

Evaluation of the European Union's External Action

RESPONSE OF THE EU SERVICES TO THE RECOMMENDATIONS

Evaluation title	<u>External Evaluation of EU's Support to Conflict Prevention and Peacebuilding (2013-2018)</u>		
Lead EU Service	Directorate-General for International Partnerships (DG INTPA) - Unit G5 - INTPA-G5@ec.europa.eu Evaluation managed by DG INTPA, Unit D4 INTPA-EVALUATIONS@ec.europa.eu	Case studies, and geographical scope	Colombia, Côte d'Ivoire, Georgia, Lebanon, Niger, Philippines, and Zimbabwe (field visits); Afghanistan, Central African Republic, Myanmar and Somalia (desk-studies); the African Peace Facility focusing on South Sudan.
Associated EU Services	European External Action Service (EEAS), Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR), Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO), Service for Foreign Policy Instrument (FPI)	Main policy areas addressed by the evaluation	<ul style="list-style-type: none"> - Conflict prevention - Peacebuilding - Trade - Climate policy
Evaluation budget	EUR 599 499	Contractor	Particip GmbH
Date of the Responses of the EU Services	July 2020 & February 2023	Publications	Link to the Evaluation report and the Brochure .
Additional information	<p>The evaluation conclusions highlight important areas where the EU strengthened its capacity to support CPPB. There was progress on mainstreaming CPPB at higher policy and strategic levels but insufficient progress at regional, country-related strategic and intervention levels. Clear efforts were made to improve CPPB coordination, complementarity and comprehensiveness, but they were often undermined by inconsistent political / policy leadership and a fragmented institutional environment. EU support to CPPB has clearly generated an added value by its substantial financial resources, long-term commitment, convening power, relative political neutrality and willingness to invest in complex situations of conflict and protracted crisis. Human rights and gender sensitivity were increasingly promoted at both the policy and implementation levels, while human rights integration was overall appropriate. This progress was, however, undercut by a lack of strategic direction and implementation guidance on CPPB. Overall, policies and strategies were aligned to partner priorities. While the EU made improvements in terms of coordinating with its Member States and international actors and created partnerships that were often beneficial for the support to CPPB, its efforts could have been of higher quality and intensity, with country actors and at implementation level.</p>		

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R1

Integrate CPPB into strategy and programming.

Integrate CPPB more clearly and explicitly into country-level strategic documents and decisions, in order to strengthen the linkage between the policy and strategic levels and implementation; provide guidance on how to translate high-level CPPB political priorities and objectives into programming and implementation.

This recommendation is Accepted (July 2020)¹

Conflict prevention and peacebuilding are key commitments of the EU. The EU agrees with the recommendation and notes that high priority should be given to conflict prevention and peace building at all levels. This recommendation is already reflected in conceptual developments related to the humanitarian/development/peace (H/D/P) nexus and the Integrated Approach to conflict and crises, as well as in the policy and conflict sensitive approach that the EU is taking with respect to the 2021-2027 Multiannual Financial Framework (MFF) and programming cycle of external activities. Under the proposed regulation of the [Neighbourhood, Development and International Cooperation Instrument \(NDICI\)](#), one of the five priorities for the geographical programming is Peace which includes a wide set of activities with a specific focus on “conflict prevention, early warning and peacebuilding through **mediation and dialogue**”. In the NDICI, it is also envisaged that conflict analyses will support conflict-sensitive programming in fragile and conflict-affected countries and areas.

Next steps/ actions:

- 1.** Final approval and adoption of the Updated Joint Guidance Note on Conflict analysis 2020.
- 2.** The EU will endeavour to meet the proposed NDICI requirements on conflict analysis and conflict sensitive approaches to programming, as compatible with the current available human and financial resources. Should the number of conflict analyses increase very significantly, the EU will identify additional financial and human resources needed to match this task and will look into possible solutions to ensure that the necessary means become available.
- 3.** Dedicated thematic units and/or positions within the EEAS and the Commission Services will continue to support policy making and implementation in the areas of CPPB, resilience and the Humanitarian-Development-Peace Nexus by: a) providing methodological support to conflict analyses and/or conflict sensitivity assessments as appropriate; b) providing guidance on how to integrate conflict sensitivity and resilience into programming; c) supporting the implementation of the EU conflict Early Warning System (EU conflict EWS); d) liaising and collaborating with multilateral partners and INGOs in relation to conflict prevention and peacebuilding, as appropriate; e) providing training to EU Delegations (EUD) on conflict sensitivity and conflict analysis; f) revising guidance notes to be issued on

¹ N.B. Comments by participating services have been merged and summarised to present an EU-wide response to the recommendations, upon request of all contributors.

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Conflict Sensitivity to support the programming exercise; g) supporting processes related to conflict sensitivity assessments, building on conflict analyses as a first step. This includes supporting conflict sensitivity assessments for crisis response through the dedicated tools of FPI. In addition, the setting up of a dedicated facility to support these processes and tools has been proposed to DEVCO senior management.

Response Follow-Up (February 2023)

The NDICI Regulation, which was officially adopted in June 2021 foresees that programmes and actions “shall be (...) conflict sensitive, taking into account conflict prevention and peacebuilding” (Art. 8.8). The Regulation also foresees the systematic implementation of conflict analyses to ensure conflict sensitivity when drawing up programming documents for fragile and/or conflict-affected partners and regions (Art. 12.2.(b)).

An updated joint (EEAS-INTPA) [Guidance Note on Conflict analysis](#) was finalized in 2020. At the end of 2021, DG INTPA finalised, 12 Guidance Notes on Conflict Sensitivity on the methodological approach to conflict sensitivity assessment, on the relevant policy framework, as well as on specific sectors and themes.

The EU (EEAS, and Commission Services) consider to be on track on fulfilling the NDICI’s regulation requirement in selecting around 60 countries for conflict analysis screening (CAS) exercises ensuring that EU actions and programmes are conflict sensitive. So far, through the support of thematic units, geographical desks, and when necessary, contracted experts, the EUD in more than half of the selected countries have successfully carried out their exercises and issued relevant recommendations for programming. The conflict analysis screenings have shaped programming design in several moments of the programming and intervention cycle². Thematic units at headquarters level, within DG INTPA, DG NEAR, and the EEAS have been providing methodological support to conflict analyses and the implementation of the EU conflict EWS, which each year target 4-5 countries worldwide. The EEAS co-implements the EU conflict EWS, in its yearly iterations, with Commission services, EUDs and Member States. The EU conflict EWS³ continues to be improved: following a global risk scanning exercises once per year, for the 5 countries selected as conflict prevention priorities an inter-service mission (or virtual exercise, due to Covid-19 restrictions) is completed.

² Multiannual Indicative Programmes, Annual Action Plans, Action Documents

³ See the Joint SWD (2021) 59 final : EU conflict Early Warning System: Objectives, Process and Guidance for Implementation – available [here](#)

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	<p>Moreover, four Political Framework for Crisis Approach (PFCAs), foreseen for the crisis response planning of Common Security and Defence Policy (CSDP) missions, drew heavily upon conflict analysis screenings processes and outcomes, which identify conflict dynamics and propose opportunities for action on conflict prevention.</p> <p>From 2020 to 2022, the EEAS conducted two trainings on conflict analysis and one on conflict prevention and published an online (self-paced) training on conflict analysis (with 211 enrolments to date). Moreover, between 2020 and 2022, DG INTPA delivered seven Conflict Sensitivity trainings in English, French and Spanish in a virtual manner (3 half days, targeting approximately 200 colleagues) and five conflict sensitivity trainings specifically tailored for individual EUDs. Moreover, DG INTPA piloted a course on ‘Gender, Conflict and Peacebuilding’ to support the Women, Peace and Security (WPS) agenda⁴ and promote gender sensitivity and conflict sensitivity in programming. The EEAS provided an in-person training on Dec. 2022 on The Climate, Environment, Peace and Security Nexus: Forging its EU Community and Conflict Prevention Practice (with 20 EEAS, EC and MS participants). Moreover, DG INTPA, DG NEAR and the EEAS have organised workshops with EUDs to draw on the initial lessons learned from the CAS processes and to inform a follow up and monitoring framework for the monitoring of CAS recommendations that should inform different phases of programming.</p> <p>Since 2021, the EU and the United Nations hold annual dialogues on prevention, stabilisation and peacebuilding (January 2021 and June 2022). The 2022 iteration aimed at enhancing a common vision and establishing a community of practitioners across the globe with a view of boosting the prevention, stabilization and peacebuilding agenda. The December 2022 EU-UN Strategic Dialogue on conflict prevention and mediation identified new opportunities for collaboration.⁵</p>
<p>R2</p> <p>Build on existing strands of EU CPPB-related policy to clarify the EU conceptual framework for CPPB and devise a clear Action Plan for mainstreaming CPPB - Clarify the EU’s ambition and conceptual framework for CPPB and promote it across all EU institutional actors dealing with external action through a dedicated</p>	<p>This recommendation is Partially Accepted (July 2020) - <u>Next steps/ actions</u></p> <p>1. Due consideration will be given as to whether a dedicated Communication and Action Plan would be the most effective approach to achieve mainstreaming. Such an endeavour would be excessively time- and resource-consuming and would not yield results for the first one to two years, while the timeframe for completing programming for the next Multiannual Financial Framework cycle is early 2021.</p>

⁴ S/RES/1325. Security Council Resolution on women and peace and security, available [here](#)

⁵ See the Council Conclusions on taking the UN-EU strategic partnership on peace operations and crisis management to the next level: Priorities 2022-2024, available [here](#)

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<p>Communication on CPPB, complemented by an Action Plan.</p>	<p>2. The EEAS, cooperating with Commission Services, will work on the development of a knowledge management (KM) system for CPPB approaches, in order to identify gaps and ways forward, also by supporting EU actors working on CPPB to utilise improved methodologies, relevant intervention logics and theories of change.</p> <p>3. The EU will continue to design and update conflict analyses and conflict sensitivity guidance to ensure that such methodologies deriving from specific policy and conceptual frameworks can feed into/improve conflict sensitive programming and implementation, as well as other EU processes relevant to CPPB.</p> <p>-----</p> <p>Response Follow-Up (February 2023)</p> <p>The Conflict Analysis Screening exercises, developed to fulfil the NDICI requirements have proven to be a successful way to mainstream conflict sensitivity, conflict prevention and peacebuilding. Furthermore, the EEAS is developing an internal knowledge management portal (EU Knowledge for Peace) to store and disseminate finalized documents in the area of Conflict Prevention and Crisis Response (CPCR), including. e.g., mediation, conflict analysis and other thematic and geographical resources. The portal will also include a lessons platform to facilitate organisational learning in the area of CPCR. The EEAS continues to work together with the JRC and FPI, in order to make the Science 4 Peace portal the go-to-place for conflict risk data, gathered and analysed through the EU Global Conflict Risk Index (GCRI), which has recently included key variables and composite indicator on climate change and gender.</p> <p>To promote CPPB mainstreaming in the programming cycle, DG INTPA has re-designed and delivered iterative conflict sensitivity trainings in different languages and have finalised, launched and disseminated its twelve Conflict Sensitivity Guidance Notes, as well as its <i>Results Chain and Indicators on Resilience, Conflict Sensitivity and Peace</i>.</p>
<p>R3</p> <p>Enhance policy and strategic engagement at country level</p> <p>Enhance policy and strategic engagement with country actors at national and local levels through a shared analysis as well as a negotiated consensus on the support considered priority by the partner and feasible by the EU.</p>	<p>This recommendation is Partially Accepted (July 2020)</p> <p>The proposed Neighbourhood, Development and International Cooperation Instrument (NDICI), includes provisions for funding actions to promote peace, stability and conflict prevention, to support the achievement of the new European Consensus on Development and SDG-16. Peace, Stability and Conflict Prevention is one of the five NDICI thematic programmes and the only priority area, which is also covered by the geographic and rapid response pillars, requiring a strong element of coordination at country level. The EU is committed to the integration of CPPB policies and objectives into country programming, when feasible and relevant, bearing in mind the need to take into account specific country</p>

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sensitivities, geo-political dynamics and the variety of partners.

Next steps/ actions:

1. Processes of shared analysis are often very politically sensitive and therefore EUDs should advise accordingly on these matters. Shared conflict analysis with Civil Society actors at national level has been more common as well as the incorporation of their inputs; this has also happened with international partners (UN agencies, INGOs, etc.). Collaboration with UN Resident Coordinators, Peace and Development advisors and relevant UN agencies will continue in this regard.
2. The EU will continue to strengthen coordinated approaches at country level and with regard to national counterparts through the following processes: a) Joint Programming and Working Better Together initiatives; b) H-D-P nexus activities in pilot countries; c) follow-up monitoring to the EU conflict prevention reports of the EU conflict EWS ; etc. These processes will promote a better integration and partnership of humanitarian, development and political EU actors vis-à-vis their national counterparts, therefore supporting better coherence of policy and political dialogue.
3. HQ dedicated thematic units will liaise regularly with EUDs on various EU CPPB tools, to take into account political and other sensitivities at country and regional levels, and in relation to national counterparts.

Response Follow-Up (February 2023)

The methodologies of the different analytical tools such as the CAS, and the EU conflict EWS are designed in a way that ensures a **shared assessment and analysis among EU actors**. The inclusion of external actors such as CSOs, or other international partners is considered by the EUDs on the basis of the sensitivity of the situation and on its relevance. In several cases, international partners and civil society have been engaged in EU conflict analyses, if circumstances allowed and following the Do-No-Harm principle. Moreover, the 2020 EU Guidance Note on Conflict Analysis has been broadly consulted upon with Civil Society through the [European Peacebuilding Liaison Office](#) (EPLO).

Exchanges with the UN and civil society have continued to be a core part of EU conflict EWS shared assessment missions. EUDs are encouraged to continue using the **conflict prevention reports** as basis for exchanges and collaboration with key partners, although the EWS remain internal and EU restricted.

DG INTPA has organised three workshops with EUDs on the **H-D-P Nexus** and facilitated two **Resilience assessments** in two African countries, in support of programming. DG

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INTPA represents the EU in the [Nexus Coordination in Country work stream](#) of the OECD DAC-UN Dialogue.

Following the Russian war of aggression in Ukraine, the European Commission is working on all fronts to support Ukraine and its people with emergency assistance. This includes both humanitarian aid and civil protection assistance. The Commission has made available emergency support packages for response activities dealing with the humanitarian consequences of the Ukraine crisis. This humanitarian funding for Ukraine and Moldova implemented by humanitarian partner organisations such as UN agencies, the Red Cross and International Non-Governmental Organisations.

The EU is currently organising the annual **EU-NGO forum**⁶, which will focus on fragile and conflict affected countries and the challenges related to impunity and the work of human rights defenders in these contexts.

DG INTPA actively collaborates and participates in the Preventing/Countering Violent Extremism (PCVE) trainings currently managed by FPI (formerly by DG DEVCO). These trainings are delivered in partner countries. Depending on the specific training, the primary target audience is the EU staff in EUDs and/or national/local authorities.

⁶ See the previous EU-NGO forum on Human Rights –14-15 December 2022 –[here](#)

R4

Improve leadership to strengthen an integrated/comprehensive approach to CPPB - Build on progress recorded in applying an integrated/comprehensive approach for CPPB by exercising a stronger political/policy leadership to identify priorities and ensure coherence with non-CPPB external action priorities as well as by developing incentives for working in an integrated manner.

This recommendation is Accepted (July 2020)

Some steps in this direction have already been taken. The leadership for the integrated approach to CPPB has been strengthened with the establishment within the EEAS of a dedicated directorate (the Integrated Approach to Security and Peace Directorate). This Directorate, in close collaboration with the Commission Services, brings all relevant strands of work of the EU on mediation, EU conflict EWS, conflict prevention, CSDP, security sector reform, and knowledge management together under one roof, allowing for integrated priority setting, consistency and coherence. The Women, Peace and Security Action Plan will be incorporated into the Gender Action Plan III in order to place WPS more clearly into gender mainstreaming and to simplify reporting procedures.

Next steps/ actions:

The EU Integrated Approach to Conflict and Crises will continue to be implemented by improving the following:

- 1.** collaboration and coordination of all EU actors (including, but not limited to, EUDs, EEAS, FPI, ECHO, DG NEAR, EU MS) respecting every actor’s specific mandate.
- 2.** a coordinated and joint application of EU tools and methodologies with increased efforts to promote effective integrated working modalities with clear understanding of responsibilities, tasks and challenges; more effective communication and timely exchange of information.
- 3.** Better CPPB integration in EU Strategic documents and accompanied EU strategic country priorities as relevant, alongside with appropriate financial assistance.
- 4.** Continuing knowledge management efforts, both in the EEAS and in the Commission Services, at HQ and country level, to ensure that the relevant actors (planners, decision makers and implementers) have access to the best possible knowledge in a timely manner and that decision making is improved at all levels, through appropriate quality support and capacity building of staff.

Response Follow-Up (February 2023)

The Commission services and the EEAS closely collaborate on various thematic together and several platforms of coordination were established such as:

- Informal Inter-Service Group (ISG) on the Triple Nexus (Humanitarian Development Peace nexus) (EEAS/INTPA/ECHO/FPI/NEAR)
- Inter-Service Steering Group on Conflict analysis screenings (EEAS/INTPA/NEAR)
- Informal ISG on mine action focal points (EEAS + Commission services)

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- EU Security Sector Reform (SSR) Taskforce (EEAS/INTPA/NEAR)
- Task Force on DDR (EEAS/INTPA/NEAR)
- Inter-Service [Conflict Prevention Lead Persons](#) (CPLP) (led by EEAS).
- Preventing/Countering Violent Extremism (PCVE) coordination group (FPI/INTPA/NEAR/HOME/ EEAS)
- EEAS Knowledge Management Working Group (EEAS + FPI)
- Regional Integrated Approach Clusters, (RIAC) (staff from EEAS as well as FPI, DG INTPA, DG NEAR, EUDELs as appropriate)
- Informal working group on EU Human Rights Due Diligence Policy ⁷(staff from EEAS as well as FPI, INTPA, NEAR, ECHO, SG)

These platforms of exchange help ensuring a coordinated and joint application of EU tools and methodologies with efforts to promote effective integrated working modalities with clear understanding of responsibilities, tasks and challenges, more effective communication and timely exchange of information.

It is important to ensure an upstream and regular exchange of relevant information on possible projects ahead of decision making, with a view to proper consolidation of common approaches in support of the implementation of the Integrated Approach (IA). To this end, Regional Integrated Approach Clusters (RIACs) were designed and created in January 2021 by EEAS to ensure a coordinated approach and coherence between geographical, regional and thematic dimensions/strands of Integrated Approach to external conflicts and crises.

The EU conflict EWS, EU conflict analysis and the design of conflict prevention engagements is consistently conducted in an integrated manner, with all relevant (EEAS and Commission services) closely involved.

The EEAS continues to develop its Knowledge Management e.g. through facilitating lessons processes (e.g. annual lessons process in the area of CPCR, specific lessons process on COVID-19 and CSDP) and developing digital tools (knowledge portal, lessons database). EEAS has a KM Working Group to facilitate relevant processes, where FPI is regularly attending.

One of the priority areas in the Peace and Stability MIP for 2021-2027 is to increase the ability of the EU to prevent conflicts and respond to crises in an effective, efficient and coherent manner, through capturing, storing, using and disseminating knowledge.

⁷ Proposal directive on corporate sustainability due diligence, 23/02/2022, EC, Available [here](#)

R5

Strengthen the integration of human rights and gender in CPPB

Build on past efforts to further strengthen the integration of human rights and gender-related policy and strategic objectives into CPPB action and enhance operational gender capacities to address CPPB.

This recommendation is Accepted (July 2020)

The EU attaches great importance to the integration of human rights in all aspects of the EU response to crises and conflicts. The EU recognises the need to promote stronger policy coherence between EU human rights and crisis response policies on one hand, and actions on the ground (i.e. CSDP missions, SSR, DDR) on the other hand. The EU recognises that human rights and democracy country strategies are of high importance also to formulate well-strategized and complementary actions. These processes are guided by key policy documents such as current EU Human Rights Guidelines, International Humanitarian Law (IHL) standards and Children and Armed Conflict (CAAC), as well as the EU Strategic approach to Women, Peace and Security (WPS). The EU Action Plan on Human Rights and Democracy 2020 - 2024 sets the level of ambition and defines the priorities of the EU in this field in relation with all third countries. It has a specific focus on Conflict Prevention.

Next steps/ actions:

- 1.** The policy-first approach and the provisions on human rights and gender embedded in the proposed NDICI – the external action financing instrument for the next Multiannual Financial Framework cycle (currently in trialogue) – will require and facilitate an enhanced integration of these cross-cutting thematic aspects in country and regional programmes.
- 2.** EU will continue to support the Women, Peace and Security (WPS) commitments. It is currently supporting the incorporation of the WPS action plan into GAP III, and is ensuring that synergies between conflict sensitivity and Right-Based Approaches (RBAs) are maximised.
- 3.** Knowledge management tools are being developed to ensure conflict sensitivity and gender mainstreaming of conflict prevention and crisis response projects.
- 4.** EEAS and Commission Services have started developing a Human Rights Due Diligence policy to ensure that EU security sector support is in compliance with human rights law and international humanitarian law. This policy applies to all EU support to security actors of partner states and will become an essential tool to determine if and how to provide the proposed support. As part of this due diligence policy, EEAS and Commission Services are already drafting a *Risk management methodology* that will be used to assess risks (including gendered risk impact) related to human rights, fundamental freedoms and democratic governance and to identify possible mitigation measures.

Response Follow-Up (February 2023)

The EU updated its approach to “Disarmament, Demobilisation, and Reintegration of former combatants” (DDR) by adopting a [Joint Communication](#) at the end of 2021. This new approach to DDR is articulated around a people-centred approach. Regarding conflict prevention and peacebuilding initiatives, it recalls the overall aim of mainstreaming conflict sensitivity and resilience in its external action, as well as gender and human rights-based approaches (e.g. re: youth, children, etc.). As foreseen by the Joint Communication, an Inter-Service Task Force has been created. It offers a platform for the coordination of the EU’s engagements in support of DDR and contributes to the coherence and effectiveness of these engagements.

On 14 November 2022, the Council adopted new [Conclusions on Women, Peace and Security](#), which reiterate the call for strengthening the full, equal and meaningful participation and leadership of women and girls in conflict prevention and resolution throughout the conflict cycle, including in formal and informal mediation, crisis management, peacebuilding and peacekeeping, peace negotiations, demobilisation, disarmament and reintegration, security sector reform and other recovery and reconstruction processes.

The EU continued its work on implementing the Women Peace and Security Agenda, notably by ensuring **gender-sensitive approaches** being mainstreamed in its CPPB tools, such as:

Conflict Analysis Screening exercise: The gender dimension is an important part of the methodology and guiding principles. Several concrete steps have been taken to ensure the gender-sensitivity of EU conflict analysis, including the request for external conflict analysts with gender expertise, the involvement of gender focal points, and the increased use of gender analyses related to GAP III integrated into the conflict analyses.

The EWS is based (for country selection) on the [Global Conflict Risk Index](#) (JRC), which integrates gender-related indicators.

The [EEAS Peace Mediation Guidelines](#) (2020) provide a robust operational approach on WPS. A WPS and gender-sensitivity dimension was included in EEAS mediation coaching and training. The Pool of EEAS Mediators has reflected gender balance throughout the two intakes (2020 and 2022).

- An EU-wide framework to support Security Sector Reform (SSR): reforms efforts in

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the field of SSR must be gender-sensitive and informed by gender analysis

- A EU Strategic Approach in Support of DDR: [gender-responsiveness](#) is one of the guiding principles of the EU's support to DDR
- CSDP missions and operations have strengthened their human rights and gender mainstreaming capabilities and the majority of CSDP missions and operations now include dedicated gender experts and carry out gender analysis. Most civilian missions also include dedicated human rights experts.
- Several training needs analyses were carried out between 2020-2021 for the training needs of personnel deployed to CSDP civilian missions, including on gender and human rights related training needs.

According to the [Follow-up Baseline Study](#) carried out in 2021, in CSDP civilian missions gender mainstreaming has been further institutionalised by the issuing of operational guidelines for gender mainstreaming, establishment of internal gender action plans and gender focal point networks within missions as well as by organising regular meetings and information sharing events between the headquarters and missions. Moreover, the knowledge portal that is being developed by EEAS will host thematic and geographic documents, including also gender related, is aimed at improving the storing and dissemination of knowledge internally, but also outside the EEAS.

DG INTPA has organised and piloted a training on Gender, Conflict and Peacebuilding to support the implementation of the WPS agenda in the context of the Gender Action Plan III and is planning a survey among delegations, which have indicated WPS as a priority in their Gender Action Plan III Country Level Implementation Plans (CLIP) to assess capacity building needs. The recent [Mid-Term Evaluation of the GAP III](#) concluded that through the different GAPS, the EU has made increasing commitments to WPS, culminating in its identification in GAP III as a thematic priority requiring a transformative approach. However, it also found that the WPS agenda has been lagging behind the broader GEWE mainstreaming agenda.

The EU is currently working on the design of a Human Rights Due Diligence Policy on Security Sector Support (HRDDP), as part of the commitments under the current EU Human Rights action plan.

The EU is also regularly cooperating with the OHCHR (Office of the High Commissioner for Human Rights) on compliance with human rights and IHL in the context of peace operations and crisis management, and as a follow up of [the EU-OHCHR strategic dialogue on human rights](#) is preparing an expert meeting on HRDDP for autumn 2022.

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The EU, under the [Annual Action Programme 2022](#) for conflict prevention, peacebuilding and crisis preparedness of the Peace, Stability and Conflict Prevention Thematic Programme (FPI), supports the International Fund for Survivors of Conflict Related Sexual Violence Fund⁸ with 2 million EUR. With a minimum of 1 million EUR earmarked to the Sub-Saharan continent, the Fund is a purpose driven mechanism to facilitate access to reparations and other forms of redress globally to conflict related sexual violence victims. The European Union has announced 2 million to support the Fund in the context of the G7 in Biarritz and by Commissioner Mimica in September 2019, in the margins of the UNGA. A two-year contract was signed in April 2021.

⁸ [Global Survivor Fund](#)

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6

Use the EU's added value in support of CPPB more strategically

Link the EU's political role and its ability to mobilise substantial financial resources for CPPB and other EU added value such as its commitment to long-term engagement more strategically to the political aims of the EU in relation to CPPB.

This recommendation is Accepted (July 2020) - The Treaty of the European Union has set a clear ambition for the Union as a global peace and security actor when it entrusted the EU with the aim “to promote peace, its values and the well-being of its peoples” (Article 3) and the responsibility “to preserve peace, prevent conflicts and strengthen international security” (Article 21(2)). Delivering on this ambition has been a key driver behind the EU Global Strategy for Foreign and Security Policy (EUGS). The von der Leyen Commission has made Governance, Peace and Security a key pillar of its political vision for building a stronger Europe in the World.

Next steps/actions:

1. The EU is looking into how to better leverage its full potential by ensuring complementarity between, and coherence among policies, tools and actions, greater and better coordination of external relations tools and instruments in order to contribute towards clearly defined and jointly agreed political and strategic objectives.
2. A specific Knowledge Management analysis will be carried out in relation to existing best practices and potential gaps in the CPPB area, aiming to provide recommendations on the way forward; this analysis will build on the findings of this EU-wide CPPB evaluation.

Response Follow-Up (February 2023) - The EU's Strategic Compass for Security and Defence again highlighted that there is a need to effectively implement the EU's integrated approach to conflicts and crises by making full and coherent use of all available EU policies and instruments and maximise synergies and complementarity. As outlined already in the EU Global Strategy and in the Integrated Approach to External Conflicts and Crises, the EU best leverages its full potential when using all external action tools in an integrated and synchronised manner, delivering on jointly agreed political objectives. In order to ensure that all our actions are complementary with each other, Knowledge Management is key, and forms an essential part of operationalising the Integrated Approach.

During the past years, the focus of the KM work has been in the organisational learning, not least due to COVID-19, with the objective to move from largely depending on implicit knowledge of staff, towards a learning organisation, where mistakes contribute to development, and good practices are systematically shared. Next EEAS will focus on how to better store and disseminate the knowledge that has been created.

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R7

Ensure that financial assistance and key institutional structures are fit-for-purpose

As the proposed Neighbourhood, Development, International Cooperation Instrument (NDICI) is established, ensure that financing instruments, delivery mechanisms, aid modalities and key institutional structures are fit-for-purpose in countries in conflict or at risk of conflict

This recommendation is Partially Accepted (July 2020) - Next steps/actions:

1. CPPB is foreseen to be addressed under different pillars of the proposed NDICI: 1) the geographical, 2) the thematic (peace and stability) and 3) the rapid-response pillars. The detailed provisions to be included in NDICI – the new financing instrument for EU’s external action – are currently being discussed between the Commission, the Council and the European Parliament.
2. The EU will seek to put in place the most effective and efficient delivery mechanisms and modalities, including lessons learned from Trust Funds, Multi-Donor Trust Funds, and H-D-P experiences and practices. Within their mandates and decision-making competences, the EEAS and Commission Services will also ensure that the institutional structures are fit for purpose.
3. The proposed NDICI is expected to contain stronger requirements with respect to conflict sensitivity, conflict analysis and resilience, as well as the H-D-P nexus.
4. Flexibility and capacity for swift reaction in cases of rapidly evolving challenges are foreseen to be part and parcel of the new instrument.
5. The EU will build on lessons learnt from the Covid-19 pandemic, (e.g. FPI through the IcSP has been able to quickly put in place new actions with a CPPB perspective in few weeks to respond to the crisis; DG DEVCO and DG NEAR have demonstrated the capacity to ensure a certain financial flexibility under the constraint of current legal frameworks and ensure a medium term response to the crisis in close collaboration with the EUDs, by addressing the immediate health crisis and reorienting existing funds to help ease the socio-economic instability and provide relief to the real economy).

Response Follow-Up (February 2023)

1. CPPB is addressed under different pillars of the NDICI regulation: 1) the geographical, 2) the thematic (peace and stability) and 3) the Rapid-Response Pillar
2. The NDICI Regulation, which was officially adopted in June 2021 foresees that programmes and actions ‘shall be (...) **conflict sensitive, taking into account conflict prevention and peacebuilding**’ (Art. 8.8). The Regulation also foresees the conduct of **conflict analyses to ensure conflict sensitivity** when drawing up programming

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	<p>documents for fragile and/or conflict-affected partners and regions (Art. 12.2.(b)).</p> <p>The NDICI Regulation identifies actions contributing to peace, stability and conflict prevention in situations of urgency, emerging crisis, crisis and post-crisis as areas for which Rapid Response can be foreseen. These actions “shall be designed for an effective, efficient, integrated and conflict sensitive Union response” (Annex IV, Art.1).</p> <p>DG NEAR continued its efforts to ensure the flexibility and relevance of its actions in the field of conflict prevention and peacebuilding. For example, the components of the regional EU4Dialogue programme, which is aiming to support conflict transformation in the Eastern Neighbourhood, were designed to allow greater flexibility to be able to better respond to evolving challenges and/or potential opportunities.</p> <p>EEAS facilitated a specific COVID-19 and CSDP lessons process to support the mitigation of COVID-19 impact on CSDP Missions and Operations, focusing on operational aspects and decision-making. This lessons process was an example of how a solid lessons process can improve the capability of the CSDP missions and operations to rapidly adapt to evolving circumstances and ultimately deliver on the ground. It presented a good practice to ensure that remedial actions that have been identified are implemented and that the results contribute to overall organisational learning.</p>
<p>R8 Invest in more and well-qualified EU human resources</p> <p>Invest in recruitment, retention, reward and training of well-qualified EU human resources to support CPPB, particularly staff with strong expertise in linking politics, programming and context in the domain of CPPB</p>	<p>This recommendation is Accepted (July 2020)</p> <p>The coordination between different services and institutions is often challenging as regards the implementation of the CPPB toolbox. Staff turnover in HQs and EUDs affects the coordination and capacity building in this thematic area; conflict sensitivity and resilience are often not considered as key priorities and conflict prevention and peacebuilding are often equated only with hard-core security.</p> <p>Next steps/actions:</p> <ol style="list-style-type: none"> 1. To face the challenges of a high turnover and to increase the attention to conflict sensitivity, support will be given to the EUDs to carry out conflict analyses. 2. New and continuing training initiatives with a thematic focus will be implemented by the EEAS and Commission Services (conflict analysis, conflict sensitivity and fragility, rights-based approaches and gender mainstreaming, pre-deployment and specific training for CSDP missions on human rights and gender, conflict analysis and the Integrated Approach, etc.) 3. Pending final approval of the NDICI, the EU is preparing for stronger requirements on conflict analysis and conflict sensitivity but implementation will be subject to existing

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human and financial resources at Headquarters and EUDs.

4. Moreover, the EEAS has created two new pools bringing colleagues together from various services to enhance capacity building and exchange of knowledge and experience. It concerns here the pool for mediators (inaugurated June 2020) and the cadre of Conflict Prevention Focal Points (2019).

5. Dedicated thematic units within the EEAS and the Commission Services will continue to provide targeted support to the EUDs and geo-desks through: timely contributions to quality assurance processes; thematic, methodological and training supports; inter-service coordination in relation to tools of the Integrated Approach to Conflict and Crises (conflict sensitivity assessments, conflict analyses and EU conflict EWS, Recovery and Peacebuilding Assessments – RPBA- and Post Disaster Needs Assessments –PDNAs, etc.); increased support to the implementation of the H-D-P nexus implementation; Women, Peace and Security Commitments, etc.

Response Follow-Up (February 2023) - The EEAS and Commission services have provided regular methodological guidance in the organisation and carrying out of conflict analyses, and provided training and coaching on conflict analysis, EU conflict EWS, conflict prevention and mediation and dialogue for and to the cadre of **Conflict Prevention Focal Points** as well as to Delegation and Headquarter staff, including EU Heads of Delegation, senior EEAS staff and **pre-deployment training also for CSDP missions**.

In order to ensure that properly trained staff is available to the CSDP missions and operations, the EEAS has revised the Implementing Guidelines for the EU Policy on Training for CSDP, presented to Member States in July 2022. A joint civilian-military CSDP Training Programme has been launched during 2022, aiming for CSDP training that is based on requirements, avoiding overlaps, while covering identified training gaps.

The EEAS and DG INTPA have developed and organised several trainings dedicated to conflict analysis and conflict sensitivity. This includes an [online training on conflict sensitivity on the INTPA academy](#) and iterative Conflict Sensitivity trainings in EU LEARN.

Dedicated thematic units within the EEAS and the Commission Services continued to provide targeted support to the EUDs and geo-units through: timely contributions to quality assurance processes and monitoring of CAS recommendations' implementation; thematic, methodological and training supports and guidance; inter-service coordination in relation to tools of the Integrated Approach to Conflict and Crises (conflict sensitivity

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	<p>assessments, conflict analyses and EU conflict EWS, Recovery and Peacebuilding Assessments – RPBA- and Post Disaster Needs Assessments -PDNAs, etc.); increased guidance to the implementation of the H-D-P nexus implementation and Resilience Assessment; Women, Peace and Security approaches, etc.</p>
<p>R9</p> <p>Strengthen EU coordination</p> <p>Strengthen the quality and intensity of EU coordination with country actors at regional, national and local levels and improve political and strategic coordination with EU Member States and other key international actors.</p>	<p>This recommendation is Accepted (July 2020) –next steps/ actions:</p> <ol style="list-style-type: none"> 1. Political and strategic coordination with key international actors on CPPB will continue to have the EU’s full and dedicated commitment in all relevant partnerships and international fora, both regional and global levels (e.g. UN, OSCE, AU, Neighbourhood, World Bank, etc.). 2. The EU will continue its efforts to strengthen EU coordination at country level through the preferred programming modalities under the NDICI – Joint Programming –, as well as through joint analyses (conflict or conflict risk-related, and/or resilience- related) which should be the basis for joint and integrated approaches that would support the H-D-P Nexus implementation. 3. The EU will also continue to improve its coordination both at HQ and country level with Member States in the context of the EU conflict EWS implementation and under other analytical and operational tools. In this regard, the EU also welcomes initiatives by MS to enhance EU coordination and exchange on CPPB topics through a proactive role of the Council. 4. Coordination on mediation continues to take place with the MS Mediation focal points through informal, regular meetings. <p>-----</p> <p>Response Follow-Up (February 2023) – Member States are consistently involved in joint EU conflict analyses, both in-country, and through briefings at the PSC and geographic Council working groups, as well as CODEV. The EEAS continues to support EU MS in the organisation of the annual Early Warning Early Action Forum. Regular liaison and outreach to EU Member States on matters of mediation and dialogue support takes place with the EU MS Mediation focal points. In terms of early warning, conflict prevent and mediation, the Strategic Compass adopted in March 2022 reiterates the need for sustained coordination and cooperation with relevant partners and in particular: the United Nations, the OSCE, the AU, as well as with partners in the neighbourhood. The EU-UN strategic partnership on peace operations and crisis management’s priorities were updated in the beginning of 2022, conflict prevention and support to political processes being one of the areas of cooperation.</p> <p>Strategic dialogue also continues with the UN, the OSCE, and most recently the AU, on</p>

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conflict prevention and mediation.

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<p>R10</p>	<p>Promote and enable conflict sensitivity in all EU external action</p> <p>Promote the uptake of conflict sensitivity more explicitly across all EU services to embed it more deeply in EU external action and enhance the mandate and capacities of the entities dealing with CPPB at headquarters and field level to better pursue this goal.</p>	<p>This recommendation is Accepted (July 2020) - Next steps/ actions:</p> <ol style="list-style-type: none"> 1. The EU will endeavour to meet the proposed NDICI requirements on conflict analysis and conflict sensitive approaches to development, as compatible with the current available human and financial resources. Should the number of conflict analyses increase very significantly, the EU will identify additional financial and human resources needed to match this task, and will look into possible solutions to ensure that the necessary means become available. 2. The EU will provide better conflict-sensitive guidance to all the relevant actors at HQ and in the Delegations. In particular, the EU will continue its work on incorporating conflict sensitivity and resilience through quality assurance processes, for example in its conflict analysis manual, in the DEVCO companion, in the Intervention Management Guidelines and in other relevant documents for monitoring and evaluation (ROM Handbook). It is also working on finalising Results Chain (for Action Documents and Action Plans) on Resilience, Conflict Sensitivity and Peace. 3. At the same time, the EU will strive to identify resources for conflict sensitivity at Delegation level to ensure that conflict sensitivity becomes a cross-cutting issue throughout the intervention management cycle. <p>-----</p> <p>Response Follow-Up (February 2023) - Quality Review processes in relation to programming are now aligned with the co-creation process that brings together EEAS and Commission Services and are also essential for initial follow-up and monitoring of the recommendations stemmed from the Conflict Analysis Screenings.</p> <p>Guidance on Conflict Sensitivity, Conflict Analysis, HDP Nexus, indicators related to Resilience, Peace and Security, dedicated trainings and methodological supports are also shared and disseminated through the platform Capacity4Dev. Inter-service work is continuing to put in place an effective monitoring and follow up framework with regard to the implementation of CAS recommendations for conflict sensitive programming.</p> <p>Moreover, the NDICI requirements also requires conflict sensitivity approaches also in relation to Security Sector Reform, DDR, natural resources and extractive industries, transboundary water management, the Rapid Response Pillar, conflict prevention and peacebuilding, the HDP nexus, etc. DG INTPA continues to operate the Declaration of Crisis, a crisis modifier to allow for more flexible contracting and financing procedures in countries in crisis.</p>
<p>R11</p>	<p>Improve monitoring, evaluation and learning</p> <p>Increase investments in monitoring, evaluating and learning to strengthen institutional learning and institutional memory</p>	<p>This recommendation is Accepted (July 2020) - Next steps/ actions:</p> <ol style="list-style-type: none"> 1. Civilian CSDP Missions are implementing targeted monitoring and assessment systems, in line with benchmarking indicators. The EU is working on possible options for operational

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on CPPB at the systemic, strategic and country levels to enhance conflict sensitivity, to optimise the EU's CPPB response and to avoid incoherence.

impact evaluation for civilian CSDP missions, based on Council Decision n. 14610/19 of 3 December 2019 on the Civilian CSDP Compact.

2. As part of the EEAS-led KM exercise, an analysis of EU's preventive and crisis response instruments/activities will be conducted. The exercise will provide a snapshot of specific processes to initiate, plan and decide on each instrument and tool, including MEL practices. This analysis and assessment will give an outline from which recommendations can be drawn out, proposing ways forward in this area.

3. The SSR Task-Force will develop an evaluation methodology for SSR-related programmes.

4. A study on lessons learned during 10 years EU experience in mediation was carried out in preparation of the revised EU mediation concept.

5. The EU will invest in knowledge management to take stock of the lessons learnt on conflict prevention and crisis response. Particular attention will be devoted to a systematic application of the theory of change to the single initiatives and to the global work of FPI on CPPB and crisis response.

6. Conflict sensitivity and resilience have been introduced in Quality Review Group (QRG) processes, for instance in the DEVCO Companion and other documents for monitoring and evaluation (ROM Handbook and Intervention Cycle Management Guide/former PPCM).

7. A Results Chain (for Action Documents and contract level interventions) on Resilience, Conflict Sensitivity and Peace is being finalised along with a list of potential indicators. Other Results Chains have been finalised on SSR, CVE/PVE and Cybersecurity, as well as Justice Sector Reform and Democracy – covering elections, civil society support, media, political parties and Parliament.

8. Additional quality checks for a selection of indicators will be carried out and targeted indicators entered into OPSYS in order to improve their systematic use. FPI, for example, is developing impact level indicators to measure conflict sensitivity of planned projects

Response Follow-Up (February 2023) – The Council Conclusions on the Civilian CSDP Compact in December 2022, calls for a new Civilian CSDP Compact with the overall aim to increase EU's capacity to ACT rapidly and robustly to support counterparts in missions' theatres e.g., by establishing independent evaluation of the impact and performance of missions, that feeds into the strategic reviews of missions

The **SSR Task Force, with the support of the SSG Facility**, has developed a methodology to review the EU's overall engagement in the security sector of partner

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	<p>countries.</p> <p>In 2022, DG NEAR, together with the EEAS conducted an evaluation of the EU's engagement in the security sector of Georgia. In February 2023, the SSR Country Review in Georgia will be released on internet.</p> <p>After each EU conflict EWS cycle, a lessons learned exercise is organised to discuss possible improvements.</p> <p>The EEAS Peace Mediation Guidelines drawn up in 2020 are currently being updated to fully incorporate lessons learned in the last two years.</p> <p>Due to the COVID-19 the scarce KM resources have been directed into organisational learning as one part of the overall knowledge management efforts in the area of CPR. Therefore, the analysis is still pending. The EEAS has launched an annual lessons process in 2019, aiming to continuously improve the effectiveness and efficiency of the EU in the field of CPR. So far, three reports have been presented to Member States covering years 2019-2021. EEAS is developing an online Lessons Database to better store and disseminate the organisational learning and good practices.</p>
<p>R12</p> <p>Support the achievement of sustainable CPPB results</p> <p>Enhance efforts to create capacity and promote ownership for CPPB among national and local partners, with a view to achieving stronger national structures and more capacitated actors to sustain CPPB efforts, in particular by enhancing the coordination and complementarity of EU support.</p>	<p>This recommendation is Partially Accepted (July 2020) - High instability, poor governance and rapidly changing contexts in some countries, as well as limited project implementation timeframes, can affect the sustainability of interventions promoting capacity building and ownership.</p> <p>-----</p> <p>Response Follow-Up (February 2023) - The EU will continue to promote local ownership for CPPB among national and local partners, including strengthening the capacities of local actors and communities (CSOs, youth, women groups, journalists) in conflict transformation techniques, conflict prevention, mediation, peace building, conflict sensitive and responsible journalism, etc.</p>