal bases of the main instruments, DEVCO will promote human development by supporting actions in the field of social protection, health, education and better access to decent jobs in order to ensure a solid foundation for partner countries' further development.	GO1, GO2	PEOPLE PROSPERITY
DEVCO Specific Objective 3: Under the overall objectives of the legal bases of the main instruments and mostly by targeting the poverty reduction, DEVCO will promote the enabling vectors for inclusive and sustainable growth, including through a stronger business environment that will maximise the contribution to poverty reduction, encourage green economy, create new and decent jobs and deeper regional integration.	GO1, GO2, GO3	PEOPLE PLANET PROSPERITY
DEVCO Specific Objective 4: Under the overall objectives of the legal bases of the main instruments, DEVCO will promote the inclusive and sustainable development particularly by supporting sectors that have a strong multiplier impact on developing countries' economies and contribute to protecting the planet from environmental degradation, including climate change mitigation and adaptation, sustainable agriculture and energy.	GO1, GO4	PLANET PROSPERITY
DEVCO Specific Objective 5: Under the overall objectives of the legal bases for the main instruments, DEVCO will promote democracy, human rights, rule of law, gender equality and empowerment of women, the economic and social inclusion of vulnerable groups, support the civil society and local authorities.	GO1	PEOPLE PEACE PARTNERSHIP
DEVCO Specific Objective 6: Under the overall objectives of the legal bases of the main instruments, DEVCO will support the public sector capacity, public finance management, tax policy and administration, procurement and fight against corruption in our partner countries.	GO1	PROSPERITY
DEVCO Specific Objective 7: Under the broader coverage of the legal bases of the Instrument contributing to Stability and Peace (IcSP) and the Instrument for Nuclear Safety Cooperation (INSC), DEVCO will address nuclear safety issues (EURATOM based) as well as specific global, trans-regional and emerging security threats, including among others chemical, biological, radiological and nuclear (CBRN) risks, terrorism and protection of critical infrastructure in third countries (TFEU based).	GO1	PLANET PROSPERITY PEACE

## PART 1. MAIN OUTPUTS FOR THE YEAR

### *DEVCO Specific Objective 1*

**Contribute to sustainable development and development effectiveness in the areas of EU international and development cooperation with a view to the implementation of the 2030 Agenda and Addis Ababa Action Agenda (AAAA)<sup>9</sup>.**

The main outputs relevant for the achievement of this specific objective and pursued by DEVCO in 2018 are:

#### **Implementation of the European Consensus on Development throughout development actions**

The **European Consensus on Development** provides the framework for a common approach to development policy that will be applied by the EU institutions and the Member States, and it will guide the action of EU institutions and Member States in their cooperation with all developing countries. The Consensus is comprehensive in scope, addressing the range of actions under development policy in thematic terms (the "what", articulated around People, Planet, Prosperity and Peace) and the means of implementation required (the "how", i.e. Partnership).

Therefore, the implementation of the Consensus will require **translating its objectives and priorities throughout the full range of actions** undertaken through development policy. This includes maintaining a collective approach with Member States, in line with the Consensus, through regular coordination for shared implementation efforts. This will include, inter alia, preparing the basis for the joint synthesis report on the implementation of the Consensus as required by the Consensus for 2019. Within DEVCO, a continued assessment of thematic activities and internal processes should ensure their coherent alignment with the Consensus, as a contribution to the achievement of the 2030 Agenda and its SDGs. This will continue to be done in close coordination with the overarching initiative to implement the SDGs through internal and external policies.

As mentioned in the Introduction, the implementation of the Consensus in 2018 will be supported by a number of key actions. The **Mid-Term Review of the current programming documents**, to be completed during the first half of 2018, will allow a re-alignment of the programming for 2018 to 2020 to the priorities laid down in the European Consensus on Development and other European and international policy frameworks. Likewise, the Commission will adopt in 2018 the proposals for **post-2020 External Financing Instruments** in the context of the new Multi-annual Financial Framework, which should provide the required legal and financial framework for the implementation of the new EU development cooperation policy beyond 2020.

In this context, to adapt the Commission's approach to **Policy Coherence for Development** (PCD) in the framework of the 2030 Agenda and the Consensus, DEVCO will include PCD in the overall Commission work related to the implementation of the 2030 Agenda through the Interservice Group dedicated to the work on SDGs. DEVCO will also work towards including future PCD reporting in the reporting on the implementation of the 2030 Agenda in view of the United Nations High Level Political Forum (HLPF) 2019. It will elaborate a Staff Working Document (SWD) based on the results of the PCD strategic evaluation, foreseen for mid-2018.

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<sup>9</sup> And the implementation of the EU Global Strategy.

DEVCO will also work to continue **expanding Joint Programming** and to further identify and promote joint implementation approaches for a coherent and effective coordination of EU support, aligned to partner countries' efforts. DEVCO will promote further implementation of the principles of **development effectiveness**, taking into account the outcome of the Second High Level Meeting of the Global Partnership on Effective Development Cooperation.

As a key contribution to the implementation of the Addis Ababa Action Agenda (AAAA), DEVCO will implement the "**Collect More Spend Better**" approach, promoting sound domestic public finance systems to foster effective domestic revenue collection and use. DEVCO will also contribute to the **OECD work** on updating the ODA DAC rules, in particular regarding Total Official Support for Sustainable Development (TOSSD).

### **Strategic use of all international organisations and fora and dialogues with civil society and major non-EU donors**

DEVCO will ensure **strong EU presence** and coordinate EU and Member States positions in **relevant international fora**, particularly in the main **United Nations** (UN) bodies and conferences. DEVCO will also seek to ensure that EU positions are influential in other international fora, such as the OECD Development Assistance Committee (DAC) and the G7 and G20. DEVCO will strengthen its strategic policy dialogue and cooperation with International Financial Institutions (IFIs) including the strategic participation of the Commission and promotion of EU objectives in fora and Trust Funds with IFIs. The implementation of the 2030 Agenda and related issues will also be one of the main topics of its **policy dialogues and cooperation with developed countries** (e.g. USA, Japan, South Korea, Australia, Canada).

DEVCO will continue to promote and support **dialogue with civil society (CSO)** organisations and local authorities (LA) as part of the Policy Forum on Development (PFD), at global and regional level. The PFD offers suitable space for engaging with all categories of stakeholders and regrouping consultations and dialogues on Agenda 2030 and the implementation of the SDGs. Dialogue with civil society will also be continued through another key tool of our partnership with CSO and LA, the Partnership Forum.

### **Strengthened and deepened dialogue and cooperation with more advanced developing countries. Focus on the policy dialogue with graduated countries (Asia and Latin America)**

Given the universality of the 2030 Agenda, the Consensus stresses the commitment to cooperate with all developing countries, in an increasingly diversified and tailored manner, to achieve the Sustainable Development Goals (SDGs). The Consensus commits the EU and its Member States to developing an **innovative engagement and tailored partnerships with more advanced developing countries** (MADCs). "More advanced developing countries" refers to upper middle-income countries as well as those large lower middle-income countries for which traditional external bilateral assistance is no longer the most important (nor necessarily the preferred) form of international cooperation. The objective is to develop **innovative engagement** with more advanced developing countries beyond financial cooperation, focusing on development policy dialogue in the framework of the implementation of the 2030 Agenda.

For example, **Latin America** has been in the forefront of the debate on how to engage with MADCs. After the successful conference on "development in transition" co-organised with OECD and ECLAC in 2017, DEVCO will promote support to partner countries of all levels of income during 2018, in order to pursue their efforts in terms of public sector reforms and sustainable development.

In Latin America, DEVCO will expand its successful “triangular cooperation facility” or alternatively integrate it into a multi-region or global facility addressing the need to work with emerging donors in developing countries, for the implementation of the 2030 Agenda.

In 2018, DEVCO will enhance its engagement in policy dialogue on development with **Asia** as well as with **Latin America and the Caribbean** in relation to the 2030 Agenda implementation. DEVCO will increase its engagement on EU-Asia connectivity. DEVCO will set-up an enhanced tool-box for the cooperation with more advanced developing countries, including triangular cooperation, Technical Assistance, etc.

<b>GENERAL OBJECTIVE: EU as a Stronger Global Actor</b>			
<b>DEVCO Specific Objective 1: Contribute to sustainable development and development effectiveness in the areas of EU international and development cooperation with a view to the implementation of the 2030 Agenda and Addis Ababa Action Agenda.</b>			<b>Related to spending programme PSC</b>
<b>Main outputs in 2018:</b>			
<b>All new initiatives and REFIT initiatives from the Commission Work Programme</b>			
<b>Output</b>		<b>Indicator</b>	<b>Target 2018</b>
Dir F	DCI	Contribution to the Joint Communication "Elements for an European Union Strategy for Iraq" <sup>10</sup>	Adoption of the Joint Communication detailing the EU's strategic objectives and key actions to be taken with a view to achieving a politically stable and unified Iraq.
Dir F	DCI	Contribution to the New framework for engagement with India	Adoption
Dir F	DCI	Contribution to the Joint Communication "Elements for an European Union strategy on Euro-Asian connectivity" <sup>11</sup>	Adoption of a Joint Communication to enhance the EU connections with Asia, taking also into account the security dimension of connectivity and the 2030 Agenda for Sustainable Development.
Dir G	DCI	Contribution to the Joint Communication "The European Union and Latin America and the Caribbean: A renewed partnership" <sup>12</sup>	Adoption of a Joint Communication following a review and update the relations with Latin America and Caribbean countries
<b>Important items from work programmes/financing decisions/operational programmes<sup>13</sup></b>			
<b>Output</b>		<b>Indicator</b>	<b>Target 2018</b>
DIR.F	EDF/DCI	Enhance toolbox (triangular cooperation, technical assistance, investments) for <b>Asia</b>	Launch
			End 2018

<sup>10</sup> Reference number from Decide planning: PLAN/2017/1479

<sup>11</sup> Reference number from Decide planning: PLAN/2017/1594

<sup>12</sup> Reference number from Decide planning: 2017/EEAS/001

<sup>13</sup> For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the Draft Budget for 2018.

DIR.G	DCI	<ul style="list-style-type: none"> <li>Promotion of triangular cooperation in <b>Latin America and the Caribbean</b></li> <li>Promotion of dialogue and analytical work on "development in transition"</li> </ul>	<ul style="list-style-type: none"> <li>New regional or multi-region programme</li> <li>Further cooperation with ECLAC and OECD under the formulation of a "regional facility on development in transition" and key publications</li> </ul>	<ul style="list-style-type: none"> <li>Programme design finalised</li> <li>Implementation of a "regional facility on development in transition" before the end of 2018.</li> <li>Publication of 2018 Latin America and Caribbean economic outlook during the third quarter of 2018.</li> </ul>
<b>Other important outputs</b>				
<b>Output</b>		<b>Indicator</b>		<b>Target 2018</b>
DIR.A	PSC	Implementing the <b>Consensus</b> <sup>14</sup> objectives and priorities throughout development actions, both at Commission level and with Member States <sup>15</sup> , provide policy orientations in a number of relevant policy areas and report about the implementation of the Consensus	<ul style="list-style-type: none"> <li>Consensus adequately translated into development actions undertaken by the Commission and Member States, with the support of evidence-based analyses</li> <li>Substantive progress achieved in preparation of the <b>joint synthesis report (JSR)</b><sup>16</sup> on the implementation of the Consensus</li> <li>Policy analyses carried out on relevant issues for implementation, such as for instance tailoring development partnerships, addressing inequalities, "<i>harnessing the potential of youth in the context demographic change</i>".</li> </ul>	<ul style="list-style-type: none"> <li>Coordination of implementation efforts in DEVCO and regular discussions with Member States for joint implementation of Consensus throughout 2018</li> <li>Main elements of draft JSR supported by management by Q4 2018.</li> <li>Policy analyses carried out throughout the year</li> </ul>
DIR.D&E	EDF	Recommendation with negotiating directives " <b>Towards a new partnership between the EU and ACP countries after 2020</b> " <sup>17</sup>	After adoption by the College of the recommendation on the future relations with ACP countries, authorisation by the Council to open negotiations between EU and ACP Countries received. DEVCO will explain and defend the Commission proposal to the Council, support the Council process as to come to a timely Council Decision.	Second quarter 2018
DIR.A	PSC	Launching the legislative procedure for the adoption of the <b>post 2020 External Financing Instruments</b> <sup>18</sup> (adopting the Commission proposals for the instrument(s) relevant for development cooperation)	<ul style="list-style-type: none"> <li>Completion of the preparatory internal procedures within the Commission, such as Impact Assessment.</li> <li>Adoption by the College of the legislative proposals replacing the current EFIs.</li> </ul>	To be determined

<sup>14</sup> Reference number from Decide planning: 2016/DEVCO/003

<sup>15</sup> Respecting the key principle of the Consensus that the EU and the Member States must act together in the implementation

<sup>16</sup> Due in Q2 2019

<sup>17</sup> Agenda Planning reference number: 2016/DEVCO+/001; in co-lead with EEAS

<sup>18</sup> Reference number from Decide planning: PLAN/2016/479



DIR.A	PSC	Completion of the <b>MTR</b> of the programming 2018-2020 for the <b>External Financing Instruments</b> managed by DEVCO <sup>19</sup>	<ul style="list-style-type: none"> <li>• Organisation of the Strategic Dialogues with the European Parliament</li> <li>• Adoption by the College of the amendments to the programming documents/new programming documents for the period 2018-2020.</li> </ul>	Second quarter 2018
DIR.A	PSC	Promotion of <b>PCD</b> , including work towards the integration of PCD in the EU reporting on 2030 Agenda implementation, in view of HLPF 2019, and elaboration of a SWD based on results of the strategic evaluation of EU PCD (2009-2015)	<ul style="list-style-type: none"> <li>• Joint work with Commission services on implementation of the Agenda, in particular work towards the integration of <b>future PCD reporting in EU reporting on 2030 Agenda</b> implementation</li> <li>• Analysis of results of PCD strategic evaluation and identification of <b>lessons learned and new orientations</b></li> </ul>	<ul style="list-style-type: none"> <li>• Active participation in the work of the ISSG on UN SDGs and work towards the integration of PCD elements in reporting on 2030 Agenda implementation</li> <li>• Elaboration of a SWD based on the results of the strategic evaluation of EU PCD (2009-2015)</li> </ul>
DIR.A	PSC	Implementation of <b>JP and Joint Actions</b> extended to more partner countries.	<ul style="list-style-type: none"> <li>• Support to extension of <b>JP</b>: number of partner countries engaged</li> <li>• <b>Joint Implementation</b> further defined in consultation with EU Member States</li> <li>• Increased promotion of <b>Joint Results Frameworks</b>, as part of JP: number of countries adopting or reviewing results frameworks</li> <li>• Dissemination of an <b>Operational Manual on Joint Programming</b> with associated back-stopping support to Delegations</li> </ul>	<ul style="list-style-type: none"> <li>• &gt; 60 partner countries engaged in JP with an increase in support to JP in LDCs</li> <li>• Consultation on joint implementation approaches conducted</li> <li>• &gt;15 countries adopt or review joint results frameworks</li> <li>• Joint Programming Operational Manual is reviewed</li> </ul>
DIR.A	PSC	Timely <b>ODA</b> expenditure reporting and monitoring of EU collective ODA commitments, and satisfactory outcome of OECD-DAC process on <b>ODA modernisation</b> , particularly in relation to TOSSD.	<ul style="list-style-type: none"> <li>• Commission public information on <b>annual EU ODA figures released</b>.</li> <li>• Production of the new EU Report on financing for development.</li> <li>• The Commission participates in all <b>OECD DAC formal and informal negotiations</b> and its proposals and positions are adequately reflected</li> </ul>	<ul style="list-style-type: none"> <li>• Annual ODA report to Council released, shows progress on ODA commitments (Spring 2018) together with dissemination of new FFD Report at FFD forum 2018.</li> <li>• Outcome reflects EU positions on updating the ODA rules and on the parameters for TOSSD.</li> </ul>
DIR.A	PSC	Undertake the <b>OECD-DAC Peer Review</b> of the EU	The Commission supports the OECD-DAC Secretariat in the organisation of the <b>EU Peer Review</b>	OECD-DAC Peer Review of the EU is carried out smoothly with a robust outcome
DIR.A	PSC	Policy dialogues with <b>non-EU DAC members</b> and <b>developed countries</b> in relation to implementation of 2030 Agenda and AAAAA	Meetings at ministerial, high or senior level with <b>non-EU DAC members</b> (e.g. Canada, US, Japan, Australia, South Korea).	Dialogues take place and 2030 Agenda implementation is addressed throughout 2018
DIR.F	EDF/DCI	Reengage in <b>policy dialogue with more advanced developing countries in Asia</b>	Launch policy dialogue with China and India, support policy dialogue in GCC.	Mid-2018

<sup>19</sup> DCI, EDF, EIDHR, INSC, IcSP, Cooperation with Greenland.

DIR.A	PSC	Implementation of the approach " <b>Collect More -Spend Better</b> " as presented in the SWD (Decision N°: SWD (2015) 198) on a global level.	Implement actions decided in 2017 and 2016, including stronger support to the <b>UN Tax committee</b> ; <b>OECD revenue statistics</b> and the <b>PEFA secretariat</b> : Implementation is on track for 2018.	End 2018
DIR.A	PSC	EU leading role in <b>OECD/DAC</b> in relation to implementation of 2030 Agenda and AAAAA	EU participation and positions for key meetings and processes	EU positions influential in DAC major meetings (e.g. SLM) and processes (e.g. "Transformation of the DAC") throughout the year
DIR.A	PSC	EU leading role at the <b>UN</b> in relation to the implementation of the 2030 Agenda and AAAAA, based on EU Member States coordinated positions.	<ul style="list-style-type: none"> <li>• EU Member States coordinated positions agreed for key UN events such as the <b>Financing for Development Forum</b> and the <b>High Level Political Forum (HLPF)</b>.</li> <li>• EU positions reflected in main UN bodies, outcomes and processes, e.g. <b>UNGA</b> resolutions/ ensuring the UN Development System is "fit for purpose" for 2030 Agenda.</li> </ul>	Coordinated EU Member States positions reflected in UN outcomes concerning the implementation of 2030 Agenda and AAAAA throughout 2018
DIR.A	PSC	Strategic policy dialogue and cooperation with <b>IFIs (WB, IMF, and other relevant IFIs)</b> in relation to the implementation of the 2030 Agenda and AAAAA	<ul style="list-style-type: none"> <li>• Joint <b>WB/DEVCO structured consultation</b> on development and international cooperation.</li> <li>• EU/WB <b>Deep Dive</b> on Jobs and Growth</li> <li>• <b>DEVCO-IMF Strategic Partnership Framework</b> for Developing Countries</li> <li>• EU participation in 2018 <b>IMF/WBG Annual and Spring Meetings</b></li> <li>• Dialogue with <b>Islamic Development Bank</b></li> <li>• Strategic participation and promotion of EU objectives in <b>fora and Trust Funds</b> with IFIs on DRM, natural resources and economic governance of extractive industry; PFM</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation takes place in 2018</li> <li>• Meeting takes place in 2018</li> <li>• Activities to implement Strategic Framework, notably in context of "Collect More-Spend Better" in 2018</li> <li>• EU participation, with increased coordination and cooperation among EU representatives within IFIs in 2018</li> <li>• Dialogue with IDB takes place in 2018</li> <li>• Active participation in Steering Committees of these fora and trust funds in 2018</li> </ul>
DIR.A	PSC	EU engagement and contribution in <b>G20</b> and <b>G7</b> activities relating to implementation of 2030 Agenda and AAAAA	<ul style="list-style-type: none"> <li>• Participation in <b>G20 Development Working Group (DWG)</b> and <b>G7 Accountability Working Group (AWG)</b>.</li> <li>• Efforts to ensure <b>coherence and synergies</b> between the G20 and G7 processes and <b>initiatives on Africa</b></li> </ul>	<ul style="list-style-type: none"> <li>• EU views reflected in G20 and G7 development-related outcomes throughout the year</li> <li>• DEVCO input to G20 and G7 initiatives on Africa (e.g. G20 Compact with Africa) coordinated with relevant Commission policies and services throughout the year</li> </ul>
DIR.A	PSC	Structured <b>dialogue between EU and Civil society</b> and local authorities on the implementation of the SDGs; Debates on strategic and operational matters with Frameworks Partnership Agreements (FPAs) signatories; Strategic meeting with <b>foundations</b> , Member States and EU	<ul style="list-style-type: none"> <li>• <b>Policy Forum on Development</b></li> <li>• <b>Partnership Forum</b> with signatories of FPAs</li> <li>• Structure <b>dialogue with foundations</b></li> <li>• Extension to 2018/2020 of the country roadmaps of EU engagement with civil society</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 - one regional Forum and one global Forum; Q4 - one regional Forum</li> <li>• Partnership Forum takes place (Q2-2018)</li> <li>• First meeting with foundations (Q1-2018)</li> <li>• 55 Delegations (out of 105) have revised their country roadmap by December 2018</li> </ul>

## **DEVCO Specific Objective 2**

**Under the overall objectives<sup>20</sup> of the legal bases of the main instruments, DEVCO will promote human development<sup>21</sup> by supporting actions in the field of social protection, health, education and better access to decent jobs in order to ensure a solid foundation for partner countries' further development.**

The main outputs relevant for the achievement of this specific objective and pursued by DEVCO in 2018 are:

### **Consolidate the delivery of EU commitments of the European Agenda on Migration, including as an EU contribution to the Global Compact on Migration and on Refugees**

DEVCO will directly contribute to the achievement of EU commitments in the **European Agenda on Migration**, in full alignment with the migration-related objectives of the European Consensus on Development. In 2018, actions supported will also directly impact on the elaboration of the two **Global Compacts on Migrants and Refugees**, respectively. Support in 2018 will notably focus on a continued strengthening and consolidation of efforts to address the challenges related to irregular migration and forced displacement, in close partnership with developing partner countries as well as with international and local partners.

Actions in 2018 will complement the significant EU support to address the structural drivers of migration, for instance through the **EU Trust Fund for Africa** and the **European External Investment Plan**. They will include support to increase capacities in partner countries so as to improve the management of the multiple aspects of migration and forced displacement, including the ability to provide protection and support to vulnerable migrants and forcibly displaced persons. DEVCO will continue its strong engagement in ensuring that the two Global Compacts are aligned with migration related targets of the 2030 SDG Agenda, and a dedicated action will enable developing countries and civil society's engagement and inclusion in the process of elaborating the two Global Compacts, allowing their voices to be heard. Another action will be launched in 2018 to ensure protection for female migrant domestic workers and victims of trafficking in South-East Asia, as part of the **Spotlight Initiative<sup>22</sup>**. In addition, support will be provided to improve the management of mixed migration, including for forcibly displaced persons, in the countries affected by the Afghanistan refugee situation.

### **Implement the international dimension of the European Year of Cultural heritage 2018**

Given the role of **culture** as part of the 2030 Agenda for Sustainable Development, and implementing the European Consensus on Development pillars of People, Prosperity and Peace, the EU will support culture as an economic sector and as a vector for peace, tolerance and intercultural dialogue. In line with pillar 3 of the 2016 Joint Communication "Towards an EU Strategy for International Cultural Relations": "**Reinforcing cooperation on cultural heritage**", DEVCO will support the implementation of the international dimension of the **2018 European Year of Cultural Heritage** that will highlight the role of cultural heritage in building stronger societies and in creating jobs

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<sup>20</sup> Poverty reduction, human development, inclusive and sustainable growth and human rights.

<sup>21</sup> By defining the appropriate policy framework and by identifying the actions

<sup>22</sup> Decision C(2017)6770 final COMMISSION IMPLEMENTING DECISION of 9.10.2017 on the AAP 2017 Part I for the "Global Public Goods and Challenges (GPGC) in the areas of Migration and Asylum" to be financed from the general budget of the Union - Decision number: 040-717

and prosperity. Moreover, an action will be implemented together national authorities, non-state actors, community groups, cultural and tourism enterprises and international organisations, to strengthen the contribution of cultural heritage to prosperity, peace and citizenship building, social cohesion, inter-cultural dialogue and reconciliation along the Silk Roads corridors in Central Asia, Iran and Afghanistan. The programme will support local development strategies and sustainable tourism, skills development and knowledge exchanges, as well as cross-fertilisation of heritage with cultural and creative industries. The programme will create opportunities for income generation and jobs and improve the livelihoods of communities including youth and women, while enhancing knowledge and recognition of the role of cultural heritage for human development.

### **Effective implementation of the projects funded under the Emergency Trust Fund for stability and addressing root causes of irregular migration and displaced persons in Africa “EUTF Africa”**

The Emergency Trust Fund for stability and addressing root causes of irregular migration and displaced persons in Africa (EUTF) aims at:

- i) improving **migration management** including contributing to the development of national and regional strategies on migration management, addressing irregular migration and human trafficking, smuggling of migrants, promoting effective return, international protection and asylum, legal migration and mobility;
- ii) **creating greater economic employment opportunities, especially for young people and women**, with a focus on vocation training and creation of micro and small enterprises;
- iii) strengthening **resilience** and iv) **conflict prevention**.

The EUTF improves the EU's capacity to quickly and more adequately address pressing needs of population affected by lack of stability, the challenges faced by potential migrants, migrants on the road and stranded migrants, in particular the most vulnerable and to fight against migrants smuggling and trafficking. Through the EUTF the EU will in particular increase its activities in the field of resettlement and protection, provide communities and local governments with opportunities to implement projects that will restore essential services, rehabilitate key infrastructure, and promote economic development, while bringing different groups together peacefully and in a spirit of cooperation, and continue to work towards dismantling migrant smuggling and trafficking networks. The focus in 2018 will be on the implementation and continuous monitoring of the actions. The strategic guidance of the EUTF Board and constructive collaboration with the EUTF operational committee will be instrumental for the relevance and sustainability of the actions.

With more than 130 actions already approved, DEVCO will focus, in 2018, on the implementation and continuous monitoring of the actions and on increasing activities in the field of resettlement and protection, provide communities and local governments with opportunities to implement projects that will restore essential services, rehabilitate key infrastructure, and promote economic development, while bringing different groups together peacefully and in a spirit of cooperation, and continue to work towards dismantling migrant smuggling and trafficking networks.

### **Promotion of human development in Africa through Pan-African actions in the field of youth empowerment, higher education, knowledge and skills**

The **Pan-African Programme** provides dedicated support to the Africa-EU Strategic Partnership and is the first EU programme in development and cooperation that covers Africa as a whole. It supports projects with a trans-regional, continental or global added-value in areas of shared interest, and offers new possibilities for the EU and Africa to

work together in fields such as **research, knowledge and skills** in particular through **higher education** or Technical Vocational Education and Training (**TVET**) in line with the crucial importance of **youth empowerment and employment** in this region. In 2018, DEVCO will formulate a financing decision for AAP 2018 of the Pan-African Programme (for an indicative amount of EUR 138 million) that will focus on youth empowerment, knowledge and skills.

**Support to policy reforms and capacity building including policy dialogue in the education and health sectors ASIA and Latin America**

As a major global actor, the EU will continue to promote the human development dimension of the 2030 Agenda and the European Consensus on Development pillars "People" and "Partnership" through continued proactive engagement in **health and education** policies and programmes at country and at global level. Education and health, which directly improve the quality of life, are critical for human and economic development, inclusive growth, gender equality and preventing radicalisation.

In the area of **Vocational Education and Training (VET)**, DEVCO will provide tools and expertise to link VET systems to labour market needs with the involvement of the private sector and enhance self-employment opportunities. Research, networking and knowledge sharing tools will be part of the activities. DEVCO will continue its efforts to promote the socioeconomic inclusion of young people, in particular in the African continent, through a new initiative on youth employment.

DEVCO will support inclusive and equitable quality education at all levels in **Asia** and the **Pacific** - early childhood, primary, secondary, tertiary, technical and vocational training - and life-long learning. In 2018, DEVCO will put an emphasis on the education sector, including **Technical Vocational Education and Training (TVET)**, in South and Southeast Asia, through the adoption of dedicated sector support programmes in e.g. Myanmar and Bangladesh. Education and health will also be the focus in Central Asia in 2018, with specific sector reform contracts in e.g. Kyrgyzstan and Tajikistan, and a major programme to support the health system in Afghanistan (EUR 80 million). In the Middle East, education will contribute to restore hope for the conflict affected populations, and will be a corner stone of the EU reconciliation efforts, both in Iraq and Yemen.

Much needed improvements in social sectors in **Latin America** and the **Caribbean**, including in the social protection field, are in the centre of the efforts the countries of the region are making for improved social cohesion and socio-economic development. In this context, DEVCO promotes dialogue and relevant reforms in the public sector through a variety of programmes and projects in the education, health and social protection sectors.

**GENERAL OBJECTIVE: EU as a Stronger Global Actor, Towards a New Policy on Migration**

<p><b>DEVCO Specific Objective 2: Under the overall objectives<sup>23</sup> of the legal bases of the main instruments, DEVCO will promote human development by supporting actions in the field of social protection, health, education and better access to decent jobs in order to ensure a solid foundation for partner countries' further development.</b></p>	<p><b>Related to spending programme DCI &amp; EDF</b></p>
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<sup>23</sup> Poverty reduction, human development, inclusive and sustainable growth and human rights.

## Main outputs in 2018:

### Important items from work programmes/financing decisions/operational programmes<sup>24</sup>

Output		Indicator	Target 2018	
DIR.D	DCI	Pan-African <sup>25</sup> actions in the fields of youth empowerment, higher education, knowledge and skills	Adoption of a financing decision for AAP 2018 of the Pan-African Programme	1 AAP adopted in Q3/Q4 2018 for an indicative amount of EUR 138 million including actions in the fields of youth empowerment, knowledge, skills
DIR.D	EDF	Effective implementation of the projects funded in the Horn of Africa under the “Emergency Trust Fund for stability and addressing root causes of irregular migration and displaced persons in Africa”	<ol style="list-style-type: none"> <li>1. Annual Report (assessing the results) and Annual accounts received by the Operational Committee</li> <li>2. Continued support to high level political and policy dialogues, including the Partnership Framework on Migration Cooperation with Ethiopia</li> <li>3. Progress in contracting. Contracting within 6 months of committed programmes adopted by the Operational Committee.</li> <li>4. Efficient implementation of programmes.</li> </ol>	<ol style="list-style-type: none"> <li>1. February 2018</li> <li>2. High level policy dialogue maintained with national and local authorities</li> <li>3. 90%</li> <li>4. Positive results from Result Oriented Monitoring (ROMs).</li> </ol>
DIR.E	DCI/EDF	Sound use of the “Emergency Trust Fund for stability and addressing root causes of irregular migration and displaced persons in Africa” and effective and efficient implementation of adopted projects in Sahel and Lake Chad.	<ol style="list-style-type: none"> <li>1. Annual Report (assessing the results) and Annual accounts received by the Operational Committee.</li> <li>2. Continued support to high level political and policy dialogues</li> <li>3. Progress in contracting. Contracting within 6 months of committed programmes adopted by the Operational Committee.</li> <li>4. Efficient implementation of programmes.</li> <li>5. Stranded and vulnerable migrants along the central Mediterranean route are assisted to return and reintegrate in their country of origin.</li> <li>6. Number of migrants, or potential migrants, reached out by information campaign on migration.</li> </ol>	<ol style="list-style-type: none"> <li>1. February 2018</li> <li>2. High level policy dialogue maintained with national and local authorities</li> <li>3. 90%</li> <li>4. Positive results from Result Oriented Monitoring (ROMs)</li> <li>5. 7000 ( West Africa)</li> <li>6. 100 000 (West Africa)</li> </ol>
DIR.F	DCI	Education Sector Reform Contracts in Southeast Asia (Myanmar EUR 221 million; Lao PDR EUR 62 million)	Adoption	Mid-2018
DIR.F	DCI	Education sector reform contract in Kyrgyzstan (EUR 35.7 million) and health sector reform contract in Tajikistan (EUR 57.5 million)	Adoption	Mid-2018
DIR.F	DCI	Health programme in Afghanistan (EUR 80 million)	Adoption	End 2018
DIR.F	DCI	Budget support programme for social protection in Bangladesh (EUR 110 million)	Adoption	Mid-2018

<sup>24</sup> For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the [Draft Budget for 2018](#).

<sup>25</sup> Reference number from Decide planning: 2016/DEVCO/013

DIR.G	DCI/EDF	Ongoing and new programmes in <b>support of education</b> and processes related to the development of social protection systems	<ol style="list-style-type: none"> <li>1. EUROsociAL+ programme under implementation</li> <li>2. Continued support to education in Paraguay</li> <li>3. Continued support to the Jamaica <i>Justice Sector Reform Implementation Plan</i></li> <li>4. New "youth and social inclusion" programme in El Salvador</li> <li>5. Continued support to the education policy of Greenland</li> </ol>	<p>By the end of 2018:</p> <ol style="list-style-type: none"> <li>1. Various activities in place including: <ul style="list-style-type: none"> <li>a) implementation of a pilot "inclusion of vulnerable youth" programme in Argentina</li> <li>b) creation of the "Mercosur winter school" for social policies.</li> </ul> </li> <li>2. Net inter-annual Increase of average schooling rates</li> <li>3. 20% annual reduction of backlog in terms of service delivery of and access to Justice. Establishment of a Family Court</li> <li>4. Signature of Financing Agreement</li> <li>5. Annual budget support disbursement and policy dialogue</li> </ol>
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### Other important outputs

Output		Indicator	Target 2018	
DIR.B	DCI	Implementation of <b>Socioux+</b> the expert facility on Employment, Social Protection and Labour Standards.	Expertise support provided to 30 partner countries and organisation of 6 events on networking and knowledge sharing.	December 2018
DIR.B	DCI	Implementation of the <b>VET facility</b> providing partner countries, notably countries of origin of migrants, with know-how, tools and advice in order to improve the labour market responsiveness of VET reforms, strategies and action plans.	<p>Start the implementation of the contract signed in 2017 with implementing partners.</p> <p>Grants awarded from the call of proposals.</p>	<p>January 2018</p> <p>March 2018</p>
DIR.B	DCI	Implementation of the <b>Research Facility on Inequalities</b> to enhance the knowledge and understanding of economic and social inequalities, their drivers and underlying factors, effective policies and approaches to address and reduce them.	Implementation of the research projects selected through the call for proposals.	December 2018
DIR.B	DCI	AAP 2018 GPGC <b>Human Development</b>	AAP 2018 is adopted	December 2018
DIR.B	DCI	Implement the first phase of the EUR 25 million programme in <b>support of female migrant workers and victims of trafficking in South-East Asia</b> , as the first action in Asia under the "Spotlight initiative" to eliminate violence against women and girls.	Approval of the inception report and work programme	June 2018

DIR.B	DCI	Launch the EUR 15 million programme in <b>support of improving the management of remittances in Africa.</b>	Launch of the programme	March 2018
DIR.B	DCI	Launch the EUR 12 million programme to improve programming and policy making to address mixed <b>migration in countries affected by the Afghanistan refugee situation.</b>	Launch of the programme	December 2018
DIR.B	DCI	Implementation of the EUR 5 million programme in support of the <b>UN Global Compacts processes.</b>	Regional and bilateral consultations held in at least 15 developing partner countries and regions.	September 2018
DIR.B	DCI	AAP 2018 GPGC <b>Migration and Asylum.</b>	AAP 2018 is adopted.	September 2018
DIR.B	DCI	Culture: International dimension of the European <b>Year of Cultural Heritage 2018</b>	Silk Road Heritage project launched Information activities on the role of cultural heritage in development carried out	January 2018 Throughout the year 2018
DIR.B	DCI/ EDF	Implementation of <b>human development component</b> of GPGC AAP 2017	Contracts / Contribution Agreements signed. Activities started.	In the course of 2018
DIR.B	DCI	<b>Health/Education component</b> of GPGC AAP 2018	Adoption of the AAP 2018	End 2018
DIR.B	EDF	<b>Health/Education parts</b> of Intra-ACP AAP 2018	Adoption of the AAP 2018	End 2018
DIR.B	DCI/EDF	Board and Steering Committee meetings of global initiatives: <b>GFATM, GAVI, GPE and ECW</b>	Strengthened EU influence on policies and quality of implementation: EU coordination prior to Board meetings.	Twice a year each
DIR.B	DCI/ EDF	GPE Replenishment conference	Coordinated EU engagement	February 2018
DIR B&C	DCI	GPGC <b>MIP (2018-2020)</b> <sup>26</sup>	Adoption	May 2018
Dir D	DCI	Pan African <b>MIP (2018-2020)</b> <sup>27</sup>	Adoption	May 2018
Dir G	Greenland	AAP 2018 on Greenland <sup>28</sup>	Adoption	Third quarter 2018

<sup>26</sup> Reference number from Decide planning: PLAN/2017/1261

<sup>27</sup> Reference number from Decide planning: PLAN/2017/126

<sup>28</sup> Reference number from Decide planning: PLAN/2017/1848



### **DEVCO Specific Objective 3**

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

The main outputs relevant for the achievement of this specific objective and pursued by DEVCO in 2018 are:

#### **Enhanced EU support to the green economy in full operation and the scaling up of green economy investments under the EIP**

Under the EIP, the newly created **European Fund for Sustainable Development (EFSD)** with its guarantee will be used to support investments by public financial institutions and the private sector. Under the EFSD guarantee, "investment windows" will define priority sectors, identified as essential to create decent and sustainable jobs, foster sustainable development and encourage green economy. More specifically the five investment windows will cover sustainable energy and sustainable connectivity; Micro, Small and Medium Enterprises (MSMEs) financing; sustainable agriculture, rural entrepreneurs and agroindustry; sustainable cities; digitalisation for sustainable development. DEVCO hosts the joint EIP secretariat and ensures the coherence of the actions under the three pillars in the countries under its mandate.

In support to **green economy**, a technical document spelling out EU's approach to international cooperation on green economy will be published, a new financial contribution is planned under the GPGC to support green business access to finance in the context of the EIP, and further dialogue and coordination activities will involve the main EU funded initiatives on inclusive green economy, including a coordination event.

In the energy sector, the favoured approach to boost investments in **SMEs** through innovative financial instruments will continue to be blending – mostly via technical assistance and investments de-risking capital in the form of contingent debt / convertible grant or equity positions. Such support is intended to leverage additional financing, and to unlock investment in sustainable energy. The financing of larger-scale infrastructures, including big generation plants or transmission lines, will continue under the EU regional investment facilities. The dedicated financing initiative **ElectriFI** will boost investments increasing access to reliable, affordable, sustainable and modern energy in developing countries. As requested by partner countries, the launching of the new "ElectriFI country windows" will enhance impact.

In general investment in agriculture in developing countries is increasing, but initiatives to support the investment capacity of small producers and rural MSMEs remain largely insufficient. This is due to the inherent high risk in agricultural production as well as the high cost of doing business in small rural markets. **AgriFI** will continue to address this situation by providing greater risk-bearing capacity in particular through blending, in order to attract private finance to viable investments which would not have happened otherwise.

#### **Effective Implementation of the National Economic Partnership Agreements plans/jobs and growth partnership: compacts (Africa)**

**Economic Partnership Agreements (EPAs)**, negotiated between the EU and ACP partner countries and regions aim at promoting ACP-EU trade – and ultimately

contributing, through trade and investment, to sustainable development and poverty reduction.

A key EU strategic objective in Africa is to foster inclusive and sustainable socio-economic development /job creation by means of the following: a) by encouraging the implementation of the economic reform agendas (including implementation of Economic Partnership Agreements); b) contributing to the scaling-up of private and public investments in low-carbon, climate-resilient green economy; c) by supporting the creation of a more conducive investment climate, regional economic integration and enhanced trade and investment relations with the region and with Europe; d) by strengthening the role of the private sector through improvement of the business environment and trade facilitation, and the development of a value chain approach in the agriculture sector.

**For 2018**, the EU is in the process of establishing with its partners in Africa a framework for economic partnership that goes beyond trade: **a growth and jobs partnership**. Scaling-up private and public investments in low-carbon, climate-resilient green economy, improving the business environment and providing technical assistance should boost sustainable and inclusive economic growth, jobs and social benefits. The potential for green investment should be prioritised: it could not only alleviate poverty pressure, but also drive new industries and innovations. This will also help partners reap the potential of the EPA. Implementation should address compliance with the provisions of the agreements, and support programmes aimed at reforms which will enable partners to benefit from EPA. **National EPA Implementation Plans** are an essential part of the growth and jobs partnerships.

### **Starting regional programmes in West Africa contributing to strengthen economic competitiveness, job creation and investment**

**In 2018**, priority will be given to scaling-up private and public **investments** in labour intensive and green sectors; improving the business environment and providing technical assistance in order to promote sustainable and inclusive economic growth, jobs and social benefits. The **West Africa Regional programmes**, will specifically contribute to achieve the growth and jobs creation objectives, by increasing the competitiveness of the productive sector, improving the regional energy and transport infrastructure network, facilitating trade reforms and improving economic governance. Making use of the new **External Investment Plan** (EIP) will contribute to creating sustainable inclusive growth and viable jobs for the youth, enhancing regional trade, attracting foreign investment, and increasing domestic revenue mobilization.

### **Create country investment allocations in the Asia-Pacific region and increase the use of financial instruments crowding in private sector investors for SME development and/or green finance**

In Asia and the Pacific the private sector is an important player in making growth more inclusive and public policy interventions can help build the necessary legal and institutional framework that will enable the private sector to flourish.

DEVCO plans to create specific country investment allocations in Asia, Central Asia and the Pacific regions in 2018 (including creating specific **country investment allocations**). The objective is to facilitate investments and crowd in private sector funds, in line with the priorities set out in the DEVCO mid-term review.

The revised Regional Indicative Programme for Central Asia, to be adopted in 2018, will include i.a. enhanced focus on jobs, private sector development, investment, growth and connectivity between Asia and Europe in line with the new political strategy to be

developed. In this context, a number of programmes will be prepared under the "Central Asia Invest" where the objective is to improve the business climate, supporting SMEs, enhancing trade facilitation, etc.

The opportunities that the vast energy resources of the Middle East offer (including in particular renewable energy) will be used as growth generator, by reinforcing good governance, policy and fighting corruption while on the long term seeking for alternative sources of revenue.

**Use our support to ASEAN regional integration as a basis for enhanced high level policy dialogue with ASEAN and its Member States; using e.g. e-Readi and region to region sustainable development High Level Dialogue, including triangular cooperation**

In 2018, DEVCO will enhance its engagement with ASEAN and its Member States by following up on the first **EU-ASEAN dialogue** on sustainable development goals supported through the new policy dialogue facility E-READI. Regional integration will be further strengthened through the launch of new ASEAN trade related assistance programmes and a new programme for green and sustainable cities.

**Enhanced support to economic integration in Central America through the INTEC programme, through mainly trade facilitation, including in relation to digital economy**

DEVCO steadily promotes **regional integration in Latin America** at continental level and also at sub-regional level in Central America and the Caribbean. At continental level, this is being achieved through a number of regional programmes promoting and facilitating dialogue and institutional capacity building directly among key actors at national and regional level, in critical sectors such as socio-economic development, taxation, fight against corruption, citizen security and climate change. The **INTEC** programme in Central America (*Programa de Integración Económica Regional*) will be under implementation during 2018. It aims at maximizing the benefits of the EU-Central America Association Agreement mainly through trade facilitation and the removal of barriers to competitiveness in the sub-region. In the Caribbean, new programmes are being designed in support of regional integration processes like the European Partnership Agreement with CARIFORUM, the "CARICOM single market and economy" (CSME) and the "organisation of Eastern Caribbean States".

**GENERAL OBJECTIVES: EU as a Stronger Global Actor; Towards a New Policy on Migration; A New Boost for Jobs, Growth and Investment.**

<p><b>DEVCO Specific Objective 3: Under the overall objectives of the legal bases of the main instruments and mostly by targeting the poverty reduction, DEVCO will promote the enabling vectors for inclusive and sustainable growth, including through a stronger business environment that will maximise the contribution to poverty reduction, encourage green economy, create new and decent jobs and deeper regional integration.</b></p>	<p><b>Related to spending programme DCI &amp; EDF</b></p>
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**Main outputs in 2018:  
Important items from work programmes/financing decisions/operational programmes<sup>29</sup>**

<sup>29</sup> For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the [Draft Budget for 2018](#).

Output		Indicator	Target 2018
DIR.C	DCI	<b>EIP/AgriFI</b> operationalisation of Blending Operations	2 contracts with EDFI signed and operational June 2018
DIR.C	DCI	Operationalisation of the value chain analysis for development <sup>30</sup>	Number of value-chain assessments launched 25 assessments launched by November 2018
DIR.D&E		Under the pillar 1 of EIP, <b>identification of projects</b> for the <b>European External Investment Plan</b>	New projects supported under the five investment windows of the European Fund for Sustainable Development (EFSD) and under the African Investment Platform identified as essential for the creation of decent and sustainable jobs in Africa By end of 2018
DIR.D		<b>National EPAs implementation plans / jobs and growth partnership: compacts</b> (Africa)	<ol style="list-style-type: none"> <li>1. % of EPAs implementation plans / jobs &amp; growth compacts agreed with National Authorities</li> <li>2. New decisions including aid for trade in countries who are implementing an EPA/jobs &amp; growth compacts</li> <li>3. Measures to support EPA plans/ jobs &amp; growth compacts implementation,</li> <li>4. New decisions contributing to scaling-up private and public investments in low-carbon, climate-resilient green economy (circular economy).</li> </ol>
DIR.D		Under the pillars 2 and 3 of the EIP, starting the <b>regional facility under the RIP for East Africa, Southern Africa and the Indian Ocean</b>	<ul style="list-style-type: none"> <li>• Decision on the revised RIP EA-SA-IO, including a new cross-regional action on prosperity and jobs, adopted.</li> <li>• Financing decision creating under the EIP the technical assistance facility for prosperity and jobs adopted</li> </ul>
DIR.E	EDF/DCI	<b>Effective implementation of the EPAs</b>	<ol style="list-style-type: none"> <li>1. Formulation of the '<i>Programme d'Appui à la Compétitivité du Cameroun</i>' under the NIP and the '<i>Regional Economic Integration Programme</i>' under the 11<sup>th</sup> EDF RIP for Central Africa, which could support some of the accompanying measures of the interim EPA to be defined by Cameroon</li> <li>2. Adoption of EPAs implementation plans in Ghana and Ivory Coast</li> <li>3. New decisions including aid for trade/EPA</li> </ol>
DIR.E	EDF/DCI	<b>Growth and job creation:</b> Measures or new decisions contributing to decent jobs creation & sustainable and inclusive growth	Implementation of measures or new decisions according to the pipeline By end 2018

<sup>30</sup> Value-chain analysis builds on an agreed and detailed methodology, addressing the sustainability of the value chain in its economic, social and environmental dimensions. This analysis seeks to provide the colleagues in the EU Delegations with the necessary understanding to ensure the support programmes achieve the maximum developmental impact.

DIR.E	EDF/DCI	<b>Starting the implementation of Regional Programmes in West Africa</b> contributing to strengthen economic competitiveness, job creation and investment.	<ul style="list-style-type: none"> <li>Signature of the financing agreements of a) the 8 first phase countries of the competitiveness programme, b) the trade facilitation and c) fiscal transition programmes</li> <li>Adoption of financing decisions on improving competitiveness of the 8 second phase countries, and the competitiveness observatory.</li> </ul>	<ul style="list-style-type: none"> <li>First semester 2018</li> <li>Second semester 2018</li> </ul>
DIR.F	DCI	Investment country-allocations	Addenda to Investment Facilities	End 2018
DIR.F	DCI	Support <b>ASEAN regional integration</b> and high-level dialogue, with <b>triangular cooperation</b>	Launch	End 2018
DIR.F	DCI	Central Asia Invest programmes	Adoption	End 2018
DIR.F	DCI	<b>Regional programme for Central Asia</b> (jobs, private sector development, investment, growth and connectivity)	Adoption	End 2018
DIR.G	DCI and EDF	<p>Promotion of <b>deeper regional integration in Central America</b></p> <p>Promotion of <b>deeper regional integration in the Caribbean</b></p> <p>Promotion of <b>infrastructure development at regional level</b></p>	<ul style="list-style-type: none"> <li>INTEC programme under implementation</li> <li>New programmes in support of EPA and CSME</li> <li>Extending the geographical outreach of both the Latin America and Caribbean blending facilities (LAIF and CIF)</li> </ul>	<ul style="list-style-type: none"> <li>New common trade procedures and mechanisms are put in place in national legislative frameworks</li> <li>Two programmes approved</li> <li>Beginning of implementation of : <ul style="list-style-type: none"> <li>a) a first project in Argentina (waste management sector)</li> <li>b) geothermal project in Eastern Caribbean with CDB</li> </ul> </li> </ul>
<b>Other important outputs</b>				
<b>Output</b>		<b>Indicator</b>		<b>Target 2018</b>
DIR.C	DCI/EDF	Enhanced EU support to <b>green economy</b> Switch to Green flagship initiative in full operation Scaling up of green economy investments under the EIP	<ul style="list-style-type: none"> <li>Technical document spelling out EU's approach to international cooperation on green economy adopted</li> <li>New GPGC contribution supporting green business access to finance adopted</li> <li>1 project coordination event organised</li> </ul>	End 2018
DIR.C		<b>EFSD guarantee agreement</b> with FIs  Technical assistance  Regulatory changes, structured dialogue	<ul style="list-style-type: none"> <li>Signature of agreements, leveraging funds</li> <li>TA to support concrete investment projects</li> <li>Work on improving business environment to enable concrete investment has started</li> </ul>	<ul style="list-style-type: none"> <li>3-5 agreements, leverage rate of 11</li> <li>First TA projects launched</li> <li>About 5 countries in Africa</li> </ul>
DIR.C	DCI/EDF (intra ACP)	<b>Dialogue with FAO and IFAD</b> in view of using FAO's technical investment facility and IFAD's smallholders investment fund (SIF) in relation to the EIP in agriculture and agro-industry	Meetings with FAO and IFAD dedicated to these issues and follow up actions / initiatives.	Rolling process during 2018

DIR.C	DCI/EDF	Mainstreaming <b>Digitalisation for Development (D4D)</b>	Guidance notes introducing digital components into programmes / projects in various focal sectors (health, agriculture, education etc.) to be used by national/regional stakeholders during preparation of their actions issued.	Mid-2018
DIR.C	DCI/EDF	EIP "Sustainable Cities" and "D4D" investment windows	<ul style="list-style-type: none"> <li>• Communication campaign to inform private sector on the EIP modalities initiated and web-portal ("one stop shop") implemented.</li> <li>• Pipeline of potential projects with private sector participation developed</li> </ul>	<ul style="list-style-type: none"> <li>• Early 2018</li> <li>• End 2018</li> </ul>

### **DEVCO Specific Objective 4**

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

The main outputs relevant for the achievement of this specific objective and pursued by DEVCO in 2018 are:

#### **Improve our structural relationship with the Food and Agriculture Organisation (FAO) and the International Fund for Agricultural Development (IFAD) in view of feeding the technical assistance pillar of the EIP in agriculture and agro-industry**

Globally, smallholder farmers and rural agriculture businesses face challenges in attracting necessary capital, particularly from financial institutions and the private sector, to improving their productivity, livelihoods, and supply chain participation. An equally compelling challenge is the growing role of unemployed rural youth and the urgency to offer alternative solutions to migration. Generating employment opportunities for the rural youth will be contingent on the capacity of rural SMEs to grow sustainably and create jobs for young people in the developing world. Despite growing interest in smallholder agriculture and rural finance, a wide gap remains between supply and demand for investment. The EIP has provided a framework for **promoting increased private investment in agriculture**; in order to put this into practice, tools, such as contractual arrangements<sup>31</sup> between the EU and counterparts who facilitate the process of blending in agriculture, will need to be established and implemented to ensure that development outcomes are achieved and smallholders remain at the heart of the policy concerns. A stronger partnership with **IFAD** and the **FAO** – notably its Investment Centre – will allow the consistent development of such instruments, and ensure that respective strength are used to best effect in implementing the EIP. IFAD and the FAO (notably its Investment Centre) both have significant expertise to offer, given their extensive experience on the ground, in terms of supporting commercialisation and/or farmers organisations. Sound coordination between the IFAD and the FAO could ensure also strong link between the EIP and their respective programmes.

#### **Support the implementation of Nationally Determined Contributions (NDC) climate strategies, promoting actions with co-benefits for adaptation and mitigation, in particular through the Global Climate Change Alliance (GCCA+)**

<sup>31</sup> These arrangements, which will be prepared by DEVCO, could include various services aimed at facilitating and improving agricultural investments – either directly, or indirectly, by improving the enabling environment (or eco-system) of such investment.

Climate change is identified as a global challenge in the European Consensus on Development, and climate action is one of the Commission's priorities including in international aspects for which DEVCO has a crucial role to play.

Accordingly, DEVCO will prepare a Staff Working Document on climate change and development. Implementation of **Nationally Determined Contributions** (NDCs) in relation with SDGs will contribute to shift sector strategies towards climate resilient and low-carbon approaches. Investing in mitigation through new or more sustainable technologies has shown its great potential for job creation and growth. Adaptation and Disaster Risk Reduction (DRR), i.e. the integration of the climate risks into affected sectors will also contribute to maintain the natural capital which forms the basis of most vulnerable populations' livelihoods of the, as well as to protect the planet. In 2018, DEVCO will support the drafting of strategies and workplans under the NDCs, as well their implementation in selected sectors. The Global Climate Change Alliance (GCCA+) initiative will continue supporting national and regional actions to implement NDCs, for adaptation, disaster risk reduction and mitigation. This will be complemented by global initiatives on capacity-building or on selected areas (NDC Partnership, Climate Risk Insurance Initiative / InsuResilience Initiative).

A special event will also be organised for the 10 Years of **Global Climate Change Alliance+ (GCCA+)**: a global conference convening high-level speakers, the GCCA+ stakeholders community and EU representatives, will be organised in Brussels. It will discuss how implementing the Paris Agreement contributes to promoting green economy and sustainable jobs creation, as well as preserving the planet and a sustainable natural capital basis for livelihoods. The GCCA+ will also be the main channel of implementation of a mix of country-based actions, regional and global initiatives, while promoting and supporting the integration of climate change into all relevant sectors.

### **Enhance policy dialogue on biodiversity and ecosystems and their role in climate change with partner countries. This dialogue will take place on the basis of the policy documents carried out on biodiversity in the different regions**

A series of key policy documents will be produced in 2018 in order to feed the dialogue with partner countries on the contribution of **wildlife** to the **nexus connecting conservation, energy, security, peace and jobs**. The independent studies "**Larger than Tigers**" (Asia) and "**Larger than Anacondas**" (Latin America and Caribbean) will enhance policy dialogue and will help to define future potential actions in these continents. A study on the interactions between wildlife trafficking and insecurity will evidence the importance of future programmes of biodiversity conservation for local and regional stability. A holistic intervention in/around the **Virunga national Park** (DRC) will test the EU global response to the **nexus conservation-energy-peace-jobs**, by improving synergies between existing financial instruments (EDF, DCI, blending).

Fully in line with the European Consensus on Development, in 2018 the EU will strengthen its action to promote an integrated approach to concretely address the most relevant interlinkages between water, land, food and energy. The so-called **Nexus Water-Energy-Food** initiative not only tackles the problem of the significant increase in water demand and water shortages over the next decades –intrinsically linked to climate change and environmental degradation, but also looks at trade-offs. This integrated approach strengthens regional policy dialogues and the management of international transboundary waters by facilitating policy recommendations, action plans as well as the identification and preparation of a list of priority projects to be considered for future investments including under the EIP. Analysis has shown that this approach contributes to job creation and to addressing the root causes of migration. EU funding will be entrusted to partners to develop actions in these areas in seven regions.

The integration of **environment and climate change** remains essential in the context of the **2030 Agenda** which promotes environmental sustainability across the SDGs, as well as the EU-wide objective to reach at least 20% climate-relevant spending. It will build on the EU guidelines adopted in 2016 and will promote integration both in EU programmes and in partner countries policies, notably through the launching of the Poverty-Environment Action for Sustainable Development Goals. DEVCO will also work on proposing a methodology to assess the carbon footprint in relevant sectors and actions.

### **Starting regional programmes in West Africa and Central Africa contributing to natural resources protection, strengthening Resilience, Food Security and Nutrition, development**

West and Central African regions show vulnerability to **climate change**. The EU response should address not only the immediate humanitarian needs when a crisis occurs, but also the root causes of fragility and vulnerability (political instability, insecurity and conflicts, economic shocks and environmental degradation) with a long term and preventive approach. In West Africa, sustainable agriculture and food & nutrition security will continue to be an important cooperation area. Moreover, through the **Global Alliance for Resilience Initiative (AGIR) in the Sahel and West Africa**, the EU aims to strengthen people's resilience to food crises, in a context where high price volatility, environmental degradation and climate variability have an impact on productive potential. DEVCO will support measures to conserve and increase biodiversity and reduce vulnerability to climatic and environmental risk will be supported to strengthen resilience in the region. West and Central Africa's domestic **potential in renewable energy sources** remains largely untapped while millions of people live without electricity most specifically in rural areas. This potential in renewable energies when harnessed should increase **access to energy** but also **growth potential and job creation**. In this context, under the EIP, as part of the drive for more investments, specific attention will be paid to renewable energy. Special attention will also be paid to the implementation of adopted energy projects in West Africa and to the identification of new bankable regional blending energy projects in West and Central Africa regions.

### **Strengthening transboundary water management in the region of Eastern and Southern Africa**

The region of East and Southern Africa is highly vulnerable to the impact of **climate change**, which is not restricted by national borders. Regional collaboration and cooperative management of transboundary natural resources is required for building resilience to adverse weather effects since countries share both ecosystems and natural resources. In particular, **transboundary waters** link populations of different countries and are essential to the socio-economic development of the region.

The programmes planned under the Regional Indicative Programme for Eastern and Southern Africa and the Indian Ocean will contribute to equitable water utilisation, shared benefits and mitigated common risks of transboundary waters. The main river basins targeted by the RIP are the basins of the Nile, the Okavango and Lake Tanganyika.

For the **Nile basin** the focus is on building consensus amongst riparian states, with the Nile Basin Initiative acting as an all-inclusive platform for sustainable and cooperative management and development of the basins water resources, taking account of the water, energy and food security nexus. In the case of **Lake Tanganyika**, the specific objective is to reduce the pollution of the lake and improve the water quality. For the Okavango basin, DEVCO will support the improvement of the management framework, enhance the water resources data availability and early warning system as well as land management in the basin.



**Support sustainable management and development of fisheries in the Pacific via the implementation of the Pacific-EU Marine Partnership<sup>32</sup> with the purpose of contributing to address climate change resilience and conservation of marine biodiversity**

In the Pacific, food security and economic growth, as well as climate change resilience will be high on the agenda. In 2018 DEVCO will support sustainable management and development of fisheries through a regional programme (**Pacific-EU Marine Partnership** EUR 35 million). This programme will also address climate change and conservation of marine biodiversity.

**Implementation of international commitments on climate change (COP21 and 22), through the EUROCLIMA+ programme in Latin America**

Environment and Climate Change, including climate resilience, are critical intervention areas for DEVCO in Latin America and the Caribbean, both at national/bilateral and regional levels. The **EUROCLIMA+** is a flagship programme assisting the countries of the region in the implementation of the commitments on climate they undertook in the Climate Change conference in Paris (COP21) and Marrakesh (COP22). In Bolivia, a budget support operation in the field of rural water sanitation is for the first time combined with the LAIF blending mechanism. In the Caribbean, the EU supports for the first time the energy sector in Cuba, focusing mainly on energy efficiency and renewable energy. Also, following the frequent, devastating effects of hurricanes in the region and the extreme vulnerability of small island development states, DEVCO is actively promoting the LRRD approach, as well as medium and long-term resilience building.

**GENERAL OBJECTIVES: EU as a Stronger Global Actor; A resilient Energy Union with a Forward Looking Climate Change Policy**

<b>DEVCO Specific Objective 4: Under the overall objectives of the legal bases of the main instruments, DEVCO will promote the inclusive and sustainable development particularly by supporting sectors that have a strong multiplier impact on developing countries' economies and contribute to protecting the planet from environmental degradation, including climate change mitigation and adaptation, sustainable agriculture and energy.</b>	<b>Related to spending programme DCI &amp; EDF</b>
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**Main outputs in 2018: Important items from work programmes/financing decisions/operational programmes<sup>33</sup>**

Output		Indicator	Target 2018
DIR.C DCI/EDF	Enhanced <b>integration of environment and climate change</b> across all instruments and sectors of EU international cooperation and development, for an effective implementation of the 2030 Agenda and Paris Agreement	<ul style="list-style-type: none"> <li>Share of EU programmes that integrate environment as a significant or main objective (based on Rio marking).</li> <li>Level of climate related commitments (as a share of total commitments).</li> <li>Launching of the Poverty-Environment Action for Sustainable Development Goals</li> </ul>	<ul style="list-style-type: none"> <li>25 % by 2018 and beyond</li> <li>25% by 2018 and beyond</li> <li>By end 2018</li> </ul>

<sup>32</sup> Financing Agreement FED/2007/038-828  
<sup>33</sup> For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the [Draft Budget for 2018](#).

DIR.C	DCI/EDF	Enhance <b>policy dialogue on biodiversity and ecosystems</b> and their role in decent job creation, climate change, poverty reduction and peace	<ul style="list-style-type: none"> <li>Key policy documents produced in 2018 (studies on biodiversity in various regions)</li> <li>A study produced on the interactions between wildlife trafficking and insecurity to contribute to programming</li> <li>Development of an holistic approach combining biodiversity conservation, economic opportunities, renewable energies, peace and stability in Eastern DRC</li> </ul>	<ul style="list-style-type: none"> <li>2018</li> <li>First semester 2018</li> <li>2018</li> </ul>
DIR.C	DCI	Strengthened <b>regional nexus policy dialogues</b>	<ul style="list-style-type: none"> <li>Formulation of nexus policy recommendations</li> <li>Identification of an indicative list of nexus priority projects</li> </ul>	4th quarter 2018
DIR.C	DCI	Strengthen implementation of the <b>Forest Law Enforcement, Governance and Trade (FLEGT)</b>	<ol style="list-style-type: none"> <li>Strategic and implementation plan of the FLEGT action Plan</li> <li>New VPAs initialling<sup>34 35</sup></li> <li>Investments in forestry through blending facilities</li> <li>Number of countries integrating forest in their NDCs through EU support.</li> <li>Number of coordination meeting with Member States</li> </ol>	<ol style="list-style-type: none"> <li>SWD envisaged to be transmitted by the Commission 1st quarter 2018</li> <li>2 by 1st semester 2018</li> <li>1 project by 2018</li> <li>6 by 2018</li> <li>2 per year</li> </ol>
DIR.D	EDF	Implementation of the measures in support of cooperative <b>management of the environmental resources in the Nile basin, in the Okavango basin and in Lake Tanganyika.</b>	<ol style="list-style-type: none"> <li>Adoption of a financing decision for the regional programme on transboundary water management in the Lake Tanganyika basin and start of implementation</li> <li>Launch of the tender procedure and award of grants for the project supporting natural resource management in the Okavango basin</li> <li>Signature of delegation agreement with GIZ for management of the Nile basin programme</li> </ol>	<ol style="list-style-type: none"> <li>Q1 2018</li> <li>Q2 2018</li> <li>Q1 2018</li> </ol>
DIR.E	DCI/EDF	<b>Regional and bilateral programmes in West and Central Africa contributing to natural resources protection, strengthening Resilience, Food Security and Nutrition.</b>	<ul style="list-style-type: none"> <li>Committed, contracted and paid amounts related to those programs.</li> <li>Adoption of the financing decisions of the Natural Resources, Pastoralism and Resilience/ Food Security/ Nutrition programmes in Western and Central Africa.</li> </ul>	<ul style="list-style-type: none"> <li>As per 2018 forecasts</li> <li>As per 2018 forecasts</li> </ul>
DIR.E	DCI/EDF	Regional <b>Energy projects</b> within the African Infrastructure facility (AFIF), the African Investment Facility (AfIF) and the EIP.	Implementation of adopted energy projects in West Africa and Identification of new bankable regional energy projects in West and Central Africa	2018
DIR.F	DCI/EDF	Implementation of the <b>EU-Pacific Marine Partnership</b> (EUR 35 million)	Sign PAGoDA	Early-2018
DIR.F	DCI	Promote sustainability in Asia-Pacific through <b>Switch Asia, ASEAN Green Cities and Investment Facilities</b>	Launch	Mid-2018
DIR.F	DCI	Support to the energy sector in Iraq	Launch programme	First quarter 2018

<sup>34</sup> Reference numbers from Decide planning: PLAN/2017/1247 and PLAN/2017/1246 for the Signing and conclusion of the FLEGT VPA between the EU and Honduras

<sup>35</sup> Reference numbers from Decide planning: PLAN/2017/1245 and PLAN/2017/1244 for the Signing and conclusion of the FLEGT VPA between the EU and Guyana

DIR.G	DCI/EDF	<p>On-going and new <b>climate actions</b>, including in the energy sector.</p> <p>Promotion of the <b>LRRD approach and resilience building in the Caribbean</b></p>	<ul style="list-style-type: none"> <li>• EUROCLIMA+ in full implementation</li> <li>• Combination of budget support and blending in Bolivia</li> <li>• Sustainable Energy project in Cuba under full implementation</li> <li>• Coordinate all tools and resources, including through the Caribbean Disaster management Agency</li> </ul>	<ul style="list-style-type: none"> <li>• Climate action grants awarding process finalised and on demand provision of climate services TA</li> <li>• Programme Financing Agreement signed and start of implementation</li> <li>• Contracts linked both to direct and indirect management in place</li> <li>• New resources of approximately EUR 50 million mobilised</li> </ul>
<b>Other important outputs</b>				
<b>Output</b>		<b>Indicator</b>		<b>Target 2018</b>
DIR.B	ALL	Implementation of <b>EU resilience<sup>36</sup> action plan 2013-2020</b>	Throughout 2018	Rolling Process
DIR.C	DCI/EDF	Programme related to Global Public Goods and Challenges, including Food, Environment, Energy and Climate Change	Annual Action Programme (AAP) adopted	Q4 2018
DIR.C	DCI	Enhancing and integrating <b>ElectriFI</b> support under the EIP	Establishment of at least 4 country specific windows under ElectriFI Support at least 20 new sustainable energy access investments under ElectriFI	End 2018
DIR.C	DCI	Implementation of the <b>Women and sustainable energy initiative</b> .	Launch and implementation of contracts signed under the Call for proposals finalised in 2017.	on-going process
DIR.C	DCI	Implementation of the Covenant of Mayors programmes	Scaling up the initiative's outreach, visibility and impact by committing more local authorities beyond pilot cities and develop links with financing facilities and frameworks.	End 2018
DIR.C	DCI	<b>Climate change:</b> Support to developing countries' efforts to reduce emissions and engage in low-carbon, climate-resilient development, in order to mitigate the negative effects of climate change.	Number of developing countries supported by DEVCO for climate action in the context of their Nationally Determined Contributions (NDCs) through GCCA+, global initiatives and intra-ACP programmes. At least 6 new country-programmes and 6 regional programmes adopted and 1 global initiative supported At least 55 countries and 8 regions and sub-regions covered in total.	End 2018

<sup>36</sup> Reference number from Decide planning: PLAN/2016/96

DIR.D EDF	Continued Efficient response and prevention to/of <b>food and nutrition security crises</b>	<ol style="list-style-type: none"> <li>1. % of committed sustainable agriculture and food security actions in accordance with the pipeline</li> <li>2. Assessments of continued food security &amp; climate change trends</li> <li>3. Assessments of trends linking (un)sustainable land management and migration</li> <li>4. Assessment of impact on forced displacement in the target countries and region</li> <li>5. Donor coordination meetings with humanitarian partners (coherence of response DEVCO/ECHO)</li> </ol>	Increase in 2018
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### **DEVCO Specific Objective 5**

**Under the overall objectives of the legal bases for the main instruments DEVCO will promote democracy, human rights, rule of law, gender equality and empowerment of women, the economic and social inclusion of vulnerable groups, support the civil society(CS) and local authorities (LA).**

The main outputs relevant for the achievement of this specific objective and pursued by DEVCO in 2018 are:

#### **To contribute to the implementation of the 2015-2019 EU Action Plan on Human Rights and Democracy, enhancing the respect for, and the observance of human rights and fundamental freedoms**

The EIDHR in 2018 will in particular reinforce the EU's capacity to protect Human Rights Defenders and address the most difficult human rights situations, including through the implementation of the EIDHR Human Rights Crisis Facility, the EIDHR Emergency Fund for Human Rights Defenders and a specific call for proposals on Human Rights Defenders. Under these initiatives, individual human rights defenders in emergency and difficult situations will receive personal grants in order to temporarily relocate for security reasons, cover the costs of legal representation or medical treatment, purchase security equipment, or provide temporary support to their families. In those countries and situations where human rights and fundamental freedoms are most threatened and where disrespect for human rights and freedoms is particularly pronounced and systematic, civil society organisations will be supported in a flexible and confidential manner through direct award of grants. In parallel, DEVCO will also reinforce EU support to democracy by establishing a new support scheme for parliamentary strengthening, implementing a pilot programme to strengthen political parties, and launching a new democracy-specific lot under the EIDHR Global Calls for Proposals.

#### **Effective implementation of the civil society and local authorities (CSO-LA) programme, on the basis of the priorities set in the European Consensus on Development, by ensuring continued support to civil society and local authorities through a structured dialogue as well as by developing specific partnerships with both civil society and local authorities**

A **multiannual indicative programme (MIP) for civil society organisations and local authorities (CSO-LA)** Programme will be adopted in 2018. It will set the strategic objectives of the CSO-LA Programme for the period 2018-2020. It will also include a **Development Education and Awareness Raising (DEAR)** component, directly targeting civil society and local authorities in Europe. It will fully integrate the impetus of

the European Consensus on Development to align EU policies and actions to the objectives of the 2030 Agenda.

The CSO-LA Programme focuses on participation, partnership and multi-stakeholder dialogues to reflect core values of Agenda 2030. The programme is particularly relevant to goals 11, 16 and 17<sup>37</sup> and it also supports the meaningful participation of CSO and LA in the achievement of all SDGs through the Framework Partnership Agreements (FPA).

### **Implementation of the Spotlight Initiative to eliminate violence against women and girls including contributions to a Multi-Donor Trust Fund established by the UN to support the Initiative**

**Gender equality and women's empowerment** will be supported through the implementation of the rights-based approach to, and the mainstreaming of gender equality in, development through specific training and the implementation of the Gender Action Plan II. The **EU-UN "Spotlight Initiative"** will also be implemented, aiming at the elimination of all forms of violence against women and girls worldwide. The Initiative will focus on different forms of violence particularly prevalent in specific regions: femicide in Latin America, domestic and family violence in Caribbean and Pacific regions, trafficking and economic (labour) exploitation in Asia, and sexual and gender-based violence, including harmful practices, in Africa.

DEVCO will also support civil society organisations in their fight against gender inequality and child rights abuse through calls for proposals.

### **Promote inclusive and sustainable urban development by empowering and strengthening the Cities Local Authorities' capacity to urban planning, municipal governance and finance**

With the continued rapid urbanisation that over the coming decades mainly will take place in Africa and Asia, cities are coming under increasing pressure for addressing challenges including poverty alleviation, climate change and migration. Enhancing capacities at subnational level and finding adequate measures to support access to financing will be key issues to advance sustainable solutions. DEVCO action in urban development will notably be informed by a Commission Staff Working Document on **Cities and Local Authorities**. DEVCO will promote interventions that reinforce capacities and facilitate access to financing for essential services, in dialogue with Local Authorities, the private sector and international financial institutions in particular through the External Investment Plan investment window for Sustainable Cities.

### **Within the African Peace Facility (APF), contribute to promote peaceful and inclusive societies for sustainable development (SDG 16) by supporting African led efforts "to silence the guns by 2020"**

In 2018, the EU will continue its support to the strengthening of the African Union (AU) as an organisation bearing the principles of the AU charter. The **African Peace Facility** established in 2004 in response to a request by African leaders is a unique instrument to support Africa's Peace and Security Architecture, Conflict Prevention and Peace Support Operations. It constitutes the main source of funding to support the African Union's and African Regional Economic Communities' efforts in the area of peace and security. The African Peace Facility (APF) Action Programme 2019-2020 will be adopted in 2018.

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<sup>37</sup> Goal 11 – Sustainable Cities and Communities ; Goal 16 – Peace, Justice and Strong Institutions; Goal 17 – Partnerships for the Goals

## GENERAL OBJECTIVE: A Stronger Global Actor

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

**Related to spending programme DCI & EDF & EIDHR**

### Main outputs in 2018:

### Important items from work programmes/financing decisions/operational programmes<sup>38</sup>

Output		Indicator	Target 2018
DIR.A/B/C	DCI	CSO-LA Multiannual Indicative Programme and Multiannual Action Plan 2018-2020 <sup>39</sup> Support to regional and global CSO networks, monitoring CSO FPAs.	<ul style="list-style-type: none"> <li>• Adoption</li> <li>• Signature and implementation of grants with FPA (reserve list of Call for Proposals)</li> </ul>
DIR.B	EIDHR	EIDHR MIP (2018 – 2020)	Adoption
DIR.B	EIDHR	EIDHR Annual Action programme <sup>40</sup>	Commitment of the 2018 EIDHR Annual / Multiannual Action Programme
DIR.B	EIDHR	Contracting of Global Parliamentary Strengthening Programme	Signature of the contract
DIR.B	EIDHR	EIDHR 2018 Global Call for Proposals	Publication of the Call
DIR.B	EIDHR	EIDHR 2017 Global Call for Proposals	Completion of the Call and signature of related grant contracts
DIR.B	EIDHR	Annual support to the International Criminal Court	Signature of contract
DIR.B	EIDHR	EIDHR Human Rights Crisis Facility	Negotiation and signature of contracts
DIR.B	EIDHR	Global Campus of Universities for Human Rights and Democracy	Negotiation and signature of contract
DIR.B	EIDHR	EIDHR Emergency Fund for Human Rights Defenders at risk	Signature of contract

<sup>38</sup> For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the [Draft Budget for 2018](#).

<sup>39</sup> Reference number from Decide planning: PLAN/2017/1260

<sup>40</sup> Reference number from Decide planning: PLAN/2017/1836

DIR.B	EIDHR	RBA and Gender Mainstreaming Facility	Contracting and launching of the facility	Q1 2018
DIR.B	DCI/GPCG/EDF	Contributions to Multi-Donor Trust Fund established by the UN to support the "Spotlight Initiative"	<ol style="list-style-type: none"> <li>1. Implementation of the specific action programme for safety and decent work conditions for migrant workers in ASEAN countries</li> <li>2. Identification and contracting of specific programmes on femicide in Latin America and sexual and gender-based violence in Africa (countries to be defined)</li> <li>3. By the end of 2018, more actions will be defined, to cover domestic violence in Caribbean and Pacific regions</li> </ol>	<ol style="list-style-type: none"> <li>1. Q1 2018</li> <li>2. Q2 and Q3 2018</li> <li>3. Q4 2018</li> </ol>
DIR.B	DCI/GPGC	Call for proposal Gender Equality "Preventing Sexual and Gender Based Violence against Women and Girls in Developing Countries" <sup>41</sup>	Evaluation of the proposals and contracting	Q1 and Q2 2018
DIR.B	DCI/GPGC	Call for Proposals Child Rights	Launch of the call for proposals	Q1 2018
DIR.C	DCI/EDF	Operationalisation of Staff Working Document (2017) on cooperation with Cities and Local Authorities in third countries	<ul style="list-style-type: none"> <li>• Guidance notes published.</li> <li>• 3 introductory workshops with Delegations, LAs and other stakeholders held</li> </ul>	<ul style="list-style-type: none"> <li>• April 2018</li> <li>• Rolling process</li> </ul>
DIR.C	DCI	EU partnerships with Associations of Local Authorities	Framework Partnerships Agreements with Associations of LAs renewed	December 2018
DIR.D	DCI	Contributing to promote peaceful and inclusive societies for sustainable development (SDG 16) by supporting African led efforts "to silence the guns by 2020"	African Peace Facility (APF) Action Programme 2019-2020 adopted ( <i>cfr also SO 7</i> ),	Q4 2018
DIR.D	DCI	African Peace Facility: Contracting of Peace Support Operations (PSO), African Peace & Security Architecture (APSA) and Early Response Mechanism (ERM)	<ul style="list-style-type: none"> <li>• Number of PSOs contracted &amp; Amount committed in support of PSOs</li> <li>• Number of ERM actions approved</li> </ul>	<ul style="list-style-type: none"> <li>• 5 PSOs for a total amount of EUR 285 million contracted.</li> <li>• 5 ERM actions for a total amount of EUR 4.2 million approved</li> <li>• 3 programmes in support of the operationalization of APSA for a total amount of EUR 50 million</li> </ul>
DIR.E	EDF	New actions in the framework of 2014-2020 bilateral and regional programming documents contributing to SO5	Financing agreements adopted	As per 2018 pipeline

<sup>41</sup> EuropeAid/154792/DH/ACT/Multi

DIR.F	DCI	Migration packages for Asia (EUR 92 million) and the Middle East (EUR 195.7 million)	Launch implementation	Mid-2018
DIR.F	DCI	Implement regional programme for tackling root causes of gender inequality and violence against women and girls in the Pacific	Sign PAGoDA with UN Women	Early 2018
DIR.F	DCI	Reconstruction and reconciliation efforts in Iraq and Yemen	Launch	Early 2018
<b>Other important outputs</b>				
<b>Output</b>		<b>Indicator</b>		<b>Target 2018</b>
DIR.B	n/a	GAP II	Reporting on the second year of implementation	Q3 2018
DIR.B	DCI	Implementation of the DEAR programme	70 ongoing projects are successfully implemented. Continued constructive exchange with stakeholders	23 new projects contracted, follow up of 70 ongoing projects. One networking meeting of the Multi Stakeholder Group (MSG)
DIR.B	DCI	Objectives for more focused and strategic DEAR campaigns agreed	Objectives agreed and thereupon preparations for future Call for Proposals launched	<ul style="list-style-type: none"> <li>• MIP and MAP agreed.</li> <li>• MSG held and exchange on priorities has taken place</li> <li>• Preparations for CFP initiated</li> </ul>
DIR.C	DCI/EDF	Enhanced quality of EU support to local authorities through thematic support to Delegations and evidence based research	<ol style="list-style-type: none"> <li>1. New Geographic Programs on Decentralization and Local Governance formulated with C5 thematic Support endorsed</li> <li>2. Seminars on Territorial Approach to Local Development held</li> <li>3. Study on Decentralized Cooperation initiated</li> </ol>	<ol style="list-style-type: none"> <li>1. Rolling process</li> <li>2. Rolling process</li> <li>3. Mid-2018</li> </ol>

## DEVCO Specific Objective 6

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

The main outputs relevant for the achievement of this specific objective and pursued by DEVCO in 2018 are:

### Implementation of the Collect More -Spend Better Action Plan covering both the Domestic Resources Mobilisation (DRM) and public finance management

The Commission remains firmly committed to fostering **Domestic Revenue Mobilisation** (DRM) and the effective use of public resources in developing countries. Implementation of actions described in the SWD "Collect More – Spend Better"- will be reinforced in the upcoming MIP 2018-2020 of the "Global Public Goods and Challenges" (GPGC). DEVCO will continue to work towards the overall objectives, which are to:

- **"Collect more"**: increase the efficiency, effectiveness, fairness and transparency of tax systems and tackle tax avoidance, tax evasion and illicit financial flows;



- **"Spend better"**: improving the efficiency and effectiveness of public spending by addressing public investment expenditures, public procurement and debt management for sustainable development.

## **Effective implementation of budget support and PFM/DRM related programmes in Africa, Asia& Pacific, Latin America and Caribbean**

**Budget support** amounts to EUR 12.7 billion of ongoing commitments or 20-25% of DG DEVCO's portfolio and is expected to represent around 40% of the National Indicative Programmes for the MFF 2014-2020 for European Development Fund (EDF) and Development Cooperation Instrument (DCI) countries. In 2018 DEVCO will implement the updated Budget Support Guidelines reflecting policy developments and aim for efficacy gains through simplified reporting requirements.

In 2018, the use of **Budget Support** will continue to be important in **Africa**. These interventions will contribute to enhancing fiscal discipline, strategic allocation of resources and service delivery efficiency, through strengthened systems and procedures and targeted capacity building. Particular emphasis on **domestic revenue mobilisation** and **public finance management**, business environment will be paid in policy dialogue and capacity development activities. A constructive collaboration with key stakeholders, including partner countries, donors, financial institutions etc. will be maintained. In fragile countries, Budget Support (notably in the form of State Building Contracts) will be critical to sustain fiscal space and hence support the delivery of basic services to the population. The situation of the Economic Community of Central African States (CEMAC) and East and Southern African countries benefitting from budget support will continue to be closely monitored in close collaboration with IMF.

Public Financial Management (PFM), external audit and parliamentary oversight are key areas for sustainable policy reforms in our partner countries. As a result, such measures are systematically accompanying our budget support (BS) operations in **Asia-Pacific**. In 2018, around 35-40% of our portfolio will be implemented through the BS modality. DEVCO will also give increased focus to Domestic Resource Mobilisation in these operations, in line with the Addis Ababa Action Agenda. In addition, in 2018, DEVCO will implement a number of PFM standalone programmes (outside BS programmes) in e.g. Iraq, Sri Lanka, Laos, Afghanistan, Mongolia, Cambodia and Vietnam. In 2018 DEVCO will also reinforce the depth and quality of its policy dialogue with Partner Countries. DEVCO will pursue an approach centred on political and policy dialogue with all stakeholders. In this regard, budget support will continue to be an increasingly important aid modality across our region, in line with our Aid Effectiveness principles. More particularly, in 2018, DEVCO will adopt a second State Building Contract (EUR 206 million) for Afghanistan. Through such State Building Contracts the EU provides direct budget support to countries in fragile and transitional situations. It is an effective mechanism, aligned with the Afghanistan's reform agenda.

Approximately half of the EU cooperation in **Latin America** and the **Caribbean** is implemented through budget support operations and therefore, its footprint in terms of policy dialogue and improvements in public financial management, including on DRM and taxation, is remarkable. Continued improvements in this area are critical to socio-economic development in both Latin America and the Caribbean. In Haiti, under the "state building contract", improvement in PFM is pursued in the education and resilience building sectors. Domestic resources mobilisation and the fight against corruption is also promoted at regional level through the EUROsociAL programme.

## GENERAL OBJECTIVE: EU as a Stronger Global Actor

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

**Related to spending programme DCI; EDF; EIDHR; PSC**

### Main outputs in 2018:

### Important items from work programmes/financing decisions/operational programmes<sup>42</sup>

Output		Indicator	Target 2018	
DIR.A	PSC	Implementation of the "Collect More -Spend Better" Action Plan covering both the DRM and public finance management.	<ul style="list-style-type: none"> <li>Signature and implementation contract Revenue Mobilisation Trust Fund - IMF</li> <li>Implement actions decided in 2016 and 2017, including stronger support to mobilising domestic revenue and managing domestic resources, including natural resource wealth management, PEFA, TADAT assessments for our partner countries, debt management and procurement.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation is on track for 2018.</li> <li>End 2018</li> </ul>
DIR.A	PSC	Through the updated <b>budget support guidelines</b> and programmes, DEVCO will support national systems to more effectively advance the country's achievements of the SDGs and Through Budget Support <b>policy dialogue</b> support the implementation of the European Consensus on Development	<ul style="list-style-type: none"> <li>Implement <b>Budget Support operations</b>, including stronger policy dialogue and capacity building support towards the SDGs. Improve efficiency through simplified reporting for certain countries.</li> <li>Improve the quality and effectiveness of government spending towards the SDGs, improving Budget transparency and procurement.</li> </ul>	Implementation is on track for 2018.
DIR.D	EDF	Effective implementation of <b>budget support</b> and <b>PFM/DRM</b> related programmes in East and Southern African countries	<ul style="list-style-type: none"> <li>Number of budget support review and dialogue meetings with national authorities' delegations attended.</li> <li>% of committed, contracted and paid amounts under BS programmes</li> </ul>	<ul style="list-style-type: none"> <li>Increase in 2018</li> <li>According to risk-weighted forecasts (+/- 10%)</li> </ul>
DIR.E	EDF	Effective implementation of budget support and PFM/DRM related programmes in western and central Africa countries	<ul style="list-style-type: none"> <li>Committed, contracted and paid amounts related to BS programs</li> <li>Decision to contribute to the 2017-2022 Afritac centre program with Central Africa RIP Funding</li> </ul>	<ul style="list-style-type: none"> <li>According to forecasted figures</li> <li>By summer 2018</li> </ul>
DIR.F	PSC	Support PFM reform and transparency (independent audit, Parliamentary supervision), through budget support	Launch implementation	Early 2018
DIR.F	DCI	Support PFM reform and transparency (independent audit, Parliamentary supervision) in Iraq (without budget support)	Launch implementation	Early 2018
DIR.F	DCI	Strengthen policy dialogue under on-going budget support operation	Launch formal policy dialogue	Early 2018

<sup>42</sup> For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the [Draft Budget for 2018](#).

DIR.F	DCI	Second State Building Contract in Afghanistan	Adoption	End 2018
DIR.G	PSC	New programmes and activities related to improvements in PFM	<ol style="list-style-type: none"> <li>1. Haiti State Building Contract</li> <li>2. Jamaica support to PFM reforms</li> <li>3. Continued support to Public Expenditure and Financial Accountability (PEFA) assessments</li> </ol>	<ol style="list-style-type: none"> <li>1. Signature of Financing Agreement</li> <li>2. Signature of Financing Agreement</li> <li>3. Completion of PEFA assessments in Guatemala and Colombia</li> </ol>

### **DEVCO Specific Objective 7**

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

The main outputs relevant for the achievement of this specific objective and pursued by DEVCO in 2018 are:

#### **Capacity Building in support of Security and Development in third countries: implementation of first support actions to armed forces in priority partner countries.**

**Terrorism** remains a major threat to global security and requires a comprehensive response. The IcSP is one of the most important tools available to engage with partner countries in new innovative actions to prevent and mitigate the terrorist threat. In 2018 the EU will continue its fight against terrorism by supporting partner countries to improve cross-border investigations and prosecutions, in particular of foreign terrorist fighters and individuals suspected of planning or carrying out terrorist offences. Specific actions to prevent radicalisation and recruitment by terrorists and violent extremists targeting local communities in selected partner countries will be also foreseen.

Recognising new challenges and the evolving security environment, the need to provide a more effective assistance to security sector actors - including in exceptional circumstances the military - in partner countries has become a key element in the EU's engagement with third countries. **CBSD** creates conditions that would allow EU to support capacity building programmes through trainings and mentoring, the provision of non-lethal equipment and infrastructure improvements, and the building and strengthening of the capacity of military actors to contribute to the achievement of stable, inclusive and peaceful societies and sustainable development in line with SDG 16 and the Agenda 2030.

The formulation of CBSD actions will build on how they can contribute to the EU's development objectives and in particular to the implementation of the security and development nexus. Therefore, in 2018 the first CBSD actions will be designed to support partner countries to manage crises on their own, contributing to national and regional stability. Those actions could relate among others to strengthen the capacity of military in relevant partner countries in first response activities, civil protection and in border management in- and outside the EU's CBRN (Chemical, biological, radiological and nuclear) Centres of Excellence Risk Mitigation initiative. An example of potential CBSD activity can be found in Somalia, where the request was made for an Engineering Course for the Somali National Army (SNA). This would enable them to counter improvised

explosive devices (IEDs) and improve roads in Mogadishu. The outcome would be enhanced access for humanitarian organisations, helping them to implement their mandates.

### **G5 joint force in Sahel, fight against organised crime in Lake Chad region and maritime security programme in Gulf of Guinea**

A **stable Sahel** region remains a key priority for the European Union. Following a request of the G5 Sahel endorsed by the African Union Commission (June 2017), the EU is supporting the establishment of the G5 Sahel Joint Force as of August 2017. The EU support totals EUR 50 million over 18 months and is funded via the African Peace Facility. The EU funding will complement the support already provided by G5 Sahel countries to their own troops as well as by partner countries.

The EU will continue focussing on the **Lake Chad region** to prevent further destabilisation and help lay the foundations of sustainable stability and long term development by tackling the root causes of Boko Haram and terrorism in general. The following broad strands of action will be continued: raising political awareness and increasing diplomatic dialogue; contributing to relief, development and state (re)deployment; and contributing to providing increased security and improved governance. A specific focus will be set on building a coordinated cross-border approach between the four countries of the Lake Chad region.

**Maritime security** is the basis for global trade and prosperity, but it is under threat - from natural disasters to piracy, trafficking and armed conflict. The **EU Strategy and Action Plan for the Gulf of Guinea**, adopted by EU foreign ministers in March 2014, followed by the adoption of the EU Gulf of Guinea Action Plan for 2015-2020 in March 2015, takes an integrated approach linking security, governance and development challenges both offshore and onshore, along the 6,000km coastline. It is framed in support of the commitments taken in June 2013 during the Yaoundé Summit, the first time a joint summit between two African regions (West and Central Africa) had taken place to tackle the complex and wide ranging challenges of maritime insecurity and organised crime. The Commission has a significant response package for the **Gulf of Guinea region**, three new programs will start implementation in 2018 in support of the EU Strategy and Action Plan for the Gulf of Guinea: two regional projects in Central (Programme d'Appui à la Stratégie de Sûreté et Sécurité Maritimes en Afrique Centrale (PASSMAR) EUR 10 million) and West Africa" Support to West Africa Integrated Maritime Security (SWAIMS) EUR 29 million); a regional project in West Africa (EUR 14 million) specifically designed to improve maritime resources management and the fight against illegal, unreported and unregulated (IUU) fishing

### **Launch of the stress test at Bushehr Nuclear Power Plant in Iran**

The INSC will further contribute to the achievement of the Commission objectives "EU as a Stronger Global Actor". **Nuclear safety** is indeed a global concern that calls for a global effort and the cooperation on nuclear safety is an important instrument for confidence-building, for crisis prevention and achievements of specific Sustainable Development Goals in different regions. In 2018 the EU will continue its engagement at all levels to address nuclear safety issues, including through the provision of know-how and setting of safety standards to protect critical infrastructure in third countries, and to using its leverage as a global leader in the field to call to action the international community to address the risk of serious chemical and radiological hazards in Central Asia.

The Joint Comprehensive Plan of Action (JCPoA) agreed in July 2015 with Iran included conditions by the counterparts to engage in civil nuclear cooperation. The European

Commission has therefore approved relevant nuclear safety projects as part of the EU commitments including a project to perform the stress tests at the Bushehr Nuclear Power Plant (BNPP) to start in 2018. Following the Fukushima accident of 2011 and in line with the EU response, this action will provide an assessment of the robustness of the plant to extreme hazards. The highly strategic project will strengthen the nuclear civil cooperation with Iran and contribute to nuclear safety in a politically sensitive region by promoting European safety standards through transfer of EU expertise.

The legacy of former uranium mining and milling sites in Central Asia remains a concern due to the impact on the people and the environment. The transboundary dimension of the issue, in particular considering the possible contamination of shared water resources in the region brings an additional security concern with potential political consequences in a volatile region. In line with the Sustainable Development Goals, several actions will be undertaken in 2018 to raise awareness and call the international community to join the EU programme to protect people and the environment against the adverse effects of radioactive and toxic materials in the region. These actions will aim at holding a successful International Donor Conference supported by the European Commission for the environmental remediation of abandoned uranium sites and toxic waste in Central Asia.

**Support initiatives contributing to peace, security and stability in Afghanistan, Myanmar and Philippines and the region, where the EU will provide support for governance, peace process and long term development in order to address root causes of poverty and radicalisation.**

Both Myanmar and Philippines face a number of internal conflicts, which in addition to the direct threat to the civil population and humanitarian disasters caused, carry an important risk of radicalisation. In both countries, the EU provides support for governance, the peace processes and long-term development in order to address the root causes of poverty and radicalisation. In 2018, a EUR 55 million **Peace and Development programme** is scheduled to be adopted for Mindanao, Philippines. The EU has also offered to assist Myanmar with the implementation of the Kofi Annan report on Rakhine State and the Education programme that is scheduled to be adopted in 2018 will give particular attention for Rakhine State. The implementation of a programme to support the reform of the Myanmar police, applying international best practices and respect for human rights, will also start in 2018.

DEVCO will also support initiatives contributing to peace, security and stability in Afghanistan and the region, including support for civilian policing (EUR 78 million in 2018) and reform of the Ministry of Interior in Afghanistan.

<b>GENERAL OBJECTIVE: A Stronger Global Actor</b>	
<b>Specific Objective 7: Under the broader coverage of the legal bases of the instruments IcSP and INSC, DEVCO will address nuclear safety issues (EURATOM based) as well as specific global, trans-regional and emerging security threats, including among others chemical, biological, radiological and nuclear (CBRN) risks, terrorism and protection of critical infrastructure in third countries (TFEU based).</b>	<b>Spending programme: INSC, IcSP</b>
<b>Main outputs in 2018:</b>	
<b>All new initiatives and REFIT initiatives from the Commission Work Programme</b>	

DIR B&F	DCI	Contribution to a new framework for engagement with Iran <sup>43</sup>	Adoption of a Joint Communication following the Nuclear Agreement and in step with its implementation, the EU will explore options for a renewed engagement with Iran	TBC
<b>Important items from work programmes/financing decisions/operational programmes<sup>44</sup></b>				
<b>Output</b>		<b>Indicator</b>		<b>Target 2018</b>
DIR.B	IcSP	In line with the initial input on the direction of the MIP drafting, for 2018 the IcSP proposes measures to counter global, trans-regional and emerging issues.	5 new actions formulated as part of the IcSP art.5 AAP for 2018 <sup>45</sup> in the following priority areas: <ul style="list-style-type: none"> <li>• Countering terrorism;</li> <li>• Fighting organised crime;</li> <li>• Critical Infrastructures;</li> <li>• CBRN</li> <li>• Expert Support Facility</li> </ul>	July 2018.
DIR B	IcSP	IcSP MIP (2018 – 2020)	Adoption	May 2018
DIR B	INSC	INSC MIP (2018 – 2020)	Adoption	May 2018
DIR B	INSC	AAP for 2018 of the INSC <sup>46</sup>	Adoption	June 2018
DIR.E	EDF	Maritime security in the Gulf of Guinea.	<ol style="list-style-type: none"> <li>1. Sign the financing agreement with ECCAS related to PASSMAR programme and start the contracting work.</li> <li>2. Adoption of the financing decisions of the Fight against crime projects in West Africa.</li> <li>3. Starting Implementation of adopted projects in West Africa, SWAIMS and PESCAO</li> </ol>	<ol style="list-style-type: none"> <li>1. As per 2018 forecast</li> <li>2. First semester 2018</li> <li>3. First semester 2018</li> </ol>
DIR.F	DCI	Central Asia programme on energy and water	Adoption	End 2018
DIR.F	DCI	Peace and Development programme in Mindanao, Philippines	Adoption	Mid-2018
DIR.F	DCI	Programme on the reform of the Myanmar police	Launch implementation	Mid-2018
DIR.F	DCI	Nuclear safety programme in Iran	Extension	Mid-2018
DIR.G	DCI	Support to the peace building process in Colombia and to citizen security in general in Latin America and the Caribbean	<ul style="list-style-type: none"> <li>• EU Trust Fund for Colombia under full implementation</li> <li>• The “El Pacto” regional programme under implementation</li> </ul>	<ul style="list-style-type: none"> <li>• 10 projects approved and under implementation</li> <li>• Official launch of the programme and 30% of activities under implementation</li> </ul>
<b>Other important outputs</b>				
<b>Output</b>		<b>Indicator</b>		<b>Target 2018</b>

<sup>43</sup> Reference number from Decide planning: 2016/EEAS/007

<sup>44</sup> For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the [Draft Budget for 2018](#).

<sup>45</sup> Reference number from Decide planning: PLAN/2017/1849

<sup>46</sup> Reference number from Decide planning: PLAN/2017/1850

DIR.B	INSC	Launch of the stress test at Bushehr Nuclear Power Plant in Iran.	Project for the stress test at Bushehr Nuclear Power Plant in Iran started.	Spring 2018
DIR.B	INSC	Donor Conference for the Environmental Remediation Account for Central Asia to gather broad international solidarity for the environmental remediation of abandoned uranium sites and toxic waste in Central Asia.	International conference organised	End 2018
DIR.B	INSC	Completion of the project for building New Safe Confinement at the Chernobyl site	Completion of the project	Spring 2018
DIR.B	ALL	Nexus Humanitarian-Development-Peace/Security	Implementation in the six pilot countries (rolling process)	Evidence of change to report in 2018.
DIR.B	ALL	Reinforcing resilience and conflict sensitivity in DEVCO's interventions (policy dialogue, projects and programmes, coordination with key partners)	Proposal for a checklist "Resilience and conflict sensitivity" to be used by QSGs within DEVCO	Rolling Process
DIR.B	ALL	Resilience case studies and web	Studies and webpages published	Rolling process
DIR.B	ALL	Sub-window (or special conditions for) Fragile Situations within the implementation practice of the newly approved External Investment Plan with the objective of prioritising private sector investments in partner countries with fragile and crisis situations and confronted with large irregular migration flows	Operationalisation of the sub-window or special conditions	Rolling process
DIR.B	ALL	Demining Inter-service meetings Coordination and visibility of DEVCO activities	Meetings held	Rolling Process
DIR.B	ALL	Annual DEVCO Flexible procedure exercise for fragile countries	Annual exercise held	From March to end June 2018

## **PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR**

### ***A. Human resource management***

#### **Context**

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

#### **HR structures**

The HR Modernisation project implemented according to the Communication on Synergies and Efficiencies of April 2016 makes changes to the way that HR services are delivered. HR services are currently undertaken by an Account Management Centre (AMC) inside DG HR. As with other DGs, DG DEVCO has an HR Business Correspondent, responsible for defining HR strategy and taking HR decisions in agreement with the management of the DG. This role of coordination with the AMC is principle to ensure the DGs needs.

If this new way of working has been striving to harmonise the application of HR procedures and services across the DGs, it has not yet fully proven its capacity to deliver an efficient recruitment process. DG HR has therefore taken the initiative to implement some structural adjustments to the current model in order to improve the delivery time and the efficiency of each of the HR processes.

In addition to the HR BC team, DEVCO houses the "Centre of Gravity", the coordination mechanism within the Commission vis-à-vis the EEAS regarding staffing issues in Delegations. DEVCO also chairs the COMDEL, the coordination committee for management of Commission resources in Delegations, and represents the RELEX family DGs at the EUDEL, the steering committee for Delegations with the EEAS.

#### **HR Strategy**

DEVCO **HR strategy** aims at proposing a concrete solution to solve the key HR challenges DEVCO has to face, fully using the existing HR structures.

#### **To get the right person on the right job at the right time**

The recruitment process is very challenging for DG DEVCO due to its size – the largest DG of the Commission – and the turnover of its staff, consisting of a high proportion of contract agents. In order to get the right person on the right job at the right time, the HR.BC will therefore focus, primarily in 2018, on ensuring an efficient and speedy recruitment process.

Moreover, DEVCO relies heavily on non-official staff for carrying out its mission. Almost one third of its staff is represented by contractual agents. The new legal framework entered into force in November 2017 for the mobility and career of contractual agents, including the organisation of a new selection process which is expected to provide some flexibility.

DEVCO intends to use this flexibility to the greatest extent possible in order to recruit staff members able to master the new tools and implement modalities of development policy such as policy dialogue and investment. These tools and modalities require specific skills, such as macro-economic and public finance management analysis, banking and



credit engineering, policy reform, etc., all of which will be taken into account when defining the profiles DEVCO is looking for.

A similar approach will be followed to structure the next external specialised competition in international cooperation for officials, which will be organised shortly.

A strategic training plan should be elaborated in order to enhance the skills of the current staff in line with DEVCO's objectives and challenges.

### **To foster career Development in the EU's External Relations Area**

Mobility between the Commission services and the EEAS has been too limited over recent years, but efforts in this regard are currently being undertaken as detailed in the Joint EC-EEAS Paper "Career Development in the EU's External Relations Area", adopted in September 2017. By providing for a balanced interchange of staff, the institutions would enhance staff performance, draw on a wider body of expertise, improve interinstitutional cooperation and enhance flexibility.

In 2018, DG DEVCO, as centre of gravity, will coordinate with the EEAS, the implementation of the following measures, taking into account the particular constraints of the institutions:

- Increasing the access to vacancies from the other institutions through partially integrating the coordinated rotation exercises of the Commission services and the EEAS.
- Increasing the number of publications of middle management posts "open to other institutions".
- Promoting secondments for non-management staff and middle management staff, meaning that jobholders would return to their institution of origin after the secondment.
- More flexible deployment of contractual agents in Delegations.

DG DEVCO will also play a leading role in the revision of the COMDEL decision (C-2012-7200) in order to open the rotation exercise to all Commission officials. This is expected to increase the diversity of profiles that could join the Delegations.

### **To increase the number of women in middle management and AD positions**

Historically, DEVCO has a deficit of women in the AD function group. In recent years, the gap has diminished, but the imbalance remains significant. In this context, DG DEVCO plans to increase the number of women among its AD population, possibly by setting female AD targets, including AD targets for pre-management posts both in Headquarters and in Delegations. This will not only help to ensure reaching the 40% female representation in middle management target in the mid-term, but also to make this a reality.

On 19 July 2017, the College adopted a renewed approach to its commitment to reach at least 40% female managers by the end of 2019. Quantitative targets of first woman appointments to be made per Directorate-General and services at middle management level have been adopted.<sup>47</sup> For DEVCO, the target was set at appointing eight new female middle managers by November 2019.

By 1 October 2017, DEVCO had already achieved half of this target. Therefore at least four more women Heads of Unit will be appointed by the set target date.

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<sup>47</sup> SEC(2017)359.

DG DEVCO is committed to fostering initiatives developed at corporate level to support women willing to become managers, such as a dedicated training program for women, consisting of coaching, mentoring and ad hoc training, to be implemented as of 2018.

### To improve well-being and working conditions

DEVCO is committed at the highest political level to promote and strengthen well-being of staff in Delegations, as illustrated by the joint Declaration "Senior EUDEL measures to promote staff engagement in EU Delegations" adopted at the Senior EUDEL meeting of 26 April 2017.

In 2018, in line with this Declaration, DEVCO will actively support and coordinate with the EEAS and other External Relations DGs the application of measures contributing to work-life balance in Delegations, such as improved leaves for staff working in Delegations as well as the implementation of flexitime and teleworking.

DG DEVCO will support the EEAS in the definition and implementation of an improved framework on the conditions of employment of Local Staff.

At Headquarters, DG DEVCO will relay and implement corporate well-being actions all over the year.

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

#### Main outputs in 2018:

Output	Indicator	Target (2018)
DIR R To speed up the recruitment process	To reduce to its minimum the vacancy rate	4% for officials
DIR R To improve career Development in the EU's External Relations Area	Increased mobility between the COM and the EEAS"	Number of transfer and secondment to the EEAS
DIR R To achieve Commission's target to have at least 40% women in its senior and middle management teams by 2019.	Appointment of first female managers	4 first female to be appointed by end of 2019
DIR R Enhanced well-being and working conditions in Delegations	Implementation of the following measures: <ul style="list-style-type: none"> <li>• Launch of pilot teleworking</li> <li>• Implement flexitime</li> <li>• Increase the number of home leaves, when justified</li> </ul>	Implementation of those measures in some Delegation by the end of 2018
DEVCO.02 Review, coordination, implementation and monitoring of the Internal Communication Action Plan (ICAP)	Progress assessed in the light of the implementation of the synergies and efficiencies initiative; the ICAP updated as appropriate; and implementation monitored	ICAP implementation monitored by end 2018

## B. Financial Management: Internal control and Risk management

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

There are several layers of controls - ex-ante and ex-post - aiming at legality and regularity. These controls are described at large in the Annual Activity Report (AAR). The Residual error rate study has been confirmed as a useful tool to assess the legality and regularity of DEVCO transactions. Its results feed as an important piece of information into the Annual Activity Report and help the Director-General to assess whether a reservation on the basis of the error rate has to be issued.

A new Internal Control Framework has been introduced by Commission Communication COM (2017)2373 of 19 April 2017. The 16 Internal Control Standards will be replaced with 17 Internal Control Principles. This requires adaptations at DG level.

As a consequence of the upcoming revision of the Financial Regulation an assessment has to be performed concerning the possible evolution of controls. The first building block to be analysed are the Pillar Assessments.

Another aspect of Sound Financial Management is the relationship between the costs of controls and its benefits, i.e. deciding which controls are undertaken and if it is cost-effective to implement additional controls.

The current DEVCO Anti-Fraud Strategy entered into force in 2014 and needs to be reviewed. DG DEVCO will take this opportunity to reassess priority risks, objectives and appropriate measures.

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

**Main outputs in 2018:**

Output	Indicator	Target (2018)
Final Report for the 2017 RER Study	Residual Error Rate (RER)	<2%
New Audit Framework Contract	Contract signed by all signatories	25 July 2018

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

**Main outputs in 2018:**

Output	Indicator	Target (2018)
New Internal Control Framework	Rolled out and applied to DG DEVCO	30 June 2018
Pillar Assessment adapted to the revised Financial Regulation	Revised documents for Pillar Assessment	31 December 2018

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

**Main outputs in 2018:**

Output	Indicator	Target (2018)
Revision of the DEVCO Anti-Fraud Strategy	Revised Strategy adopted by Management	31 December 2018

Further raise fraud risk awareness of relevant DEVCO staff	Number of awareness raising messages to DG DEVCO's Anti-Fraud focal point network	Send at least three illustrative examples of fraud risks to focal points by 31 December 2018 encouraging them to use these for downstream information of staff
Regular monitoring and reporting on the state of play of the OLAF investigations	Bi-annual reports sent to Management and Cabinet	By 30 June 2018 and 31 December 2018

### **C. Better Regulation**

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

### **D. Information management aspects**

The use of the electronic signature in ARES and the gradual elimination of parallel paper signatories significantly contribute to speeding-up processes and to improve the efficiency of workflow circuits. Since the generalisation of the use of the ARES e-signatory on 2015 in DEVCO, a significant progress has been achieved (elimination of parallel paper circulation by 50% in 2015, by 58% in 2016 and by 60% in 2017). This trend needs to be consolidated in 2018 and extended in as much as possible to all the areas of activity of DEVCO, including in particular the financing and contracting domain and the circuits between DEVCO sections in EU Delegations and DEVCO headquarters.

The integration of DEVCO IT systems into HERMES, the Commission common repository (via HRS<sup>48</sup>) and the elimination of local storage of documents -and of its related costs- is part of the IT Rationalisation policy of the Commission. This policy aims at bringing benefits also as regards documents and data re-use, systems interoperability and automation of document management processes (e.g. automatic filing). It is progressively being applied to all the DEVCO systems that host documents. E-calls PROSPECT and e-calls PADOR have been integrated already. PFMBD (Portfolio Management Dashboard) is in the final steps of its integration and Audit Module, ROM, EVAL and EAMR are also considered for a future integration. As regards OPSYS, once new modules will be progressively phased-in, the documents managed by them will be integrated via HRS as well, starting by the contract module/business area.

DEVCO's core business training will be rolled-out according to the 2018 annual training programme. The training offer will take into account recurrent learning needs as well as new policy priorities, business objectives and lessons learned. The training offer will comprise face-to-face training in HQ and Delegations and online learning possibilities such as e-learning courses and webinars. The offer will equally include special learning events such as security training (HEAT) and the seminar for newly appointed Heads of Delegation.

During 2018, the Learning and Knowledge Development Strategy (LKDS) will be implemented in line with the updated Action Plan. A mid-term review of the LKDS Action Plan will provide information on the overall implementation of the strategy since its launch in 2014 and on the needs for adaptation to take into account recent institutional changes, updated business objectives and lessons learned.

DEVCO will contribute to the implementation of the Commission strategy on Data, Information and Knowledge Management by disseminating and applying the initiatives

<sup>48</sup> Hermes Repository Services

issued on the Work Programme 2018-2020, by improving sharing and reuse of information, collaborative working and knowledge sharing in DEVCO. DEVCO is active part of the two governance bodies, the Information Management Steering Board and Information Management Team

<b>Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable.</b>			
<b>Main outputs in 2018:</b>			
<b>Output</b>		<b>Indicator</b>	<b>Target (2018)</b>
DIR.R	Enhanced use of electronic workflows to improve the speed, efficiency and traceability of actions and to reduce paper storage.	Number of registered documents with a fully approved e-signatory (no paper circulation in parallel)	75% of registered documents approved in full electronic mode
DIR.R	Systematic filing in Ares, to ensure access to documents and information.	% of documents filed in Ares	97% of registered documents filed in Ares for HQ
DIR.R	Improved sharing and re-use of information by opening access to DEVCO files to other services and DGs.	Number of HAN files shared	≥ 95% files shared between Delegations and HQ. ≥ 20% files shared with other DGs
UNIT.01	Ensure that briefings and speeches are encoded in BASIS	Out of the total number of briefings and speeches, the percentage of briefings and speeches encoded in BASIS in the year	100%
UNIT.03	2014-2020 Learning and Knowledge Development Strategy (LKDS) Action Plan revised, updated and implemented	<ul style="list-style-type: none"> <li>MTR of LKDS Action Plan</li> <li>LKDS Action Plan updated and implemented as scheduled</li> </ul>	<ul style="list-style-type: none"> <li>Review report discussed with the Management by February 2018</li> <li>February (update) and December (implementation) 2018</li> </ul>
UNIT.03	Run DEVCO Academy	<ul style="list-style-type: none"> <li>Number of online learning resources</li> <li>Number of users</li> </ul>	<ul style="list-style-type: none"> <li>100 learning resources (e-learning, videos, webinars &amp; publications) uploaded by 30/06/2018</li> <li>At least 2,500 users by 31.12.2018</li> </ul>
UNIT.03	Provide thematic support in R&I to geographical and thematic units and Delegations in the framework of QSG 1 and 2 phases related to programming, identification and formulation, namely for innovative and/or strategically important operations.	<ol style="list-style-type: none"> <li>Action Documents reviewed</li> <li>Checklist prepared</li> <li>QSG participation</li> </ol>	<ol style="list-style-type: none"> <li>2 to 4 - By end 2018</li> <li>2 to 4 - By end 2018</li> <li>2 to 4 - By end 2018</li> </ol>

### **E. External communication activities**

In 2018 DEVCO will design and implement a number of major press/online/social media campaigns and events on development-related topics, targeting both media, academia, civil society and other stakeholders and multipliers, and the general European public. Major, longer-term general initiatives such as the 2030 Agenda and the SDGs, and the European Consensus on Development, will continue. These campaigns will be implemented jointly with Member States participating in a new EU network for development-related communication, and other partners. DEVCO will also collaborate with other DGs on major corporate campaigns led by DG COMM in 2018, notably EU Protects. Shorter campaigns on specific themes, for example linked to international "Days" and specific policy areas (e.g. human rights, gender equality and the empowerment of women and girls) will be carried out regularly in collaboration with other Commission DGs, EU institutions, the UN and other partners. These campaigns will be supported by showcase events such the European Development Days and the

Kapuściński lectures and by the ongoing rollout of a longer-term strategy to professionalise the communication skills and tools available to DEVCO programme managers, particularly in Delegations. The success of these activities in increasing awareness and approval ratings among EU citizens will be gauged by monitoring the reach of the different communication campaigns, and by the results of the dedicated Eurobarometer survey DEVCO conducts regularly towards the end of the year.

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

**Main outputs in 2018:**

Description	Indicators	Target(2018)
<b>Communication with EU Member States<sup>49</sup>:</b> creation of a dedicated communication network with services in charge of development in Member States	<ul style="list-style-type: none"> <li>• Network consolidated around the new agenda</li> <li>• Digital platform established, campaigns shared and joint EU-wide events organised</li> <li>• Sharing of campaign material</li> <li>• Organisation of joint events at national level</li> </ul>	<ul style="list-style-type: none"> <li>• Inaugural meeting in January 2018</li> <li>• High number of participating countries (at least 15)</li> <li>• Digital platform up and running by February 2018</li> <li>• Sharing of campaign material: at least 10 Member States (pilot phase)</li> <li>• One event in at least 10 Member States</li> </ul>
<b>Communication with EU public and stakeholders</b> a) Specific digital campaigns about DEVCO's aid communication priorities, such as "Campaign around Women's day", "Summer campaign – Photo competition aimed at young people", "Campaign on violence against women" and "Campaign on human rights" b) Faces2hearts – The Blogging experience c) Use of DG COMM corporate campaigns to promote DEVCO policies and priorities to the public at large d) Increased cooperation with Commission Representations in planning and implementing outreach activities in Member States.	<p>a) Videos – static visuals - coverage on social media channels (FB – TW – Instagram) and DEVCO website</p> <p>b) Articles and videos produced by the 4 winning v/bloggers. Media take-up</p> <p>c) Inclusion of campaigns on the Spotlight initiative (violence against women) and External Investment Plan in the EU Protects corporate campaign</p> <p>d) Following meeting between the DGs of COMM and DEVCO on 20 September 2017, inclusion of a 'development window' in the 2018 country strategy of selected REPs</p>	<p>a) 8 videos - 35 static visuals Expected reach: at least 1 million per campaign. 2 pages on DEVCO website</p> <p>b) At least 8 articles and/or videos produced every week for five months (January – May 2018) At least 10 articles in the press</p> <p>c) Achievement depends on DG COMM's timetable for the launch of the EU Protects campaign</p> <p>d) Support by the Representations (especially in terms of media outreach) for the development-related events to be organised in at least 10 Member States. (see above)</p>
<b>Programme communication tools<sup>50</sup></b> Revised corporate Communication & Visibility Requirements and accompanying online tool adopted, implemented and supported; communication TA & training facility established; and Delegation support expenditure allocations awarded and contracted	<ol style="list-style-type: none"> <li>1. C&amp;V Requirements adopted and rolled out</li> <li>2. Online tool adopted.</li> <li>3. Communication facility established</li> <li>4. Delegation allocations awarded and contracted</li> </ol>	<ol style="list-style-type: none"> <li>1. Early 2018</li> <li>2. First half 2018</li> <li>3. First half 2018</li> <li>4. End 2018</li> </ol>

<sup>49</sup> New action. Pilot phase will be used to establish baseline

<sup>50</sup> Pilot phase will be used to establish baseline

<b>European Development Days:</b> EDDs organised 7 - 8 June 2018	<ol style="list-style-type: none"> <li>1. Participation level sustained (2015 and 2016 baseline: 6,000 registered participants)</li> <li>2. High satisfaction rates sustained (2017 baseline: 94 % of participants rated EDD as "good" or "excellent" )</li> <li>3. Level of social media interaction sustained (2017 baseline: 31,000 # mentions )</li> <li>4. Media attendance sustained (2017 baseline: 240 journalists)</li> </ol>	<ol style="list-style-type: none"> <li>1. 6,000 registered participants</li> <li>2. &gt;80% of participants rate EDDs "good" or "excellent"</li> <li>3. <b>Facebook, Twitter, Instagram combined:</b> new likes: &gt; 9200</li> <li>4. &gt; 200 journalists</li> </ol>
<b>Communication support for Commissioner</b> (and Director-General): through speeches, blog posts, etc	<ol style="list-style-type: none"> <li>1. Regular blog posts published</li> <li>2. 100% speeches prepared on time and to high standard</li> </ol>	Throughout 2018
<b>Kapuscinski development lectures</b> 2018-2019: 10 lectures organised in EU Member States and beyond	<ol style="list-style-type: none"> <li>1. no. of participants sustained (2017 baseline: 130 per lecture)</li> <li>2. online audience increased (2017 baseline: 250 viewers per lecture)</li> <li>3. number of new speakers sustained (2017 baseline: 8)</li> </ol>	<ol style="list-style-type: none"> <li>1. no. participants &gt;100</li> <li>2. online audience &gt; 300</li> <li>3. no. new speakers &gt;4</li> </ol>
<b>DEVCO annual report</b> coordinated, drafted and approved	Annual report adopted by the College and communicated to the public	Report on-line by 31 December 2018
<b>EU Results Framework is revised</b> to better adapt to the current global context (SDGs) and the evolution of EU development policy (in particular the Consensus on Development)	EU Results Framework revised	2018

<b>Annual communication spending:</b>	
<b>Baseline (2017)</b>	<b>Estimated commitments (2018)</b>
EUR 5,012,000	EUR 6,980,000

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

### **EXTERNAL INVESTMENT PLAN (EIP)**

Smart and sustainable investment can play an essential role in boosting jobs and growth in developing countries, bringing more stability and improving conditions on the ground in fragile countries affected by conflict. Given the limited nature of ODA financing, leveraging additional public and private sector engagement plays a central role in this strategy. The private sector is key to generating the huge amounts of investment needed to achieve the SDG and transform development policy to allow it to address the multiple challenges faced in Africa.

The EIP represents a fundamentally new approach to the way the EU supports development and how it identifies, prepares, and delivers support for investment projects in countries outside the EU. The EIP offers an integrated and coherent framework enabling full cooperation between the EU, international financial institutions, donors, civil society organisations, public authorities and the private sector. It links up the mobilising of finance (EFSD), technical assistance, and improving investment climate and business environment via reforms and better governance.

The EIP will crowd in private investors, where viable business proposals meet social needs, and where limited public funds can attract private money. Take the example of

female entrepreneurs: banks are often reluctant to lend to them, even if their ideas and business plans are solid. EU can help them to start and grow their businesses by providing a guarantee to banks to lend to these entrepreneurs, as well as through technical assistance to the women entrepreneurs, such as advice and mentoring.

The Plan will encourage private investors to contribute to sustainable development in countries outside of Europe.

The newly created European Fund for Sustainable Development (EFSD) will be the financing mechanism used to support investments by public financial institutions and the private sector. With a contribution of EUR 4.1 billion from the European Commission, the External Investment Plan is expected to leverage more than EUR 44 billion of investments by 2020. To enhance the firepower and the efficiency of the new Fund, the Commission wants EU Member States and other partners to contribute.

The EU approach is in perfect harmony with the G20-Africa Partnership launched by the German Presidency. It will strengthen sustainable private sector involvement, investments in infrastructure and renewable energies, and support sustainable economic development for growth.

The EIP builds on the experience gained with the very successful Investment Plan for Europe. It also builds on the European Commission's experience in implementing regional investment facilities and a wide number of economic and governance programmes in Africa.

## **OPSYS**

The European Commission is currently in a process of improving its working methods and modernising its support processes in order to deliver efficient results to the citizens. This is reflected in two recent Communications of the Commission on "Synergies and Efficiencies in the Commission – new ways of working" (SEC(2016)170) and on EU e-government action plan 2016-2020 (COM(2016)179).

The OPSYS Programme, whose overall objective is to gradually offer improved operational processes and IT tools to the staff and stakeholders of DG DEVCO, DG NEAR and FPI, is in line with these Communications. OPSYS will allow staff to manage efficiently their portfolio of projects/programmes throughout the cycle of operations. The core tracks of the OPSYS Programme are the following:

### **Track 1: Results & Monitoring**

Track 1 consists in the creation and monitoring of projects/programmes, log-frames and indicators. It will allow presenting the results per project/programme, EU Delegations/HQ unit, sector, country, region, year, and financing instrument. Through this initiative, the Commission will improve its accountability by improving reporting on results and by further enhancing results-based management at all levels.

### **Track 2: Contracts & Procurement**

Track 2 consists in the set-up of a comprehensive electronic system for managing procurement contracts, grants and other external action modalities. This initiative is completely coherent with the corporate approach of improving synergies and efficiencies in the Commission. It also contributes to the goal of establishing a single window for Economic Operators and Grant Beneficiaries to manage their procurement processes and contracts with the Commission (SEDIA).



### **Track 3: Programming, Actions & Decisions**

Track 3 consists in the preparation and validation of Multiannual Indicative Programmes, Actions and Action-Programmes. While this track is only starting, it will be an essential link between the policy level and the implementation on the ground.