



Management Plan 2019

**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
AfCFTA= African Continental Free Trade Area
AfT= Aid for Trade
AGIR= Global Alliance for Resilience Initiative
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
BAPA+40= 40th anniversary of the Buenos Aires Plan of Action
BS= Budget Support
CBRN= Chemical, Biological, Radiological and Nuclear
CBSD= Capacity Building in Support of Security and Development
CMSB= Collect More Spend Better
CELAC= Community of Latin American and Caribbean States
CEMAC= Economic Community of Central African States
CIF= Caribbean Investment Facility
CRIS= Common Relex Information System
CRRF= Comprehensive Refugee Response Framework
CSO= Civil Society Organisation
D4D= Digital for Development
DAC= Development Assistance Committee
DCI= Development Cooperation Instrument
DEAR= Development Education and Awareness Raising
DeSIRA= Development Smart Innovation through Research in Agriculture
DFIs= Development Finance Institutions
DG= Directorate-General
DRM= Domestic Revenue Mobilisation
EAMR= External Assistance Management Report
ECCAS= Economic Community of Central African States
ECW= Education Cannot Wait
EDDs= European Development Days
EDF= European Development Fund
EDFIs= European Development Finance Institutions
EEAS= European External Action Service
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
ERM= Early Response Mechanism
EU= European Union
EURF= EU International Cooperation and Development Results Framework
EUTF= European Union Trust Fund
FfD= Financing for Development
FLEGT= Forest Law Enforcement, Governance and Trade
FPA= Framework Partnerships Agreement
FPI= Foreign Policy Instruments
FR= Financial Regulation
FTA= Free Trade Agreement
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
GO= General objective
GPE= Global Partnership for Education
GPGC= Global Public Goods and Challenges
HAN= Hermes-Ares-NomCom

HLPF= United Nations High Level Political Forum
HQ= Headquarters
HR= Human Resources
HRS= Hermes Repository Service
ICAP= Internal Communication Action Plan
IcSP= Instrument contributing to Stability and Peace
IDPs= Internally Displaced Persons
IFIs= International Financial Institutions
IMF= International Monetary Fund
INSC= Instrument for Nuclear Safety Cooperation
IOs= International Organisations
IOM= International Organisation for Migration
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
MSME= Micro, Small and Medium Enterprise
MTR= Mid-Term Review
NDC= Nationally Determined Contributions
NDICI= Neighbourhood, Development and International Cooperation Instrument
NIP= National Indicative Programme
ODA= Official Development Assistance
OECD= Organisation for Economic Co-operation and Development
PFD= Policy Forum on Development
PFM= Public Finance Management
PI= Partnership Instrument
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
SIDS= Small Island Development States
SME= Small and Medium-Sized Enterprise
SO= Specific Objective
SSR= Security Sector Reform
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
UNFCCC= United Nations Framework Convention on Climate Change
UNGA= United Nations General Assembly
UNSC= United Nations Security Council
WB= World Bank

Contents

INTRODUCTION	1
PART 1. MAIN OUTPUTS FOR THE YEAR	14
PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR.....	57

INTRODUCTION

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

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

- **United Nations 2030 Agenda for Sustainable Development** – and its **Sustainable Development Goals (SDGs)**;
- **Addis Ababa Action Agenda (AAAA) on Financing for Development**;
- **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)**
- **Global Strategy for the European Union's Common Foreign and Security Policy**;
- **European Consensus on Development.**

Development is a global and common challenge, policies are interconnected and goals are universal. The European Consensus on Development was endorsed 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 fighting poverty.. In 2019, the implementation of the Consensus will require translating its objectives and priorities throughout the full range of actions undertaken through development policy. A key element is to maintain a collective approach with Member States through regular coordination for shared implementation efforts. This includes, inter alia, preparing the **Joint Synthesis Report on the implementation of the new Consensus** as required by the Consensus for 2019.

The European Consensus on Development is a key contribution to deliver 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,

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

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.

1. A FRAMEWORK FOR ACTION

1.1 People

Migration

Addressing **migration challenges and opportunities** remains a political priority for the EU, and the Commission's efforts to shape and implement a comprehensive and balanced EU migration policy must continue, covering all aspects of migration and forced displacement. In its external dimension, the EU approach as outlined in the Partnership Framework with third countries under the European Agenda on Migration is fully in line with the 2030 Agenda and its SDGs, with the target on facilitating orderly, safe and regular migration. This is also fully reflected in the European Consensus on Development. In close partnership with developing partner countries, the EU will contribute to address both the drivers of migration and work to improve the overall management of migration and forced displacement, through the full spectrum of EU development instruments and tools. These include, for instance, the EU Trust Fund for Africa, the Sahel Strategy, the Africa-Europe Alliance for Sustainable Investment and Jobs and the European External Investment Plan (EIP).

In 2019 we will continue to engage in an approach based on genuine partnership and mutual interests, underpinned by meaningful policy dialogue and adapted to the specific contexts in each partner country. While this EU approach is a global approach and applicable to all our partner regions and countries, our engagement with African partners will continue to be of utmost importance. In this context, the **EU Trust Fund for Africa** remains at the core of our work. Guided by the strategic priorities set out in the Valletta Action Plan and other High Level Dialogues at the regional level (Khartoum and Rabat processes), the EUTF will continue to focus on **migration management along the Central and Western Mediterranean routes**. Future programmes will focus on the following priorities identified by the EUTF Strategic Board: (i) return and reintegration; (ii) refugee management (Comprehensive Refugee Response Framework); (iii) completing progress on the securisation of documents and civil registry; (iv) anti-trafficking measures; and (v) essential stabilisation efforts in the Sahel/Lake Chad and the Horn of Africa.

With the same partnership approach, our engagement with our partners in **Asia and Latin America**, will also continue in 2019, focusing on addressing the challenges related both to irregular migration and to forced displacement.

Gender

In line with the new Consensus for Development, the EU as a global actor is fully committed to promoting **gender equality and women's empowerment** throughout its international and development cooperation. In 2019, the EU will devote specific efforts to reach the policy targets reflected in the EU Gender Action Plan 2016-2020, i.e. 85% of all new programming by 2020, should include gender equality among its objectives. The EU will also continue to play a leading role in contributing to end violence against women and girls worldwide, in particular through the implementation of the EU-UN partnership '**Spotlight Initiative**' – a new, global, multi-year initiative focused on eliminating all forms of violence against women and girls. The Initiative is so named as it brings focused attention to this issue, moving it into the spotlight and placing it at the centre of efforts

to achieve gender equality and women's empowerment, in line with the 2030 Agenda for Sustainable Development.

1.2 Planet

Climate change and environment

There is no lasting well-being and prosperity without a healthy planet. The world is increasingly facing the financial and social costs of an unprecedented environmental degradation worsened by climate change with increased vulnerabilities, threat to peace and stability and the prospect of large-scale migrations.

Climate change is creating important constraints in many areas of sustainable development but it is also offering new opportunities to engage in climate-resilient, low-emission, development paths. Owing to its importance, climate change will be at the centre of the international political agenda in 2019, when the operationalisation of the Paris Agreement will have to be finalised in view of its implementation as of 2020. High-level events such as the 2019 Climate Change Summit sponsored by the UN Secretary General and the 25th Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC) will serve as drivers for achieving such a result. The outcomes of this process will have to be reflected in the way DEVCO designs and implements its external cooperation programmes in the field of climate change.

The **Paris Agreement** implementation guidelines and the UNFCCC Parties' **Nationally Determined Contributions (NDCs)** provide a comprehensive framework for devising the policies and interventions needed to promote the shift towards a climate-resilient, low-emission development. The support to the implementation of the NDCs will be a priority for DEVCO in 2019, as they embody efforts by each country to reduce national emissions and adapt to the impacts of climate change. As a leading DG, DEVCO will channel EU support towards the adaptation to, and mitigation of, climate change and will strive to achieve a balance between the two.

With the 2030 Agenda and the Paris Agreement, the EU has subscribed to a transformative agenda and a transition to low-carbon resource-efficient development pathways. Specific programmes will aim at tackling environmental challenges and promoting a **low-emission green economy**. It will contribute to policy development with the preparation of a **Communication on deforestation and forest degradation**. Efforts will also focus on strengthening capacities and raising awareness on critical issues such as water scarcity and biodiversity in the context of the preparation of the **Conference of the Parties on the Convention on Biological Diversity 2020**. The Conference will aim at sustaining the adoption of a new ambitious global agenda for halting biodiversity loss. Land protection will also be targeted in 2019 in the context of the **Conference of the Parties to the Convention to Combat Desertification**.

In 2019, the EU will continue to support this transition and ensure the **mainstreaming of climate change, environmental sustainability and disaster risk reduction** into international development and cooperation programmes and into partner countries' strategies and actions – thus contributing to EU international objectives in the field of poverty reduction and climate change. These areas of intervention are in line with the EU development cooperation priorities, the objectives of the External Investment Plan, and the European Consensus on Development. The integration of climate change aspects in a range of policy sectors such as marine and inland water issues, forestry, agriculture, biodiversity infrastructure as well as buildings, migration and social issues, is an essential component of a successful comprehensive policy. Fighting climate change and environmental degradation is indeed pivotal for sustainable development to reduce poverty, prevent conflicts and address the migration challenge.

Sustainable energy

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. Investments in sustainable energy can ensure and increase access to clean water, clean cooking, education and healthcare, and can help create jobs and support local businesses in an environmental-friendly manner. Increased investments leveraged from the private sector and Development Finance Institutions (DFIs) through financial instruments such as ElectriFI and new initiatives in the energy-digital nexus, will significantly contribute to global policy objectives and EU contribution to SDG7². Under the current financial perspective until 2020, the EU aims to provide access to energy to about 40 million people (out of which 30 million in Africa), increase renewable energy generation capacity by about 6.5 GW (out of which about 5 GW in Africa) and contribute to fighting climate change, by saving about 15 million tons of CO₂e (out of which about 11 million tons of CO₂e in Africa).

In the context of the new Alliance for Sustainable Investment and Jobs between Africa and Europe, an essential framework for the realisation of the Commission's objectives in the Energy sector will be the **Africa Renewable Energy Initiative (AREI)**. The objective of this Africa-led initiative is to increase Africa's renewable energy generation and access to sustainable energy, in support to the implementation of countries' Nationally Determined Contributions (Paris Agreement) and the objectives of SDG 7 (Affordable and Clean Energy) and SDG 13 (Climate Action). To achieve these goals, AREI has set the ambitious target of generating capacity of 10 GW of renewable energy by 2020 (EU aims to contribute to 50% of this overall AREI target), and will aim to strengthen ownership and multi-stakeholder engagement as well as private investment and job creation.

1.3 Prosperity

Private sector investment – European External Investment Plan (EIP)

Public funds and grants alone do not suffice to deliver on the SDGs. Leveraging **private sector investment** in sustainable development will be a decisive component to the successful implementation of the EU development policy and programmes. Focusing investment on where it matters most is therefore paramount to advance economic transformation, and to improve the business climate needed to unlock and boost responsible and sustainable investments.

The EIP, adopted in September 2017, is expected to mobilise EUR 44 billion in both public and private investments. The EIP is an essential pillar of the Africa-Europe Alliance for Sustainable Investments and Jobs. The EIP supports partner countries by an integrated approach built on three pillars:

1. mobilising sustainable investments through blending and guarantees - through the European Fund for Sustainable Development (EFSD)
2. providing technical assistance to help prepare investment projects
3. developing a favourable investment climate and business environment for both local and international investors

Under the **third pillar of the EIP**, a conducive policy mix and regulatory reforms will continue to be supported in view of attracting sustainable investments and creating decent jobs, especially in value-adding sectors with a high potential for sustainable job creation, notably for women and youth, including through start-ups. It will also support increased renewable energy capacity and access to modern energy services, as well as to regional mobility and connectivity.

² Ensure access to affordable, reliable, sustainable and modern energy.

As a result, the **EIP** will play an important strategic role in delivering the EU's development policy goals in Africa and the EU Neighbourhood, as well as in the implementation of the Paris Agreement. It will help to improve living standards, by bringing more sustainable investment into developing countries than publicly-funded aid could do on its own. The Plan will particularly focus on least-developed countries, countries with fragile economies and on countries that have recently experienced conflict, which currently receive only 6% of total foreign investment in developing countries.

Digitalisation

Digital technologies and solutions can be powerful enablers and accelerators for many Sustainable Development Goals. Since 2017, DG DEVCO has been promoting the use of digital technologies and solutions through mainstreaming of digitalisation across its policy and programmes. Digital transformation is an ambition of modern societies all over the world, with many of our partner countries considering Digital Economy a priority. Through its **Digital4Development** approach, DG DEVCO will continue engaging with all partners to identify and implement initiatives to boost job creation and inclusive growth through digital transformation (including connectivity, enabling business environment, and the development of digital skills and sector-specific digital solutions). Actions aimed at sustaining Digitalisation in Africa, including the energy-digital nexus initiative and Digital2Equal, will for instance contribute to the successful implementation of the **New Africa – Europe Alliance for Sustainable Investment and Jobs**.

1.4 Peace

Peace and Resilience

As stated by the UN Secretary General, there is no development without peace and there is no peace without development. This is also fully in line with the 2016 Global Strategy for the EU's Foreign and Security Policy and the European Consensus on Development, where both **peace and resilience** are at the core of an EU strategy for fragile and vulnerable countries. In line with these priorities, a number of actions will be implemented in 2019 to address resilience and fragility, including in conflict-affected countries. The Instrument Contributing to Stability and Peace (IcSP) is designed to provide the Union with a strategic tool to address a number of global security challenges such as counter-terrorism, organised crime, preventing and countering of violent extremism, protection of public space and of critical infrastructure, mitigation of risks posed by chemical, biological, radiological and nuclear agents. Priorities in 2019 will focus on strengthening the EU's role as a global actor by promoting an integrated approach to Security Sector Reform (SSR), through inclusion of **Capacity Building in support of Security for Development** (CBSD), as well as support to the criminal justice chain. Continued support to capacity building in risk mitigation from Chemical, Biological, Radiological and Nuclear (CBRN) agents will be equally of highest importance.

The Commission also attaches particular importance to the link between humanitarian aid, as a rapid response measure in crisis situations, and more medium and long-term development action. The **Humanitarian-Development-Peace Nexus** will be implemented to prevent and mitigate conflicts, in line with the Communication "A Strategic Approach to Resilience in the EU's External Action"³ and in close collaboration with our Member States.

³ JOIN(2017) 21 final

G5 Sahel Joint Force

The **Sahel region**, characterised by a chronic and multinational crisis, will remain a key priority for the EU. The EU is supporting the **G5 Sahel Joint Force** created in 2017 by five states of the Sahel region (Mauritania, Mali, Burkina Faso, Niger and Chad) to fight terrorism, organised crime, cross-border and human trafficking in the cross-border regions and having a critical role in the Sahel Alliance with the aim of ensuring better and faster aid intervention in the region, especially in fragile and peripheral areas. In 2019, the EU will continue implementing the commitments taken at the international High Conference on the Sahel which was held in Brussels on 23 February 2018 and at the Priority Investment Program (PIP) Round Table such as the implementation of the EUR 100 million in support to the G5 Sahel Joint Force and the "Programme d'urgence pour le stabilisation des zones fragiles", under the EUTF.

African Peace Facility

The **African Peace Facility** (APF) established in 2004 in response to a request by African leaders is a unique instrument to support Africa's Peace and Security Architecture, Conflict Prevention and Peace 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. In 2019 the APF will contribute to promote peaceful and inclusive societies for sustainable development by supporting African led efforts "to silence the guns by 2020". The APF Action Programme 2019-2020 will be adopted to this end.

EU Trust Fund for Colombia

Furthermore, the **EU Trust Fund for Colombia** is a joint European effort to consolidate peace and promote sustainable local development in Colombia. This trust fund establishes a clear link with the "Peace" theme of the 2030 Agenda and the European Consensus on Development. With its action-oriented structure, important contributions of Member States and strong level of ownership by the Colombian government, it embodies the "from vision to action" and "joined-up Union" approach of the EU Global Strategy. The EUTF for Colombia has reached cruising speed during 2018 with a rich portfolio of projects being implemented. A special focus is put on rural development in the poorest and most conflict-affected regions, and on the reintegration of the ex-combatants. For 2019 it aims at full implementation in line with the Colombian Government's priorities with at least 20 projects approved and under implementation.

1.5 Partnership

Implementing the 2030 Agenda through joint programming, joint implementation and joint results frameworks

The focus of the **new European Consensus on Development** on strengthened **partnerships** is about recognising the EU as a force for the implementation of the 2030 Agenda and the SDGs. The 2030 Agenda provides a universal and shared reference between the EU, Member States, partner countries, UN actors, international financial institutions, other international organisations and other relevant stakeholders for the development objectives of national/sector planning policies and results frameworks. Inside this global environment, the commitment to work better together in our development cooperation and external actions made by the EU and the Member States will need to translate into concrete actions in and with the partner countries. To develop a European approach on the ground and to add value to the sum of respective bilateral and other development instruments, the EU and Member States have to work more strategically and really change the ways of working at all levels, notably at country-level. The promotion of **joint programming** as the preferred approach of the EU is about improving the use of EU and Member States collective resources and capacities in

support of the 2030 Agenda and in response to global, regional and local challenges. In support of these country-based partnerships **joint results frameworks** are already providing substance to policy dialogue between the EU / Member States together and the partner country Government, civil society and private sector. Indeed, outcomes from such dialogues on joint results frameworks can and are providing valuable input into national policy consultation processes and further promoting the integration of the 2030 Agenda into national planning processes. Following the above, the Consensus outlines that **joint implementation** can promote more coherent, effective and coordinated European development cooperation based on shared objectives: such objectives can be effectively identified at country-level through Joint Programming. In this regard, close cooperation with other partners like multilateral organisations can be of benefit. The EU is gradually implementing the renewed Partnership in development adopted with the UN in September which also aims at supporting partner countries in integrating the 2030 Agenda into their national strategies and priorities. The UN can be a useful partner at various stages of policy dialogue based on SDGs depending on the specific country context, stages of development and the range of national and international partners involved. Partnering with the UN can encourage and support partner countries to integrate the 2030 Agenda into their national strategies and budget priorities. The UN can also play a role in helping support partner countries in reporting on progress in localising Agenda 2030 notably through a focus on multi-stakeholder initiatives as well as identifying and collecting data.

Strategic dialogue and partnerships with bilateral and multilateral partners

In line with its multilateral approach, the EU remains a key player in the G7 and G20 formats, and continues to build strong partnerships around the world, not only bilaterally but also with multilateral international organisations, such as the United Nations and the African Union. Within this framework DEVCO conducts strategic dialogues on development with non-European Union bilateral donors, emerging economies and international organisations (the UN and International Financial Institutions like the World Bank and the International Monetary Fund-IMF) in order, on the one hand, to present a united European position and, on the other hand, to ensure that the Commission on behalf of the European Union contributes to the implementation of the 2030 Agenda and to negotiations in international development fora. In 2019 DEVCO will continue working to make sure that the EU's role as a strong global actor in support of multilateralism and development cooperation remains high and is recognised. The implementation of the 2030 Agenda and related issues will also be one of the main topics of our policy dialogues and cooperation with developed countries (e.g. Australia, Canada, Japan, Korea, USA).

Strong EU support to the UN Development System reform at global, regional and country levels

EU has a strong partnership with the United Nations to support the successful implementation of 2030 Agenda in partner countries as outlined in the Joint Communiqué on a renewed partnership in development issued in September 2018. As a strong supporter of the ongoing UN reforms, EU follows closely and engages with the UN system on the implementation of the UN Development system reform as approved by the General Assembly in May 2018. The reform introduces a number of far-reaching changes in the functioning of the system on the ground including through a new generation of UN Country Teams and by strengthening the authority and leadership of the UN Resident Coordinators. Further work will be required to ensure internal coordination of EU positions within the Commission and with the EEAS, including EU Delegations, concerning this UN reform.

EU-ACP Partnership – Cotonou Agreement

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. The expiry in February 2020 of the current ACP-EU Partnership Agreement, signed in 2000 in Cotonou, is the opportunity to rejuvenate the EU's relationship with its ACP partners and create a renewed partnership with the African, the Caribbean and Pacific countries. On 28 September 2018 the EU and 79 countries in Africa, the Caribbean and the Pacific (ACP) group have started formal negotiations on the future of their cooperation after 2020. The ambition is to transform today's partnership into a modern political framework geared to deliver on the Sustainable Development Goals. The process of negotiation will continue all along 2019 with the ambition to conclude the agreement by the end of the year.

New Africa-Europe Alliance for Sustainable Investment and Jobs

Strengthening the strategic partnership with Africa will continue to be one of the EU's political priorities in 2019. In his 2018 "State of the Union" address President Juncker launched the new '**Africa – Europe Alliance for Sustainable Investment and Jobs**'⁴, reiterating the EU's commitment to substantially boosting investment in Africa, strengthen trade, create jobs, and invest in education and skills. Europe remains Africa's main partner in foreign investment, trade, origin of remittances, development cooperation, safety and security and humanitarian aid. The Africa-Europe Alliance for Sustainable Investment and Jobs recognises that in a more complex, more contested and more connected world, Africa's and Europe's prosperity are closely interconnected and need to be led by shared values, inclusive and sustainable growth. The long-term perspective is to create a comprehensive continent-to-continent free trade agreement between the EU and Africa.

In practice, the Africa-Europe Alliance for Sustainable Investment and Jobs adds a strong, innovative and well-resourced chapter of **economic partnership** in the existing political and cooperation partnership frameworks. This new matrix maintains the strategic focus on leveraging and scaling sustainable investments from both public and private sector to assist the structural transformation in African economies while putting emphasis on the importance of public private dialogue for investment climate reforms.

The successful implementation of the Africa – Europe Alliance will require substantial coordination and synergies within DEVCO, for instance in the operationalisation of "Jobs and Growth Compacts", including the mobilisation of Technical Assistance to support inter alia the delivery of EUR 300 to 350 million per year for the period 2018-2020 to improve investment climate. DEVCO sectorial policies and strategies will provide **relevant frameworks for actions** for instance through the planning, implementation and institutional coordination of the External Investment Plan. Cross-cutting aspects include the promotion of environmental and social standards, decent work, responsible business conduct, gender equality, mitigating and adapting to climate change, green economy, sustainable urbanisation, connectivity and the impact of digitalisation.

EU Strategy on connecting Europe and Asia

In September 2018, the European Commission and the HRVP (High Representative of the Union for Foreign Affairs and Security Policy) adopted the **Joint Communication on Connecting Europe and Asia** – building blocks for an EU Strategy. It sets out the EU's vision for a new and comprehensive strategy to better connect Europe and Asia. With

⁴ Communication from the Commission to the European Parliament, the European Council and the Council: Communication on a new Africa – Europe Alliance for Sustainable Investment and Jobs: Taking our partnership for investment and jobs to the next level (COM/2018/643 final).

sustainable, comprehensive and rules-based connectivity at its core, the Communication will help to guide the EU's external action in this field and is a part of the implementation of its Global Strategy. International development and cooperation is an essential element of this broader engagement and partnership with Asia, not least in implementing the 2030 Agenda to which sustainable connectivity can considerably contribute. In 2019, DEVCO will further strengthen its partnerships in the region and focus on providing technical assistance, improving regulatory environments and creating incentives to drive forward and scale-up much needed investments.

New strategy on Central Asia

In 2019, a **new EU Strategy on Central Asia** should be adopted. Fast changing regional dynamics now create more demand and new opportunities for EU engagement. These include domestic reforms in Uzbekistan and Kyrgyzstan, new momentum in regional cooperation (e.g. closer cooperation on water management), development of connectivity initiatives, and more active interest from Central Asian states for Afghanistan.

Cooperation with middle income countries

Given the universality of the 2030 Agenda, the European Consensus on Development stresses (particularly in paragraphs 93-95 and the corresponding box) the commitment to cooperate with all developing countries, including Middle Income Countries (MICs) and More Advanced Developing Countries (MADCs), in an increasingly diversified and innovative manner, in order to support the implementation of the Sustainable Development Goals (SDGs). Consolidated support to MICs aims at creating opportunities for mutually beneficial cooperation and also at helping such countries address the development challenges they face while progressing to higher levels of income, which, if not addressed, could lead them to regress. These challenges include lack of social cohesion, inequalities (including gender-related), weak administrations, and difficulties to cope with climate change. Priority initiatives to be supported by the EU can be identified through strengthened dialogue and sharing EU experiences around the 2030 Agenda, which provides a strategic framework for coordinated action.

Cooperation with MICs does not mean diverting development assistance away from those who need it the most. Budgets are in any case separate and ring-fenced. Such cooperation will increase the EU's capacity to engage with countries as they progress towards higher levels of development. The most appropriate implementation channels include: i) exchange of knowledge (meaning EU experience and models), peer to peer learning and institutional partnerships; ii) triangular cooperation and iii) blending and innovative financial instruments. To be successful, such cooperation needs to be flexible, innovative and responsive in an evolving context. Large part of it is embedded into regional programmes.

DEVCO has established a Regional Facility for Development in Transition for Latin America and the Caribbean, implemented with and co-financed by the OECD Development Centre and the UN Economic Commission for Latin America and the Caribbean (ECLAC) with an EU contribution of EUR 9.5 million and an OECD/ECLAC contribution of EUR 6.1 million. This supports in particular the identification of development challenges in MICS/MADCs, and the design of public policies to help fulfil the SDGs.

2. MEANS OF IMPLEMENTATION

2.1. Multi-annual Financial Framework

The European Commission announced in its proposal for the next MFF its intention to increase the external action budget while significantly simplifying its structure and making it much more flexible and effective to address today's global challenges. The proposal for a **new Neighbourhood, Development and International Cooperation Instrument (NDICI)**, adopted by the Commission on 14 June 2018, represents the most ambitious step towards simplification in the field of EU external action to date. This proposal implies the so-called "budgetisation" of the European Development Fund (EDF) and integrates in one broad instrument, in addition to the EDF, the European Neighbourhood Instrument (ENI), the Development Cooperation Instrument (DCI), the European Instrument for Democracy and Human Rights (EIDHR), the Instrument contributing to Stability and Peace (IcSP), the Partnership instrument for cooperation with third countries (PI), the Common Implementing Regulation and the different Guarantees for External Action.

2.2. Trust Funds

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

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 irregular 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 on 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** will continue strengthening the EU's role as a global actor by providing quality basic services and building community and state resilience in the Central African Republic (CAR). Being the only instrument that bridges the gap between humanitarian needs and development (Linking Relief, Rehabilitation and Development LRRD approach), it remains indispensable in a fragile context. Under these circumstances, an extension of the Bêkou Trust Fund (due to expire in July 2019) is envisioned.

2.3. Blending / Guarantees

With **blending and the provision of guarantees**, the European Commission has introduced substantial innovations to mobilise additional funds for development in addition to official development assistance (ODA), including from the private sector. Through blended operations, ODA becomes a catalyst for leveraging public and private funding for the partner countries in order to boost sustainable growth and jobs.

The **European External Investment Plan** (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 was launched to further mitigate perceived risks and promote investments that support our partner countries to achieve the SDGs. It ensures the coherence of the policy objectives and the coordination of the different stakeholders. 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 financing (EFSD), technical assistance, and improvement of investment climate and business environment via reforms and better governance.

The **European Fund for Sustainable Development** (EFSD) created in 2017 will be the financing mechanism used to support investments by public financial institutions and the private sector in 2018-2020. With a contribution of EUR 4.5 billion from the European Commission, the EIP 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 asked EU Member States and other partners to contribute, and positive first responses with contributions to the EFSD Guarantee fund are received⁵.

2.4. Budget Support and Domestic Resource Mobilisation

DEVCO will contribute to ensuring that the European Consensus on Development and the Agenda 2030 are reflected and built upon through policies and modalities, such as **budget support** and a further **strengthening of domestic revenue mobilisation**. Budget support can be a powerful instrument to enhance development effectiveness and improve public services delivery. It remains essential, particularly in countries in which the political and economic situation, regulatory framework and business environment continue to deter investment. In addition, budget support also effectively complements efforts to promote private sector development and investments.

The Multi-Annual Action Programme 2018-2020 for Human Development of the Global Public Goods and Challenges (GPGC) programme, to be adopted at the end of 2018, foresees the support of specific programmes in the areas of Domestic revenue mobilisation and domestic public finance in the framework of the "Collect More Spend Better" approach.

⁵ Czech Republic pledged a contribution of EUR 300,000, Estonia pledged a contribution of EUR 100,000 for the digital agenda in East Neighbourhood countries, and the Bill & Melinda Gates foundation pledged a contribution of USD 50 million.

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

Main SDG reference	European Commission General Objective	DG DEVCO Specific Objective	Consensus on Development Theme
SDG 1	1. "EU as a Stronger Global Actor"	SPECIFIC OBJECTIVE 1: Act as a force for the implementation of the 2030 Agenda and work towards the implementation of the European Consensus for Development contributing to eradicating poverty by fostering sustainable economic, social and environmental development, addressing inequality and building resilience particularly of those populations living in the most vulnerable situations while leaving no one behind by increasingly using innovative financing mechanisms and working better together to foster stronger, more inclusive multi-stakeholder partnerships.	PARTNERSHIP
SDG 2	1. "EU as a Stronger Global Actor"	SPECIFIC OBJECTIVE 2: Act from a rights-based approach and as a people's centred global actor with a view to end hunger and all forms of malnutrition.	PEOPLE
SDG 3, 5, 6	1. "EU as a Stronger Global Actor"	SPECIFIC OBJECTIVE 3: Act from a rights based approach and as a people's centred global actor with a view to improve access to water, sanitation and hygiene, to build-up strong, good quality financially sustainable resilient health and social protection systems, to promote access to quality, accessible and affordable comprehensive sexual and reproductive health-care information and services including for family planning.	PEOPLE
SDGs 4, 8	1. "EU as a Stronger Global Actor"	SPECIFIC OBJECTIVE 4: Act from a rights based approach and as a people's centred global actor with a view to support inclusive lifelong learning and equitable quality education and to promote the rights of children and young women and men.	PEOPLE
SDG 5	1. "EU as a Stronger Global Actor"	SPECIFIC OBJECTIVE 5: Act from a rights based approach and as a people's centred global actor with a view to promote equality between men and women and boys and girls.	PEOPLE
SDG 10	2. "Towards a New Policy on Migration"	SPECIFIC OBJECTIVE 6: Step up the efforts to address the root causes of irregular migration and forced displacement. Promote an improved governance of migration and refugee movements for safe, regular and well managed migration in all its aspects.	PEOPLE
SDG 2, 6, 11, 12, 13, 14, 15	3. "A resilient Energy Union with a Forward looking Climate Change Policy"	SPECIFIC OBJECTIVE 7: Act as a planet-oriented global actor and promote resilience, reduce climate risk, and contribute to reduce greenhouse gas emissions. Provide support to the conservation and sustainable management and use of natural resources, biodiversity and ecosystems. Promote sustainable agriculture and low carbon resource efficient circular economy.	PLANET
SDG 7	3. "A resilient Energy Union with a Forward looking Climate Change Policy"	SPECIFIC OBJECTIVE 8: Act as a planet-oriented global actor and work towards improving access to energy for all, and increased energy efficiency and renewable energy generation.	PLANET

SDG 8, 9	4. "A New Boost for Jobs, Growth and Investment"	SPECIFIC OBJECTIVE 9: Act as a global actor that fosters inclusive and sustainable growth and promote an economic transformation that creates decent jobs and increases productive capacity. Foster economic governance, business environments and the development of a digital economy. Contribute to scaling-up private and public investments, including addressing the MSME (micro, small and medium enterprises) financing gap.	PROSPERITY
SDG 16	1. "EU as a Stronger Global Actor"	SPECIFIC OBJECTIVE 10: Act as a global actor that promotes and supports democracy, inclusive, transparent and credible elections, universal values of human rights for all, fair justice, including access to legal assistance. Develop effective partnerships with civil society aiming at strengthening an enabling environment.	PEACE
SDG 16	1. "EU as a Stronger Global Actor"	SPECIFIC OBJECTIVE 11: Act as a global actor that fosters peaceful, just, resilient and inclusive societies. Pursue efforts towards improved human security and democratic governance of the security sector, paying special attention to the countries in situation of fragility or affected by conflict.	PEACE
SDG 16	1. "EU as a Stronger Global Actor"	SPECIFIC OBJECTIVE 12: Act as a global actor that addresses nuclear safety issues (EURATOM based actions) as well as specific global, trans-regional and emerging security threats, including among others chemical, biological, radiological and nuclear (CBRN) risks, terrorism and protection of critical infrastructure in third countries .	PEACE
SDG 17	1. "EU as a Stronger Global Actor"	SPECIFIC OBJECTIVE 13: Act as a stronger supporter of governance in partner countries and support public sector capacity, public finance management, tax policy and administration, procurement, and fight against corruption.	PARTNERSHIP

PART 1. MAIN OUTPUTS FOR THE YEAR

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

The main outputs relevant for the achievement of this specific objective and pursued by DEVCO in 2019 are:

Multi-annual Financial Framework

On 2 May 2018, the European Commission announced its proposal to increase the external action budget to EUR 123 billion for the period 2021-2027. Up from EUR 94.5 billion in the period 2014-2020, this represents an increase of 30%. At the same time, it is proposing to significantly simplify its structure and make it much more flexible and effective to address today's global challenges. The proposed financial allocation for the **new Neighbourhood, Development and International Cooperation Instrument (NDICI)** is EUR 89.2 billion, which represents an increase of 27% compared to the current MFF, and would focus on Neighbourhood, Africa, countries most in need, security, migration, climate change and human rights. The proposed instrument is organised in three pillars (geographic, thematic and rapid response) and foresees an emerging challenges and priorities cushion to top-up these pillars in case of unforeseen events or new priorities. It also proposes a common and simplified structure for investments, with a new External Action Guarantee for a value of up to EUR 60 billion. The discussions in the Council started in June 2018 and a plenary vote in the European Parliament on the legislative proposal is expected in February 2019.

Joint Synthesis Report on the implementation of the Consensus

Consistent with the 2030 Agenda, the Consensus commits that the focus of development cooperation will remain centred on poverty eradication, and tackling discriminations and inequalities and leaving no-one behind are at the centre of our work. One central commitment made in the European Consensus on Development is to produce a Joint Synthesis Report on the Consensus on Development including the impact of actions in support of the 2030 Agenda in developing countries, as a contribution to EU reporting to the UN High Level Political Forum (HLPF). The **Joint Synthesis Report**, to be presented in 2019 at the UN HLPF, will show how the EU and its Member States are jointly delivering on the 2030 Agenda through development cooperation. Building on an open inclusive consultation process with Member States and with other important stakeholders including the European Parliament, regional and local authorities and civil society, the report will contain both qualitative and quantitative elements. It will demonstrate how we have implemented the European Consensus on Development, making use of and building on other relevant EU reporting.

The implementation of the 2030 Agenda will also be looked at from the perspective of policy coherence for development. With the adoption of the 2030 Agenda on Sustainable Development, Policy Coherence for Development is now integrated in the overall Commission work on the implementation of the Sustainable Development Goals. Consequently, the reporting on **Policy Coherence for Development** will be published together with the Reflection Paper "Towards a sustainable Europe by 2030", which will be adopted early 2019. The reporting on Policy Coherence for Development will take the form of a stand-alone Staff Working Document, prepared by DG DEVCO with

contributions from Commission services, the EEAS and EU Member States, and covering the period 2015-2018.

In addition, the **Commission Staff Working Document on inequality reduction in partner countries** will analyse how inequality hampers the objectives of EU development cooperation and, take stock of existing EU development cooperation work relevant to inequality in partner countries.

Continuous follow-up of SDGs progress in Sub-Saharan Africa

Progress in improving human development indicators and reducing poverty is uneven in **Sub-Saharan Africa**. EU development cooperation actions focus on the sectors and countries where SDGs are most off-track. More than half of the world's extreme poor live in sub-Saharan Africa. Notwithstanding progress in reducing **child mortality**, sub-Saharan Africa is home to half of global under-five deaths. The **Maternal mortality** rate (503.6 deaths per 100 000 live births) is the highest in the world⁶. **Childbearing in adolescence** has declined steadily in almost all regions but remains high in sub-Saharan Africa. The region remains most heavily impacted by **HIV**. In 2014⁷, in sub-Saharan Africa, 64 per cent of detected **victims of trafficking** were children. Over 90 per cent of victims detected were trafficked for sexual exploitation and forced labour. Seven out of 10 most unequal countries in the world are in Sub-Saharan Africa^{8 9}. Although progress can be expected for many of the goals and targets, the achievement of all SDGs will remain a challenge in Sub-Saharan Africa, justifying continued EU development cooperation focussing on sectors and countries where SDGs are most off-track.

Promotion and use of Joint Programming, Joint Results Frameworks and Joint Implementation modalities

DEVCO will promote the further implementation of the development effectiveness principles in support of the 2030 agenda through promoting the findings of the 2018 Global Partnership for Effective Development Co-operation monitoring exercise in the 2019 UN HLPF and supporting the development and use of best practice. During 2019, DEVCO will continue to **expand Joint Programming** in support of the 2030 Agenda **to more partner countries**, notably in anticipation of the preference for Joint Programming in the new instrument and the new programming guidelines. Linked to this, work to support the European group at country-level to design/prepare Joint Programming Documents that include **joint results frameworks**, where relevant linked to SGD indicators, as part of the EU and Member States joint response. Following the above, DEVCO will further identify and promote **joint implementation** approaches for a coherent and effective coordination of EU support, aligned to partner countries' efforts. In 2019, efforts will notably be channelled towards the introduction of the tools of Twinning and TAIEX in development cooperation with a focus on how these tools can support the operationalisation of the Africa-Europe Alliance for Sustainable Investment and Jobs.

Strategic advice on and monitoring of the means of implementation for SDGs including timely reporting on EU collective ODA

DEVCO will continue contributing to the implementation of the Addis Ababa Action Agenda and its different action areas. As a key contribution, the European External Investment Plan and the European Fund for Sustainable Development guarantee will contribute to leveraging additional finance, particularly from the private sector, by de-risking investment in developing countries. DEVCO will further implement the "Collect

⁶ UN, the Millennium Development Goals Report, 2015

⁷ UN, Progress towards the Sustainable Development Goals, Report of the Secretary General, 2018

⁸ Angola, Botswana, Central African Republic, Comoros, Namibia, South Africa and Zambia

⁹ World Bank Group, Poverty in a Rising Africa, 2016

More Spend Better" approach, promoting sound domestic public finance systems to foster effective domestic revenue collection and use.

DEVCO will carry on **monitoring and reporting on the range of means of implementation to achieve the SDGs**, including EU collective ODA. Measures will be tabled so as to progress towards our commitments, including towards Least Developed Countries. DEVCO will further support countries developing sustainable financing strategies and investments at country level.

OECD-DAC process on ODA modernisation, and contribution to the development of the new statistical measurement, TOSSD

DEVCO will contribute to the OECD work on **updating the ODA DAC rules**. Ongoing negotiations concern the reporting on private sector instruments and reporting on debt relief. DEVCO will continue playing a leading role regarding the development of a new statistical measure, **Total Official Support for Sustainable Development (TOSSD)** through co-chairing of the task force and providing strong impetus to the direction taken by the taskforce. DEVCO will also lead by example by reporting TOSSD data in a pilot exercise for the first series of reporting for TOSSD.

Declaration of the EU-AU Commission-to-Commission and Ministerial Meeting in the framework of the Africa-EU Partnership, including delivering on the Africa-Europe Alliance for Sustainable Investment and Jobs

The **European Commission-African Union Commission** "College to College" meeting, that takes place on yearly basis, symbolises the cooperation and convergence between the two organisations, driving regional integration in both Europe and Africa. The 2019 meeting is expected to take stock of the progress made on the commitments taken at the Abidjan Summit including the key action set in the new Africa-Europe Alliance for Sustainable Investment and Jobs.

The Commission will be actively involved in **Task Forces¹⁰ in support to the Africa-Europe Alliance for Sustainable Investment and Jobs** looking inter alia at issues such as investment climate and business environment, connectivity and enabling infrastructures, and market development. Particular focus will be placed on environmental, climate change and social dimensions as key enablers for investments that maximise development impact. Operational guidance in the areas of investment climate reforms and trade facilitation will be provided through the production of strategic documents tackling various drivers. Economic Partnership Agreements (EPA) will be building blocks within a future perspective of a Continent-to-Continent Free Trade Agreement (FTA). The updated **EU Aid for Trade strategy** will reinforce linkages between Aid for Trade programmes, FTA and the African Continental Free Trade Area.

Based on debt sustainability considerations of public investment programmes, service concessions and Public-Private Partnerships, the **Commission** will aim to assist low-carbon infrastructure projects in numerous sectors including: (i) transport (quality infrastructure tool, low-carbon resilient infrastructure); (ii) digitalisation (facilitating efficient spectrum utilisation, harmonising legal and regulatory frameworks, and improving employment opportunities and supporting the development of the local private sector, climate risks) and (iii) energy (Integration of climate change and environmental considerations in energy projects, including proper e-waste management, in the transition towards low-carbon sustainable energy mix).

¹⁰ i.e. Task Force Rural Africa (TFRA); High level platform / Task Force for sustainable energy investments; Task Force Digital Economy (DETF) and Transport Task Forces (Aviation, Connectivity and Road Safety).

Towards a new partnership between the EU and ACP countries

As the ACP-EU **Cotonou Partnership Agreement** will expire early 2020, the EU needs to negotiate a future partnership agreement in light of its interests in a changed global context and on the bases of today's common and intersected interests with the ACP counterparts. Following the official exchange of mandates between the European Commission and ACP the negotiations started in September 2018. In 2019, negotiations will continue with the ambition to have the agreement initialled by the respective chief negotiators by Summer 2019. The new relationship will need to be agreed in light of the new political, economic, social and demographic realities in the EU, the ACP countries and at global level.

Triangular Cooperation and engagement with more advanced developing countries in Latin America

In 2019, DEVCO will reinforce the ongoing work on partnerships in Latin America. The work of the regional **Development in Transition facility** – together with other partners - will be further deepened. This will facilitate the engagement at the country level and the preparation of actions under Pillar IV of the facility. A new allocation of the facility is planned, particularly for pilot operations. This will allow the EU to partner up with Latin American countries in addressing key issues they are facing in their transition to higher levels of income.

Building on the experience of the programme ADELANTE, DEVCO will start¹¹ a new phase of the programme for **triangular cooperation in Latin America** in 2019. Engagement in this area will continue, particularly in light of the Second High-Level United Nations Conference on South-South Cooperation (BAPA +40 UN conference) to be held in Buenos Aires in March 2019. The BAPA +40 UN conference is an event around the 40th anniversary of the Buenos Aires Plan of Action, an international event on South-South cooperation under the umbrella of United Nations. DEVCO will showcase the achievements of both facilities in a high level side event at the conference, thus further cementing support for the triangular cooperation.

In 2019, DEVCO will further enhance its engagement in **policy dialogue with graduated countries in Asia** at the highest levels, including with the Gulf Cooperation Council (GCC) countries on the "Neighbours of our Neighbours" addressing the growing interconnections between the Gulf and Africa, the Middle East and Asia where it share common concerns. In South East Asia, **triangular cooperation** is being pursued in particular on refugee response in Thailand and Myanmar. An **Asia-wide Partnership and Policy Dialogue Facility** will start implementation in 2019 and provide a flexible instrument to facilitate triangular and twinning-like activities throughout the region. Links are also being made to promote higher education for Afghan women in Kazakhstan and Uzbekistan.

GENERAL OBJECTIVE: EU as a Stronger Global Actor

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

Related to spending programme: All

¹¹ Under reserve of approval at ISC/DCI committee, early 2019.

Main outputs in 2019:

Delivery on legislative proposals pending with the legislator

Output		Indicator	Target 2019	
DIR.A	All	Adoption of the Commission's legislative proposal a new Neighbourhood, Development and International Cooperation Instrument (NDICI) ,	Adoption by the co-legislators	4 th quarter 2019
UNIT.05		Proposal for a Council decision on the Association of the Overseas Countries and Territories with the European Union	Adoption by the co-legislators	4 th quarter 2019

Other important outputs

Output		Indicator	Target 2019	
DIR.A	All	Joint Synthesis Report (JSR) highlighting the implementation of the 2030 Agenda and new European Consensus on Development	Adoption of the JSR	Adoption of Joint Synthesis Report and presentation in the context of HLPF
DIR.A	All	Staff Working Document on 2019 EU report on Policy Coherence for Development	Staff Working Document published	Q1 2019
DIR.A	All	Staff Working Document on inequality reduction in partner countries	Staff Working Document published	Q1 2019
DIR.A	All	Prepare strategic orientations on EU cooperation with more advanced developing countries (MADC) in line with the Consensus on Development	Preparatory work (evaluations etc) in view of a possible new approach for cooperation and tailored partnerships with more advanced developing countries (MADC)	New approach for cooperation with more advanced developing countries extended to additional countries. Recommendations from pilot exercise analysed.
DIR.A	All	Cooperate with all developing countries, in an increasingly diversified and tailored manner, to achieve the SDGs	Approach to innovative engagement and tailored partnerships with more advanced developing countries (MADCs) elaborated and operationalised	Approach developed.
DIR.A	All	Implementation of Working Better Together extended to more partner countries.	Support the expansion of Joint Programming Increased promotion of Joint Results Frameworks , as part of Joint Programming, and link them to the SDGs Dissemination of the Joint Programming Guidance to EU Delegations and with associated back-stopping support to Delegations following the start of the new contract in 2019 Joint Implementation further defined in consultation with Member States SLA with DG NEAR signed and Twinning pilots prepared	> 60 partner countries engaged in Joint Programming >15 countries adopt or review joint results frameworks Joint Programming Guidance to be reviewed with feedback from field and Member States by end 2019. Consultation on joint implementation approaches (Member States and Practitioners Network) to identify best practices, work towards a guidance on joint implementation and introduction of twinning and TAIEX in development cooperation via selected pilot cases

DIR.A	All	Timely ODA expenditure reporting and monitoring of EU collective ODA commitments Satisfactory outcome of OECD-DAC process on ODA modernisation , and contribution to the development of the new statistical measurement, Total Official Support for Sustainable Development, TOSSD	<ul style="list-style-type: none"> Commission public information on annual EU ODA figures released. The Commission participates in all OECD DAC formal and informal negotiations and its proposals and positions are adequately reflected The Commission co-chairs the meetings of the TOSSD taskforce. Its proposals and positions are adequately reflected 	<p>Annual ODA report to Council released (Spring 2019)</p> <ul style="list-style-type: none"> Outcome reflects EU positions on updating the ODA rules. Outcome reflects EU positions on the parameters for TOSSD. Satisfactory reporting of EU institutions aid in piloting a first series of reporting instructions for TOSSD
DIR.A	All	Strong EU support to the UN Development System reform at global, regional and country levels	Supporting the implementation of the UN Development system reform at global, regional and country level ensuring the UN Development System is "fit for purpose". Internal coordination of EU positions within the Commission and with the EEAS, including EU Delegations, concerning UN reform.	Strong EU support maintained for ongoing UN reforms, including in EU messaging. Engagement to support the implementation of reforms.
DIR.A	All	EU leading role in international organisations and fora , in particular the OECD, the UN, the IFIs (WB, IMF and other relevant IFIs), the G20 and G7 in relation to implementation of 2030 Agenda and AAAA	<p>EU participation and positions for key meetings and processes in:</p> <ul style="list-style-type: none"> OECD key UN events such as the Financing for Development (FfD) Forum and the High Level Political Forum (HLPPF), with EU positions reflected in main UN bodies, outcomes and processes, e.g. UNGA resolutions/ ensuring the UN Development System is "fit for purpose" key WB/IMF events (Joint WB/DEVCO structured consultation, EU/WB Deep Dive on Jobs and Growth, DEVCO-IMF Strategic Partnership Framework for Developing Countries, EU participation in 2019 IMF/WBG Annual and Spring Meetings) Dialogue with Islamic Development Bank G20 Development Working Group (DWG) and G7 Accountability Working Group (AWG), efforts to ensure coherence and synergies between the G20 and G7 processes and initiatives on Africa and inequality. 	<p>EU positions influential in DAC major meetings and processes (e.g "Transformation of the DAC")</p> <p>Coordinated EU Member States positions reflected in UN outcomes</p> <p>Consultation with WB takes place</p> <p>Deep Dive Meeting takes place</p> <p>Activities to implement DEVCO-IMF Strategic Framework</p> <p>EU participation, with increased coordination and cooperation among EU representatives within IFIs</p> <p>Dialogue with Isl. DB takes place</p> <p>EU views reflected in G20 and G7 development-related outcomes.</p> <p>G20 and G7 initiatives on Africa (e.g. G20 Compact with Africa) coordinated with relevant Commission policies</p>
DIR.C		Establishment and presentation/ final results of Task Forces in support to the new Africa – Europe Alliance for Sustainable Investment and Jobs.	Establish and contribute to Task Forces on Digital, Sustainable Energy Infrastructure, and Agriculture.	2019
DIR.C		Roll-out of EIP 3rd Pillar.	Strengthening of Public Private Partnership Dialogues.	Rolling Process
DIR.C		Progress towards objectives of Aid For Trade strategy (including support to AfCFTA).	Preparation of the 2019 Progress Report.	End 2019
DIR.D+E	EDF	Declaration of the EC-AUC 'College-to-College Meeting' in the framework of the Africa-EU Partnership	Adoption of the declaration of the EC-AUC College-to-College Meeting	2019

DIR.D+E	EDF	Preparation of the Commission proposal for a Council decision on signature and provisional application of the Agreement	Adoption by the Commission of the proposal for a Council decision of the recommendation on the future relations with ACP countries, authorisation by the Council to open negotiations between EU and Africa, Caribbean and Pacific Countries.	Last quarter 2019
DIR.E	All	Strategic advice/monitoring of the range of means of implementation for SDGs	Voluntary National Reviews (Cameroon, CAR, Republic of Congo planned for 2019)	All along 2019
DIR.E	EDF	11 th EDF End Of Term Review	11 th EDF End Of Term Review	End of 2019
DIR.F	DCI	Dialogue and triangular cooperation with Gulf-based institutions and donors	A set of pilot joint initiatives (operations and/or platforms for dialogue) is identified	Q4 2019
DIR.F	DCI	Triangular cooperation in women's higher education with Afghanistan-Kazakhstan-Uzbekistan	Programme agreed and implementation started	Q4 2019
DIR.G	DCI	Contribution to BAPA+40 (40 th anniversary of the Buenos Aires Plan of Action) – event on South South cooperation	Co-organize side event to showcase the pilot facilities on development in transition in Latin America and triangular cooperation	Q1 2019

Important items from work programmes/financing decisions/operational programmes

For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the Draft Budget for 2019.

Output		Indicator	Target 2019	
DIR.G	DCI	Development in Transition Facility	Commitment of new allocation	Q4 2019
DIR.G	DCI	Triangular cooperation	Commitment of new allocation	Q2 2019

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

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

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

S.O.5 - Act from a rights-based approach and as a people's centred global actor with a view to promote equality between men and women and boys and girls.

The main outputs relevant for the achievement of these specific objectives and pursued by DEVCO in 2019 are:

Reporting on the Commission's stunting commitment

In 2019, the Commission will accelerate the implementation of its **nutrition** commitments in funding and in reducing stunting. The first of the World Health Assembly

target is a 40% reduction of the global number of children under five who are stunted. All Asian partner countries and 79% of African partner countries have seen improvement in stunting prevalence since 2012. Yet, despite good progress made in stunting prevalence in the 40 partner countries that have prioritised nutrition, the current pace of stunting reduction will be insufficient to meet global stunting reduction objectives by 2025. In 2019, the Commission will pursue its active role to keep nutrition at the forefront of the development cooperation agenda, particularly in securing aligned policy and practice, including with EU Member States and other global players. This will include support to the Global Nutrition Report, continued support to the Scaling-up Nutrition Movement, including through its civil society and business networks. Furthermore, through a new technical assistance and capacity-building contract to be signed in 2019, the 40 partner countries will be further supported to expand nutrition sensitive interventions. This will be complemented by a new research contract capturing results and impacts.

Full operationalization of the Global Network against Food Crises

After steadily declining for over a decade, global hunger appears to be on the rise, affecting 11% of the global population. One of the EU priorities is to substantially increase the resilience of the vulnerable households, communities and societies, in particular by addressing the root causes of food crises. An important action in this context will be the operationalization at local, national, regional and global level of the **Global Network against Food Crises**, in line with EU Global Strategy. This will be implemented through three work streams:

- (i) Analysis and information – whereby the Global Report on food crises and its periodic updates and in-depth studies will be timely published, based on country-owned information systems and a consensus-based methodology;
- (ii) Strategic programming and implementation of the humanitarian/development nexus through country-level investment and learning – resulting in a solid body of knowledge on typologies of food crises and of responses, to inform prevention and response actions;
- and (iii) High-level political uptake and inclusion of the Peace dimension, including collaboration and coordination in fora related to regional platforms, SDG2 stakeholders and international peace and security bodies.

Global health and education initiatives

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”. **Education and health** are critical amongst other for human and economic development, inclusive growth, and gender equality.

In 2019, the new **Global Financing Facility** (GFF) initiative will be supported by the Commission, alongside important initiatives the EU already contributes to as major channels to address health and education challenges in partner countries. These include two global initiatives in health, the Global Fund to fight AIDS, Tuberculosis & Malaria (GFATM) and GAVI (the Vaccine Alliance), as well as to the Global Partnership for Education (GPE) and the Education Cannot Wait (ECW) initiative. The EU's engagement in the governance structures and events of these initiatives, paired with the significant funding contributed, will ensure that the EU continues to play a key role in shaping the global policy agendas in health and education, as well as ensuring progress on the development goals at country level. Proactive engagement in health and education policies and programmes will also be pursued at country level. In liaison with the EU Delegations, the EU will also continue appraising the effectiveness and additionality of these initiatives with respect to health and education systems strengthening, to achieve Universal Health Coverage as well as inclusive and equitable quality education for all.

The EU will implement new **education programmes** in Myanmar, Laos and Kyrgyzstan, launch a programme in Bangladesh and intends to commit additional funds in Pakistan.

The programme in Myanmar will support National Education Strategic Plan (NESP) reforms for secondary education and technical and vocational education and training (TVET), shifting the emphasis on critical-thinking and soft-skills, and ensuring TVET responds to labour market needs. Education in ethnic areas will also be supported. In Bangladesh the 'Human Capital Development Programme 21' (HCDP) will focus on skills development to help address the root causes of migration, building societal resilience, and promoting democracy, while combatting marginalisation and radicalisation.

The **Erasmus+** programme offers a balanced mix of actions addressing individuals, institutions and higher education systems needs with the overall objective of building a strong human capital base. The Commission will carry on supporting higher education in partner countries via Erasmus+, with the objective to promote people-to-people exchanges, intercultural dialogue, develop capacity and modernisation of higher education in partner countries, with particular attention to least developed countries and disadvantaged groups. The external dimension of Erasmus+ aims to support partner countries higher education institutions and systems in dealing with challenges pertaining to quality, relevance, equity of access, planning, delivery, management, governance and internationalization of education.

Water - Reference document

Water is a global good and water-related issues are a global challenge. Since the world Population is expected to reach 10 billion in 2050, with 70% living in cities, there will be more and more pressure on natural resources. Already by 2030, the world is projected to face a 40% global water deficit. Today, 844 million people still lack access to safe drinking water. In sub-Saharan Africa only, some 60 million people are expected to move from desertified areas towards North Africa and Europe by 2020. Water is a sector with high social and economic return on investment, with high potential for job creation: every euro invested in water and sanitation brings an economic return of four euros in increased health and productivity. In this context, DG DEVCO has just produced a reference document "Deeper than Water" to present trends, challenges and opportunities for EU development cooperation in the water and sanitation sector, as well as to guide and inform policy development, policy dialogue, capacity development and investment for the period 2019 onwards.

Protection and promotion of children's rights

The Commission will continue its sustained efforts to promote **child rights**, notably through monitoring projects' implementation and support policy guidelines and best practices to embed child rights in development cooperation. A guidance note on strengthening child protection systems in EU external action will be finalised in 2019 and disseminated. Projects selected under the 2018 call for proposals on "Quality alternative care for children and de-institutionalisation" will be implemented starting in 2019."

Gender equality and empowerment of women and girls (Spotlight Initiative)

Violence against women and girls is a major obstacle to the fulfilment of **women's and girls' human rights** and to the achievement of the 2030 Agenda for Sustainable Development. It occurs worldwide, cutting across all generations, nationalities, communities and spheres of our societies, irrespective of age, ethnicity, disability or other background. In line with the 2030 Agenda for Sustainable Development, the **Spotlight Initiative** will fully integrate the principle of 'leaving no one behind'. In 2019, it will focus on the implementation of actions to combat trafficking and forced labour exploitation in ASEAN countries, femicide in Latin America, sexual gender based violence, including harmful practices, in Africa, and gender based violence in forgotten crisis globally. It will also develop regional programmes for Caribbean and Pacific to combat domestic and family violence and identify a second Asia programme.

Women in **sub-Saharan Africa** still face legal barriers to equality. Out of 36 countries worldwide with no domestic violence laws, 19 are located in this region, including eight countries with the highest rate of child marriage in the world. While the Women, Business and the Law report¹² indicates the four most improved economies passed reforms to fight gender inequality, and that region also saw the greatest overall number of reforms, a lot remains to be done to fulfil the human rights of women and girls in sub-Saharan Africa. In the summer of 2018, African Union Chair President Kagame and Commissioner Mimica co-hosted the joint African Union – European Union “Women in Power” side-event at the 31st African Union Summit in Mauritania. The event spearheaded high-level dialogues on the **role of women as key drivers of political, social and economic development**, aimed at accelerating efforts to support gender equality and women’s empowerment. Under the **Spotlight Initiative**, in 2019 the EU and the UN will generate renewed impetus to eliminating all forms of Violence Against Women and Girls (VAWG), with actions starting in Liberia, Mali and Nigeria, and will support the implementation of new legislation to fight gender inequality and all forms of gender-based violence through a new programme in Sao Tomé e Príncipe.

Gender equality and women’s empowerment remains a high priority within **Asia and the Pacific and Caribbean regions**. The EU will continue to support gender equality and the empowerment of women and girls, including through a digital technology programme in Myanmar supporting access to finance for vulnerable rural women in conflict areas, and through the implementation of a joint EU and UN regional initiative in the Pacific addressing violence against women and girls. In Afghanistan, gender equality is a crosscutting theme in all programmes. Additional funds will be committed to support women's economic empowerment, linked to ongoing state building efforts and dialogue around the action plan related to UNSC Resolution 1325 (women, peace and security). Efforts will continue to support gender mainstreaming across the regions to meet the objective of 85% of new projects being gender responsive by 2020.

GENERAL OBJECTIVE: EU as a Stronger Global Actor			
DEVCO Specific Objective 2: Act from a rights-based approach and as a people's centred global actor with a view to end hunger and all forms of malnutrition.			Related to spending programme: DCI & EDF
Main outputs in 2019:			
Important items from work programmes/financing decisions/operational programmes			
<i>For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the Draft Budget for 2019.</i>			
Output		Indicator	Target 2019
DIR.C	Annual Action Programme 2019 for the Global Public Goods and Challenges (GPGC) programme – Food and Nutrition Security and Sustainable Agriculture component	Annual Action Programme Adopted	Third quarter
DIR.F	DCI Myanmar – Nutrition Agriculture Programme (EUR 119 million)	Adoption of the decision	Q3 2019
DIR.F	DCI Cambodia Fisheries Programme (Capture component) EUR 87 million	Launching implementation	Q2 2019
DIR.F	DCI Support to the Lao PDR National Nutrition Strategy and Plan of Action (EUR 50 million)	Commitment	Q2 2019

¹² World Bank Group, women, business and the Law, 2018

DIR.F	DCI	Implement actions addressing hunger and malnutrition, as well as resilient community health systems, especially in communities bearing the brunt of internal displacement in Yemen	Follow-up and monitor implementation of ongoing actions addressing hunger and malnutrition and launch 2018 resilience measures	Q1 and Q3 2019
DIR.F	DCI	Sri Lanka Support to Integrated Rural Development	Implementation of projects and mainstreaming of nutrition related issue in the new EU support to Rural Development if possible through a Sector Performance Contract.	Q4 2019
DIR.F	DCI	Nepal Sector Reform Contract Agriculture	Signature of Financing Agreement	Q2 2019

Other important outputs

Output		Indicator	Target 2019
DIR.C	Full operationalization of the Global Network against Food Crises	<ul style="list-style-type: none"> Global Report on food crises published Meetings of the Global Network against Food Crises held 	<ul style="list-style-type: none"> First quarter
DIR.C	Implementation of the Commission's stunting commitment (DIR C in lead + DIR F (Yemen))	<ul style="list-style-type: none"> Global Nutrition Report published 4th progress Report on Action Plan Nutrition published contract signed with Scaling-up Nutrition Movement contract signed with GIZ 40 countries supported 	<ul style="list-style-type: none"> Mid 2019 First quarter Second quarter Second quarter Rolling process

GENERAL OBJECTIVE: EU as a Stronger Global Actor

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

Related to spending programme: DCI & EDF

Main outputs in 2019:

Important items from work programmes/financing decisions/operational programmes

For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the Draft Budget for 2019.

Output		Indicator	Target 2019	
DIR.B	DCI, EDF	Implementation of the Annual Action Programme (AAP) 2018 for the Global Public Goods and Challenges (GPGC) programme – Human Development – Health component	Contracts and Contribution Agreements signed	Rolling process
DIR.B	DCI, EDF	Annual Action Programme 2019 for GPGC – Human Development – Health component	Annual Action Programme adopted	First half 2019
DIR.F	DCI	Rural Development Programme II for Tajikistan including a major WASH component	Commission Decision	Q3 2019
DIR.F	DCI, EDF	Bangladesh - Support to National Social Security Strategy reforms (Sector Reform Performance Contract, EUR 132 million)	First disbursement	Q2 2019

Other important outputs				
Output		Indicator	Target 2019	
DIR.B	DCI	Participation in governance structures of global initiatives: GFATM, GAVI, GPE and ECW	Strengthened EU influence on policies and quality of implementation: EU coordination prior to Board meetings	Rolling process
DIR.C	DCI	Deeper than Water- reference document on water	<ul style="list-style-type: none"> Official launch and dissemination to Delegations and partners Training sessions for delegations 	<ul style="list-style-type: none"> First quarter 2019 Second semester 2019

GENERAL OBJECTIVE: EU as a Stronger Global Actor

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

Related to spending programme: DCI & EDF

Main outputs in 2019:

Important items from work programmes/financing decisions/operational programmes

For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the Draft Budget for 2019.

Output		Indicator	Target 2019	
DIR.B	DCI, EDF	Implementation of AAP 2018 for GPGC – Human Development – Education and Culture components	Contracts and Contribution Agreements signed	Rolling process
DIR.B	DCI, EDF	AAP 2019 for GPGC – Human Development – Education and Culture components	AAP adopted	First half 2019
DIR.F	DCI, EDF	Nepal sector reform contract education	Assessment of sector progress, and continued disbursements	Q4 2019
DIR.F	DCI, EDF	Cambodia Education Sector Reform Contract	Continue implementation and proceed to 2 nd BS disbursement	Q4 2019
DIR.F	DCI, EDF	Kyrgyzstan Education sector reform programme	Signature of Financing Agreement	Q2 2019
DIR.F	DCI, EDF	Bangladesh Education Sector Budget Support operation 'Human Capital Development Programme' (EUR 205.5 million)	Launch implementation	Q1 2019
DIR.F	DCI	Myanmar Education Sector Programme (EUR 221 million)	Launching Implementation	Q1 2019
DIR.G	DCI	Erasmus+ in Latin America	<ul style="list-style-type: none"> International Credit Mobility (short term) and Joint Masters Degrees (long term): number of scholarships Capacity Building: at least 10 projects (benefiting universities from different Latin American countries) 	Q2 2019

Other important outputs

Output		Indicator	Target 2019	
DIR.B	DCI	Participation in governance structures of global initiatives: GFATM, GAVI, GPE and ECW	Strengthened EU influence on policies and quality of implementation: EU coordination prior to Board meetings	Rolling process

DIR.B	DCI	Culture colloquium	International conference organised with outcome document	November 2019
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GENERAL OBJECTIVE: EU as a Stronger Global Actor

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

Related to spending programme: DCI & EDF

Main outputs in 2019:

Important items from work programmes/financing decisions/operational programmes

For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the Draft Budget for 2019.

Output		Indicator	Target 2019
DIR.B	DCI, EDF	Contributions to the UN Multi-Donor Trust Fund on the Spotlight initiative on combatting violence against women and girls	<ol style="list-style-type: none"> 1. Q1 2. Q1- Q3 3. Q1 4. Q1
DIR.C	DCI, EDF	Implementation of Women's economic empowerment programme: Women's Financial Inclusion Facility.	First payment and initiation of the investment portfolio
DIR.D		Starting of the Spotlight initiative in Liberia, Mali, Nigeria, Effective implementation of National Indicative Programme and Regional Indicative Programmes	<p>Effective launching of the Spotlight Initiative in the selected countries</p> <ul style="list-style-type: none"> • % of committed, contracted and paid amounts in line with forecast • Regular monitoring including field visits • Policy dialogue with partners • Quality consultancy staff
DIR.F	DCI, EDF	Spotlight Initiative Pacific Region	Launching Implementation
DIR.F	DCI, EDF	Myanmar Rural Women Digital Finance (EUR 5 million)	Launching implementation
DIR.F	DCI, EDF	Programmes adopted in 2019 ensure correct gender mainstreaming	% of adopted programmes, scored G1 or G2
			80%

Other important outputs

Output		Indicator	Target 2019
DIR.B	DCI, EDF	Spotlight initiative on combatting violence against women and girls	Public official launches of Africa and other regional programmes
DIR.B	DCI, EDF	Gender Action Plan II	Reporting on the third year of implementation
DIR.E		Gender indicator	% of reports using sex and age-disaggregated data wherever available
			All along 2019

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

The main outputs relevant for the achievement of this specific objective and pursued by DEVCO in 2019 are:

Joint EU- International Organisation for Migration initiative for protection of vulnerable migrants and support to reintegration

Through the EU- International Organisation for Migration Joint Initiative for **Migrant Protection and Reintegration**, the EU will continue to support the efforts of partner countries in Africa to protect migrants, facilitate assisted voluntary returns from transit countries and provide reintegration support.

Operationalisation of the Comprehensive Refugee Response Framework (CRRF)

The EU will consolidate and deepen its policy and operational engagement in support to key partner countries and fully in line with the EU development approach towards **forced displacement**. Engagement at global level will also be reinforced, notably in the preparation of the first **Global Refugee Forum** that will take place in late 2019 to report on progress in implementing the Global Compact on Refugees.

As an example, the EUTF and other instruments are supporting the national roll-out and delivery of CRRF in the **Horn of Africa**. This region hosts 70% of Africa's refugees and more than one fifth of all refugees world-wide. The main objectives for 2019 are: (1) reinforced national roll-out and delivery of CRRF-related commitments; (2) stronger political dialogue, reinforced by regional cooperation; (3) greater leveraging of partnerships; and (4) improving and communicating evidence, results and best practice.

Effective implementation of the projects in the Horn of Africa, Sahel region and Lake Chad under EUTF

In the **Horn of Africa, Sahel region and Lake Chad** under **EUTF** the focus in 2019 will continue to be on the implementation and on strengthening the monitoring of the actions in the three regions. The EUTF will continue to strengthen its activities towards migrants with a particular attention to migration management along the central and Western Mediterranean routes. In the Horn of Africa 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 continue to work towards dismantling migrant smuggling and trafficking networks. In 2019, programmes will focus on the following 6 priorities identified by the EUTF strategic Board: (i) return, readmission and reintegration ; (ii) refugees management (Comprehensive Refugee response Framework) ; (iii) completing progress on the securisation of documents and civil registry ; (iv) anti-trafficking measures ; (v) essential stabilisation efforts in the Sahel/Lake Chad and the Horn of Africa.

Operationalisation of the humanitarian – development –security nexus in the pilot countries

The **Humanitarian Development Nexus** (HD Nexus) is currently being rolled-out in **Uganda, Sudan, Nigeria and Chad**. The Nexus creates a link between humanitarian aid, as a rapid response measure in crisis situations and development action. The HD Nexus aims to encourage humanitarian, development and political/diplomatic actors to add value to each other by identifying collective objectives. Through the HD Nexus,

actors should go beyond co-ordination for short-term results, and harness collective action towards longer-term strategic objectives. This would ultimately strengthen long-term resilience. This work will make it possible to address the root causes for fragility and vulnerability, conflict sensitivity, strengthen livelihoods and help build local capacities for risk reduction, resilience, conflict prevention and other durable solutions. In 2019, the action plans and roadmaps developed in Uganda, Sudan, Nigeria will be implemented while the action plan for Chad will be formulated in 2019. At the same time, best practices and lessons learned will be identified in order to support the programming process for 2021-2027.

Measures to support refugees, returnees and host communities in Afghanistan, Iran, Iraq, Pakistan and Bangladesh and to strengthen the EU response to forced displacement within and from Myanmar

In 2019, DEVCO will continue the EU engagement on **migration and displacement** with **Iraq, Iran, Pakistan and Bangladesh**, implementing its commitments made in 2016 and 2017 for a total of EUR 290 million towards supporting Afghan refugees in Iran and Pakistan, Afghan IDPs, returnees and host communities in **Afghanistan**, as well as returnees/IDPs and host communities in Iraq, Pakistan and Bangladesh. This includes concrete measures to address root causes of migration and displacement and to improve migration management, including the establishment of Migration Resource Centres and awareness programmes, reintegration of returnees and IDPs through skills development and Technical and Vocational Education and Training, creation of livelihood opportunities, and community development projects at individual and community level in line with country action plans. DEVCO will also continue its response in cooperation with the Directorate-General for European Civil Protection and Humanitarian Aid Operations to the forced displacement of Rohingya from **Myanmar**. A programme to strengthen the resilience of Rohingya refugees and hosts in Bangladesh in the medium term will be implemented, including the provision of learning opportunities for refugee children, support to improving water, sanitation and hygiene, as well as nutrition and food security for refugees and the host community.

GENERAL OBJECTIVE: Towards a New Policy on Migration		
DEVCO Specific Objective 6: Step up the efforts to address the root causes of irregular migration and forced displacement. Promote an improved governance of migration and refugee movements for safe, regular and well managed migration in all its aspects.		Related to spending programme: DCI & EDF
Main outputs in 2019:		
Important items from work programmes/financing decisions/operational programmes		
<i>For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the Draft Budget for 2019.</i>		
Output	Indicator	Target 2019
DIR.B DCI, EDF Adoption of the Annual Action Programme 2019 for GPGC -Migration and Asylum programme	AAP adopted	September 2019
DIR.D 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.	<ul style="list-style-type: none"> Annual Report (assessing the results) and Annual accounts received by the Operational Committee. Progress in contracting. Contracting within 6 months of committed programmes adopted by the Operational Committee. 1. Efficient implementation of programmes.	<ul style="list-style-type: none"> February 2019 90% 1. Positive results from ROMs

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"> 2. Progress in implementing efficiently the projects and programmes by taking on board the findings of the ROMs, mid-term evaluations and Monitoring and learning system including the tracking of results against a set of agreed indicators (number of jobs created, number of people benefitting from professional trainings). 3. Progress in contracting new actions. 4. Feedback from EUTF partners (Operational Committee and/or Strategic Board) on the functioning and results of the EUTF Africa Horn of Africa window and its interventions. 5. Regular coordination and consultation with donors, implementing partners and wider civil society actors. 6. Continued support to high level political and policy dialogues, including under the Migration Compact with Ethiopia. 	<ol style="list-style-type: none"> 2. Approved projects of first seven pipelines are under implementation, regularly monitored and evaluated and reflected in the Monitoring and Learning System's reports. Contracting of at least 90% of approved projects of first seven pipelines and 60% of approved projects of eight pipeline 3. At least 2 Operational Committees for the Horn of Africa window approving projects 4. Comments received from EUTF Africa partners during the Evaluation of the EUTF Africa 5. At least 2 CSO meetings organised 6. EUTF activities reported in the framework of the Valletta stock-taking meetings and high-level migration dialogues
DIR.D	EDF	New actions in the framework of 2014-2020 bilateral and regional programming documents	<ul style="list-style-type: none"> • Stranded and vulnerable migrants along the central Mediterranean route are assisted to return and reintegrate in their country of origin. • Number of migrants, or potential migrants, reached out by information campaign on migration. • Financing agreements signed 	<ul style="list-style-type: none"> • 7000 (West Africa) • 100.000 (West Africa) • As per 2018 pipeline
DIR.D	EDF	The Humanitarian Development Nexus (currently piloted in 6 countries including Uganda and Sudan) creates a link between humanitarian aid, as a rapid response measure in crisis situations and development action, which has more medium and long-term objectives. The response should not only address the humanitarian needs in a country but also to address the improvement of resilience in the long-run.	<p>Uganda:</p> <ol style="list-style-type: none"> 1. Progress achieved in the rolling-out of the HD Nexus and the government-led response system to better address the situation of populations affected by forced displacement (both refugee and host communities) in line with the CRRF. 2. Increase in the protection and strengthen the dignity and self-resilience of both refugee and host communities. <p>Sudan:</p> <p>Progress in the reduction of undernutrition and in addressing the situation of populations affected by forced displacement (both refugee and IDPs) and their hosting communities.</p>	<p>Uganda:</p> <ol style="list-style-type: none"> 1.1. Define time-bound actions, in particular to the first phase of three years (2018-2020) 1.2. Financial allocations defined according to each priority/action. 1.3. Approve relevant action documents under the EUTF 2.1. Define and articulate project actions with political messages per each priority area. 2.2. Develop a visibility framework and continue involving civil society. <p>Sudan:</p> <p>Continue the implementation of the action plan. Take stock of actions carried out. Approve relevant action documents under the EUTF. Develop a visibility framework, and continue involving civil society.</p>
DIR.F	DCI, EDF	Financing Decision for strengthening Rohingya refugees and host community resilience in Bangladesh	Adopted	Q4 2019

DIR.F	DCI, EDF	Contracts for all commitments under the Special Measures 2017 on migration concluded (EUR 195.7 million)	All contracts signed as per Financing Decision	Q2 2019
Other important outputs				
Output		Indicator		Target 2019
DIR.B	DCI, EDF	Evaluation of the implementation of EU external actions in the area of migration (exact scope to be defined)	Draft report	2 nd semester 2019
DIR.B	DCI, EDF	Evaluation of the implementation of EU external actions in the area of forced displacement.	Launch of evaluation	1 st semester 2019
DIR.D	EDF	Support to the Comprehensive Refugee Response Framework (CRRF) and the Global Refugee Compact.	<ol style="list-style-type: none"> 1. Achievements against the Results Framework of the Nairobi Action Plan and national CRRF road maps, Action Plan degree of implementation of the Programme of Action of the Global Refugee Compact. 2. EU recognised as key partner in respect to global responsibility sharing and the CRRF roll-out. 3. Regular exchange within framework of IGAD core group. 4. Successful organisation of regional thematic meetings on core CRRF themes. 5. Number of people benefitting from programming aligned with Lives in Dignity/GCR principles. 6. Displacement incorporated into relevant national development strategies. 	<ol style="list-style-type: none"> 1. CRRF road maps and action plans agreed for pilot countries in region 2. EU contributing to the Global Refugee Forum in 2019. 3. Stocktaking meeting on Nairobi Action plan and issuing of report on progress. 4. Two separate regional thematic meetings to be held (one on livelihoods and one on services). 5. Number beneficiaries increased compared to 2018. 6. CRRF countries in the HoA regions include policy(ies) in their national strategies, development plans or legislation.

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

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

The main outputs relevant for the achievement of these specific objectives and pursued by DEVCO in 2019 are:

Climate Change

In the area of **climate change**, DEVCO will participate in the organisation of the **2019 Climate Change Summit** sponsored by the UN Secretary General and taking place back-to-back with the UN General Assembly in September. DEVCO will assist the EU political leaders in reiterating the EU climate-related commitments. In addition, as part of the EU task force, DEVCO will help co-organise the work of one of the six focus areas of the Summit (energy transition, climate financing and carbon pricing, industry transition, nature-based solutions, cities and local action, resilience).

The **Global Climate Change Alliance** (GCCA+) will continue to support the implementation of Paris-compliant adaptation and mitigation policies in vulnerable countries, notably in Least Developed Countries (LDCs) and Small Island Development States (SIDS). It will notably back up national and regional actions towards NDCs, adaptation and mitigation measures as well as disaster risk reduction. In 2019, DEVCO will also cooperate with DG CLIMA to increase the GCCA+ visibility in the context of the UNFCCC.

Climate change and climate resilience are critical intervention areas for DEVCO in **Latin America and the Caribbean**, both at national/bilateral and regional levels. **EUROCLIMA+** is a flagship programme that assists Latin American countries in the development and implementation of their climate policies, including the delivery on commitments they undertook in the context of the Paris Climate Change Agreement. In addition to direct support to countries, EUROCLIMA+ will implement projects in six jointly identified sectors. Additional support in 2019 will target enhanced in-country dialogue on climate change, including on verification aspects of countries' commitment under the Paris Agreement, and stronger regional dialogue and cooperation, in line with the Buenos Aires Declaration of the Forum of Latin American and Caribbean Environment Ministers.

DEVCO will pursue its consistent **mainstreaming** of the Paris Agreement objectives and of the 2030 Sustainable Development Goals into the EU international cooperation and development policies, specifically in areas such as energy, agriculture, infrastructure, water, forestry and disaster risk reduction.

As announced at the One Planet Summit in Paris in September 2018, the **Pacific Initiative for Biodiversity, Climate Change and Resilience**, will start to build an international coalition (France, New Zealand, Australia and the EU), in partnership with the Pacific and regional bodies. By using donors' commitments, it will seek to catalyse funding while maintaining complementarity and synergies with ongoing actions.

Africa is highly vulnerable to the impact of climate change and the EU response there 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. Western Africa is also confronted to climate change in a context of population increase and mounting insecurity. The EU response will address the immediate humanitarian needs in times of crisis as well as the root causes of fragility and vulnerability.

The transition to a low-carbon economy with limited impact on climate comes with a cost, which cannot be borne by public finance alone. Consistently with the **External Investment Plan**, DEVCO will make use of its programmes and investment facilities to leverage private investment, specifically by combining grants with loans and equities from public and private sources, including bilateral and multilateral development banks. Leveraging activities will specifically address adaptation – an area that has been traditionally underfunded. Private investment, alongside and attracted by public investment, is crucial to scale up climate finance and close current finance gaps.

Delivering climate action would not be possible without a solid financial endowment. Climate action has been mainstreamed in the Union's 2014-2020 Multiannual Financial Framework (MFF) by ensuring that at least 20% of the EU budget, including support to developing countries, is climate-related. In May 2018, the Commission proposed to increase this target to 25% for the period 2021-2027 in line with EU's commitment to continued and stable financing of climate action, both within and beyond EU borders. In 2017, DEVCO exceeded the target: the share of the total DEVCO commitments (EUR 9.65 million) dedicated to climate action accounted for 25.5% (EUR 2,456 million) of the EU external cooperation spending on climate change. Such an achievement is part of an ascending trend that brought climate action to account for 19% of total commitments over the period 2014-2017. In 2019, DEVCO will aim at reaching at least EUR 1.5 billion

climate-specific commitments under its main cooperation and development programmes and instruments. In pursuing these objectives, DEVCO will keep focusing its interventions on investment and private sector involvement, and will strive to provide a stable and predictable framework over the medium to longer term.

Sustainable Energy

In the area of **sustainable energy**, increased support to the private sector and DFI investments will be needed to significantly scale up deliveries and results in global policy objectives and EU contribution to SDG7¹³. Energy infrastructures require a high amount of investments, and as public funds are insufficient, crowding-in additional funding is essential. Consequently, the Commission has put in place a number of instruments to support private sector investments through commercially and reimbursable-orientated financing. The **Electrification Financing Initiative ElectriFI** (approx. EUR 120 million) is specially orientated at decentralised solutions and rural areas and is gaining increased international recognition. For this reason, additional EUR 85 million have been allocated to the instrument from the National Indicative Programmes of a number of African countries and interest is growing with a number of countries in Africa, Asia, and the Pacific and Caribbean next in line. There are currently 15 ongoing market studies aimed at assessing national market potentials for supporting private sector investments in partner countries, in view to establish up to 10 new country windows in 2019, including in Kenya, Tanzania, Bangladesh, and Ghana.

Within the **African Renewable Energy Initiative (AREI)**, the EU will support the concrete implementation of this African-led initiative including with regional dialogues, mapping of programmes and policy dialogue. The EU will continue its efforts to impulse a coordinated approach with international partners, in order to accelerate the implementation of the AREI roadmap.

Central and Western 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 and to the identification of new bankable regional blending energy projects in the West and Central Africa regions.

Enhancing reliable and affordable renewable energy and energy efficiency in the **Caribbean countries** is one of the main challenges of the region and a particular area of intervention for DEVCO. In 2019, the **Caribbean Investment Facility (CIF)** will respond to the countries' infrastructure and investment needs in view of supporting sustainable energy, climate change resilient infrastructures and private sector development. It is expected to lead to energy savings in commercial, residential and public sectors and to reducing greenhouse gases emissions from liquid fossil fuels used for power generation and transport.

In 2019, DEVCO will also support **Iraq's reform** efforts in the energy sector to ensure increased and more reliable access to energy for its population by assisting the government to improve performance and fiscal sustainability of the electricity sector while devising a policy framework for the gas sector for domestic use to ensure sustainable use of resources for the benefit of all Iraqis. In **Vietnam**, new funds will be committed to the energy sector, building on existing programmes to promote elements

¹³ Under the current financial perspective until 2020, the EU aims to provide access to energy to about 40 million people (out of which 30 million in Africa), increase renewable energy generation capacity by about 6.5 gigawatt (out of which about 5 gigawatt in Africa) and contribute to fighting climate change, by saving about 15 million tons of CO₂e (out of which about 11 million tons of CO₂e in Africa).

for sustainable energy development while strengthening of the Energy Information System.

Environment

In a context of growing pressure on the planet's finite natural resources and ecosystems, there is growing evidence from the scientific community and from field experience, that business as usual is not an option. There is a collective responsibility and urgency to implement the 2030 Agenda and the Paris Agreement and to make sure that EU external action supports the transition to low-carbon resource-efficient development pathways. In 2019, this will imply preparing the ground for an effective integration of the **environment and climate change** into the next programming cycle through impactful mainstreaming, integrated approaches but also through dedicated programmes. This will mean further improving our mainstreaming practices, greening investments, mobilising funds for non-bankable projects, developing the policy dialogue with partner countries and making the case for tackling environmental challenges through the provision of data, analysis and through capacity building.

The production of a series of key documents on the contribution of **wildlife** to the nexuses connecting conservation, energy, security, peace and jobs, as a basis for dialogue with partner countries. As part of the Series "Larger than", an independent study dedicated to Latin America and the Caribbean will help to define future potential actions. Efforts will also be made to raise awareness on the **biodiversity crisis** and to mobilise partners in the context of the preparation of the Conference of the Parties on the Convention on Biological Diversity 2020.

In 2019, sustainable agriculture and strengthening people's resilience to food crises will remain an important cooperation area in alignment with the **Global Alliance for Resilience Initiative** in the Sahel and West Africa (AGIR). This will also include promoting dialogue and investment for pastoralism. Resilience in the region will also be strengthened by protecting biodiversity and improving the governance of protected areas and forests. Natural resources management will also focus on fisheries and coastal areas. Finally regional health security will be strengthened for better disease monitoring and control.

Concerning **water resources**, work will build on the reference document "Deeper than Water" to foster investments and continue to work on the Nexus Water-Energy-Food to strengthen regional policy dialogues and the management of international transboundary waters.

In Africa, 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 Regional Indicative Programme are the basins of the Nile, the Okavango and Lake Tanganyika.

For the **Nile basin**, the focus will continue to be placed 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 will be to reduce the pollution of the lake and improve the water quality and 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.

In **Afghanistan**, a climate change programme will seek to improve resilience to climate change of the ecosystems and communities in the Panj-Amu River Basin (North-Eastern Afghanistan) by promoting biodiversity conservation and renewable energy. New funds will be committed for **Bangladesh's 'Environmental Protection Agenda'** with focus on waste water management in Dhaka.

Forests will also be high on the policy development agenda with the preparation of a **Communication on deforestation and forest degradation**. Work will continue on forest governance through the **Forest Law Enforcement, Governance and Trade (FLEGT)** initiative and on **Reducing Emissions from Deforestation and Forest Degradation (REDD+)**.

Our programmes will continue to promote job creation by supporting the transition to a **green and circular economy** through the **Switch to Green Initiative**. They will also target integrated sustainable land management for ecosystem protection, climate change adaptation and mitigation, and livelihood opportunities, ocean and environmental governance or wildlife protection.

Funds to Local Authorities on sustainable urban development

With the unprecedented rates of urbanisation and more than half of the world population already living in cities, **sustainable urban development** has become an important component of actions to address environmental issues and to support climate change mitigation. Not only are people living in cities increasingly exposed to environmental threats, but also cities themselves have a negative impact on natural resources. In this context, DEVCO aims at strengthening **Local Authorities and their Associations** at the regional and global levels in policy-making processes and delivering on good environmental governance and sustainable development outcomes. DEVCO will thus promote integrated urban development, urban governance, social inclusiveness, resilience and greening of urban areas as well as prosperity and innovation. In these areas, DEVCO will promote city partnerships through twinning arrangements (decentralised cooperation) in order to strengthen the capacities of Local Authorities and to support the improvement of service-delivery.

Roll out of the DeSIRA initiative and expansion of its platform

The **Development Smart Innovation through Research in Agriculture (DeSIRA)** Initiative seeks to enhance an inclusive, sustainable and climate-relevant transformation of rural areas and of agri-food systems, by linking better agricultural innovation with science and research for more developmental impact. It will support actions in low and middle-income countries to strengthen the resilience of their agri-food systems, the relevance of the national and regional research and innovation systems, and the coherence and efficiency of their agricultural public research and extension services related to climate change challenges.

The DeSIRA platform gathers Commission services (DEVCO, AGRI, RTD), some EU Member States and the Gates Foundation and intends to expand to other like-minded partners (EU and non-EU Member States, international organisations, private foundations) with a view to expand and identify new joint actions and to mobilise further public and private resources, beyond existing pledges.

Initial actions implemented as from 2019 will include specific actions in support to agriculture research and governance institutions and networks, and in specific fields such as agro-ecological intensification, agroforestry, livestock, carbon sequestration, water management in farming systems, pest and disease surveillance and Agriculture Knowledge and Innovation Systems. More than 20 countries will be covered, in Africa (the Sahel in particular) and Latin America. New actions identified in 2019 for

implementation starting in late 2019 and 2020, may build on or expand interventions in above-mentioned fields, including through the coverage of other geographical areas, while at the same time supporting international agriculture research networks and mobilising research capacities to further develop DeSIRA scientific programming and/or address specific knowledge gaps or needs.

GENERAL OBJECTIVE: A resilient Energy Union with a Forward Looking Climate Change Policy

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

Related to spending programme: DCI & EDF

Main outputs in 2019:

Important items from work programmes/financing decisions/operational programmes

For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the Draft Budget for 2019.

Output		Indicator	Target 2019
DIR.C	DCI	AAP for GPGC – Environment, and Climate Change components	AAP adopted Q4
DIR.C	DCI	AAP 2019 for GPGC - Local Authorities component	<ul style="list-style-type: none"> • AAP adopted • Launch of Call for Proposals <ul style="list-style-type: none"> • Q3 • Q4
DIR.C	DCI & EDF	Enhanced integration of environment and climate change 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"> • Share of EU programmes that integrate environment and climate change as a significant or main objective (based on Rio marking). • Level of climate-related commitments (as a share of total commitments). <ul style="list-style-type: none"> • at least 25% • at least 23%
DIR.C	DCI	Roll out of the DeSIRA initiative	<ol style="list-style-type: none"> 1. EU budget decision planned for the end of 2018 contracted and operationalised 2. 2019 and 2020 EU budget decisions allocated to DeSIRA quickly approved 3. Enhanced mobilisation of external resources 4. Increased number of EU and non-EU Member States, international organisations, and private actors (incl. foundations) participate in DeSIRA meetings and actions 5. Increased diversity of research and innovation consortia involved in DeSIRA actions (geographical origins, skills and experiences, etc.) 6. Geographical coverage of DeSIRA actions <ol style="list-style-type: none"> 1. At least 75% of 2018 DeSIRA financing decision contracted by mid-2019 2. 2019 and 2020 DeSIRA financing decisions respectively approved by mid-2019, and early 2020 3. In-parallel funded and jointly co-funded actions make at least 25% of the overall DeSIRA action portfolio 4. At least 5 new regular participants to the DeSIRA platform by end 2019 5. More R&I capacities from Northern and Eastern Europe in particular are involved in the DeSIRA actions 6. At least 20 countries covered by actions starting in 2019. At least 20 additional countries covered by actions starting in early 2020
DIR.C	DCI	AAP 2019 Food and Nutrition Security and Sustainable Agriculture	AAP Adopted Third quarter 2019

DIR.D	PSC	Implementation of the measures in support of cooperative management of the environmental resources in the Nile basin , in the Okavango basin and in Lake Tanganyika .	Signature of contribution agreement with the Belgian development agency ENABEL for the regional programme on transboundary water management in the Lake Tanganyika basin and start of implementation Implementation of activities for the project supporting natural resource management in the Okavango basin <ul style="list-style-type: none"> Implementation of work plan for management of the Nile basin programme 	Q3 2019 2019 <ul style="list-style-type: none"> 2019
DIR.D&E	DCI, EDF	Regional and bilateral programmes in Central and Western Africa contributing to natural resources protection, Strengthening Resilience and improving Food Security and Nutrition.	<ul style="list-style-type: none"> Implementation of programmes activities. Adoption of the financing decisions of the Natural Resources, Pastoralism and Resilience/ Food Security/ Nutrition programmes in Central Africa 	As per 2019 forecasts
DIR.F	DCI, EDF	Joint Pacific Initiative for Biodiversity, Climate Change and Resilience	<ul style="list-style-type: none"> Commitment of EUR 21 million (EUR 10 million by AFD, EUR 10 million by the EU, AUS\$ 1 million by Australia and NZ\$ 1 million by New Zealand) Signature of PAGoDA with AFD Setting up of the governance structure with Donors and Pacific entities Identification of projects to be financed 	<ul style="list-style-type: none"> Q1 2019 Q2 2019 Q2 2019 Q3 2019
DIR.F	DCI	Special Measure Iran 2019	Commission Decision	Q3 2019
DIR.F	DCI, EDF	Vietnam- Energy sector Policy Support Programme 2 (EUR 120-140 million to be defined)	Adopted	Q4 2019
DIR.F	DCI, EDF	Regional action in Central Asia supporting disaster and climate resilience – with WB, UNISDR and Red Cross (EUR 8 million)	Launch of implementation	Q3 2019
DIR.F	DCI, EDF	Programme to address climate change through sustainable energy and ecosystem management in northern Afghanistan (EUR 36 million – contracts signed in 2018)	Implementation according to plan	Q4 2019
DIR.F	DCI, EDF	Bangladesh - 'Environmental Protection Agenda' (EUR 8 million)	Adoption	Q3 2019
DIR.F	DCI, EDF	Implementation of 2018 special measure in support to energy reforms in Iraq	Signature of agreements with Iraqi authorities and World Bank and launch of the implementation	Q1 2019
DIR.G	DCI	EUROCLIMA+ implementation continued, new actions in 6 sectors	Grant contracts are signed and implementation started for at least half of them	Q4 2019
		New allocation for Euroclima+	Financing decision is approved	Q2 2019

Other important outputs

Output		Indicator	Target 2019	
DIR.C	DCI &	Joint Communication on deforestation and forest degradation (with DG ENV in lead)	Publication of the joint Communication	First Semester 2019
DIR.C	DCI, EDF	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.	<ul style="list-style-type: none"> Number of developing countries supported by DEVCO for climate action in the context of their Nationally Determined Contributions (NDCs) through the GCCA+ (both global initiatives and intra-ACP interventions). Number of country-level programmes implemented Number of regional programmes implemented Number of global initiatives implemented. 	<ul style="list-style-type: none"> At least 55 countries and 5 regions and sub-regions covered in total. 10 country-level programmes start implementation by the first half of 2019 7 regional programmes start implementation by the first half of 2019 1 global initiative start implementation by the first half of 2019.
DIR.C	DCI, EDF	Enhanced integration of environment and climate change in on-going and future programmes and in the investment pipeline through mainstreaming and targeted programmes.	<ol style="list-style-type: none"> Share of EU commitments contributing to environment, biodiversity and climate action Strong environmental and social safeguards in EU supported investments; Substantial pipeline of investments targeting environment and climate-related sectors, including water, forest, waste management, low carbon green business. Contribution to the Jobs and Growth Compacts, to the Business climate agenda, to the SDG dialogues country profiles, and to country analysis to better integrate environmental considerations in the future programming. Work plan on environment and climate change and upscaling of mainstreaming practices 	<ol style="list-style-type: none"> 30% contributing to environment including 25 % to climate action average 4.2% of all DEVCO commitments contributing to biodiversity by 2019. At least 28% of the EIP to serve climate change, sustainable energy and resource efficiency. End 2019 End 2019 End 2019 End 2019
DIR.C	DCI, EDF	Enhance policy dialogue on biodiversity and ecosystems and foster the nexus approach	<ul style="list-style-type: none"> "Larger than " regional study on biodiversity in Latin America and the Caribbean. Dissemination and integration of the lessons from a study on the biodiversity/security nexus and of the reference document on water. New study on the potential of ecotourism. Formulation of nexus policy recommendations in the water sector and identification of projects. New initiative on integrated land management launched. 	<ul style="list-style-type: none"> 2019 First quarter 2019 Second semester 2019 2019 2019
DIR.C	DCI, EDF	Strengthen the implementation of the Forest Law enforcement and Trade (FLEGT) initiative	<ul style="list-style-type: none"> Implementation of the FLEGT action plan. New VPA signing. Investment in forestry through blending develop a pipeline of bankable projects. Number of countries integrating forest in their NDCs through EU support. 	2019

GENERAL OBJECTIVE: A resilient Energy Union with a Forward Looking Climate Change Policy

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

Related to spending programme: DCI & EDF

Main outputs in 2019:

Important items from work programmes/financing decisions/operational programmes

For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the Draft Budget for 2019.

Output		Indicator	Target 2019	
DIR.C	DCI	AAP for GPGC – Energy component	AAP adopted	Q4
DIR.D&E		Regional Energy projects within the EIP.	Implementation of adopted energy projects in Central and Western Africa and Identification of new bankable regional energy projects in Central and Western Africa	As per 2019 forecast
DIR.F	DCI, EDF	Micronesia – Support to Government on provision of environmentally sound energy	Signature of agreements	Q3 2019
DIR.G		Caribbean Investment Facility - Ongoing and new investment action to support countries in energy efficiency and renewable energy	Caribbean Investment Facility contributions to energy sector continue and at least one new action is put in place	Q4 2019

Other important outputs

Output		Indicator	Target 2019	
DIR.C	DCI	Continued support to the AREI initiative objectives and implementation.	<ul style="list-style-type: none"> Participation to the AREI Boards as Standing Observer. Technical assistance to the AREI Independent Delivery Unit (IDU). Financial support to the IDU. 	<ul style="list-style-type: none"> February and July 2019 Rolling process. by end 2019.
DIR.C	DCI & EDF	Operationalise new ElectrIFI country windows increasing access to energy for better education, health, jobs and growth and deliver the EU contribution to the AREI under the EIP.	<ul style="list-style-type: none"> New ElectrIFI windows established. New investments supported. 	<ul style="list-style-type: none"> 4 new ElectrIFI windows 40 new investments.
DIR.C	DCI	Continuous support to the implementation of the EU Women and Sustainable Energy initiative which can help exploring and identifying business models maximizing opportunities for women empowerment and involvement in the respective value chains, in view of scaling-up support of those business models under investment support mechanisms.	Monitoring and support to the 3 projects financed under the initiative.	Rolling Process
DIR.C	DCI & EDF	Operationalise phase III of 'Covenant of Mayors for Sub-Saharan Africa' (Com SSA) support to cities to improve planning capacities and to prepare Sustainable Energy Access and Climate Action Plans (SEACAPS)	Support for cities initialised	12 new cities selected for support
DI	DC	NEPAL – Asian Investment Facility support to Energy Transmission lines	Progress in construction of the 37km line	Q4 2019

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

The main outputs relevant for the achievement of this specific objective and pursued by DEVCO in 2019 are:

European External Investment Plan (EIP)

The **EIP** provides the means for a strong cooperation with African and Neighbourhood partners to mobilise investments and create the jobs needed to boost a sustainable and inclusive growth. As a result it will address some of the underlying causes of irregular migration. Diversity across Africa concerning the dynamics of growth, employment and inequalities, as well as challenges regarding instability or governance require a coherent and consistent response. The EIP will support measures conducive to a better investment climate and to boosting responsible private - domestic and foreign - investments in Africa. The priority of the EIP is on sectors with a high potential for sustainable job creation, notably for women and youth, including through start-ups.

The Plan will particularly focus on least-developed countries, countries with fragile economies and on countries that have recently experienced conflict, which currently receive only 6% of total foreign investment in developing countries.

The European Commission will aim to leverage investments in Africa and the Neighbourhood worth EUR 44 billion by 2020. Concrete results expected include, among others: access to electricity for 30 million people, increased renewable energy capacity by 5 gigawatts, saving about 11 millions of CO₂e/year (thereby directly contributing to 50% of the overall Africa Renewable Energy Initiative - AREI target), and access to all-seasons roads for 24,000 people through investments in transport infrastructure. 3.2 million jobs are expected to be created in Africa by the investment programmes focused on small and medium enterprises alone.

As part of Pillar 1 of the European Investment Plan, the **European Fund for Sustainable Development (EFSD) Guarantee** aims at mitigating investment risk and attracting private sustainable investment to activities that would be too risky otherwise. A significant share of the EFSD Guarantee will be allocated to fragile and conflict-affected, landlocked and least developed countries, where the perceived risk is higher and there is a great need for private investment. The Guarantee will cover a wide range of financial instruments with the highest development impact: loans, including local currency loans; guarantees; counter-guarantees, capital market instruments and any other form of funding or credit enhancement, insurance, equity or quasi-equity participations.

So far, twenty-eight EU guaranteed investment programmes worth around EUR 1.54 billion have been given green light by the EFSD Operational Boards. The guarantees will cover operations in the following priority areas of investment: financing for small businesses, including some involved in sustainable agriculture; sustainable cities; sustainable energy and connectivity; and access to the internet and digital services. In Sub-Saharan Africa, the overall expected investments to be generated by blending and the EFSD Guarantee are estimated at EUR 22.5 billion, out of which more than EUR 8 billion are to be invested by the private sector.

The guarantees will help bring in private sector sustainable investment by:

- Attracting financing for some of the initial capital ('equity' or 'risk capital') which projects need to get off the ground. These could be for example solar plants or other projects related to sustainable development.

- Ensuring that a loan is partially repaid by the EU in case the borrower defaults on it.

Under pillar 2 of the EIP, technical assistance will be provided to the countries of **Eastern and Southern Africa** and the **Indian Ocean region** as well as their regional organisations, possibly through a dedicated Infrastructure Technical Assistance Facility. This facility would allow providing on demand expert advice and assistance in formulation of infrastructure investment projects for enhanced connectivity, improving their bankability, in particular in the Information and Communication Technology (ICT), and transport sectors. In addition, the Commission intends to support the improvement of sectoral governance such as regulatory environments in domains of digitalization, land, water and air transport, working towards a deeper integration of these regional markets, allowing for smoother transport of data, goods and persons in the region. This will be done in coordination with other initiatives such as G20 Investment Compacts with African countries and G20 Quality Infrastructure.

In 2019, reach out activities on the EIP will continue with Member States public institutions, financial institutions and the private sector. The main objective is to increase the visibility of the European Union as a political, economic and commercial actor in Africa, and to highlight the coherence and complementarity of the instruments mobilized by the EU for sustainable investment, job creation and trade.

Digitalisation including Energy-Digital Nexus: sustainable energy and digital solutions for financial inclusion and job creation

DG DEVCO will step-up its efforts in mainstreaming **digitalisation** in all EU development programmes as foreseen in the European Commission's **Digital4Development approach**¹⁴, which is key to job creation and inclusive sustainable development in EU partner countries. Its focus is on four main priorities - i) access to affordable and secure broadband connectivity and digital infrastructure, including the required regulatory reforms; ii) digital literacy and skills; iii) digital entrepreneurship and job creation; and iv) use of digital technologies as an enabler for sustainable development in a range of key areas, among which agriculture, education, governance, health and energy.

Innovative digital solutions can be particularly beneficial in the energy sector. DG DEVCO is piloting an initiative under the **energy-digital nexus**, aiming at increasing access to energy and to digital services and at identifying and stimulating financially sustainable business models of digitally-enabled energy micro- and mini-grid investments. DG DEVCO will be supporting innovative pilot projects, aiming at demonstrating the viability of new technologies to promote energy access. Through a **"Digital Utility Facility (DUF)"**, DG DEVCO will contribute to the **Africa-EU Digital Innovation Bridge (AEDIB)** initiative. The AEDIB will support start-ups and innovative SMEs, active in the energy access area – either through finance (pre-seed and seed financing) or through support for the creation of local innovation ecosystems and for digital skills development – and thus create a continental platform at the service of digital sustainable energy initiatives in Africa.

Digital4Development will also contribute to promote the creation of a sustainable business environment. In this context, the **DIGIFI initiative** will promote financial inclusion in ACP through inclusive and responsible Digital Financial Services (DFS) by creating a conducive regulatory framework and scaling-up successful digital financial projects. DEVCO will also contribute to an initiative by the International Finance Association (World Bank Group), aiming at engaging with the private sector at both domestic and international levels to promote more opportunities for women in online platforms (Digital2Equal).

¹⁴ SWD (2017) 157 final, 2.5.2017/ "Digital4Development: Mainstreaming digital technologies and services into EU development policy"

DG DEVCO will continue engaging in policy dialogue with the private sector and other relevant stakeholders. In March 2019 the second Multi-stakeholder event on Digital4Development will be held. The event will be the occasion to further explore topics of relevance for progressing with the Digital4Development Agenda, also building on the feedbacks received from private sector-led technical meetings that took place in late 2018 (namely on the topics of connectivity and smart cities).

Aid for Trade and Sustainable Value Chains

Further enhancing the impact of EU **Aid for Trade** is key to fostering inclusive and sustainable growth. This shall be achieved by progressively steering the processes underpinning Aid for Trade design and implementation to maximise the developmental potential of EU Free Trade Agreements and General Schemes of Preferences, help integrate traditional ODA delivery and investment projects stemming from the EIP and other EU blending facilities, and addressing the real needs of local private sector and other stakeholders. Promoting enhanced social and environmental sustainability along **value chains** through integrated and multi-stakeholder approaches is also part of the updated EU Aid for Trade Strategy¹⁵.

Green and circular economy (SWITCH2Green)

Partners around the world are already mobilizing on **green and circular economy** and it is important to support that trend: 65 countries globally are currently developing or implementing green economy policies. The prospects of socio-economic benefits are a major driver for the green economy transition. These include in particular job creation and economic growth at macro-level, and improved competitiveness at business level. To accelerate the green economy transition coherently across sectors, the EU supports a series of actions focused on key drivers and which form the **EU SWITCH To Green initiative**. These drivers include (i) enabling policy and institutional frameworks, (ii) private sector action and (iii) sustainable finance. Dialogue will be scaled up on Sustainable Consumption and Production (SCP) and on the circular economy, notably through the participation of DEVCO to circular economy missions to third countries, notably missions in Africa.

Strengthened regional and continental integration in Africa through support to interconnectivity, trade facilitation, business environment, pan-African statistics and effective implementation of Economic Partnership Agreement (EPAs) in view of the African Continental Free Trade Area (AfCFTA)

At Pan African level, actions will be supported to contribute to the implementation of the 'trade in goods' chapter of the AfCFTA. In particular the focus will be on advocacy for the AfCFTA ratification, harmonisation of Sanitary and Phytosanitary measures in compliance with the WTO SPS Agreement, application of a harmonised continental framework on standards and technical regulations, in compliance with EU Standards.

In 2019, at regional level the EU will continue implementing **Economic Partnership Agreements (EPAs)**, negotiated between the EU and ACP partner countries and regions [Ivory Coast (iEPA), CEMAC (Cameroon), Ghana (iEPA), Southern Africa Development Community (SADC - Botswana, Eswatini, Lesotho, Mozambique, Namibia and South Africa) and Eastern and Southern Africa (ESA - Comores, Madagascar, Mauritius, Seychelles and Zimbabwe)]. EPAs aim at promoting ACP-EU trade – and ultimately contributing, through trade and investment, to sustainable development and poverty reduction. In 2019 the actions will focus on the capacity development of the national and regional authorities with regard to implementation of the EPAs, trade facilitation measures and public-private dialogue in view of a better business climate. For instance,

¹⁵ COM(2017)667

in Ghana, the "Support to Public Finance Management and interim Economic Partnership Agreement" programme will strengthen public sector financial management and accountability for both revenue and expenditure sides. In Côte d'Ivoire, the West Africa competitiveness programme will provide assistance in the implementation of a fiscal transition, the enforcement of trade rules, the creation and use of trade facilitation institutions and instruments, the modernization of custom administration, the development of trade defence instruments. Such steps are at the same time instrumental to the coming about of the Africa Continental Free Trade Area. In 2019, the potential for green investment will continue to be prioritized.

Enhanced dialogue on Jobs and Growth Compacts

Under the Africa-Europe Alliance for Sustainable Investment and Jobs, the **Jobs and Growth Compacts** aim to maximise the impact of EU action including the implementation of the External Investment Plan and country specific priorities by (1) leveraging impact investments and (2) ensuring coherence and focus among the EU range of interventions and instruments. Job creation is a central objective of development cooperation in the region. With over 40% of its working age population between the ages of 15 and 24, **youth empowerment and employment** is crucial in Africa to contain the risks of social conflicts, irregular migration and to generate inclusive growth.

In 2019, the **Western Africa Regional programmes** will focus on increasing the competitiveness of the productive sector, improving the regional energy and transport infrastructure network, facilitating trade reforms and improving economic governance. In **Eastern Africa**, the regional programme to be adopted in 2019 will aim at promoting decent jobs creation, as well as boosting investment by combining funding for sustainable development, technical assistance to develop projects and attract investors, and measures to improve business environments and investment climate, fight corruption and engage with the private sector. It will also promote the scaling-up of private and public investments in low-emission, climate-resilient green economy. In **Central and Southern Africa and the Indian Ocean**, in 2019, the Jobs and Growth Compacts, which were discussed at country level with the governments, private sector and civil society, will inform new programmes. The second **Economic Integration Support Program for Central Africa**, to be adopted in 2019, is foreseen to contribute to the achievement of SDGs 7 (Affordable and Clean Energy), 8 (Decent Work and Economic Growth) and 9 (Industry, Innovation and Infrastructure) by supporting inclusive socio-economic development, job creation and contributing to the deepening of regional economic and commercial integration.

Inclusive and sustainable growth for human development– LAIF operations

DEVCO will further pursue its engagement in supporting **inclusive and sustainable growth for human development** via different programmes. The Latin America regional programme -AL Invest 5.0- is in its last year of implementation. A new regional operation for Latin America targeting the business environment and the private sector is planned. The implementation and adoption of new operations financed under the Latin America Investment Facility (LAIF) is also planned for 2019. All these operations promote the creation of decent jobs, in particular through support to MSMEs.

GENERAL OBJECTIVE: A New Boost for Jobs, Growth and Investment	
DEVCO Specific Objective 9: Act as a global actor that fosters inclusive and sustainable growth and promote an economic transformation that creates decent jobs and increases productive capacity. Foster economic governance, business environments. Contribute to scaling-up private and public investments, including addressing the MSME (micro, small	Related to spending programme DCI & EDF

and medium enterprises) financing gap.

Main outputs in 2019:

Important items from work programmes/financing decisions/operational programmes

For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the Draft Budget for 2019.

Output		Indicator	Target 2019
DIR.C	DCI & EDF	Facilitate the investments foreseen by the EIP and the Africa-Europe Alliance for Sustainable Investment and Jobs , in terms of blending and guarantee	<ul style="list-style-type: none"> All outstanding resources under the EFSD Guarantee committed All planned blending support to EIP committed <ul style="list-style-type: none"> Outstanding balance fully committed Target to be determined
DIR.C	DCI & EDF	Advance blending support to investment in countries beyond the ones covered by the EIP	<ul style="list-style-type: none"> All outstanding resources under the intra-ACP support to private sector committed All planned blending support to EIP committed <ul style="list-style-type: none"> Outstanding balance fully committed Target to be determined
DIR.C	DCI & EDF	Digifi: Support to financial inclusion in ACP through the promotion of inclusive and responsible Digital Financial Services (DFS) programme	<ul style="list-style-type: none"> Launch of Call for Proposal Award of Contract <ul style="list-style-type: none"> End of 2019
DIR.C	DCI & EDF	Digital2Equal: women empowerment in online platforms	<ul style="list-style-type: none"> Contract with IFC signed <ul style="list-style-type: none"> First half 2019
DIR.C	DCI & EDF	Supporting an enabling investment climate, private sector development and value chains upgrading	<ul style="list-style-type: none"> New decisions made under AAP 2019 <ul style="list-style-type: none"> By end 2019
DIR.D	EDF	Adoption of Pan-African actions to support African economic continental integration, interconnectivity, trade facilitation, business environment, pan-African statistics	<ul style="list-style-type: none"> Adoption of financing decisions for AAP 2019 of the Pan-African Programme <ul style="list-style-type: none"> 1 AAP phase 1 adopted in Q1/Q2 2019 and AAP phase 2 adopted in Q3/Q4 2019 for an indicative amount of EUR 178 million
DIR.D+E	EDF	National EPAs implementation plans / jobs and growth partnership: compacts (Africa)	<ul style="list-style-type: none"> % of EPAs implementation plans/Jobs & growth compacts agreed with National Authorities Increase in 2019 <ul style="list-style-type: none"> New decisions including aid for trade in countries who are implementing an EPA / Jobs & growth compacts Increase in 2019 <ul style="list-style-type: none"> Measures to support EPA plans / Jobs & growth compacts implementation, Increase in 2019 <ul style="list-style-type: none"> New decisions contributing to scaling-up private and public investments in low-carbon, climate-resilient green economy (/circular economy). Increase in 2019 <ul style="list-style-type: none"> Strengthened dialogue on jobs and growth compacts 2019
DIR.D+E	EDF	Under the pillar 1 of EIP, identification of projects for the European External Investment Plan	<ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> By end of 2019
DIR.D+E	EDF	Under the pillars 2 and 3 of the EIP, starting the regional facility under the Regional Indicative Program for Eastern Africa, Southern Africa and the Indian Ocean	<ul style="list-style-type: none"> Financing decision on a new cross-regional action on prosperity and jobs. Financing decision creating under the EIP the technical assistance facility for prosperity and jobs adopted <ul style="list-style-type: none"> Q2 2019 Q2 2019

DIR.E	EDF	Under the Regional Indicative Program for Central Africa	Financing Decision on a new Regional Integration and Trade Programme	Q2 2019
DIR.F	DCI	Iraq – support to sustainable job creation	Signature of agreements with Iraqi authorities and implementing partners and launch of the implementation	Q1 2019
DIR.F	DCI	Trade Related Assistance in Vietnam	Implementation started	Q2 2019
DIR.F	DCI	Pakistan: Support to development of rural SMEs (“GRASP” project)	Implementation started	Q4 2019
DIR.F	DCI	Support to Investment, Competitiveness and Trade in Central Asia (covering also Afghanistan, Mongolia)	Implementation started	Q3 2019
DIR.F	DCI	Accelerate Prosperity in Central and South Asia (covering Kyrgyzstan, Tajikistan, Afghanistan, Pakistan); business incubation/start-up promotion	Implementation started	Q3 2019
DIR.G	DCI	LAIF - new investment actions	The programme has started and the contract/grant for first triangular cooperation intervention is signed	Q4 2019

Other important outputs

Output		Indicator	Target 2019
DIR.C	DCI & EDF	Reinforced dialogue on circular economy and Sustainable Consumption and Production (SCP)	<ul style="list-style-type: none"> • Circular economy mission to Africa, in partnership with DG ENV • Side event on the SWITCH to Green initiative at UNEA 4
DIR.C	DCI & EDF	Operationalisation of the Aid for Trade (Aft) Communication commitment on gender (systematic gender analysis of every aid for trade project in order to promote women economic empowerment)	<ul style="list-style-type: none"> • 1st quarter of 2019 • March 2019
DIR.C	DCI & EDF	Checklist for gender analysis of Aid for Trade projects finalised	By end 2019
DIR.C	DCI & EDF	Availability of data and information sources relevant to AfT design and delivery for AfT programme managers in EU Delegations and Member States (easy access and one-entry point). Perspectives to be covered include: market information intelligence; EU Free-Trade Agreement and Generalised Systems of Preferences (GSP) relevant information; European Development Financial Institutions (EDFIs) portfolios of projects	Transformation of the Aid for Trade page on DEVCO intranet into an information resource page
DIR.C	DCI & EDF	Enhancing sustainability in garment value chains and implementation of Staff Working Document SWD (2017)147 on "sustainable garment value chains through EU development action"	<ul style="list-style-type: none"> • By end 2019 • Second semester 2019
DIR.C	DCI & EDF	Preparation of a (possible) staff-working document on the implementation of EIP third pillar on Investment climate	<ul style="list-style-type: none"> • Publication of a study on policy approaches and instruments to support enhanced sustainability in garment value chains. • Publication of a (possible) Staff Working Document
DIR.C	DCI & EDF	Publication of a (possible) staff-working document on the implementation of EIP third pillar on Investment climate	First semester 2019

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

The main outputs relevant for the achievement of this specific objective and pursued by DEVCO in 2019 are:

Effective implementation of the CSO-LA Programme

The implementation of the **civil society organisations and local authorities (CSO-LA) multi-annual indicative programme** for the period 2018-2020 aims to strengthen Civil Society Organisations (CSO) as actors of governance in their own right, in particular by promoting a conducive environment for civil society.

Moreover, at global level, the CSO-LA programme focuses on participation, partnership and multi-stakeholders dialogues to reflect core values of the 2030 Agenda and supports the meaningful participation of CSOs in the achievement of all SDGs. New initiatives will be launched through the Framework Partnerships Agreements (FPAs) aimed at addressing rising inequalities and preventing and countering violent extremism.

At country level, Roadmaps for the EU engagement with civil society are a country strategic and comprehensive framework to encompass all the support from the EU including the Delegations and the Member States, towards civil society. They translate the three priorities of the 2012 Communication on civil society (enabling environment for, participation of and capacity development of civil society organisations).

In addition, foundations are recognised active actors in development. The EU intends to develop its relations with these actors in a more strategic manner looking for ad-hoc partnerships with networks of foundations.

EU structured dialogue with CSO and LA (via the Policy Forum on Development - PFD and other inclusive multi-stakeholders dialogue and fora)

DEVCO will continue to **promote and support dialogue with CSO and LA** (including Associations of Local Authorities) as part of the PFD, at global and regional level. The PFD offers a suitable space for engaging with all categories of stakeholders, reinforcing the interaction between CSO and LA and promoting debates on strategic and operational matters carried out.

In 2019, the PFD will particularly focus on consultations and dialogues on 2030 Agenda and the implementation of the SDGs, in line with the European Consensus on Development. This will be done in particular through a global PFD meeting to be held in Brussels in spring and a regional meeting to take place in Asia at the end of the year.

Protection and promotion of fundamental values and strengthened democracy and rule of law (accountability, oversight and participation)

In 2019, DEVCO will contribute to the full implementation of the **EU Action Plan on Human Rights and Democracy 2015-2019** through the EIDHR Programme. In particular, the European Commission will devote efforts to reinforcing the EU's capacity to protect Human Rights Defenders and address the most difficult human rights situations. Particular attention will also be given in 2019 to the fight against the death penalty, including through co-organisation of the 7th World Congress against the Death Penalty (Brussels, 27 February to 1 March 2019) and financing of civil society initiatives aiming at abolition. In a climate of increasing attacks against multilateralism and international system of human rights protection, the Commission will also boost its support to key international actors, such as the UN Office of the High Commissioner for

Human Rights, the International Criminal Court, and the Inter-American Commission and Court of Human Rights. Finally, the EU commitment to the protection and promotion of fundamental values, democracy and rule of law will be re-affirmed in 2019 by working on the preparation of a new EU Action Plan on Human Rights and Democracy for the period of 2020-2025.

In 2019, the **democracy support actions** of the European Commission will focus on global challenges and opportunities for democracy, addressing shrinking civic and democratic space and supporting actions such as the development of digital technologies and social media, also in line with Commission priorities and SDG 16. The European Commission will also continue to support electoral assistance and capacity building of Parliaments and political parties. At the same time, attention will be given to developing a structural approach to anti-corruption activities in the context of development aid, taking a cross-sectoral approach and building on basic principles of good governance. This is particularly important given the EU's use of budget support, and increasing reliance on innovative financial instruments and as a contribution to due diligence and corporate social responsibility.

Under the **Development Education and Awareness Raising** (DEAR) objective, the EU will support local EU actors to deliver focussed and strategic pan-European campaigns on targeted priorities bringing EU Development Policy and EU answers to global challenges closer to citizens

Under the EIDHR programme, the EU will give support to national mechanisms for the protection of human rights through capacity development of the **National Human Rights Institutions** in all regions of the world (the Global Alliance of National Human Rights Institutions and four regional networks of National Human Rights Institutions).

GENERAL OBJECTIVE: EU as a Stronger Global Actor				
DEVCO Specific Objective 10: Act as a global actor that promotes and supports democracy, inclusive, transparent and credible elections, universal values of human rights for all, fair justice, including access to legal assistance. Develop effective partnerships with civil society aiming at strengthening an enabling environment.			Related to spending programme: DCI, EDF, EIDHR	
Main outputs in 2019:				
Important items from work programmes/financing decisions/operational programmes				
<i>For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the Draft Budget for 2019.</i>				
Output		Indicator	Target 2019	
DIR.A	All	<ul style="list-style-type: none"> Support Foundations working in development; Prevent and counter violent extremism by establishing a CSO platform; Launch an initiative to undertake research, raise awareness and lead advocacy campaigns on inequalities. 	<ul style="list-style-type: none"> Prior consultations and launch of a call for proposals for networks of foundations working in development; Launch of a common call for proposals with two components: the creation of a CSO platform to prevent and counter violent extremism; an initiative to undertake research, raise awareness and lead advocacy campaigns on inequalities. 	<ul style="list-style-type: none"> Q2 2019 Q1 2019
DIR.B	EIDHR	New EU Action Plan on Human Rights and Democracy 2020-2025	Draft ready (EEAS-led)	For the next Commission
DIR.B	EIDHR	7th World Congress Against the Death Penalty	Successful organisation of the Congress	Q1

DIR.B	EIDHR	Set up of support programmes for Human Rights Defenders at risk	Call for proposals/signature of contract for the EU Human Rights Defenders Mechanism Renewal/signature of contract for the EIDHR Emergency Fund for Human Rights Defenders at risk	Q3
DIR.B	EIDHR	EIDHR Human Rights Crises Facility (addressing most difficult human rights situations and threats to civic & democratic space)	Negotiation and signature of contracts	Q1-Q4
DI	EI	EIDHR 2018 Global Call for Proposals (Death Penalty, LGBTI, new technologies)	Signature of related grant contracts	Q4
DIR.B	EIDHR	EIDHR 2019 Global Call for Proposals	Publication of the Call	Q3
DIR.B	EIDHR	Support to multilateralism and international/regional human rights systems: <ul style="list-style-type: none"> • Office of the High Commissioner for Human Rights • International Criminal Court • Inter-American Commission of Human Rights & Inter-American Court of Human Rights • Venice Commission (focus on Latin America and Central Asia) 	Negotiation and signature of 5 contracts	Q1-Q3
DIR.B	EIDHR	Implementation of the EIDHR Country-Based Support Scheme (126 EU Delegations)	Full 2018 allocation committed (contracts signed)	Q4
DIR.B	EIDHR	Implementation of the Rights-Based Approach (RBA) and Gender Mainstreaming Facility	Number of staff trained/feedback received	Q1-Q4
DIR.B	EIDHR	Promote democratic support globally through support to Parliaments capacity building and political parties	Monitoring contracts implementation and communication actions Approval of new Council Conclusions Implementation 2015-2019 Action Plan on Democracy and Human Rights	Rolling process
DIR.B	EIDHR	Promote media pluralism and civic technology for democracy	Monitoring contracts implementation and communication actions Negotiation and signature of contract lot 3 Global Call 2018 on technologies and democracy	Rolling process
DIR.B	EIDHR	Promote human rights education: Global Campus of Universities for Human Rights and Democracy	Negotiation and signature of contract	Q3
DIR.B	EIDHR	Promote protection of human rights at national-level through capacity development of the National Human Rights Institutions in all regions of the world (the Global Alliance of National Human Rights Institutions and four regional networks of National Human Rights Institutions)	Negotiation and signature of contract	Q1
DIR.F	All	Myanmar MyJustice II Programme (EUR 20 million)	Adoption	Q2 2019
DIR.F	All	Incentivising Justice Sector in Afghanistan (EUR 31 million)	Launch and implementation	Q1 2019
DIR.F	All	Supporting Elections in Afghanistan (EUR 15.5 million)	Launch and implementation	Q1 2019

DIR.F	All	Support to the promotion of human rights in Pakistan	Adoption of the Commission Decision	Q3 2019
DIR.	All	Rule of Law support to Pakistan	Adoption of the Commission Decision	Q3 2019
DIR.F	All	Rule of Law – regional programme in Central Asia with Council of Europe	Launch and implementation	Q4 2019
DIR.F	All	Iraq - Support to enhanced democratic governance at local level (EUR 48.5 million)	Launch of 2018 and 2019 package in support to local development and governance	Q1 2019
DIR.F	All	Sri Lanka Reconciliation programmes	Signature and start of the implementation of the reconciliation project (“STRIDE”)	Q2 2019
DIR.F	All	Southeast Asia Governance and Public Finance Management (PFM) package (EUR 12 million), including measures in support of Malaysia’s and Indonesia’s reform programmes	Adoption	Q4 2019

Other important outputs

Output		Indicator	Target 2019	
DIR.A	DCI, EDF, EIDHR	<ul style="list-style-type: none"> Structured dialogue and consultations between the EU, Civil society and local authorities regarding the Agenda 2030 and the implementation of the SDGs. Debates on strategic and operational matters with CSO and ALA Frameworks Partnership Agreements (FPA) signatories; Inform the Council on EU engagement with Civil Society in its external relations; Revise the EU country roadmaps for engagement with civil society organisations. 	<ul style="list-style-type: none"> Policy Forum on Development (global, regional); DEVCO presents a CSO report to the Council; 100 EU country roadmaps made valid for the period 2018-2020. 	<ul style="list-style-type: none"> Q2, Q 3 2019 For the next Commission December 2019.
DIR.B	EIDHR	Promote Justice reforms, anti-corruption and the rule of law	<p>Quality support provided to Delegations to strengthen the rule of law through justice sector reform, focusing on judges’ independence and impartiality, improved operation of courts and prosecution services, and increased capacities of the justice actors and legal professionals.</p> <p>New cross-cutting anti-corruption strategy focusing on a multi-sectoral approach developed</p>	Rolling Process
DIR.B	EIDHR	Promote development education and awareness raising	Maintain a structured and continuous exchange with all DEAR stakeholders and monitor project implementation	Rolling process
DIR.C	DCI	Structured dialogue with regional and Local Authorities, including Associations of Local Authorities (ALA) from both the EU and partner countries. Dialogue in 2009 will particularly focus on Agenda 2030 and the implementation of the Sustainable Development Goals (SDGs), with particular reference to objective 11: “Make cities and human settlements inclusive, safe resilient and sustainable”.	<ul style="list-style-type: none"> Organisation and hosting of the Policy Forum on Development. Organisation and hosting of the Forum Cities and Regions for Development Cooperation. 	<ul style="list-style-type: none"> Q1, Q4 2019 February 2019

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

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

The main outputs relevant for the achievement of these specific objectives and pursued by DEVCO in 2019 are:

APF including "to silence the guns by 2020"

In 2019, 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. In 2019 the APF will contribute to promote peaceful and inclusive societies for sustainable development by supporting African led efforts "to silence the guns by 2020" To this end the Commission is currently discussing with Member States the replenishment of the African Peace Facility. An Action Programme for 2019-2020 will be adopted in the second quarter of 2019.

EUTF for Colombia

The **EU Trust Fund for Colombia** interventions support development of rural conflict-affected areas, contribute to reinforcing the presence of the State in those areas and support economic and social reincorporation of former combatants. The EUTF for Colombia has reached cruising speed during 2018 with a rich portfolio of projects being implemented. A special focus is put on rural development in the poorest and most conflict-affected regions, and on the reintegration of the ex-combatants. For 2019 it aims at full implementation in line with the Colombian Government's priorities with at least 20 projects approved and under implementation. 19 EU Member States are contributing to the EUTF, with a total financial envelope of EUR 96 million over 4 years that allow a coherent and efficient EU response to the country's post-conflict needs. With its action-oriented structure, the important contributions of Member States and the strong level of ownership by the Colombian government, it embodies the "from vision to action" and "joined-up Union" approach of the EU Global Strategy.

Capacity Building for Security for Development (CBSD)

The continued support to the **Security Sector Reform** (SSR) in partner countries will focus on law enforcement agencies, criminal justice chain elements, penitentiary, borders and military actors, in line with the EU-wide strategic framework to support the Security Sector Reform. **Support to Capacity Building for Security for Development** will include working with local military actors in backing of development objectives, where exceptional circumstances justify such activity.

Support criminal justice chain

Support to **criminal justice chain** elements will continue to be based on principles clearly outlined in the SSR Strategic Framework, according to which the first objective of a given national security system must be to ensure the security of individuals, as

perceived and experienced by them. This involves upholding their fundamental freedoms and properly assessing, in a participatory way, the security needs of different groups, including the most vulnerable. Security actors must respect and uphold human rights, without discrimination, for the general population and their own members. Furthermore, the security sector must be subject to effective democratic control and oversight. It should operate within a clear and unambiguous legal framework approved by the national legislator, including effective civilian control.

Support to the G5 Sahel and Lake Chad strategies

The **Sahel** remains a fragile region characterised by a chronic and multinational crisis and it will remain in focus of EU interventions through the integrated approach. In 2019, the EU will continue supporting the G5 Sahel Joint Force created in 2017 and strengthen development actions with focus on fragile and peripheral areas, including by mobilising the European Investment Plan.

In the **Lake Chad region** the EU will aim 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 actions 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. The integrated EU approach, developed jointly during 2018, will be continued in 2019.

Effective implementation of maritime security strategies

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 the Council in March 2014, followed by the adoption in March 2015 of the EU Gulf of Guinea Action Plan for 2015-2020, takes an integrated approach linking security, governance and development challenges both offshore and onshore, along the 6,000 km coastline from Senegal to Angola, including Cape Verde and São Tomé and Príncipe. 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 implementation of three programs started in 2018 will continue in 2019 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

By improving maritime security in the Gulf of Guinea and especially in ECCAS (Economic Community of Central African States) member states ports and coastal waters, the "Programme d'appui à la sécurité maritime d'Afrique centrale (PASSMAR)" will contribute to more resilience, less corruption and crime and improved respect for the rule of law. This should also have a positive impact on trade and investment.

Peace process in Myanmar

Ongoing internal conflicts in Myanmar and Philippines significantly impact long-term development and carry risks of radicalisation. In both countries, the EU provides support for governance, the peace processes in order to address the root causes of poverty and radicalisation. The implementation of a programme to support the reform of the Myanmar police, applying international best practices and respect for human rights

continued in 2018. DEVCO will support civilian policing in Myanmar and Afghanistan contributing to peace, security and stability by ensuring modern and accountable services response to communities.

In Myanmar additional funds will be implemented to support peace, including through the Joint Peace Fund. The action will provide support to peace process stakeholders to continue nationally-led peace negotiations to move forward the National Ceasefire Agreement, including monitoring mechanisms and the national political dialogue. It will also support to displaced populations and host communities by strengthening the humanitarian-development-peace/security nexus. The precarious situation of women and girls affected by sexual and gender based violence (SGBV) will also be addressed, contributing as a consequence to the human rights improvement of vulnerable parts of the society.

The security-development nexus – COPOLAD

The project **COPOLAD** (Cooperation Programme between Latin America, the Caribbean and the European Union on Drugs Policies) aims at enhancing a cooperative work programme between CELAC (Community of Latin American and Caribbean States) and EU Member States in the context of the implementation of public policies related to drugs in CELAC countries. The aim is to come to more balanced, evidence-based, integrated, and thus more effective policies. The current programme ends in 2019 and a new regional programme is being developed.

Violence prevention in Central America

The EU has identified the **security-development nexus** as a priority cooperation area for Central America. The EU is planning to adopt a new regional action aimed at violence prevention in the region in 2019. This new initiative under the “security and rule of law” focal sector will support regional solutions aimed at countering the high levels of violence and crime which migrants are exposed to. In particular, this new action will seek to prevent the trafficking, smuggling and irregular migration of children and women, as well as to help vulnerable migrants increase their resilience to violence and cross border crime in Central America. Good governance, human rights, and gender will be mainstreamed across the project's activities.

GENERAL OBJECTIVE: EU as a Stronger Global Actor		
DEVCO Specific Objective 11: Act as a global actor that fosters peaceful, just, resilient and inclusive societies. Pursue efforts towards improved human security and democratic governance of the security sector, paying special attention to the countries in situation of fragility or affected by conflict.		Spending programme: IcSP, INSC, EDF, DCI
Main outputs in 2019:		
Important items from work programmes/financing decisions/operational programmes		
<i>For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the Draft Budget for 2019.</i>		
Output	Indicator	Target 2019

DIR.B	IcSP, INSC	Preparation and Adoption of the AAP 2019 for IcSP More specifically, new actions formulated for 2019 in the following priority areas: <ul style="list-style-type: none"> Countering Terrorism, including Preventing and countering violent extremism; Fighting organised crime – illicit trafficking and cybercrime Protection of Critical Infrastructure - Maritime security Climate change security Chemical, Biological, Radiological and Nuclear (CBRN) risk mitigation <ul style="list-style-type: none"> Export control of dual use items- EU Peer-to-Peer Capacity building in support of security for development (CBSD) 	AAP adopted	July 2019
DIR.D		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	Q2 2019
DIR.D		African Peace Facility: Contracting of Peace Support Operations (PSO), African Peace & Security Architecture (APSA) and Early Response Mechanism (ERM)	Number of PSOs contracted & Amount committed in support of PSOs Number of ERM actions approved	7 PSOs for a total amount of EUR 300 million contracted. 5 ERM actions for a total amount of EUR 4 million approved 3 programmes in support of the operationalization of APSA for a total amount of EUR 65 million (In total a minimum of EUR 369 million contracted by end 2019)
DIR.D		Implement EU pledged programme at the High level conference on the Lake Chad Region	Implementation of the Borno and Yobe packages.	2019
DIR.D		Start implementation of EU pledged programme at the G5 PIPs (Programme d'Investissements Prioritaires) Round Table.	Contractualisation of the Programme regional d'urgence d'aménagement et de renforcement et de la Cohésion sociale	2019
DIR.D		Effective implementation of the programmes supporting Maritime security in the Gulf of Guinea	% of contracted and paid amounts in line with forecast	2019
DIR.E		ECCAS support programme of institutional reform & capacity building	Contracts signed and implementation started	By mid 2019
DIR.F	IcSP, INSC	BOMCA 10 and CADAP 7 –regional security programmes for Central Asia (including partially Afghanistan), tackling border management and drug use issues	Commission Decision	Q4 2019
DIR.F	IcSP, INSC	EU Peace Support in Myanmar – PEACE IV (EUR 20 million)	Launching implementation	Q2 2019
DIR.G	DCI	Violence Prevention in Central America	Adoption of AAP 2019 for Central America	Q4 2019

DIR.G	DCI	The security-development nexus – COPOLAD: Strengthen the institutional capability in CELAC countries for reducing the supply and demand of drugs.	A number of CELAC countries adopting key tools needed for evidence-based policy making in relation to reducing the supply and demand of drugs.	Ongoing
DIR.G	DCI	New regional programme on drugs	Approval of the financing decision	Q3 2019
DIR.G	DCI	EU TF Colombia: Support to the peace building process in Colombia	EU Trust Fund for Colombia in line with the Colombian Government's priorities and in full implementation: 20 or more projects approved and under implementation	Q4 2019
Other important outputs				
Output		Indicator		Target 2019
DIR.B	IcSP, INSC, DCI,	Nexus Humanitarian-Development-Peace	Follow-up of the implementation in the six pilot countries and, based on the experience achieved, methodology developed for its generalisation	End 2019
DIR.B	IcSP, INSC, DCI,	Implementation of EU resilience action plan 2013-2020, including follow-up of the Council Conclusions on the Joint Commission and EEAS Communication	Action plan implemented	Rolling Process
DIR.B	IcSP, INSC, DCI, EDF	Reinforcing resilience and conflict sensitivity in DEVCO's interventions (policy dialogue, projects and programmes, coordination with key partners)	Proposal for extension of methodology from the revised Action Document (AD), to the "Guide on "Managing EU interventions for international cooperation" and the methodology and toolbox	Rolling Process
DIR.B	IcSP, INSC,	Communication on Resilience case studies	Publication on Internet of the leaflet	End 2019
DIR.B	IcSP, INSC, DCI, EDF	Conferences with WB and International organisations (OECD, INCAF/IDPS), G7+ coordination meetings for New Deal, workshops on finance investment and private sector for fragile countries	Participation to the periodic conferences and related workshops	Rolling Process
DIR.B	IcSP, INSC, DCI, EDF	Implementation of the EU-UN-WB tripartite actions	Participation to common missions on Recovery Peace Building Assessment (RPBA) and Post-Disaster Needs Assessments (PDNA) Revision and updating of the 2008 tripartite Joint Declaration	Rolling Process
DIR.B	IcSP, INSC, DCI, EDF	Implementation, follow-up and reporting on the Integrated Approach to conflicts and crises with EU institutions, Member States and other key partners	Support actions to Conflict Sensitivity Analysis and Resilience assessment in fragile countries Joint resilience workshops and trainings.	Rolling process
DIR.B	IcSP, INSC,	Continued work on Mine action	Participation in inter-service meetings on Mine action and annual meetings UN-Parties to the Convention	Rolling process
DIR.B	IcSP, INSC,	Annual DEVCO Flexible procedure of fragile countries	Set-up of the crisis declaration list of fragile countries	June 2019

GENERAL OBJECTIVE: EU as a Stronger Global Actor		
DEVCO Specific Objective 12: Act as a global actor that addresses nuclear safety issues (EURATOM based actions) as well as specific global, trans-regional and emerging security threats, including among others chemical, biological, radiological and nuclear (CBRN) risks, terrorism and protection of critical infrastructure in third countries.		Spending programme: IcSP & INSC
Main outputs in 2019:		
Delivery on legislative proposals pending with the legislator		
Output	Indicator	Target 2019
DIR.B INSC Proposal for a Council Regulation establishing a European Instrument for Nuclear Safety	Adoption by the co-legislators	May 2019
Important items from work programmes/financing decisions/operational programmes		
<i>For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the Draft Budget for 2019.</i>		
Output	Indicator	Target 2019
DIR.B IcSP, INSC Preparation and Adoption of the AAP 2019 for INSC More specifically, new actions formulated for 2019 in the following priority areas: <ul style="list-style-type: none"> • promotion of an effective nuclear safety culture and implementation of the highest nuclear safety and radiation protection standards, and continuous improvement of nuclear safety; • responsible and safe management of spent fuel and radioactive waste (i.e. transport, pre-treatment, treatment, processing, storage and disposal), decommissioning and remediation of former nuclear sites and installations; • establishment of frameworks and methodologies for the application of efficient and effective safeguards for nuclear material in third countries. 	AAP adopted	July 2019

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

The main outputs relevant for the achievement of this specific objective and pursued by DEVCO in 2019 are:

Implementation of the "Collect More -Spend Better" Action Plan (DRM and Public Finance Management (PFM))

The Multi-Annual Action Programme 2018-2020 for Human Development of the Global Public Goods and Challenges (GPGC) programme should be adopted end 2018 and will support specific programmes in the areas of Domestic revenue mobilisation and domestic public finance in the frame of the **Collect More Spend Better** (CMSB), to increase global support for better taxes, better procurement as well as more transparency and accountability. The action covers EU support for 5 initiatives embedded in the "Collect More Spend Better" strategy (CMSB).

Expected results are:

- International cooperation on tax matters – capacity building.
- Debt Management and Financial Analysis System (DMFAS) programme helps developing countries in improving transparency on their public debt.

- Civil society: The voice from civil society for accountability, government effectiveness, regulatory quality and compliance is enhanced through improved capacity to work on domestic revenues, public expenditures, oversight over the budget and illicit financial flows.
- Public Investment Management Assessment: Efficiency in the planning allocation and implementation of public investment in developing countries is strengthened.
- Supreme Audit Institutions (SAI): Strengthened SAIs contribute to improved transparency, accountability and oversight of public finance governance and public service delivery and enable the Parliaments as well as civil society to hold governments accountable for their performance.

Applying the updated budget support guidelines and programmes, support national systems to effectively advance in the SDGs achievements and Consensus implementation

The EU will contribute to ensuring that the European Consensus on Development and the 2030 Agenda are reflected and built upon through policies and modalities, such as **budget support** and a **further strengthening of domestic revenue mobilisation**. The EU will support national systems to effectively advance in the SDGs achievements and Consensus implementation. The modality will be used in approximately 90 countries (including in the neighbourhood, in countries under DG NEAR's competence). The effectiveness of budget support to promote development effectiveness and improved public services is substantiated by many external reviews and results analyses. In addition, the modality also effectively complements efforts to promote private sector development and investments.

GENERAL OBJECTIVE: EU as a Stronger Global Actor			
DEVCO Specific Objective 13: Act as a stronger supporter of governance in partner countries and support public sector capacity, public finance management, tax policy and administration, procurement, and fight against corruption.			Related to spending programme: DCI, EDF, PSC
Main outputs in 2019:			
Important items from work programmes/financing decisions/operational programmes			
<i>For a complete listing of expenditure-related outputs please refer to the Programme Statements published together with the Draft Budget for 2019.</i>			
Output		Indicator	Target 2019
DIR.A	DCI, EDF, PSC	Implementation of the "Collect More -Spend Better" Action Plan on a global level.	Implement actions decided in 2017 and 2018, including stronger support to the UN Tax committee; Debt management, Public investment management and improved transparency and accountability of public budgets.
DIR.A	DCI	Analysis of Budget Support results and relevance to the implementation of SDGs	Implementation is on track for 2019. End 2019
DIR.D+E		Effective implementation of budget support and Public Finance Management /DRM related programmes in East and Western / Southern and Central Africa countries	Publication of information on Budget Support Trends and Results
DIR.F	DCI	Support to Economic Governance in Lao PDR (EUR 5 million)	Increase in 2019 forecasted payments such as announced in Budget Planning Consolidation (BPC)
		Launch of implementation	Q1 2019

DIR.F	DCI	Cambodia - EU Support to Public Financial Management Reform Programme	Launch of implementation	Q1 2019
DIR.F	DCI	Iraq – support to local development and governance	Follow-up, monitoring and policy dialogue on local development	Q1 to Q4 2019
DIR.F	DCI	Iraq - Support to Public Finance Management	Follow-up, monitoring and policy dialogue on Public Finance Management reforms	Q1 to Q4 2019
DIR.F	DCI	Pakistan – Support to public finance management	Commission Decision	Q3 2019
DIR.F	DCI, EDF	Uzbekistan – Sector Reform Program Rural Development, including Public Finance Management support	Commission Decision	Q4 2019
DIR.F	DCI, EDF, PSC	Mongolia – Budget Support on better employment opportunities and Public Finance Management reform (improved governance of revenues)	Commission Decision	Q3 2019
DIR.F	DCI	Bangladesh - Support public financial management (PFM) reforms (EUR 10 million)	Launch of implementation	Q1 2019
DIR.F	DCI, EDF, PSC	Afghanistan – State and Resilience Building Contract (EUR 311 million) and Support to Public Finance Management Reforms (EUR 9 Million)	Implementation according to plan	Q4 2019

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 are in EU Delegations worldwide) make the management of HR highly challenging. Following the 2016 Staff Survey, mobility opportunities, management positions for women, recruitment of the right profiles and well-being of staff in Delegations and Headquarters will continue to be the main focus points of DEVCO HR strategy.

HR Strategy

Efficient and motivated staff in Headquarters and Delegations remains the most important asset of DEVCO. The Directorate-General has precious in-house expertise which must be nurtured and fortified. Therefore, DEVCO HR strategy aims at proposing a concrete solution to solve the key HR challenges DEVCO faces, fully using the existing structures.

DG DEVCO will adapt and enrich its HR Strategy taking into account the results of the 2018 Staff Survey and the new Multiannual Financial Framework.

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

Due to its size, the recruitment and mobility/rotation exercises processes are very challenging for DEVCO. Focus on ensuring an efficient and speedy recruitment process will still be a priority for DEVCO in 2019. The large population of contract agents (with a high turnover) will allow DEVCO to define (and recruit) the right profiles with specific skills required (such as macro-economic and public finance management analysis, banking and credit engineering, policy reform, etc.). The new needs and the loss of expertise will have to be compensated through the organisation of new specialised competitions for officials.

Following the revision of the COMDEL decision which should be finalised in 2019, the annual mobility procedure of officials serving in Delegations (rotation exercise) shall in principle be open to all Commission officials with a view to ensure the best possible match between staff competencies and services needed.

Workload assessment in EU Delegations remains a priority. The ongoing OPTIMUS exercise should ensure that both numbers and profiles of staff are adequately allocated to the priority countries and regions by pooling staff in Delegations.

Career development

With 7 appointments out of 8, DEVCO has almost reached the target adopted by the College as regards first time female manager appointments. By the end of 2019, DEVCO will complete the target.

Contract agent careers in Delegations were also improved in 2018 with the creation of Team Leader positions. DEVCO will continue to identify the Delegations where such positions could be created in 2019.

To improve well-being and working conditions

In line with the Staff Engagement Action Plan, DEVCO will actively support 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 ensure a close follow up of the results of the 2018 Staff Survey.

Internal communication

DEVCO's Intranet remains a key conduit for information sharing. It has been revised in the context of the HR rationalisation exercise. Its content is continually adapted to satisfy DEVCO's overall communication needs, in particular when it comes to staff in delegations.

New products have been regularly introduced to bring colleagues both at HQ and in Delegations more up to speed with policy developments and to promote a better understanding of what DEVCO is doing and this work will continue to be developed in 2019, such as: staff video interviews on topics and an internal weekly digest newsletter.

The DEVCO-NEAR yearly Staff Seminar and the ensuing Cooperation Days in May 2019, will be used to inform staff and management of evolutions to our policy and to elicit the proactive commitment of staff and management on how to improve working methods. This will include follow-up to the Staff survey 2018.

Furthermore, communication seminars with staff in delegations, in all regions, will be organised with the EEAS to cover both training needs and exchange on external communication and internal communication priorities.

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 2019:

Output	Indicator	Target (2019)
DIR.R To speed up the recruitment process	To reduce to its minimum the vacancy rate	4% for officials
DIR.R To achieve Commission's target of 8 first female manager by 2019	Appointment of first female managers	One first female manager to be appointed by end of 2019 (to achieve the target of 8)
DIR.R Re-adjustment between workforce, workload and priorities in Delegations (OPTIMUS analysis of workload in Delegations)	Finalisation of the list of posts to be redeployed / created.	End 2019
DIR.R Attracting and recruiting new knowledge and talents following the definition / focus of DEVCO priorities and financing instruments	Define terms of new specialized competitions in 2019	End 2019
DIR.R Action plan as follow-up of staff opinion survey 2018	Approval of action plan by Director-General	By end of Q2 2019
DIR.R Identification of the profiles and skills required by DEVCO in the future	Adoption by the management of a document identifying the profiles and skills required by DEVCO in the future	End 2019

DEVCO.02	Draft and implement a new Internal Communication Action Plan (ICAP) building on the 2018 staff survey results and staff engagement action plan follow-up.	Continued implementation of the synergies and efficiencies initiative, especially with regular sharing of corporate information on myDevco (intranet) Drafting of new ICAP and monitoring of its implementation	At least 10 corporate news items reproduced on myDevco intranet. New ICAP in place for June 2019 and implementation monitored until end 2019
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B. Financial management: Internal control and Risk management

The internal control objectives are:

- effectiveness, efficiency and economy of operations
- prevention, detention, correction and follow-up of fraud and irregularities
- reliability of reporting
- safeguarding assets and information
- adequate management of risk related to legality and regularity of financial transactions

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 based on the error rate has to be issued.

A new Internal Control System has been introduced by Commission Communication COM (2017)2373 of 19 April 2017. The first assessment according to the new system has been undertaken in 2018 and the internal control monitoring indicators were reviewed for 2019.

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 DEVCO Anti-Fraud Strategy (AFS) entered into force in 2014. Based on the Commission's AFS's revision in 2019, DG DEVCO will take the opportunity to reassess the DG's priority risks, objectives and actions, and to review DG DEVCO's AFS accordingly.

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 2019:

Output	Indicator	Target (2019)
Final Report for the 2018 RER Study, taking into account the recommendations by the European Court of Auditors	Residual Error Rate (RER)	<2%

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

Main outputs in 2018:

Output	Indicator	Target (2018)
Internal Control Framework	Review of Internal Control Monitoring Indicators for 2020	31 October 2019
Costs of control	An indicator is calculated based on control costs in percentage of the amounts paid	This indicator decreased steadily in past years. It is expected to stabilise around its current value

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 2019:

Output	Indicator	Target (2019)
Staff awareness raising on fraud detection & prevention	<ul style="list-style-type: none"> • Ensure trainings on “Award procedures, Sanctions and Fraud prevention in practice” • Promotion of the on-line training module on DG DEVCO’s Fraud Prevention via DG DEVCO’s “Learning Bulletin” 	<ul style="list-style-type: none"> • March/June/September • February/June/October
Regular monitoring and reporting on the state of play of the OLAF investigations	Bi-annual reports sent to Management and Cabinet	- by 31 January and 31 July 2019

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.

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 (from 50% of paperless circuits in 2015 to more than 80% in 2018, so far). The objective in the area is to consolidate the exclusive use of electronic circuits in all areas of activity as the routine procedure and make of the use of parallel paper circuits a purely residual practice. After consolidation in Headquarters, the expansion of the use of paperless circuits by DEVCO sections in the EU Delegations (in coordination with the EEAS) is the next priority action in this domain for 2019.

The integration of DEVCO IT systems into the Commission common repository (HRS platform) 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, e-calls PADOR, PFMBD (Portfolio Management Dashboard) and ROM have already been integrated. Depending on business agenda, EVAL and EAMR are expected to be considered for integration as well in the near future.

DEVCO's core business training will be rolled-out according to DEVCO’s Learning and Knowledge Development Strategy (LKDS) and the 2019 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 Headquarters and Delegations and online learning possibilities such as e-learning courses and webinars. The offer will equally include special learning events such as a seminar for newly appointed Heads of Delegation and management training for Heads of Section and Cooperation. The DEVCO Academy will offer online learning content to a large variety of development cooperation stakeholders, partners and practitioners. Donor cooperation and coordination on learning and knowledge management will continue in the learn4dev network.

During 2019, the Learning and Knowledge Development Strategy (LKDS) will be implemented in line with the updated Action Plan.

DEVCO will contribute to the implementation of the Commission strategy on Data, Information and Knowledge Management by disseminating and applying the initiatives issued on the Work Programme 2018-2020; participating actively to events such as the Knowledge Week; improving sharing and reuse of information, collaborative working, organisational learning and knowledge sharing in DEVCO.

Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable.			
Main outputs in 2019:			
	Output	Indicator	Target (2019)
DIR.R	Systematic 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)	90% 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 Headquarters
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 Headquarters. ≥ 20% files shared with other DGs
UNIT.01	Ensure that most of the briefings and speeches are encoded in BASIS	Out of the total number of briefings the percentage of briefings encoded in BASIS in the year	90%
UNIT.03	Run DEVCO Academy	Number of online learning resources Number of users	> 200 learning resources (e-learning, videos, webinars & publications) uploaded by 31/12/2019 At least 5,000 registered learners and 150,000 site visits by 31/12/2019
UNIT.03	Provide thematic support in R&I to geographical and thematic units and Delegations in the framework of QRGs related to programming, identification and formulation, namely for innovative and/or strategically important operations.	Action Documents reviewed QRG participation	1 to 3 - By end 2019 1 to 3 - By end 2019
UNIT.03	2014-2020 Learning and Knowledge Development Strategy (LKDS) Action Plan implemented	LKDS Action Plan implemented as scheduled	By end of 2019

E. External communication activities

In 2019 DG DEVCO will design and implement a number of press/online/social media campaigns and events on development-related topics in line with corporate communication themes and priorities, especially 'Europe as a global player'. These actions will target 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, which represent Europe's leading role as a global actor will continue. These campaigns, together with large-scale public events, will be implemented jointly with Member States participating in the EU network for development-related communication, and other partners, including Commission Representations.

DG DEVCO will also collaborate with other Commission DGs in major corporate campaigns led by DG COMM in 2019, notably in support of the 'Africa-Europe Alliance for Sustainable Investment and Jobs' communication. Shorter campaigns on specific themes,

for example linked to international days and specific policy areas (e.g. gender equality and the empowerment of women and girls, inequalities and youth) will be carried out in collaboration with the EEAS, other relevant DGs, and EU institutions, the UN and other partners.

In addition to online campaigns, events such as the European Development Days and the Kapuściński Development Lectures will be held, and the rollout of a longer-term strategy to professionalise the communication skills and tools available to DG DEVCO programme managers, particularly in Delegations, will continue. These initiatives provide opportunities to reinforce corporate priorities and 'Europe as a global actor'. The success of these activities, and others including lunchtime conferences and visits organised in the External Cooperation Infopoint, in increasing awareness among EU citizens, will be gauged by monitoring the reach of the different communication campaigns, and by the results of the dedicated Eurobarometer survey DG DEVCO conducts yearly.

Work with the press will continue; in addition to issuing regular press releases and web news, DG DEVCO will enhance the visibility of its policy and protagonists by: preparing interviews, Op-eds, press briefings and organising thematic press trips to Africa, Asia or Latin America. The European Development Days will be a key moment for DG DEVCO's press and media work as well as a key point of collaboration with stakeholders and leading Commission DGs on International Cooperation and Development policy.

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 2019:

Description	Indicators	Target(2019)
<p>NETWORKS</p> <p>Communication with the Member States: dedicated communication network with the development departments of the Member States</p>	<ul style="list-style-type: none"> • Network further consolidated around the 2019 agenda • Digital platform DIVA fully operational, with integrated translation facility; social media campaign materials shared • Organisation of a joint, Europe-wide event and related social media campaign at national level 	<ul style="list-style-type: none"> • Network steering committee meetings in January and September 2019 • At least 12 Member States participate in the joint event (7 in the inaugural event in 2018) and at least 20 in the related social media campaign. • In line with instructions from DG COMM, Commission Representations in Member States participating in the joint event/campaign are actively involved and supportive.
<p>INTEGRATED COMMUNICATION CAMPAIGNS</p> <p>a) Specific digital campaigns about DEVCO's aid communication priorities, such as Spotlight Initiative campaign, "Her Story Our Story campaign", "Summer campaign – Photo competition aimed at young people", and a campaign on fighting inequalities ahead of the EDDs 2019.</p> <p>b) Faces2hearts version 2 – The Vlogging experience</p> <p>c) 'Africa-Europe Alliance for Sustainable Investment and Jobs' campaign targeting African government authorities, public influencers and business communities</p> <p>d) Use of DG COMM corporate campaigns to promote DEVCO policies and priorities to the public at large</p> <p>e) Increased cooperation with Commission Representations in planning and implementing outreach activities in</p>	<p>a) Videos – static and animated visuals - coverage on social media channels (FB – TW – Instagram) and DEVCO website</p> <p>b) Articles and videos produced by the winning v/loggers. Media take-up</p> <p>c) European and African influencers mobilised to provide 3rd party endorsement to campaign. Reach and engagement towards African target audiences</p> <p>d) Inclusion of Africa / external dimension component in corporate communication campaigns</p> <p>e) Number of Devco digital campaigns shared with Commission Representations</p> <p>f) Number of Devco digital campaigns shared with EEAS and Delegations.</p> <p>Presentation of digital campaigns</p>	<p>a) Expected reach: at least 1 million per campaign (higher than in 2018)</p> <p>b) At least 3 videos produced per month for 10 months (July 2019 – May 2020) At least 10 articles in the local and/or international press.</p> <p>c) Targets to be set globally for the campaign targeting EU policy-makers, NGOs and stakeholders (qualitative rather than quantitative targets based on list of influencers on the topic of Africa-EU relations). Specific targets to be set for each country part of the Africa campaign.</p> <p>d) Achievement depends on DG COMM's timetable for extending the campaigns in 2019. At least one mention in the #EUProtects and #EUandme campaign</p> <p>e) All Devco digital campaigns are shared with Representations. DG COMM will be requested to encourage Representations to promote</p>

<p>Member States, related to the above-mentioned campaigns.</p> <p>f) Increased cooperation with EEAS and Delegations in planning and implementing outreach activities related to Devco campaigns, outside Member States.</p>	<p>during regional communication seminars</p>	<p>and share, e.g. the second edition of the Faces2Hearts campaign and the 'Africa-Europe Alliance for Sustainable Investment and Jobs' campaign.</p> <p>f) All Devco digital campaigns are shared with EEAS and Delegations.</p> <p>A presentation and discussion point on digital campaigns is included in every regional seminar.</p>
<p>NETWORKS</p> <p>Communication skills and tools :</p> <p>1. interactive online tool for communication practitioners in Headquarters and Delegations adopted, implemented and supported on EEAS Zone "Together" platform ;</p> <p>2. communication technical assistance & training facility (for project managers) established and rolled out for ACP Delegations (11th EDF support expenditure);</p> <p>3. training for communication specialists in Delegations organized with EEAS</p>	<p>1. Online tool adopted.</p> <p>2. Implementation of communication facility</p> <p>3. Regional communication seminars organized with EEAS:</p>	<p>1. Early 2019</p> <p>2. Throughout 2019 and beyond (multiannual programme). First training sessions in Delegations (groups of 15 project managers) in early 2019</p> <p>3. 35 communication specialists (ComCords and PIOs) are trained together in five regional seminars in Africa (x 3, first semester) and Asia-Pacific and Americas (second semester)</p>
<p>EVENTS</p> <p>European Development Days:</p> <p>EDD organised 18-19 June 2019</p>	<p>1. Participation level increased (2015 and 2016 baseline: 6,000 registered participants; 2017 and 2018: 8,000 registered participants)</p> <p>2. High satisfaction rates sustained (2018 baseline: 80 % of participants rated EDD as "good" or "excellent")</p> <p>3. Level of social media interaction increased (2018 baseline: 37,000 # mentions)</p> <p>4. Media attendance sustained (2018 baseline: 192 registered journalists, 66 media partnerships)</p>	<p>1. > 6,000 registered participants</p> <p>2. >80% of participants rate EDDs "good" or "excellent"</p> <p>3. Social media campaign: Engagement: > 12k Mentions on all social media (during EDD): > 30k</p> <p>4. > Media attendance and partnerships: > 150 journalists, > 40 partnerships</p>
<p>EVENTS</p> <p>Citizens' dialogues (CDs)</p>	<p>1. Promotion within Devco of the opportunity to hold / participate in a CD in Member States</p> <p>2. Facilitation and promotion of CDs in which Devco colleagues participate</p>	<p>1. Increased visibility on Devco channels to support all CDs</p> <p>2. Active facilitation of contacts with Commission Representations and/or relevant partners</p>
<p>EVENTS</p> <p>Kapuscinski development lectures round 9: 2019-2020: 10 lectures organised in EU Member States and beyond</p>	<p>1. Number of participants sustained (2018baseline: 130 per lecture)</p> <p>2. Online audience sustained (2018 baseline: 250 viewers per lecture)</p> <p>3. Number of new speakers sustained (2018 baseline: 6)</p>	<p>1. Number of participants sustained (2018baseline: 130 per lecture)</p> <p>2. Online audience sustained (2018 baseline: 250 viewers per lecture)</p> <p>3. Number of new speakers sustained (2018baseline: 6)</p>
<p>EVENTS</p> <p>External Cooperation Info point</p>	<p>1. Spontaneous visitors (2018 baseline: 5 123 individuals)</p> <p>2. Group visits (2018 baseline: 60 visits, 1 548 persons)</p> <p>3. Lunchtime conferences (2018: 95 conferences, 3 789 participants)</p>	<p>1. Spontaneous visitors: > 5 000</p> <p>2. Group visits: > 60 visits</p> <p>3. Lunchtime conferences: > 90 conferences</p>

<p>MEDIA RELATIONS</p> <p>1. Communication support for Commissioner (and Director-General): through speeches, blog posts, etc</p> <p>2. Organisation of press trips</p> <p>3. European Development Days</p> <p>4. Press releases, web news</p>	<p>1. Quality and timeliness of blog posts, speeches and proposed tweets</p> <p>2.1. Number of journalists participating</p> <p>2.2. Number of media items published as a result of the press trip</p> <p>3.1. Number of journalists participating</p> <p>3.2. Number of media items published</p> <p>4.1. Number of media items mentioning Commissioner Mimica (or DG Manservisi) in monitored sample</p> <p>4.2. % of media items published in top tier media</p>	<p>1.2. 100% speeches prepared on time and to a high standard</p> <p>2.1. Target: 5-7</p> <p>2.2. Target 5-7</p> <p>3.1. Target: 170</p> <p>3.2. Target: 150</p> <p>4.1. Target: 20 / month</p> <p>4.2. Target: 10%/year</p>
<p>PUBLICATIONS</p> <p>1. Special Eurobarometer on Development cooperation</p> <p>2. DEVCO annual report on external relations coordinated, drafted and approved</p>	<p>1.1. % of European citizens having a favourable opinion (“important”) about EU development policy</p> <p>1.2. % of European citizens who think budget for EU development policy should stay the same or increase</p> <p>2. Annual report adopted by the College and communicated to the public</p>	<p>1.1. >89% (baseline in 2018 survey)</p> <p>1.2. >77% in favour of current levels or an increase (baseline in 2018 survey)</p> <p>2. Adopted report on-line by 31 December 2019</p>

Annual communication spending:	
Baseline (2018)	Estimated commitments (2019)
EUR 6,932,200	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 availability 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 SDGs 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 crowds in private investors, where viable business proposals meet social needs, and where limited public funds can attract private money.

Indeed the Plan has encouraged private investors to contribute to sustainable development in countries outside of Europe and generated significant success. In 2018,

the Commission received 46 proposed investment programmes (PIPs) from 13 financial institutions, for a total value of over EUR 3.5 billion in the five designed sectors (Energy and Connectivity, MSMEs, Cities, Agriculture, Digital). The Commission has reviewed the different proposals in order to ensure allocation that will maximise the policy impact as set in the EFSD Regulation.

The 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 4.5 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 "Synergies and Efficiencies in the Commission – new ways of working" (SEC(2016)170) and "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 Delegation/Headquarters 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, an essential link between the policy level and the implementation on the ground.

Expected outcomes and deliverables in 2019

The first OPSYS release, concerning part of Track 1 (Results and Monitoring), went in production in July 2018 with 11 pilot EU Delegations. This release allows implementing partners and operational managers to encode and review results directly in OPSYS, not only for finalised projects but also for on-going ones. This first release, which covers results related to grants and technical assistance contracts, has been rolled out to all Delegations and Headquarters units at the end of 2018. A 2nd release for Track 1 is foreseen for February 2019 and will allow DEVCO, NEAR and FPI to conduct the 2019 Results Reporting exercise through OPSYS. Further releases foreseen for Track 1 in 2019/2020 will cover the remaining modalities (budget support, investment, etc.), as well as monitoring capabilities.

In the context of Track 3 (Programming, Actions and Decisions), the delivery of the "OPSYS Action" module will be a major milestone, as it needs to be released jointly with the "OPSYS SIEA Framework Contract" module, the first part of Track 2 to go live. "OPSYS Action" will cover the creation and management of Actions and associated Action Documents, the creation of Action Programmes together with associated Commission Financing Decisions, and budgetary Level 1 Commitments. This joint go-live of the "OPSYS Action" and "OPSYS SIEA" modules is scheduled for Q2 2019 and should allow the "CRIS Decision", "CRIS Measure/Project" and "CRIS Programming" modules to be phased out.

During the transition period from April 2019 to the complete CRIS phase-out in 2020, OPSYS is designed to expose information to the peripheral systems¹⁶, the DWH¹⁷, as well as the remaining modules of CRIS (which also feed MIS).

¹⁶ ROM, EVAL, Prospect, Audit and DQMD - data quality monitoring dashboard.

¹⁷ data warehouse, which feeds BPC, EAMR and the CRIS beneficiary search tool.