

Framework Contract EuropeAid/132633/C/SER/Multi  
Lot 12: Humanitarian Aid, Crisis Management & Post-Crisis assistance  
Contract N° 2015/369367

# Final Report

## Evaluation of the Instrument for Stability - Crisis Response Component (2007 - 2013)

### Volume II - Annexes

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# Annexes

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## Annex 1: Terms of References

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### SPECIFIC TERMS OF REFERENCE

**Evaluation of the Instrument for Stability Crisis Response Component (2007-2013)  
FWC BENEFICIARIES 2013 - LOT 12: Humanitarian Aid, Crisis Management and Post-Crisis  
assistance  
EuropeAid/132633/C/SER/multi**

#### 1. BACKGROUND

Since 2000, the EU has adopted a set of policy commitments on crisis and post-crisis assistance, conflict prevention and peace building: Article 11 of the Cotonou Agreement (2000)<sup>1</sup> dealing with peace-building policies, conflict prevention and resolution; the Commission Communication on Conflict Prevention (2001)<sup>2</sup>; the EU Programme for the Prevention of Violent Conflicts adopted at the European Council in Gothenburg (June 2001)<sup>3</sup>; the Commission Communication on Linking Relief, Rehabilitation and Development strategic framework (2001)<sup>4</sup>; the 2003 European Security Strategy<sup>5</sup> (and in particular the 2008 report on its implementation); the European Consensus on Development (22 November 2005)<sup>6</sup>; the European Council Declaration on Combating Terrorism (25 March 2004)<sup>7</sup>; the European Consensus on Humanitarian Aid (2007)<sup>8</sup>; the Council Conclusions on Security and Development (November 2007)<sup>9</sup> and the Council Conclusions on Conflict Prevention (June 2011)<sup>10</sup>.

There is no one single definition of peace building within the European Union (EU), however the 2001 Communication on Conflict Prevention is considered by many practitioners as providing the ongoing strategic framework and intervention logic for the EC's approach to conflict prevention and peace building.

The EU is a major provider of economic, financial, technical, humanitarian and macroeconomic assistance to third countries. The promotion of stable conditions for human and economic development and the promotion of human rights, democracy and fundamental freedoms remains one of the prime objectives of the EU's external action to which EU instruments for external assistance contribute. In its conclusions of November 2004 on the effectiveness of EU External Action, the European Council recognised the importance of taking into account the links between security and development for the effectiveness of the EU external assistance. The Instrument for Stability (IfS) was subsequently created as part of the reform of the Community external financing instruments in 2006. The IfS was designed as a follow up to the Rapid Reaction Mechanism<sup>11</sup>, and it provided the EU with a new strategic tool to work in the area of conflict prevention, crisis management and peace building.

The Lisbon Treaty, which entered into force on 1 December 2009, has, for the first time, set up common overarching principles and objectives of the EU's external action, among which: "to preserve peace, prevent conflicts and strengthen international security in accordance with the purposes and principles of the UN charter [...]"<sup>12</sup>. These objectives apply to all external policies and instruments of

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<sup>1</sup> Cotonou Agreement signed on 23 June 2000 (OJ L 317, 15.12.2000, p. 3)

Revised Cotonou Agreement (2005) – OJ L 209, 11.8.2005, p. 27

Revised Cotonou Agreement (2010) – OJ L 287, 4.11.2010, p. 3

<sup>2</sup> Communication of 11 April 2001, COM (2001) 211 final

<sup>3</sup> EU Programme for the Prevention of Conflict, Doc. 9537/1/01 REV 1, 7 June 2001

<sup>4</sup> Communication of 23 April 2001, COM (2001) 153 final

<sup>5</sup> European Security Strategy 12 December 2003 <http://www.consilium.europa.eu/uedocs/cmsUpload/78367.pdf>

Report on the implementation of the European Security Strategy S407/08, 11 December 2008

[http://www.consilium.europa.eu/uedocs/cms\\_data/docs/pressdata/en/reports/104630.pdf](http://www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/en/reports/104630.pdf)

<sup>6</sup> OJ C 46, 24.2.2006, p. 1

<sup>7</sup> <http://www.consilium.europa.eu/uedocs/cmsupload/decl-25.3.pdf>

<sup>8</sup> OJ C 25, 30.1.2008, p. 1

<sup>9</sup> [http://www.consilium.europa.eu/uedocs/cms\\_Data/docs/pressdata/en/gena/97157.pdf](http://www.consilium.europa.eu/uedocs/cms_Data/docs/pressdata/en/gena/97157.pdf)

<sup>10</sup> [https://www.consilium.europa.eu/uedocs/cms\\_data/docs/pressdata/EN/foraff/122911.pdf](https://www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/EN/foraff/122911.pdf)

<sup>11</sup> The RRM was launched in 2001 by the European Commission with the intention of allowing the EC to respond quickly and effectively to worldwide conflict and crisis situations.

<sup>12</sup> Article 21 of the Treaty on European Union

the Union, including its development cooperation as well as its economic, technical and financial cooperation with third countries, which are the two Treaty legal bases of the IfS Regulation (Articles 209 and 212 of the Treaty on the Functioning of the European Union).

2011 was the first year that EU foreign policy was guided and coordinated by the High Representative for Foreign Affairs and Security Policy and Vice-President of the European Commission (HR/VP) and the European External Action Service (EEAS). The HR/VP repeatedly stressed that conflict prevention should be “a silver thread” which runs through all of the work of the EEAS. The same year also saw important developments in the field of peace building policy. The World Bank’s World Development Report 2011: Conflict, Security and Development includes valuable new data and analysis as well as policy recommendations on how the international community should adapt the way it provides development assistance to countries which have experienced or are currently facing political or criminal violence. In addition to the Council Conclusions on conflict prevention (2011)<sup>13</sup>, the European Commission (EC) presented the results of the thematic global evaluation of support to conflict prevention (including crisis resolution) and peace building (including its demobilisation, disarmament and reintegration)<sup>14</sup> over the last ten years which provides useful recommendations as to how the conflict prevention and peace building potential of the EU can be increased.

### **The Instrument for Stability (IfS)**

The Regulation (EC) N° 1717/2006 of the European Parliament and of the Council of 15 November 2006 establishing an Instrument for Stability<sup>15</sup> (IfS Regulation) covers the period of the 2007-2013 Financial Perspectives. The IfS was created as part of the reform of European Union external financing instruments (EFI) in 2007 to provide the European Union with a new strategic tool to address security and development challenges and as a mechanism for rapid, flexible and adequately funded initial responses to situations of political crisis or natural disasters in third countries (Art. 3), to help build long-term international, regional and national capacity to address pervasive trans regional and global threats (Art. 4.1), to support international efforts to address the proliferation of weapons of mass destruction, in particular, chemical, biological, radiological and nuclear materials and agents (Art. 4.2) and to develop international capacity for peace building (Art. 4.3).

The Instrument for Stability is one of a range of strategic tools and approaches at the disposal of the EU in relation to response to situation of crisis or emerging crisis to prevent conflicts. Therefore, it is helpful to understand where it fits into the broader context of the EU’s emerging policy approaches and operational toolbox for preventing conflict and building peace. In July 2011, an independent consultancy prepared and published the findings of the overall programme level evaluation on the IfS<sup>16</sup>. The report summarises that “the IfS had significantly contributed to enhancing the overall relevance, effectiveness and efficiency of EU crisis response and preparedness action”. It concluded that “the IfS makes a significant contribution to the coherence of the EU peace, security and development architecture – and to global peace and stability”.

As stated in Art 2 of the IfS Regulation, measures taken under the IfS shall be (a) complementary to other assistance provided for under related EU’s EFI<sup>17</sup>; (b) consistent with the EU’s overall strategy policy framework for the partner country and (c) coordinated with the activities of EU Member States.

### **The IfS Crisis response component**

As referred to in Article 3 of the IfS Regulation, the overall objective of the European Commission’s Crisis response component is to provide “*technical and financial assistance in pursuit of the specific aims set out in point (a) of Article 1(2) (...) in response to a situation posing a threat to democracy,*

<sup>13</sup> [http://www.consilium.europa.eu/uedocs/cms\\_data/docs/pressdata/EN/foraff/122911.pdf](http://www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/EN/foraff/122911.pdf)

<sup>14</sup> [http://ec.europa.eu/europeaid/how/evaluation/evaluation\\_reports/reports/2011/1291\\_vol2\\_en.pdf](http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/reports/2011/1291_vol2_en.pdf)

<sup>15</sup> OJ L327 24.11.2006, p. 1.

<sup>16</sup> [http://ec.europa.eu/dgs/fpi/documents/ifs\\_programme\\_level\\_evaluation\\_2011\\_en.pdf](http://ec.europa.eu/dgs/fpi/documents/ifs_programme_level_evaluation_2011_en.pdf)

<sup>17</sup> Relevant EFI instruments: CFSP, EDF, DCI, ENI, IPA, ECHO, etc.

*law and order, the protection of human rights and fundamental freedoms, or the security and safety of individuals, or a situation threatening to escalate into armed conflict or severely to destabilise the third country or countries concerned. Such measures may also address situations where the Community has invoked the essential elements clauses of international Agreements in order to suspend, partially or totally, cooperation with third countries.”*

Measures that can be covered under this point are detailed in Article 3(2) of the IfS Regulation.

The IfS Crisis Response component could be mobilized in exceptional and unforeseen situations of crisis or emerging crisis when the situation requires the need to respond rapidly to such situations.

In accordance with Article 6 of the IfS Regulation, interventions should normally take the form of Exceptional Assistance Measures (EAM) and Interim Response Programmes (IRP). EAM are limited in duration to 18 months (possible extension of a further 6 months) and they benefit from an accelerated and simplified decision-making procedure for adoption of such measures by the European Commission. IRP may be adopted with a view to establishing or re-establishing the essential conditions necessary for effective implementation of the Community’s external cooperation policies. They shall build on EAM. In addition, small-scale and highly focused activities in response to situation of crisis or emerging crisis in the sense of Article 3(1) of the IfS Regulation, and covering different areas identified in Article 3(2) of the IfS regulation were funded through the IfS. The activities were implemented via seven facilities (one per year) for urgent actions involving Policy Advice, Technical Assistance, Mediation, Reconciliation and other areas of assistance for the benefit of third countries affected by crisis situations (PAMF).

During the period 2007-2013, over 130 Commission Financing Decisions and over 600 crisis response projects, comprised of finalised and projects on their last phase, were developed to respond in a timely and effective manner to contribute to stability and peace, and to allow the proper implementation of the EU political priorities and strategic interests as identified in close cooperation with the European External Action Service.

Projects are of a diverse nature but common sectors of intervention of IfS Crisis response actions are (*indicative list*):

- (1) Security-related projects including SSR, Policing, Border Management, strengthening security institutions, Small Arms and Light Weapons (SALW), Mine Action;
- (2) Counter-terrorism;
- (3) Dialogue (support/peacebuilding/skills and process – Tracks I and II);
- (4) Confidence Building;
- (5) Rule of Law including Transitional Justice;
- (6) Community/Civil Society Grant Making;
- (7) Natural Disaster preparedness and response;
- (8) Internally Displaced Persons (IDPs), refugees;
- (9) Economic recovery / integration / Livelihoods;
- (10) Institution Building (state / interim)
- (11) Electoral Assistance;
- (12) Reconstruction / Rehabilitation;
- (13) Conflict research / analysis / early warning;
- (14) Cross-Border Peacebuilding;
- (15) Disarmament, demobilisation and reintegration (DDR).

More information on the crisis response component and above referred activities is available on the FPI website:

[http://ec.europa.eu/dgs/fpi/what-we-do/instrument\\_contributing\\_to\\_stability\\_and\\_peace\\_en.htm](http://ec.europa.eu/dgs/fpi/what-we-do/instrument_contributing_to_stability_and_peace_en.htm) and the EEAS website - [http://eeas.europa.eu/crisis-response/index\\_en.htm](http://eeas.europa.eu/crisis-response/index_en.htm)

A summary of the Commission Decisions related to the IfS Crisis response component from 2007 to 2013, including the projects funded under each Decision, is attached as **Annex I**.

## 2. DESCRIPTION OF THE ASSIGNMENT

### ➤ Global objective

There is sufficient wealth of experience now to reflect more thoroughly on the IfS Crisis response component accomplishments since the creation of the IfS in 2007. The objective is to draw lessons from what has worked and what has not, so that the effectiveness of the Instrument contributing to Stability and Peace can be continuously improved.

The main objectives of this evaluation are to provide the relevant stake holders in the European Union (including policy-makers and the wider public) and elsewhere with:

- an independent assessment of the overall implementation of the IfS Crisis response component, paying particularly attention to the results achieved against its objectives; and
- key lessons and recommendations in order to improve current and future action financed under the Instrument contributing to Stability and Peace.

This evaluation will also be used to generate information for:

- the final evaluation of the IfS (2007-2013)<sup>18</sup>, and
- the mid-term review of the External Financing Instruments<sup>19</sup>.

The evaluation will benefit from and draw upon from the findings of the existing project and programme evaluations of the IfS Crisis response component as well as from overall programme-level evaluation of the IfS (July 2011).

### ➤ Specific objective(s)

The purpose of the evaluation is to assess the relevance, efficiency, effectiveness, sustainability and impact of the IfS Crisis response component (Article 3 measures) in (a) providing a response to situations of crisis or emerging crisis and (b) in contributing to stability by providing an effective response to help preserve, establish or re-establish the conditions essential to the proper implementation of the EU's development and cooperation policies.

It should also assess the coordination and complementarity with other donors and actors, the consistency with the relevant EU policies and activities as well as with relevant international legal commitments.

The evaluation should cover the period 2007-2013. And it will be mainly consist on a meta-evaluation of existing IfS evaluations (project and instrument evaluations), complemented with few field-missions.

The evaluation will assess the implementation of the IfS using the standard 5 DAC evaluation criteria, namely: **relevance, effectiveness, efficiency, sustainability and impact**. It should be noted that the IfS is not 'daccable' as not all the activities that fall within its remit are of a developmental nature. The methodology to be developed for this evaluation will need to take account of this and contain a reflection on *how* the DAC evaluation criteria are best applied to the IfS.

In assessing the above criteria the evaluation will take into account, where appropriate:

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<sup>18</sup> The evaluations for other IfS components (Articles 4.1, 4.2 and 4.3) have already been completed

<sup>19</sup> Article 17 Common Implementing Rules - Regulation (EU) No 236/2014 of the European Parliament and of the Council of 11 March 2014, OJ L 77, 15.3.2014, p. 95

- (a) the EU added value of the IfS, both regarding its design and implementation;
- (b) the complementarity, consistency and coordination of the instrument with the EU external action strategy, with other EU instruments for external assistance and with the activities by EU Member States, and other donors when relevant.

The evaluation team should also consider whether the following cross-cutting issues **gender, human rights, conflict sensitivity, democracy and good governance** were taken into account in the identification/formulation documents and whether they have been appropriately reflected in the implementation of the projects and their monitoring.

The evaluation criteria are translated into specific evaluation questions. These evaluation questions are indicative. The evaluation team is requested to comment on the proposed evaluation questions, to propose alternatives (including explanatory comments for each), to develop sub-questions, a limited number of appropriate judgement criteria per evaluation question, identifying provisional quantitative / qualitative indicators related to each judgement criteria and their verification means. The evaluation questions may be discussed with the experts and re-formulated during the Inception Phase. Additional aspects may be suggested by the evaluation team based on the progress of their work. However, once agreed the evaluation questions are contractually binding.

The evaluation shall lead to conclusions based on objective, credible, reliable and valid findings and shall provide the EU with clear answers to the evaluation questions and a set of operational and useful recommendations to improve the future implementation and programming of actions.

➤ **Relevance:**

1. Are the objectives that were defined for the IfS in 2006 still relevant to the field of crisis response and the EU's place in it, today?
2. How far has the IfS Crisis response component succeeded in responding to the objectives and priorities of the EU's foreign policy toward countries affected by crises?
3. Has the IfS provided a response that was suitable and adequate to the contexts where it has been put to use?

➤ **Effectiveness:**

4. To what extent has the IfS Crisis response component delivered the results and impacts it set out to deliver?
  - a. In relation to the objectives stated in the IfS Regulation?
  - b. With regard to the specific political objectives the EU had and the challenges it faced when a new IfS measure was decided?
  - c. In relation to the stated objectives of IfS measures?
5. How effectively have IfS interventions under the crisis response component translated political priorities into feasible actions?
6. What have been the (quantitative and qualitative) effects of the measures under the IfS Crisis response component?
  - a. To what extent can these effects / changes be attributed to the measures under the IfS Crisis response component?

➤ **Efficiency:**

7. Taking into account the political imperatives at the time IfS measures were adopted and the circumstances in which they operated, to what extent are the means invested in terms of financial and human resources justified by the results?



8. To what extent are the measures funded under the IfS been cost effective?

➤ **Sustainability:**

9. Have the effects (i.e. results and impacts) of IfS Crisis response interventions that have come to an end been maintained over time?

10. To what extent has there been appropriate follow-up to IfS Crisis response interventions, either by actions funded under other EU external financing instruments (i.e. continuation) or through actions funded by other donors?

➤ **Impact**

11. What has happened as a result of the IfS Crisis response intervention?

12. Did the activities make a difference to how the EU was able to address specific crises situations to the benefit of those affected by it?

➤ **EU added value**

13. What is the EU added value of the IfS Crisis response component compared to what could have been achieved by EU Member States and other donors?

➤ **The 3Cs (co-ordination, complementarity and coherence):**

14. To what extent are the interventions carried out under the IfS Crisis response component consistent with each other (where appropriate) and with the EU external action strategy?

15. To what extent did the IfS Crisis response component complement / stimulate synergies with other EU external financing instruments as well as other instruments, policies (in particular, humanitarian assistance and Common Security and Defence Policy) and bilateral cooperation of the EU Member States?

➤ **Requested services**

The assignment will mainly consist of a desk-review of documents and evaluations, complemented with few field-visits to selected projects.

The desk review will consist on a meta-analysis of:

- relevant documents (IfS regulation, financing decisions, project proposals, project reports, etc.)
- existing IfS project evaluations between the period 2010-2013;
- evaluation of the crisis response and preparedness components of the European Union's Instrument for Stability (IfS), prepared by INCAS Consulting Ltd. Final Report 12 July 2011;
- Impact Assessment accompanying the Regulation of the European Parliament and of the Council establishing an Instrument for Stability<sup>20</sup>, which covers the period 2007-2010.

All relevant information will be provided to the evaluation team during the Inception Phase.

This evaluation should build on previous evaluation experience. In particular, **for the period 2007-2010**, this evaluation shall largely rely in the Impact Assessment for the IfS and the evaluation of the crisis response and preparedness components of the EU's IfS mentioned earlier. Both documents

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<sup>20</sup> SEC(2011) 1481 final , 7 December 2011 - [http://ec.europa.eu/dgs/fpi/documents/impact\\_assment\\_en.pdf](http://ec.europa.eu/dgs/fpi/documents/impact_assment_en.pdf)

provide relevant information and data on the different issues to be assessed by the evaluation team covering that period of implementation.

**For the period 2010-2013**, the evaluation team is expected to **review at least 60 financing decisions (comprising at least 130 projects)** including all the relevant and existing information<sup>21</sup> on the measures financed under each decision. The methodology submitted by the contractor must include a proposal of financing decisions / projects to be reviewed (see **Annex I**). This proposal shall be balanced between sectors of intervention, regions and countries, and it shall only include measures that represent a large EU contribution.

The final selection of financing decisions and projects to be reviewed will be agreed with the Contracting Authority during the inception phase.

The evaluation will be divided in four phases – an **Inception Phase**, mainly devoted to structuring and preparing the evaluation approach and methodology, a **Desk Phase**, focusing on gathering and analysing existing data and information (through literature/document reviews and interviews), a **Field Phase**, including the preparation and conduct of field missions, a **Synthesis Phase**, focusing on drafting the Final Report.

<b>Evaluation phase</b>	<b>Methodological Stage</b>	<b>Outputs</b>
Inception Phase	✓ Understanding and structuring of the evaluation	○ Inception Report
Desk Phase	✓ Data collection ✓ Analysis of relevant documents ✓ Meta-evaluation ✓ Meetings and interviews	○ Desk Report ○ Detailed mission work plan
Field Phase	✓ Data collection ✓ Verification of the hypotheses ✓ Meetings and interviews with stakeholders ✓ On-site field visits	○ Written Summary Notes of field visits
Synthesis Phase	✓ Analysis ✓ Judgements ✓ Draft final report	○ Final Report ○ Executive summary of Final Report (EN, FR, ES) ○ PowerPoint Presentation ○ De-briefing FPI Brussels

The overall methodological guidance should be based on the one developed by the EuropeAid evaluation unit, available on its web page under the following address:

[http://ec.europa.eu/europeaid/evaluation/methodology\\_en](http://ec.europa.eu/europeaid/evaluation/methodology_en)

The attention of the evaluation team is drawn upon the importance of obtaining concrete data to avoid an evaluation which would look too theoretical or abstract. Special attention should be given to the evaluation methodology developed by other international organizations, specialized in peace and security, such as the UN, the OSCE and OECD. It is highly recommended that the evaluators link up with the UN DPKO Evaluation Division to get information on their evaluation procedures, especially on data collection in the specific field of peace and security, lessons learned and best practices, possible pitfalls, recommendations, etc.

The evaluation team is also encouraged to refer to past work of good quality in this field, such as Professor Paul Collier's work; Thematic Evaluation of European Commission Support to Conflict

<sup>21</sup> Project proposals, log frames, indicators, project progress reports, documents on monitoring & evaluation, etc.

Prevention and Peace Building<sup>22</sup>; World Development Report 2011 on Conflict, Security and Development<sup>23</sup>; Guidance on Evaluating Conflict Prevention and Peace building Activities<sup>24</sup>; OECD DAC Network on Development Evaluation and OECD DAC Network on Conflict and Fragility (INCAF).

It is underlined that the quality check is of the responsibility of the Framework contractor. The Team Leader will be in charge of making sure that the methodology described in the Inception Report and agreed by the Contracting Authority is implemented throughout the evaluation.

The Team Leader will have to carefully follow the whole evaluation, be informed, monitor and coordinate the activities of the evaluation team at all stages and be able to respond to any request from the Contracting Authority on the evaluation. The final quality control is the responsibility of the EU evaluation manager.

A **ten (10) pages proposed methodology** should be submitted with the offer, including the description of the Team Leader's role, the structure of the team, the organization and methodology for the assignment and the structure of the various phases and outputs, clearly indicating the allocation of working days per expert and per phase. It shall also include the pre-selection of financing decisions and projects to review.

### **Inception Phase**

The Inception Phase will mainly be devoted to structuring and fine-tuning the evaluation approach and methodology. The work plan and the final selection of financing decisions and measures to be reviewed will be agreed during this phase. All relevant and necessary documentation will be provided during this phase.

Members of the evaluation team will participate in a kick-off meeting in Brussels, Belgium. This meeting focus on: (i) the evaluation team's understanding of the Terms of Reference, (ii) the proposed general approach to the work, including an upgrade of the methodology proposed in the Framework contractor's offer, scope, etc.

Following the kick-off meeting, the evaluation team will examine relevant key documentation on the past and current EU activities related to the IfS Crisis response component, including data on the pertinent policy and instruments. This material would include data on the relevant Commission Decisions, strategy documents and instruments, monitoring and evaluations reports, progress project reports, outcomes of seminars and discussions with EU officials. The evaluation team will also held specific meetings/interviews – in Brussels or, when possible, through VTC – with a restricted number of interlocutors indicated by the Contracting Authority.

With the information obtained and no later than ten (10) days after the launching meeting, the evaluation team will submit by email a Draft **Inception Report** to the Contracting Authority for further transmission to the Inter-services Group (ISG)<sup>25</sup>.

If necessary, the report will also suggest modifications to contractual provisions inter alia for the final composition of the evaluation team; and the final work plan and schedule.

If necessary, the draft Inception Report will be presented by the evaluation team to the ISG by VTC. Following comments on the Draft Inception Report from the Contracting Authority collected from the members of the ISG, the evaluation team will submit the Final Inception Report within three (3) days.

<sup>22</sup> [http://ec.europa.eu/europeaid/how/evaluation/evaluation\\_reports/2010/1277\\_docs\\_en.htm](http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/2010/1277_docs_en.htm)

<sup>23</sup> <https://openknowledge.worldbank.org/handle/10986/4389>

<sup>24</sup> <http://www.oecd.org/dac/evaluation/dcdndep/39774573.pdf>

<sup>25</sup> The ISG may be composed of the IfS staff members at Headquarters and EU Delegations, DEVCO and the EEAS.

The evaluation will not continue before the proposed approach and methodology<sup>26</sup> have been approved, in principle, by the Contracting Authority, as well as the Final Inception Report.

### **Desk Phase**

The Desk Phase will mainly start after the approval of the Final Inception Report by the Contracting Authority. Its purpose is to make sure that existing relevant information (including data) is gathered and taken into account in the evaluation and that necessary information is available to answer the agreed evaluation questions. This phase represents the main bulk of the assignment, where most of the resources are to be dedicated.

During the Desk Phase, the evaluation team will: carry out in-depth analysis of all relevant documents<sup>27</sup>; identify – together with the manager and the ISG – relevant stakeholders; and hold extensive face to face or VTC meetings/interviews<sup>28</sup> with European Commission Services that are relevant to the IfS Crisis response component (i.e. DEVCO; ECHO, etc.); EU Delegations (in particular with IfS Regional Crisis Response Planner Officers<sup>29</sup>); the European External Action Service (EEAS); the European Parliament, Staff from Permanent Representations of EU Member States in Brussels; the offices of UN (and other International/regional Organisations) and civil society's representatives to complete the Desk Phase. The very first meetings will be held with FPI staff working on the IfS Crisis response component.

In addition, the evaluation team will propose for the approval by the Contracting Authority four (4) field missions to be carried out during the field phase. The proposal should be made after analysis of the relevant documentation and taking into account the following elements:

- Financial and political relevance of the intervention;
- Mission must take place in different geographical areas<sup>30</sup>;
- Mission must cover different sectors of intervention.

At the conclusion of this work, the evaluation team will prepare a **Desk Report**.

The evaluation team should send the Desk Report to the Contracting Authority for further transmission to the ISG, no later than sixty (60) calendar days after the approval of the Final Inception Report. Should the Contracting Authority have comments on the Desk Report, the evaluation team will have two (2) days to incorporate them.

The evaluation team will also submit a **detailed Mission Work Plan**. The plan shall be submitted to the Contracting Authority thirty (30) days after the approval of the Final Inception Report. It must include the name of the experts proposed to carry out the field visit and its profile / CV. The mission work plan must be approved by the Contracting Authority before the start of the field phase.

### **Field Phase**

Following satisfactory completion of the Desk Phase and the approval of the Desk Report and the Mission Work Plan by the Contracting Authority, the evaluation team<sup>31</sup> will start a field phase to

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<sup>26</sup> The approved methodology becomes binding for the evaluation team.

<sup>27</sup> IfS and other EU External Financing Instruments Regulation, IfS Commission Financing Decisions, project proposals, project reports, project M&E documents, Strategy papers, IfS Impact assessment, etc.

<sup>28</sup> Face to face or VTC. All face-to-face meetings implying travelling costs should be indicated in the offer and methodology

<sup>29</sup> Dakar, Nairobi, Beirut, Bogota and Yangon

<sup>30</sup> Preferably in Africa, Asia and Middle East.

<sup>31</sup> When a reference is made to the evaluation team under section Field Phase, it should be understood as a team of two experts per mission as proposed by the Framework Contractor, including at least one Category I and one Category II Expert. The Field mission teams would be managed by the Team Leader.

gather further evidence and to test the assumptions in selected field missions as agreed during the desk phase.

This phase shall allow the evaluators to collect information, conduct interviews and hold meetings with relevant stakeholders, including EU Delegations, EU member states, the UN and relevant donors in the area of peace and security, NGOs and private companies, national and local authorities, as well as representatives of the ultimate beneficiaries, in particular Civil Society organisations.

The purpose of field missions will be to provide the evaluation team with first-hand information on the implementation and impact of the selected IfS actions. Field mission teams should be composed and mobilised primarily to cover the four (4) missions and should be in position to travel to the relevant locations in parallel (e.g. at the same time).

The missions undertaken in the framework of the field phase will be scheduled over a period of maximum four (4) weeks in total, including oral on-the-spot debriefings. The field visits will have a minimum duration of ten (10) working days and the team shall be composed of two (2) experts, one Category I and one Category II expert. The proposal for the field visits should be accompanied by a proposal of the evaluation team, including their CVs. The profile of the experts proposed should match the profile indicated for each category under section 3 of this ToR and must include specific expertise on the sectors subject to the field visit. The experts and the projects to be visited are subject to the approval by the Contracting Authority.

The EC Evaluation Manager will assist the evaluation team in establishing the first contacts to the relevant EU Delegations in order to assist the experts with the necessary local support during their missions in the third countries.

At the conclusion of each field mission, each field mission team will give an oral on-the-spot debriefing to the relevant EU Delegation on their provisional findings. In the week following their return from the field, the evaluation team will give a general oral de-briefing to EU Headquarters Services through VTC<sup>32</sup>. The de-briefings will highlight preliminary findings, explain their link to the findings of the Desk Phase and propose a draft structure for the final report (an indicative structure for the final report is included in **Annex II**). The evaluation team will provide **Written Summary Notes** on field visits to the Contracting Authority, three (3) days after the general VTC oral de-briefing to EU Headquarters Services. The Summary Notes should be approved by the Contracting Authority. Should the Contracting Authority have comments on the Written Summary Notes on field visits, the evaluation team will have three (3) days to incorporate them.

### **Synthesis Phase**

When all the field missions have been conducted and within twenty (20) days after the approval of the end of the last field mission, the evaluation team will submit a Draft **Final Report**, in accordance with the agreed structure, taking due account of comments received during debriefings and earlier meetings/email exchanges, and a draft **PowerPoint presentation** on the main findings of the evaluation.

The team of key experts will make an **oral presentation** of the Final Report and the key findings of the evaluation during a de-briefing session in Brussels. On the basis of comments expressed by the Contracting Authority, the evaluation team should make the appropriate amendments and submit a revised version of the Draft Final Report to the Contracting Authority within five (5) days. Should the Contracting Authority still have comments further on, the evaluation team will be required to amend the Draft Final Report within two (2) days upon their reception from the Contracting Authority.

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<sup>32</sup> Unless otherwise specified by the Contracting Authority, the evaluators should participate in the meeting.

The evaluation team will be authorized to convert the Draft Final Report into the Final Report, only once the Contracting Authority has approved the Draft Final Report. The Final Report shall be presented in a way that enables publication without further editing.

Within five (5) days upon approval of the Final Report by the Contracting Authority, the evaluation team will produce a maximum 10 pages **Executive Summary** of the approved final report.

Within fifteen (15) days upon approval of the Executive Summary by the Contracting Authority, the evaluation team will translate the executive summary in Spanish and French. The translations of the executive summary of the Final Report shall be presented in a way that enables publication without further editing.

➤ **Required outputs**

During the assignment, the evaluation team, under the overall coordination and responsibility of the Team Leader, will produce specifically the following outputs:

	<b>Number of pages (excluding annexes)</b>	<b>Main content</b>	<b>Timing for submission (please refer to section 4 for a timetable)</b>
Inception Report	10 pages	<ul style="list-style-type: none"> <li>Set of evaluation questions, developing sub-questions, identifying provisional indicators and their verification means.</li> <li>Methodology to be utilised, overall and for each of the main target thematic areas (update and upgrade of the methodology, including the role of the Team Leader; structure of the various outputs), including the identification of tools to be applied in the Field Phase.</li> <li>Detailed work plan and schedule (specifying the specific level of effort estimated as needed for each phase / task).</li> <li>Proposal of financing decisions and projects to be reviewed.</li> <li>Draft list of potential stakeholders to be met or interviewed during the Desk and Field phases.</li> </ul>	10 days after kick-off meeting
Detailed Mission work plan	10 pages	<ul style="list-style-type: none"> <li>List of four (4) proposed field missions, dates and location;</li> <li>Proposed on-the-spot field visits, meetings and an indicative list of selected stakeholders to be met and / or interviewed;</li> <li>The evaluators' proposed approach and methodology for the upcoming Field Phase</li> <li>List of experts proposed for field phase.</li> </ul>	30 days after approval Final Inception Report
Desk Report	30 pages	<ul style="list-style-type: none"> <li>Preliminary findings and answers to each evaluation question stating the information already gathered and their limitations;</li> <li>Issues still to be covered and the assumptions to be tested;</li> <li>Full description of the methodology used to answer the evaluation questions.</li> </ul>	60 days after approval Final Inception Report
Summary Notes on field visits	5 pages	<ul style="list-style-type: none"> <li>Summary of the activities (meetings and on-the-spots visits) carried out during the mission;</li> <li>List of stakeholders met / interviewed;</li> <li>Brief description of the main outcomes of each activity;</li> <li>Evidence gathered;</li> <li>Preliminary findings and conclusions of the missions.</li> </ul>	After the end of each field mission and before the oral debriefing to HQ
Final Report	60 pages	<ul style="list-style-type: none"> <li>Summary of the objectives of the evaluation and the evaluation methodology applied;</li> <li>Clear answers to the evaluation questions;</li> <li>Synthesis of all findings, conclusions and recommendations into an overall assessment.</li> </ul>	20 days after the end of the last field mission
PowerPoint presentation		<ul style="list-style-type: none"> <li>Main findings of the evaluation</li> </ul>	
De-briefing of the		<ul style="list-style-type: none"> <li>Presentation of Final Report</li> </ul>	End of synthesis

Final Report and key findings		<ul style="list-style-type: none"> <li>• Presentation of key findings</li> <li>• Presentation of recommendations</li> </ul>	phase
Executive Summary of the final report	10 pages		5 days after approval of Final Report
Executive Summary of the final report (FR & ES)	10 pages		15 days after approval of Executive Summary - EN

The aforementioned outputs will be submitted by email to the Contracting Authority. In addition, the final versions of the Final report, the executive summary and its translations will be submitted in paper version (see section 5 of these terms of reference).

➤ **Language of the Specific Contract**

English.

➤ **Subcontracting (to be foreseen or not)**

Not foreseen under this contract

**3. EXPERTS PROFILE or EXPERTISE REQUIRED**

➤ **Number of requested experts per category and number of man-days per expert or per category**

This evaluation is to be carried out by a multi-disciplinary team composed of **three (3)** Category I Experts (*key experts*), one being the Team Leader. The key experts will be involved in all the phases of the assignment.

The team of key experts will be complemented by a mix of Category I and Category II experts, that will only be involved at the field phase and who may provide limited support during the synthesis phase (i.e. input related to the field phase they participated in).

The Framework Contractor is responsible for proposing an Evaluation team covering all the expertise required in order to achieve the objectives of this evaluation and that meet the requirements set by these terms of reference. The input of each expert (total working days and allocation per phase and per expert) must be clearly specified in the methodology and offer submitted to the Contracting Authority.

CVs for experts other than the key experts should not be submitted in the tender but the tenderer will have to demonstrate in their offer that they have access to experts with the required profiles. The Framework Contractor shall select and hire other experts as required for the field visits in accordance with these terms of reference. The selection procedures used by the Framework Contractor to select these other experts shall be transparent, and shall be based on pre-defined criteria, including professional qualifications, language skills and work experience as defined below in this section. In addition, the experts proposed for the field visits must have relevant evaluation experience in the sectors of intervention for which they will be proposed. The proposed experts shall be hired only once (a) there is agreement on the projects / sectors to be evaluated and countries to be visited and (b) the experts have been approved by the Contracting Authority together with the detailed mission plan.

The evaluation committee may interview the proposed team of evaluators during the offers' assessment to secure additional information and insights about the quality of the team that will carry out this evaluation. The interview may be conducted within ten (10) days following the reception of the offers.

➤ **Profile per expert or expertise required:**

The composition of the team should reflect cross-thematic experience in conflict prevention, crisis management, post-conflict assistance and peace-building issues. The team as a whole must have solid knowledge both in practice and in theory **to cover all fields** pertaining to the crisis management, peace building and conflict prevention **and all sectors of interventions** of the Instrument for Stability.

The team should comprise experts with knowledge of the particular institutional structure and relationship of responsibilities between FPI and the European External Action Service, and of the European Commission's procedures and of its approach to evaluation methodology.

The team will also have excellent written and oral communication skills in French. Knowledge of Spanish will be considered as an asset.

Each member of the evaluation team should also possess an appropriate training and documented experience in evaluation methods and techniques for complex evaluations, including field experience, and, possibly, of evaluation in the field of external relations. In addition, each evaluation team member shall have solid experience of working within and between multi-cultural teams, excellent interpersonal and communication skills, strong sense of diplomacy, capacity to deal with different sets of interlocutors, including senior figures from the public sector, government counterparts and civil society.

The Team Leader must possess demonstrated capacity for strategic thinking, and expertise in at least one or more of the above mentioned target areas. In addition, he / she must have excellent skills in English both in terms of writing and editing. The team leader shall be proficient in Microsoft Word and PowerPoint. The Team Leader is responsible for the coordination and drafting of outputs under this contract and for the overall management of the evaluation team during all the phases.

The Framework Contractor remains fully responsible for the quality of the reports. Any report which does not meet the required quality standards will be rejected.

A good combination of the aforementioned expertise, skills and qualifications is required for the evaluation team. The team should demonstrate to have understood the intellectual challenges of this strategic evaluation. The team composition should be justified and the team coordination should be clearly described.

In addition to the skills required for the evaluation team mentioned above, the individual minimum requirement requested per expert category are the following:

**Category I Expert**

**Qualification and skills:**

Education at least a Master's Degree in Social Sciences, Public or Business Administration, Economics or other cognate discipline; OR equivalent professional experience of 5 years (above the general professional experience duration fixed below) in the sector(s) related to Lot 12.

**General professional experience:**

At least 12 years professional experience in evaluation of crisis management, post-crisis assistance, humanitarian aid and development projects.

**Specific professional experience:**

- Experience in working on crisis management related issues;
- Experience with the Results Based Monitoring and Project Cycle Management;



- Experience conducting evaluation/ reviews/ assessment of large-scale donor funded projects or programmes in an international context.

Language skills:

- Excellent command of English, both orally and written;

**Category II Expert**

Qualification and skills:

Education at least a Master's Degree in Social Sciences, Public or Business Administration, Economics or other cognate discipline; OR equivalent professional experience of 4 years (above the general professional experience duration fixed below) in the sector(s) related to Lot 12.

General professional experience:

At least 6 years professional experience in evaluation of crisis management, post-crisis assistance, humanitarian aid and development projects.

Specific professional experience:

- Experience in working on crisis management related issues;
- Experience with the Results Based Monitoring and Project Cycle Management;
- Experience conducting evaluation/ reviews/ assessment of large-scale donor funded projects or programmes in an international context.

Language skills:

- Excellent command of English, both orally and written;

All the experts proposed must be independent and free from conflict of interest in the responsibilities they take on. In order to guarantee an unbiased result of this evaluation, experts who have been responsible for the implementation of projects by the IFS Crisis response component in the last eight (8) years must not be part of this assignment.

➤ **Management team member presence required or not for briefing and/or debriefing**

Yes

**4. LOCATION AND DURATION**

➤ **Starting period**

The assignment should commence as soon as possible and, in principle, no later than fourteen (14) calendar days after the Contract's signature.

➤ **Foreseen finishing period or duration**

The assignment should last approximately five (5) months. All outputs shall be delivered and approved by June 2016.

All activities, including final payment, must be completed before 31<sup>st</sup> December 2016.

➤ **Planning including the period for notification for placement of the staff as per art 16.4 a)**

Stages	Notes and reports	Indicative planning	Location
<b>Inception Phase</b>			
	Kick-off meeting	n	Brussels
	Draft Inception report	n + 10 days	Home-based
	Comments by FPI	n + 15 days	
	Final Inception report	n + 18 days = z	Home-based
<b>Desk Phase</b>			
	Documents review and analysis Meetings and interviews		Home-based + travel as per methodology
	Detailed mission work plan	z + 30 days	Home-based
	Desk Report	z + 60 days	Home-based
	Approval by FPI of mission work plan	z + 45 days	
	Approval by FPI of Desk report	z + 70 days = y	
<b>Field Phase</b>			
	Field missions	y + 30 days = x	tbd
	Written Summary Notes Oral de-briefing to HQ	3 days after the end of each mission	Home-based
	Approval by FPI	5 days after submission of the summary notes	
<b>Synthesis phase</b>			
	Submission Draft Final Report and PPT presentation	x + 20	Home-based
	De-briefing	x + 25	Brussels
	Comments by FPI	x + 30	
	Final Report	x + 35	Home-based
	Executive Summary	x + 40	Home-based
	Translations FR and ES of the Executive Summary	x + 50	Home-based

➤ **Location(s) of assignment**

- Brussels - Kick-off meeting – for all experts participating in this phase;
- Desk phase - Sufficient budget should be estimated by the Framework contractor for the necessary meetings with relevant stakeholders during the desk phase, as determined by the methodology;
- Field phase – 5 missions of a minimum duration of ten (10) working days in locations to be determined (geographical areas of Asia, Middle East and Africa);
- Brussels – de-briefing and presentation of findings – the team of key experts.

**5. REPORTING**

➤ **Content**

See requested services and outputs on Section 2 of these terms of reference.

➤ **Language**

The reporting language is English.

The Executive Summary of the Final Report must be translated into French and Spanish once the final version in English has been approved by the Contracting Authority.

➤ **Submission/comments timing**

All reports will be in font Arial or Times New Roman, respectively 11 or 12, single spacing.

All outputs, as described in Section 2 of this ToR, shall be submitted by e-mail (both in word and pdf for the final approved version). The PowerPoint presentation will only be submitted in ppt.

The approved final report and the executive summary in three (3) languages (English, French and Spanish) will be sent in printed copies to the Contracting Authority in the terms and conditions set out in this ToR.

For the timing, see requested services in Section 2 of this ToR.

➤ **Number of report(s) copies**

The following reports will be sent by post or delivered to the Contracting Authority after its approval and, at the latest, together with the final invoice:

- One-hundred (100) printed copies of the Final Report.
- Seventy (70) printed copies of the executive summary of the final report in English; twenty-five (25) in French and twenty-five (25) in Spanish.

## **6. INCIDENTAL EXPENDITURE**

Sufficient budget shall be foreseen in the reimbursable costs to allow for adequate provisions of:

- travel and per diems in Brussels for kick-off and de-briefing meetings;
- travel and per diems to the field location (3 missions tbd);
- travel and per diems to meet stakeholders during desk phase as per methodology;
- inter-city transport during field visit (if necessary);
- interpretation services during field visits;
- high-risk insurance (if necessary);

## **7. MONITORING AND EVALUATION**

The project will be monitored according to standard Commission rules and procedures. Project monitoring and evaluation will be based on periodic assessments of progress on delivery of specified project results and towards achievements of project objectives.

A scheme for verifiable indicators for monitoring the quality of deliverables and tasks progress, mainly targeting mid-term progress, will be agreed between the contractor and the Evaluation manager in the inception report. They should provide valid, useful, practical and comparable measures of progress towards achieving expected results. They can be quantitative, including statistical statements, or qualitative on judgements and perceptions derived from subjective analysis.

### **ANNEXES:**

**Annex I** - Summary of Commission Decision and projects related to IfS Crisis response 2007-2013

**Annex II** - Indicative outline structure of the Final Evaluation Report

## Annex 2: List of documents per project

Inventory of documents sorted by country - 30 March 2016					Country	Decision	Description Action	Interim project report	Final project report	Evaluation	Monitoring	Cluster
45	2010	22529	EC	Fourth Facility for urgent actions involving Policy Advice, Technical Assistance, Mediation, Reconciliation and other areas of assistance for the benefit of 3rd countries affected by crisis situation (PAMF IV)		√						
238	2010	248851	Closed	Monitoring of UNSCR 1325	Afghanistan		√	√	X	X	X	3
243	2011	260468	Closed	Rehbar Project	Afghanistan		√	√	√	X	X	3
58	2011	23208	CL	Civilian Police Capacity Building in Afghanistan	Afghanistan	√						
295	2011	276199	Closed	Civilian Police Capacity Building in Afghanistan	Afghanistan		√	√	√	X	X	1
46	2010	22543	CL	Support for the restoration of socio-economic stability and strengthening of community resilience in areas affected by cyclone AILA in Bangladesh	Bangladesh	√						
257	2010	237991	Closed	Restoring socio-economic stability and strengthening community resilience in areas affected by cyclone AILA	Bangladesh		√	X	√	√	X	4
92	2012	24442	EC	Support to addressing socio-political conflict in Bolivia	Bolivia	√						
449	2012	307487	Ongoing	Fortalecimiento de las capacidades institucionales del Estado boliviano en prevención de crisis, gestión constructiva de conflictos y diálogo	Bolivia		√	X	√	√	X	3
115	2013	24955	EC	Programme de stabilisation en réponse à la crise suivant le coup d'Etat en République Centrafricaine	Central African Republic	√						
510	2013	331255	Ongoing	Action d'urgence pour la restauration des missions de police au service de la population à Bangui	Central African Republic		√	√				1
511	2013	331636	Ongoing	Soutenir les radios centrafricaines pour contribuer à la sortie de crise, au renforcement de la sécurité et à l'apaisement de la société centrafricaine	Central African Republic		√	X				3
512	2013	332047	Ongoing	Appui au dialogue intercommunautaire et à la consolidation de la paix en République centrafricaine (RCA)	Central African Republic		√	√				3
513	2014	342825	Ongoing	Action d'extrême urgence pour la création d'une force d'intervention rapide et de maintien de l'ordre à Bangui	Central African Republic		√	X	√	X	X	1
515	2014	354893	Ongoing	"Demain est un autre jour": Promouvoir le rejet de la violence Armée au niveau Commentaire	Central African Republic		√					1
516	2014	355112	Ongoing	Appui au centre opérationnel de commandement commun police - gendarmerie	Central African Republic		√					1
101	2012	24561	EC	Programme d'appui à la réintégration des militaires démobilisés des Forces Armées Nationales du Tchad	Tchad	√						
465	2013	319474	Ongoing	Programme d'appui à la réintégration des militaires démobilisés des forces armées nationales du Tchad	Tchad		√	√	√	√	X	1
102	2012	24582	EC	Support to the effective implementation of Law 1448 on Victims' Rights and Land Restitution	Colombia	√						
469	2013	316985	Ongoing	Confidence building and risk mitigation in the process of Land Restitution in Colombia	Colombia		√	X	√	X	X	3
470	2013	317571	Ongoing	"Brindar protección y apoyo a las víctimas y reclamantes de tierra en el cumplimiento de los derechos que les otorga la ley 1448".	Colombia		√	√	√	X	X	3
56	2011	23116	EC	PAMF 5 - Fifth facility for urgent actions involving "Policy Advice, Technical Assistance, Mediation, Reconciliation and other areas of assistance for the benefit of third countries affected by crisis situations" " FPI 02"		√						
294	2011	265705	Closed	Appui à la capacité opérationnelle de la PNC - Fourniture d'équipements de transmission et les formations afférentes, au profit de 4 bataillons PIR, déployés à Kinshasa	Congo (Democratic Republic of the Congo)		√	√	√	X	X	1

Inventory of documents sorted by country - 30 March 2016

					Country	Decision	Description Action	Interim project report	Final project report	Evaluation	Monitoring	Cluster
68	2011	23534	EC	Programme d'appui à la stabilisation en RDC par des mesures prioritaires et urgentes dans le secteur de sécurité	Congo (Democratic Republic of the Congo)	✓						
325	2012	283808	Closed	Action citoyenne pour une paix durable à l'Est de la RD Congo	Congo (Democratic Republic of the Congo)		✓	✓	✓			3
326	2012	284107	Ongoing	"Lobi Mokolo ya Sika" (Demain c'est un autre jour)	Congo (Democratic Republic of the Congo)		✓	✓	✓	✓	x	3
327	2012	307808	Closed	Phase IV - Modernisation de la Gestion des Ressources Humaines de la Police Nationale Congolaise	Congo (Democratic Republic of the Congo)		✓		✓	x	x	1
328	2012	308193	Ongoing	Assistance à l'amélioration des conditions socio-économiques des familles des à la charge des militaires des FARDC dans le camp de Bozozo et des populations avoisinantes	Congo (Democratic Republic of the Congo)		✓	✓	✓			4
329	2012	308261	Ongoing	Dialogue interculturel pour la paix et le développement dans la Région des Grands Lacs	Congo (Democratic Republic of the Congo)		✓	✓	x	✓	x	3
330	2012	308518	Ongoing	Support to the military justice system in the Democratic Republic of the Congo (DRC) through reinforcement of the Prosecution Support Cell (PSC) Programme (the Project)	Congo (Democratic Republic of the Congo)		✓	✓	✓	✓		1
59	2011	23269	CL	Exceptional Assistance Measure under the Instrument for Stability to support displaced Haitian population and host communities in the Dominican Republic	Dominican Republic	✓						
296	2011	270513	Closed	Protection and assistance to Haitian Displaced Population and Host Communities to the Dominican Republic	Dominican Republic		✓	✓	✓	x	x	2
588	2010	244667	Closed	Strengthen Human Security in the Northern Border Area of Ecuador	Ecuador		✓		✓	✓		1
72	2011	23598	EC	Ethiopia - Support to recovery of essential rural productive capacities as affected by Horn of Africa drought crisis	Ethiopia	✓						
335	2012	290815	Ongoing	Smallholder Markets and Agriculture Resilience Transformation Project (SMART Project)	Ethiopia		✓	✓	✓	✓	x	4
336	2012	290843	Ongoing	Enhancing Food Security, Stability and Resilience (EFSSR): Assisting the Rural Poor to Improve Farming, Asset Base and Income Sources	Ethiopia		✓	✓	x	x	✓	4
338	2012	290984	Ongoing	Rebuilding Livelihoods and Promoting Resiliency of Drought affected areas of Somali Regional State of Ethiopia	Ethiopia		✓	✓	x	x	x	4
43	2010	22374	CL	Support for Georgian efforts to overcome its political crises and to deepen its democratic reforms	Georgia	✓						
222	2010	238837	Closed	Development of Media Monitoring Capacities in Georgia	Georgia		✓	✓	x	x	x	3
223	2010	238938	Closed	Confidence Building Early Response Mechanism (COBERM)	Georgia		✓	x	✓	✓	✓	3
224	2010	255510	Closed	Supporting the Repatriation of Persons Deported from Georgia in the 1940s and their descendants	Georgia		✓	x	✓	x	x	2
83	2012	24125	EC	PAMF VI		✓						
390	2013	330662	Ongoing	Armenia-Turkey Normalisation Process	Georgia		✓	✓	✓	✓	x	3
84	2012	24178	EC	Support for the Peaceful Settlement of the conflict over Nagorno-Karabakh	Georgia	✓						
400	2012	299273	Ongoing	The European Partnership for the Peaceful Settlement of the Conflict over Nagorno-Karabakh (EPNK-2)	Nagorno-Karabakh		✓	✓	✓	✓	x	3
86	2012	24280	EC	Support for stabilisation in conflict affected areas	Georgia							
405	2012	299602	Ongoing	SUPPORT TO CONFIDENCE-BUILDING THROUGH REHABILITATION OF WATER-RELATED INFRASTRUCTURE	Georgia		✓	x	✓	✓	x	3
406	2012	301426	Ongoing	Confidence Building Early Response Mechanism (COBERM) - II	Georgia		✓	✓	x	x	x	3
407	2012	301431	Ongoing	Dialogue Coordination Mechanism	Georgia		✓	✓	x	x	x	3

Inventory of documents sorted by country - 30 March 2016					Country	Decision	Description Action	Interim project report	Final project report	Evaluation	Monitoring	Cluster
411	2013	333208	Ongoing	Neutral Platform for Discussions	Georgia		√	X	√	X	X	3
412	2013	334583	Ongoing	The reconstruction of minor road infrastructure in Abkhazia	Georgia		√	X	X	X	X	4
414	2013	335296	Ongoing	Prevention of displacement and improving stability and social protection of populations affected by recent fencing measures along the dividing line in Georgia	Georgia		√	X	√	X	X	2
106	2013	24830	EC	Programme d'appui au renforcement de la capacité de la police nationale et réconciliation avec la population en République de Guinée	Guinea (Conakry)	√						
482	2013	319291	Ongoing	Projet d'appui au renforcement de la capacité de la police nationale et réconciliation avec la population en République de Guinée	Guinea (Conakry)		√	√	√	√	X	1
116	2013	24963	EC	Programme de soutien aux efforts de résilience en Guinée forestière et dans son environnement transfrontalier	Guinea (Conakry)	√						
519	2013	335547	Ongoing	Appui à l'insertion socio-économique des jeunes en Région forestière en République de Guinée	Guinea (Conakry)		√	√		√		4
520	2014	347067	Ongoing	Développement pilote de Plans Locaux de Sécurité	Guinea (Conakry)		√					1
124	2013	25346	EC	Projet de destruction de munitions dangereuses anciennes en République de Guinée	Guinea (Conakry)	√						
543	2014	354932	Ongoing	Support to the fight against drug trafficking and other transnational crimes in Guinea Bissau (EUTRANSCRIM Guinea-Bissau)	Guinea-Bissau		√	X				1
47	2010	22598	EC	Restoration of Haitian government	Haiti	√						
258	2010	248993	Closed	Haiti - Cash for Work for Early Recovery	Haiti		√	X	√	X	X	4
260	2010	252364	Ongoing	Design and construction of the Haiti Crisis Room for Civil Protection	Haiti		√	X	√	X	X	4
261	2010	252490	Closed	Programme européen d'Appui au Relèvement du Système Haïtien de Gestions de Risques et Désastres	Haiti		√	X	X	√	√	4
97	2012	24530	EC	Soutien au renforcement des capacités des institutions étatiques haïtiennes	Haiti	√						
458	2013	323014	Ongoing	Programme de Renforcement Décentralisé du Système National de Gestion des Risques et Désastres	Haiti		√	X	√	X	X	4
83	2012	24125	EC	PAMF VI		√						
395	2013	334669	Ongoing	India-Pakistan Dialogue on Regional Peace and Stability	India		√	√				3
98	2012	24547	EC	Support to Peace Building in Kashmir	India	√						
460	2013	311903	Ongoing	Peacebuilding in Kashmir	India		√	X	√	√	X	3
36	2009	21842	EC	PAMF 3		√						
192	2010	242516	Closed	Aceh Peace Process Follow-up	Indonesia		√	√	√	X	X	3
52	2010	22866	CL	Accompanying measures in Indonesia for the Aceh Peace Process	Indonesia	√						
280	2010	258664	Closed	Support to the consolidation of police reform in Aceh	Indonesia		√	√	√	√	√	1
281	2010	258666	Closed	Ensuring long term peace and stability across Aceh: Community Rangers, policing and sustainable livelihoods.	Indonesia		√	√	√	√	√	1
45	2010	22529	EC	Fourth Facility for urgent actions involving Policy Advice, Technical Assistance, Mediation, Reconciliation and other areas of assistance for the benefit of 3rd countries affected by crisis situation (PAMF IV)	Iraq	√						
239	2010	252954	Closed	Assesment of potential for dialogue in Nineveh Province	Iraq		√	X	√	X	X	3
85	2012	24203	EC	Support to resolving the situation of Camp Ashraf / Camp Hurriya	Iraq	√						
402	2012	296704	Closed	Operational Support for the Verification, Refugee Status Determination and the Search for Durable Solutions for residents of Camp New Iraq	Iraq		X	√	√	X	X	2

Inventory of documents sorted by country - 30 March 2016					Country	Decision	Description Action	Interim project report	Final project report	Evaluation	Monitoring	Cluster
66	2011	23431	EC	Appui aux élections législatives et à la réconciliation nationale en Côte d'Ivoire	Ivory Coast	√						
320	2012	282118	Closed	Prévention et résolution des conflits fonciers dans le District des Montagnes	Ivory Coast		√	X	√	X	X	3
323	2012	294344	Closed	Appui à la réconciliation entre la population et la police nationale de Côte d'Ivoire	Ivory Coast		√	X	√	X	X	1
118	2013	24978	EC	Appui à la mise en oeuvre du programme de désarmement, démobilisation et réintégration en Côte d'Ivoire	Ivory Coast	√						
523	2014	336346	Ongoing	Appui à la mise en oeuvre du programme de DDR en Côte d'Ivoire	Ivory Coast		√	√				1
121	2013	25015	EC	Syria – second regional support programme for those affected by the crisis in Syria		√						
527	2013	334295	Ongoing	Addressing the security needs of Syrian Refugees residing in camps in Jordan	Jordan		√	√	X	X	X	2
528	2013	334306	Ongoing	Support to the Jordanian Border Guards in Provision of Humanitarian Assistance to Syrian Refugees Crossing the Syrian-Jordanian Borders	Jordan		√	√		X	X	2
45	2010	22529	EC	Fourth Facility for urgent actions involving Policy Advice, Technical Assistance, Mediation, Reconciliation and other areas of assistance for the benefit of 3rd countries affected by crisis situation (PAMF IV)		√						
235	2010	248111	Closed	Kyrgyzstan - Strengthening decision-making capacities and Dialogue	Kyrgyzstan		√		√			3
55	2010	22903	EC	Promotion of Democracy and Stabilisation		√						
285	2011	260027	Closed	Social stabilisation through reconstruction of destroyed houses	Kyrgyzstan		√	√	√	X	√	4
286	2011	260415	Closed	Civil monitoring for human rights' protection and conflict prevention	Kyrgyzstan		√	√	√	X	√	3
287	2011	260537	Closed	Support Media Reform and Strengthening Conflict-Sensitive Reporting	Kyrgyzstan		√	√	√	X	√	3
65	2011	23428	EC	Regional conflict prevention programme in Kyrgyzstan and Central Asia: Support to early warning, conflict prevention and stabilisation	Kyrgyzstan	√						
315	2011	282245	Closed	Conflict Mitigation and Peace Building in Kyrgyzstan	Kyrgyzstan		√	√	√	X	√	3
114	2013	24951	EC	Support to the Organisation for Security and Co-operation in Europe (OSCE) Community Security Initiative		√						
509	2014	327476	Ongoing	Support to the OSCE Community Security Initiative in the Kyrgyz Republic	Kyrgyzstan		√	√			X	1
45	2010	22529	EC	Fourth Facility for urgent actions involving Policy Advice, Technical Assistance, Mediation, Reconciliation and other areas of assistance for the benefit of 3rd countries affected by crisis situation (PAMF IV)		√						
250	2011	269689	Closed	Supporting Civil Peace and Reconciliation in Lebanon	Lebanon		√	√	√	X	X	3
63	2011	23398	CL	Prevent the outbreak of a new conflict in Palestine refugee camps in Lebanon	Lebanon	√						
313	2011	275718	Closed	Preventing the outbreak of a new conflict in Palestine refugee camps in Lebanon	Lebanon		√	√	√	X	X	2
117	2013	24976	EC	Support to improve the stability of Northern Lebanon through the reconstruction of Nahr el-Bared camp	Lebanon	√						
522	2013	331139	Ongoing	Improve the Stability of Northern Lebanon through the Reconstruction of Nahr el-Bared Camp	Lebanon		√	√			X	2
120	2013	25002	EC	Support to conflict reduction through improved primary health services for vulnerable populations	Lebanon	√						
526	2013	335173	Ongoing	Conflict reduction through improving health care services for the vulnerable population in Lebanon	Lebanon		√	√		√	X	4
121	2013	25015	EC	Syria – second regional support programme for those affected by the crisis in Syria		√						
529	2013	335729	Ongoing	Emergency shelter assistance to Palestine refugees from Syria in Lebanon	Lebanon		√	√	√	X	X	2

Inventory of documents sorted by country - 30 March 2016					Country	Decision	Description Action	Interim project report	Final project report	Evaluation	Monitoring	Cluster
83	2012	24125	EC	PAMF VI		√						
386	2013	323905	Ongoing	Support to Conflict Mediation in Libya	Libya		√	√	√	X	X	3
89	2012	24364	EC	Libya Roadmap Support, UXO & Protection of vulnerable groups	Libya	√						
431	2012	308322	Ongoing	Enhancing Local Risk Detection and Crime Investigation Capability	Libya		√	√	√	X	X	1
128		20441;21842		PAMF 3		√						
559	2011	278762	Closed	All inclusive Libyan Dialogue in the future	Libya		√	√	√	√	X	3
103	2013	24677	EC	projet ids Mali	Mali	√						
473	2013	316401	Ongoing	Mesure d'assistance exceptionnelle aux services de justice et de sécurité intérieure	Mali		√	√	√	X	X	1
474	2013	316533	Ongoing	Un agenda pour la paix, la reconciliation et la cohésion sociale au Mali	Mali		√	√	√	√	X	3
475	2013	316962	Ongoing	Soutien aux autorités maliennes et aux services sociaux essentiels dans les zones post-conflit	Mali		√	√	√	√	X	4
104	2013	24765	EC	Comprehensive support to the peace process in Burma/Myanmar	Myanmar	√						
476	2013	315364	Ongoing	Mid-Term Support to the Myanmar Peace Centre	Myanmar		√	√	X	√	X	3
480	2014	344191	Ongoing	Promotion of Fundamental Principles and Rights at Work as Tools for Peace in Myanmar	Myanmar		√	√		X	X	3
113	2013	24940	EC	Support to reform of the Myanmar Police Force in the areas of crowd management and community policing	Myanmar	√						
508	2013	327817	Ongoing	Support to Reform of the Myanmar Police Force in the areas of crowd management and community policing	Myanmar		√	√	X	X	X	1
74	2012	23754	CL	Appui à la sécurité et à la stabilisation dans le Nord du Niger et du Mali	Niger	√				√		
348	2012	288498	Closed	ICRC economic security activities in Northern Mali and Northern Niger	Niger		√	X	√	X	X	4
352	2012	296396	Closed	Mise en place de plateformes d'information, d'orientation professionnelle et d'accompagnement des jeunes dans les régions du Nord du Niger (Agadez et Tahoua)	Niger		√	√	√	√	X	4
353	2012	298595	Closed	Projet d'appui à la relance sociale et économique dans le Nord du Niger	Niger		√	√	√	X	X	4
357	2012	304208	Closed	Projet d'appui à la commercialisation du bétail	Niger		√		√	X	X	4
358	2012	304804	Closed	Projet de réinsertion socio-économique des jeunes sans emploi dans la vallée d'Anou Araren et ses environs	Niger		√		√	X	X	4
361	2013	318902	Closed	Assistance médicale aux migrants et amélioration de la santé maternelle et infantile dans la région d'Agadez	Niger		√	√	√	X	X	2
110	2013	24898	EC	Appui à la réduction des risques d'insécurité et d'instabilité dans les régions N-O et S-E du Niger	Niger	√				√	√	
491	2013	331172	Ongoing	Projet de Renforcement des Opportunités pour les Jeunes (PROJeunes)	Niger		√		√	X	X	4
492	2013	331458	Ongoing	Appui à la préservation de la paix et de la sécurité à travers la création d'opportunités d'emploi pour les jeunes et femmes urbains et ruraux	Niger		√	X	√	X	X	4
494	2013	334612	Ongoing	Programme d'épanouissement culturel de la jeunesse	Niger		√	√		√	X	3
495	2013	334917	Ongoing	Projet d'Appui au Relèvement et à l'Intégration Sociale et Economique dans les régions d'Agadez, Tahoua et Tillabéry (PARSE II).	Niger		√	√		X	X	4
496	2014	334930	Closed	Consolidation de l'action des plateformes d'information, d'orientation professionnelle et d'accompagnement des jeunes dans les régions du Nord du Niger (Agadez et Tahoua)	Niger		√	X	√	X	X	4
500	2014	341976	Ongoing	Assistance médicale et psychosociale aux migrants et appui aux soins de santé materno-infantile dans la région d'Agadez	Niger		√	√		X	X	2



Inventory of documents sorted by country - 30 March 2016					Country	Decision	Description Action	Interim project report	Final project report	Evaluation	Monitoring	Cluster
502	2014	353618	Ongoing	Appui à la consolidation de la paix et à la stabilité dans la zone Nord de la région de Tillabéry	Niger		✓			X	X	3
127	2014	37451	EC	Appui à la réduction des risques d'insécurité dans les régions N-O et S-E du Niger bis	Niger	under decision 24898						
549	2015	361577	Ongoing	Recrutement, Formation et équipement de 180 policiers municipaux	Niger		✓		✓			1
64	2011	23401	EC	Support to community level conflict resolution and reintegration of ex-militants in the Niger Delta	Niger		✓					
314	2011	278457	Ongoing	Support to community-level conflict resolution and reintegration of ex-militants to promote stability in the Niger Delta	Niger		✓	✓	✓	✓	✓	1
99	2012	24548	EC	Support for peace-building and conflict prevention in Plateau State			✓				✓	
461	2013	320960	Ongoing	STATE AND NON-STATE ACTORS COOPERATION IN CONSOLIDATING AN ARCHITECTURE OF PEACE IN GREATER JOS	Nigeria		✓	✓		X	✓	4
462	2013	322635	Ongoing	"Plateau Will Arise! Building an Architecture for Peace, Tolerance and reconciliation"	Nigeria		✓	✓		✓	✓	3
463	2013	323412	Ongoing	Economic Development for Peace and Stability in Plateau State, Nigeria	Nigeria		✓		✓	✓	✓	4
112	2013	24939	EC	Support to enhance Nigeria's resilience to evolving security challenges	Nigeria		✓					
505	2013	327243	Ongoing	Nigeria-EU-UNODC-CTED Partnership on strengthening Criminal Justice Responses for Multidimensional Security (Terrorism)	Nigeria		✓	✓	✓	X	X	1
506	2014	350773	Ongoing	Supply of IT and Office equipment for working groups	Nigeria		✓		✓	X	X	1
507	2014	354708	Ongoing	Supply of audio visual equipment for messaging desk	Nigeria		✓		X	X	X	1
123	2013	25017	EC	Interim reponse programme: Support to community-level conflict resolution and re-integration of ex-militants in the Niger Delta region	Nigeria		✓					
531	2014	338772	Ongoing	"Tomorrow is a New Day" Phase II: Building a Peace architecture in the Niger Delta for 2015 and beyond	Nigeria		✓	✓		X	X	3
36	2009	21842	EC	PAMF 3			✓					
190	2010	241306	Closed	Pakistan Post Crisis Needs Assessment - Standby Recovery Facility for Disaster Reduction and Recovery Trust Fund	Pakistan		✓		✓			4
41	2009	22083	CL	Civilian capacity building for law enforcement in Pakistan	Pakistan		✓			✓		
218	2010	231840	Closed	Civilian capacity building for law enforcement in Pakistan	Pakistan		✓	✓	✓	✓	X	1
219	2010	258897	Closed	Civilian Capacity Building for Law Enforcement in Pakistan - Procurement of Equipment	Pakistan		✓	X	✓	✓	X	1
48	2010	22612	EC	Pakistan - measures aimed at supporting post-crisis reconstruction and development	Pakistan		✓					
262	2010	249232	Ongoing	Multi Donor Trust Fund	Pakistan		✓	✓	✓	X	✓	4
53	2010	22901	EC	Recovery from floods	Pakistan		✓					
282	2011	260109	Closed	Media for Early Recovery from Floods 2010	Pakistan		✓	✓	✓	✓	✓	4
283	2011	260114	Ongoing	Local Governance Rehabilitation	Pakistan		✓	✓	✓	X	✓	4
50	2010	22673	EC	EU Participation in the international organs established to support the peace process in the South of the Philippines	Philippines		✓			✓		
270	2010	254405	Ongoing	Mindanao Grassroots Civilian Protection Program (MPC Contingent to the Civilian Protection Component of the International Monitoring Team)	Philippines		✓	✓	✓	X	X	3
271	2010	254690	Closed	Support for the GRP-MILF Peace Process	Philippines		✓	✓	✓	X	X	3
87	2012	24319	EC	EU participation in and support to the international organs established to assist the peace process and other confidence-building measures in the south of the Philippines	Philippines		✓					

Inventory of documents sorted by country - 30 March 2016					Country	Decision	Description Action	Interim project report	Final project report	Evaluation	Monitoring	Cluster
424	2013	331729	Ongoing	Supporting Mindanao peace process through enhancing capacity of peace structures, Early Warning Early Response (EWER) mechanisms and local conflict prevention actors	Philippines		√	√	√	X	X	3
426	2013	331907	Ongoing	Supporting the Transition to Bangsamoro:Strengthening Institutions for Peace and Human Rights	Philippines		√	√	√	X	X	3
83	2012	24125	EC	PAMF VI		√						
391	2013	330752	Ongoing	Stabilisation and Development Measures in Somalia: Physical Infrastructure Improvement in Kismayo and Baidoa	Somalia		√	√	√	√	X	4
61	2011	23333	EC	IFS 2011/07"Support to peace-building and stabilisation in Sudan and South Sudan, in particular in their Common Border Zone"	South Sudan	√				√		
302	2011	276306	Ongoing	"South Sudan Cross-Border Conflict Prevention and Peacebuilding"	South Sudan		√	X	√	√	X	3
303	2011	277647	Closed	"Sudan Cross-Border Conflict Prevention and Peacebuilding"	Sudan		√	√	√	√	X	3
304	2011	278940	Ongoing	Community Security and Arms Control (CSAC)	South Sudan		√	√	√	√	√	1
305	2011	279016	Closed	Peace and Stability Quick Impact Fund for the South-North Border Areas of South Sudan	South Sudan		√	√	√	√	√	3
308	2012	299208	Closed	Strengthening mechanisms for prevention and response to Statelessness in Sudan	Sudan		√	√	√	X	X	2
310	2012	308946	Ongoing	Working Towards Preventing and Reducing Violence in Jonglei State	South Sudan		√	X	X	√	√	1
44	2010	22494	CL	Support to stabilisation and referendum related processes in Sudan	Sudan	√						
229	2011	260858	Closed	Stabilisation of Cross-Border Relations during the conclusion of the CPA Interim Period	Sudan		√		√	√	X	3
81	2012	24084	EC	Syria : Support to help bring about a peaceful solution to the crisis.	Syria	√						
368	2012	293264	Closed	Armoured off-road vehicle	Syria		√			X	X	1
96	2012	24515	EC	Regional support programme for populations affected by the crisis in Syria	Syria	same decision than 24084						
455	2012	310061	Ongoing	Responding to the protection needs of displaced Syrians in the region and mitigating the impact of the Syrian crisis on the host communities	Syria		√	√	√	√	X	2
456	2012	310690	Ongoing	Building the Resilience of Conflict-affected Palestine Refugees in Syria and Lebanon	Syria		√	√	√	√	X	2
107	2013	24841	EC	Assistance to conflict affected communities in Syria, including through support to civilian structures of the opposition	Syria	√						
483	2013	320566	Ongoing	Supporting the reconstruction and transition in Syria	Syria		√	X	X	X	X	4
484	2013	323646	Ongoing	Programme to provide non-humanitarian direct assistance to the Syrian population	Syria		√	X	X	√	X	4
119	2013	24987	EC	Syria – Logistical support to the implementation of UN Security Council Resolution 2118	Syria	√						
525	2013	330529	Ongoing	Armoured off-road vehicle	Syria		X	X	X	X	X	1
56	2011	23116	EC	PAMF 5 - Fifth facility for urgent actions involving "Policy Advice, Technical Assistance, Mediation, Reconciliation and other areas of assistance for the benefit of third countries affected by crisis situations" " FPI 02"		√						
307	2012	288060	Ongoing	Peace-Building In Southern Thailand: Community Confidence and Trust-Building	Thailand		√	X	X	√	X	3
62	2011	23391	EC	Socio-economic stabilisation support package for the Gaza Strip	West Bank and Gaza Strip	√						
311	2012	289193	Ongoing	Emergency Job Creation Programme in the Gaza Strip 2011-2013	West Bank and Gaza Strip		√	√		X	X	4
312	2012	290334	Ongoing	Short Term Low Volume Sea Water Desalination Plant for Southern Governorates of the Gaza Strip	West Bank and Gaza Strip		√	√				4

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					Country	Decision	Description Action	Interim project report	Final project report	Evaluation	Monitoring	Cluster
49	2010	22613	EC	Contributing to the restoring of a stable environment in Yemen in order to enable development and democratic consolidation to take place, by assisting its government and civil society in their efforts to redress the current security crisis	Yemen	√						
264	2010	251272	Closed	"Contribute to the Improvement of Information Sharing among Yemeni Security Agencies"	Yemen		√	X	√	X	X	1
108	2013	24847	EC	Exceptional Assistance Measure on Yemen - Support to the Transitional Process	Yemen	√						
486	2013	320059	Ongoing	Strengthening Public Participation: Local Dialogues	Yemen		√	√		X	X	3
488	2013	323018	Ongoing	Support to the Yemen National Dialogue and Constitutional Reform Trust Fund (YNDCRTF)	Yemen		√	X	√	X	X	3
40	2009	22065	EC	Support to the implementation of the Global Political Agreement in Zimbabwe	Zimbabwe	√				√		
211	2010	241810	Closed	Zimbabwe Peace and Security Programme	Zimbabwe		√	√	√	√	√	1
91	2012	24434	CL	Support to constitutional reform, electoral preparations and security sector transformation in Zimbabwe	Zimbabwe	√						
443	2013	313679	Closed	Zimbabwe Peace and Security Programme 2013-2014	Zimbabwe		√	√	√	X	√	1

Legend	
√	On the drive
X	Not available
X	Documents requested to EU DEL
	Not available - project not ended yet

## Annex 3: Projects studied during evaluation team country visits

Nigeria						
Project number	Year	Project name	Duration	Amount	EAM/IRP	Cluster
278457	2011	Tomorrow is a new day: Supporting Community-Level Conflict Resolution and Reintegration of Ex-Militants to Promote Stability in the Niger Delta.	18 months	€5.347.101,00	EAM	1
338772	2014	Tomorrow is a new day: Building a Peace architecture in the Niger Delta for 2015 and beyond.	24 months	€5.000.000,00	EAM	3
320960	2013	State and non-state actors cooperation to consolidating an architecture of peace in Greater Jos.	18 months	€849.927,00	EAM	4
322635	2013	Plateau will arise! Building an architecture for peace, tolerance and reconciliation.	24 months (18 months with 6 months extension)	€1.350.000,00	EAM	3
323412	2013	Economic Development for Peace and Stability in Plateau State, Nigeria.	20 months	€2.281.005,00	EAM	4
327243	2013	Nigeria-EU-UNODC-CTED Partnership on Strengthening Criminal Justice Responses for Multi-Dimensional Security (Terrorism).	20 months (18 months with 2 months extension)	€1.725.755,00	EAM	1
DRC						
Project number	Year	Project name	Duration	Amount	EAM/IRP	Cluster
284107	2011	Demain c'est un autre jour - phase 3 (implemented in several provinces (Kasai-Occidental; Equateur; North Kivu; South Kivu; Province Oriental & Ituri Operational Region; Region Kinshasa), including in the area of Kananga, although not in the vicinity of the IOM project)	28 months	€1.150.000	IRP	3
308518	2012	Support to the military justice system in the Democratic Republic of the Congo (DRC) through reinforcement of the Prosecution Support.	24 months (18 months with 6 months extension)	€2.200.000,00	EAM	1
283808	2012	Action citoyenne pour une paix durable a l'Est de la RDC.	24 months (18 months with 6 months extension)	€1.199.998,00	EAM	3

308261	2012	Dialogue interculturel pour la paix et le développement dans la Région des Grands Lacs (Goma).	24 months (18 months with 6 months extension)	€850.000,00	EAM	3
307808	2012	Phase IV – Modernisation de la Gestion des Ressources Humaines de la Police Nationale Congolaise.	12 months	€2.125.000,00	EAM	1
308193	2012	Action citoyenne pour une paix durable a l'Est de la RDC (Goma).	24 months (18 months with 6 months extension)	€4.500.000,00	EAM	4
284107	2012	Assistance à l'amélioration des conditions socio-économiques des familles a la charge des militaires des FARDC dans le camp de Bozozo et des populations avoisinantes (Kananga).	28 months	€1.150.000,00	IRP	3
23116 (PAMF 5)	2011	Fifth facility for urgent actions involving "Policy Advice, Technical Assistance, Mediation, Reconciliation and other areas of assistance for the benefit of third countries affected by crisis situations" "FPI 02".	19 months	€20.000.000,00	EAM	1
Lebanon						
Project name	Year	Project name	Duration	Amount	EAM/IRP	Cluster
269689	2011	Supporting Civil Peace and Reconciliation in Lebanon (UNDP).	24 months (18 months with 6 months extension)	€1.000.000,00	EAM	3
275718	2011	Preventing the outbreak of a new conflict in Palestine refugee camps in Lebanon (UNRWA).	34 months (32 months with 2 months extension)	€11.994.659,00	IRP	2
331139	2013	Improve the Stability of Northern Lebanon through the Reconstruction of Nahr el-Bared Camp (UNRWA).	30 months	€12.000.000,00	IRP	2
335729	2013	Emergency shelter assistance to Palestine refugees from Syria in Lebanon (UNRWA).	12 months	€4.999.996,00	EAM	2
335173	2013	Conflict reduction through improving health care services for the vulnerable population in Lebanon (UNHCR).	16 months	€20.000.000,00	EAM	4

Pakistan						
Project name	Year	Project name	Duration	Amount	EAM/IRP	Cluster
241306	2010	Pakistan Post Crisis Needs Assessment - Standby Recovery Facility for Disaster Reduction and Recovery Trust Fund.	11 months	€300.000,00	EAM	4
231840	2010	Civilian capacity building for law enforcement in Pakistan.	24 months (18 months with 6 month extension)	€11.263.134,76	EAM	1
258897	2010	Civilian Capacity Building for Law Enforcement in Pakistan - Procurement of Equipment.	15 months (12 months + 3 month extension)	€3.475.385,20	EAM	1
249232	2010	Multi Donor Trust Fund (MDTF).	79 months (19 months with 5 year extension)	€15.000.000,00	IRP	4
260109	2011	Media for Early Recovery from Floods 2010.	24 months (18 months with 6 month extension)	€3.000.000,00	EAM	4
260114	2011	Local Governance Rehabilitation following 2010 Floods.	31 months	€14.700.000,00	IRP	4
311903	2013	Peacebuilding in Kashmir.	24 months	€1.150.000,00	EAM	3
334669	2013	India-Pakistan Dialogue on Regional Peace and Stability.	18 months	€650.000,00	EAM	3

## Annex 4: Literature and documents consulted

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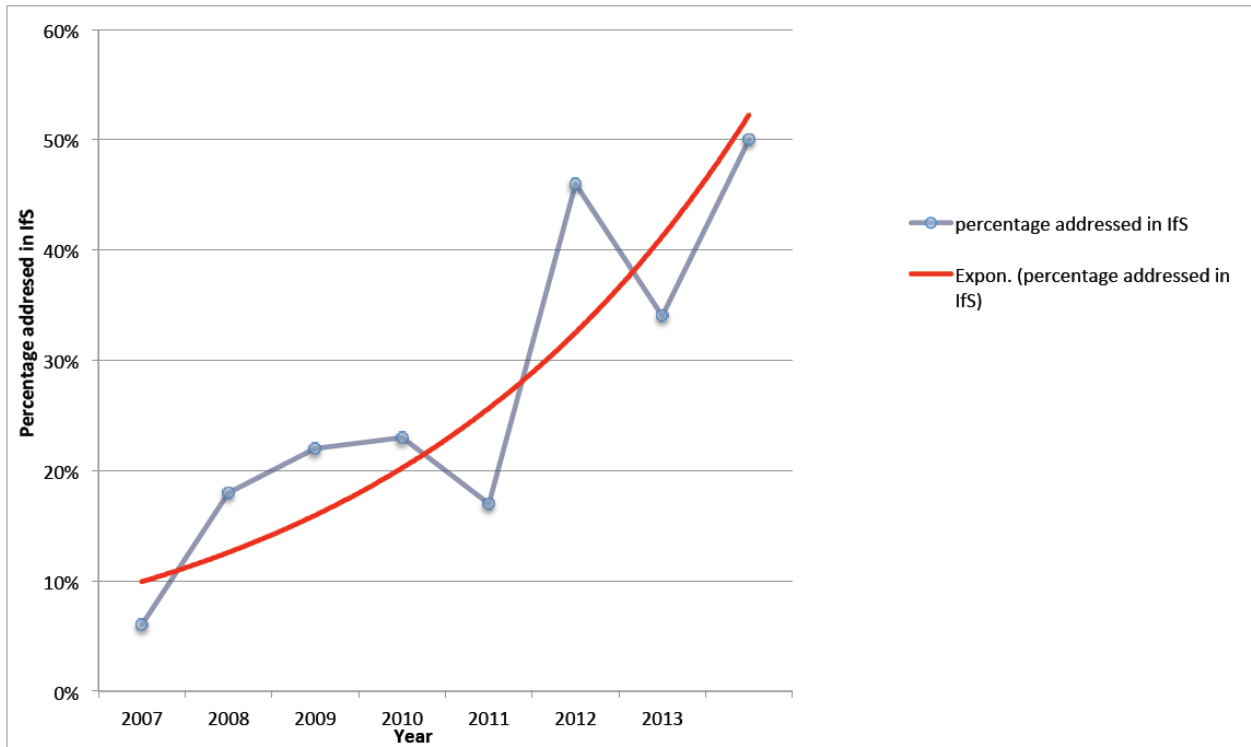


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## Annex 5: International statistics on fragility (1)

### A growing portfolio allowed to address more fragile and conflict countries by the IfS CRC



This graph is based on the statistics displayed on the following page.

## International statistics on fragility (2)

2007		2008		2009		2010		2011		2012		2013	
Afghanistan	X	Afghanistan	X	Afghanistan	X	Afghanistan	√	Afghanistan	√	Afghanistan	√	Afghanistan	X
Angola	X	Angola	X	Angola	X	Angola	X	Angola	X	Angola	X	Angola	X
Burundi	X	Burundi	X	Burundi	√	Burundi	X	Burundi	X	Bosnia & Herzegovina	X	Bosnia & Herzegovina	√
Cambodia	X	Cambodia	X	Cambodia	X	Cameroon	X	Central African Republic	X	Burundi	√	Burundi	X
Central African Republic	X	Central African Republic	√	Cameroon	X	Central African Republic	√	Chad	X	Central African Republic	√	Central African Republic	√
Chad	√	Chad	X	Central African Republic	√	Chad	X	Comoros	X	Chad	√	Chad	√
Comoros	X	Comoros	X	Chad	X	Comoros	X	Congo, DR.	√	Comoros	X	Comoros	X
Congo, DR	√	Congo, DR	√	Comoros	X	Congo, DR.	X	Congo, Rep.	X	Congo, DR.	√	Congo, DR.	X
Congo, Rep.	X	Congo, Rep.	X	Congo, DR.	√	Congo, Rep.	X	Cote d'Ivoire	X	Congo, Rep.	X	Congo, Rep.	X
Cote d'Ivoire	X	Cote d'Ivoire	X	Congo, Rep.	X	Cote d'Ivoire	X	Eritrea	X	Cote d'Ivoire	X	Cote d'Ivoire	X
Djibouti	X	Djibouti	X	Cote d'Ivoire	X	Djibouti	X	Guinea	X	Eritrea	X	Eritrea	X
Eritrea	X	Eritrea	X	Djibouti	X	Eritrea	X	Guinea Bissau	X	Georgia	√	Guinea	√
Guinea	X	Guinea	X	Eritrea	X	The Gambia	X	Haiti	√	Guinea	X	Guinea-Bissau	√
Guinea-Bissau	X	Guinea Bissau	X	Guinea	X	Guinea	X	Iraq	X	Guinea-Bissau	√	Haiti	√
Haiti	X	Haiti	√	Guinea Bissau	X	Guinea-Bissau	X	Kiribati	X	Haiti	X	Iraq	X
Kosovo	X	Kiribati	X	Haiti	√	Haiti	√	Liberia	X	Iraq	X	Kiribati	X
Lao PDR	X	Lao PDR	X	Kiribati	X	Kiribati	X	Myanmar	X	Kiribati	X	Kosovo	X
Liberia	X	Liberia	X	Kosovo	√	Liberia	X	Nepal	X	Kosovo	X	Liberia	X
Mauritania	X	Myanmar	X	Lao PDR	X	Myanmar	X	Sao Tome and Principe	X	Liberia	X	Marshall Islands	X
Myanmar	X	Papua New Guinea	X	Liberia	X	Sao Tome and Principe	X	Sierra Leone	X	Marshall Islands	X	Micronesia, FS	X
Nigeria	X	Sao Tome and Principe	X	Myanmar	X	Sierra Leone	X	Solomon Islands	X	Micronesia, FS	X	Myanmar	√
Papua New Guinea	X	Sierra Leone	√	Sao Tome and Principe	X	Solomon Islands	X	Somalia	X	Myanmar	√	Nepal	X
Sao Tome and Principe	X	Solomon Islands	X	Sierra Leone	X	Somalia	X	Sudan	√	Nepal	√	Sierra Leone	X
Sierra Leone	X	Somalia	X	Solomon Islands	X	Sudan	√	Tajikistan	X	Sierra Leone	X	Solomon Islands	X
Soloman Islands	X	Sudan	X	Somalia	X	Tajikistan	X	Timor Leste	X	Solomon Islands	X	Somalia	√
Somalia	X	The Gambia	X	Sudan	X	Timor Leste	X	Togo	X	Somalia	√	South Sudan	X
Sudan	X	Timor Leste	X	Tajikistan	X	Togo	X	West Bank & Gaza	X	Sudan	√	Sudan	X
The Gambia	X	Togo	X	The Gambia	X	Tonga	X	Yemen	√	Timor Leste	X	Timor Leste	X
Timor Leste	X	Tonga	X	Timor Leste	√	West Bank & Gaza	√	Zimbabwe	X	Togo	√	Togo	√
Togo	X	Uzbekistan	X	Togo	X	Yemen	√			West Bank & Gaza	√	West Bank & Gaza	X
Tonga	X	Vanuatu	X	Tonga	X	Zimbabwe	√			Western Sahara	X	Yemen	√
Uzbekistan	X	West Bank & Gaza	√	Uzbekistan	X					Yemen	√	Zimbabwe	√
Vanuatu	X	Zimbabwe	√	West Bank & Gaza	√					Zimbabwe	√		
West Bank & Gaza	X			Yemen	X								
Zimbabwe	X			Zimbabwe	√								
<b>Percentage addressed in IFS:</b>	<b>6%</b>		<b>18%</b>		<b>22%</b>		<b>23%</b>		<b>17%</b>		<b>46%</b>		<b>34%</b>

v/x

= Countries addressed in WB/OECD 2007-2013  
= Countries addressed in IFS

## Annex 6: Methodology for meta-analysis

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The following methodology was applied to undertake the meta-analysis of documents provided by FPI for the period 2010-2013, covering the four sectors (i.e. 1. SSR/DDR; 2. IDPs and refugees; 3. dialogue/mediation/confidence building; 4. economic recovery/integration/livelihoods & reconstruction and rehabilitation):

- i) The meta-analysis of more than 500 substantive documents required a careful management to keep an overview and to record the findings systematically. All relevant project documents provided by FPI2 were uploaded on a cloud facility and registered by cluster and by region. This was indispensable to keep an overview of the more than 500 documents sent<sup>1</sup> and to facilitate access for the evaluation core team, country evaluation teams, researchers and support staff. The relevant documents relate to the 61 Financing Decisions and 131 contracts selected in the Inception Report for the period 2010-2013 and comprise the following categories: IfS Project Evaluations, Financing Decisions, project proposals, Interim and Final project reports, log frames, monitoring reports and budgets.
- ii) Financing Decisions and contracts were assessed in four groups covering the four sectors mentioned. Key findings were captured in bullet forms and registered per Judgement Criteria and per Indicator to the extent this was possible (many documents do not provide answers to all the Judgement Criteria and Indicators). The mostly qualitative indicators were used to help collect data, to give a direction for searching relevant findings, to verify information received from other sources and to form a judgement and response to the EQ. This registration methodology, according to indicator and methodology, helped to compare and analyse the findings for the respective sector and facilitate a comparison across the different sectors.
- iii) Most informative were the 49 evaluation documents covering individual project evaluations, country-wide evaluations and multi-country evaluations. While a good number of final project reports were equally of relevant importance, several were of very good quality. These were looked at first and provided a point of departure to investigate relating Final and Interim project reports and to compare these with the rationale and objectives as stated in the Financing Decisions and the Description of the Action (DoA). These documents were also used to investigate complementary measures (in as far as they existed) funded under the same Financing Decision – some of which could relate to the same or another cluster.
- iv) The assessment of evaluation documents also comprised measures funded in the four field mission countries. These were built upon to deepen the investigation during the missions in the respective field countries.
- v) For projects without an evaluation report, the evaluation team focused on a significant number of those measures with a Final Report (85 reports received) or at least an Interim Report (84 interim reports received). The evaluation team received also 23 monitoring reports and complementary documents (budgets, log-frames, etc.) which were consulted in selected cases where information from the other documents was not sufficiently clear. The results of this complementary scan were equally registered to the extent they provided relevant information (a problem encountered with these documents was that many were less analytical and mainly focused on output reporting, hence not providing much depth of information and only useful for a certain number of Judgement Criteria and Indicators of the evaluation framework).
- vi) As many reports and evaluation documents provided information about the implementation of a concrete project but did not reflect the wider (policy) context, this became an issue to be addressed during the field work in more depth. To overcome this, the team undertook a complementary policy

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<sup>1</sup> 61 financing decisions, 129 descriptions of action, 84 interim project reports, 85 final project reports, 49 evaluations, 23 monitoring reports plus supporting documents (budgets, quarterly reports, log-frames).

relevance review of the IfS CRC based on relevant literature, project files and policy documents and incorporated the findings under the respective Judgement Criteria.

- vii) The MAX QDA key-word-search and its findings helped to complement initial messages emerging from the document analysis in relation to the cross-cutting issues, mentioned in the ToR. The rationale for using this approach was to investigate to what extent, across the different IfS CRC project documents, these cross-cutting issues were given adequate attention and taken into account during project formulation and implementation. Various search terms, reflecting synonymous terms to the original term, were used in relation to each cross-cutting issue.

A random sample approach was applied. From 311 documents selected (i.e. 61 Financing Decisions, 113 Description of Actions, 21 Interim Reports, 72 Final Reports and 44 Evaluations), 159 (or 51%) were searchable (i.e. 33 Financing Decisions, 45 Description of Actions, 7 Interim Reports, 33 Final Reports and 41 Evaluations). To be statistically relevant, with a confidence level of 90% (90% is within the range of an acceptable confidence level), a population size of 311 documents would require a sample size of 145 documents. With 159 searchable documents, the sample can be considered sufficient.<sup>2</sup>

The MAX QDA key-word-search has been tested during the desk phase for this IfS CRC evaluation, building on ECDPM's experiences in using this tool as a supportive element during the Evaluation of the Think Tank Initiative (supported by DFID, Gates Foundation, DGIS/NL and Hewlett Foundation).<sup>3</sup> ECDPM has also used MAX QDA as a supportive tool during the recently accomplished Evaluation on EU Support to Research and Innovation for development in partner countries.

To conclude: from the 61 Financing Decisions and the documents received for the 131 measures funded, the meta-analysis covered 80% (105) of the funded measures for the period 2010-2013 and 93% (57) of the Financing Decisions through document studies. In addition, via the above mentioned MAX-QDA analysis, we covered 51% of the searchable documents (project documents per intervention plus Financing Decisions). With this percentage of relevant documents reviewed, the evaluation team is confident of having identified relevant messages and important initial findings across the various measures supported through the IfS CRC for the period 2010 to 2013.

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<sup>2</sup> See: Determining Sample Size: How to Ensure you Get the Correct Sample Size ([www.qualtrics.com/blog/determining-sample-size](http://www.qualtrics.com/blog/determining-sample-size))

<sup>3</sup> Young, J., Hauck, V., Engel, P. 2013. Final report of the external evaluation of the Think Tank Initiative. London, Maastricht: ODI, ECDPM.

## Annex 7: Online survey

You receive this questionnaire in relation to the Final Evaluation of the IfS Crisis Response Component (2007-2013). FPI 2 provided your name and contact details to the evaluation team. The questionnaire is sent to EC staff members in EU Delegations and EC Headquarters dealing with IfS measures as well as to EC staff members who have worked with the IfS during the period to be evaluated. Please fill in your name and provide information in which function and role you have been working with the IfS. Please note that we will include your name in the list of respondents in the Final Report but we will **not** attribute any statement in this report to individuals. All information provided will be treated confidentially, following ECDPM's professional standards.

You will need approximately 60 minutes to fill in the form. You will find multiple choice as well as open questions. Please try to answer the open questions in short bullets, preferably not surpassing some 150 words per question (if you need more, the form allows you to expand). Due to the short time of this evaluation, we would highly appreciate your cooperation in a timely manner. We would kindly request you to submit your responses to the questionnaire within **15 working days** from the reception of this e-mail, by completing the e-survey in the following link:

Thank you for your cooperation. Volker Hauck, team leader evaluation, ECDPM

- Name: .....
- In what specific function and role have you been working with the IfS Crisis Response Component (IfS CRC) for the period 2007 to 2013? .....
- In which country have you been working with the IfS CRC for the period 2007 to 2013? .....

**SECTION 1: Relevance**

The following questions focus on the extent to which the objectives of the IfS CRC portfolio have been relevant in promoting the overall policy objectives of EU foreign policy towards countries affected by crisis, and whether these objectives are still relevant.

1.1 To what extent do you consider the IfS a crucial tool in contributing to the EU's capacity to respond to situations of crisis or emerging crisis?

very crucial	crucial	not very crucial	not crucial at all
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Please briefly highlight why this is the case: .....

1.2 According to your assessment, to what extent is there a shared EU understanding of the term 'crisis' and 'emerging crisis' amongst EU stakeholders at headquarters and in the field?

widely shared	somewhat shared	not shared	do not know
---------------	-----------------	------------	-------------

Please briefly highlight why this is the case: .....

1.3 According to your assessment, to what extent is the EU's understanding of 'crisis' and 'emerging crisis' shared with EU Member States and other international and regional actors and implementing partners?

widely shared	somewhat shared	not shared	do not know
---------------	-----------------	------------	-------------

Please briefly highlight why this is the case: .....

1.4 Please provide any additional information or observations on the extent to which the EU's understanding of "crisis" and "emerging crisis" allows it to appropriately address new and emerging crises:  
.....

<b>SECTION 2: Effectiveness</b>
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*The following questions focus on the extent to which the results of the IfS CRC interventions contribute to achieving the objectives of the IfS CRC portfolio.*

2.1 To what extent have political discussions, informal and/or formal, taken place between various EU stakeholders before the adoption of new IfS CRC measures?

discussions were elaborate	some discussions took place	no real discussions took place
----------------------------	-----------------------------	--------------------------------

Please provide information whether i) these discussions were primarily formal or informal and ii) whether stakeholders from various EU institutions participated or whether these discussions were more limited:  
.....

2.2 In your view, to what extent have measures taken under the IfS CRC contributed to changes and effects in their respective implementation environments?

strongly contributed	somewhat contributed	did not contribute	do not know
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Please provide one or two examples about the type of changes and/or effects realized through IfS CRC measures. If possible, please also mention the measure(s) through which this took place:  
.....

If there are IfS CRC measures that had little or no effect on the conflict situation, please highlight why this was the case. If possible, please also mention one or two measure(s) where this was the case:  
.....



2.3 In the regions and contexts you are (or have been) dealing with, to what degree have IfS CRC measures been targeted where the EU is already present, adding to comprehensiveness?

Presence of EU was a relevant factor for targeting	Presence of EU was a minor factor for targeting	Presence of EU was a no factor for targeting
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For IfS CRC measures deployed in regions and contexts where the EU is not present, please highlight which role the IfS played in these particular circumstances: .....

**Section 3: Efficiency and timeliness**

*Questions in this section relate to the extent to which the pursuing of, and working through the IfS CRC has allowed to be achieved in a timely and visible manner and at a reasonable cost.*

3.1 To what extent have IfS CRC measures received adequate guidance and administrative support from Headquarters?

very adequate	mostly adequate	mostly inadequate	Inadequate
---------------	-----------------	-------------------	------------

Please briefly highlight why this is the case: .....

3.2 Resource allocations (financial and staff) to manage IfS Crisis Response measures have been:

very adequate	mostly adequate	mostly inadequate	Inadequate
---------------	-----------------	-------------------	------------

Please briefly highlight why this is the case: .....

3.3 To what extent have i) have lessons been drawn from the monitoring and evaluation of interventions or measures and ii) are lessons learned shared among EU implementers and stakeholders?

<i>Interventions and measures are:</i>	regularly monitored and/or evaluated	sometimes monitored and/or evaluated	not really monitored and/or evaluated
<i>If monitored and/or evaluated, lessons drawn are:</i>	regularly shared	shared to some extent	not really shared

Please provide information:

- i) whether lessons are drawn from monitoring and evaluation: yes/no, possibly qualify your reply

- .....
- ii) how this learning takes place predominantly (through formal evaluations, project [monitoring] reports, informal exchanges, etc.) ....., and;
  - iii) with whom the lessons learned are shared and how this is done:  
.....

3.4 In your view, how useful are IfS CRC measures as an EU instrument to address conflict situations flexibly, with speed and in a timely manner?

<i>Flexibly:</i>	very useful	mostly useful	not very useful	not useful
<i>Speedy:</i>	very useful	mostly useful	not very useful	not useful
<i>At the right moment:</i>	very useful	mostly useful	not very useful	not useful

Please provide complementary information why this is the case; if possible, highlight your score based on examples from one or two IfS CRC measures (and mention them): .....

3.5 According to your information, to what extent do stakeholders perceive from selected cases the allocation of resources to respond to a situation of crisis (or emerging crisis) as adequate?

very adequate	adequate	not very adequate	not adequate at all
---------------	----------	-------------------	---------------------

Please provide complementary information: .....

3.6 According to your information, to what extent do stakeholders recognise from selected cases the EU and the role it plays as a critical and visible actor in addressing the (emerging) crisis? Compared to possible other actors in the field, the EU is:

highly recognised	recognised	somewhat recognised	Normally, not recognised
-------------------	------------	---------------------	--------------------------

Please provide complementary information: .....

<b>SECTION 4: Sustainability</b>
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*Questions in this section relate to the extent to which the effects (results and impacts) of IfS CRC interventions, which have come to an end, been maintained over time.*

4.1 To what extent do IfS CRC measures take into consideration linkages with appropriate follow-up actions funded by other EU external action instruments or by other donors?

always	regularly	sometimes	not really
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4.2 From your present or past work, are you aware of any IfS CRC measures, which have been capitalised on, or built on?

Yes / No - If yes, please provide one or two examples for which this has been the case (if possible, please also share for which previous IfS CRC measure this was the case):  
.....

4.3 In your opinion to what extent have stakeholders and beneficiaries perceived the IfS CRC intervention and its results as having catalytic benefits for the maintenance of results and further developments contributing to stability?

highly catalytic	catalytic	somewhat catalytic	not catalytic at all
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Please provide complementary information and examples: .....

**SECTION 5: Cross-cutting issues**

*These questions address the extent to which the cross-cutting issues of gender, human rights, conflict sensitivity, democracy and good governance have been integrated and promoted in the IfS CRC portfolio.*

5.1 In your assessment, how strongly were the following cross-cutting issues addressed in IfS CRC measures during design, implementation and monitoring/evaluation?

<i>Gender</i>				
<i>Design</i>	very strong	strong	rather weak	not really
<i>Implementation</i>	very strong	strong	rather weak	not really
<i>M&amp;E</i>	very strong	strong	rather weak	not really
<i>Human rights</i>				
<i>Design</i>	very strong	strong	rather weak	not really
<i>Implementation</i>	very strong	strong	rather weak	not really
<i>M&amp;E</i>	very strong	strong	rather weak	not really

<i>Democracy and good governance</i>				
<i>Design</i>	very strong	strong	rather weak	not really
<i>Implementation</i>	very strong	strong	rather weak	not really
<i>M&amp;E</i>	very strong	strong	rather weak	not really

5.2 To what extent are IfS CRC measures planned and deployed on the basis of a conflict assessment/analyses?

always	regularly	sometimes	not really
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Please provide information why this is the case: .....

5.3 Conflict assessments/analyses are used to identify gaps and make judgements about potential impact and the conflict sensitivity of the intervention or measure:

fully agree	agree	somewhat agree	don't really agree
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Please provide complementary information on how conflict assessments/analyses, if undertaken, are used for reflection, learning and planning: .....

5.4 According to your information, to what extent do stakeholders and beneficiaries value and see the IfS CRC intervention as a support to promote gender issues, human rights and democracy/good governance?

highly see it that way	do see it in that way	somewhat see it in that way	don't see it in that way
------------------------	-----------------------	-----------------------------	--------------------------

5.4 Please share any complementary information about the extent to which these cross-cutting issues are addressed and, in case one or more of them are not strongly promoted, what could be done about it: .....

<b>SECTION 6: Coordination and complementarity</b>
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*This set of questions address the degree to which and with what effect the IfS CRC interventions have been designed and implemented in coordination and complementarity at different levels both within the EU and with other donors and partners.*

6.1 EEAS, FPI, DEVCO and ECHO have good formal and informal coordination mechanisms in place at EU Headquarters as well as between Headquarters and the EU Delegations to avoid duplication and shape complementarity of joint EU actions:

fully agree	agree	somewhat agree	don't really agree
-------------	-------	----------------	--------------------

Please provide additional information to qualify your score, and highlight which valuable practices should be kept and which areas in terms of complementarity and coordination need improvement:  
.....

6.2 The IfS plays a useful complementary role with other European financing instruments (European Development Fund, Development Cooperation Instrument, European Neighbourhood Instrument, European Instrument for Democracy and Human Rights, etc.) and thereby helps to shape a more comprehensive approach of EU external action

fully agree	agree	somewhat agree	don't really agree
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Please provide examples or other forms of evidence to highlight how the IfS has been/ or has not been complementary to other European financing instruments: .....

6.3 In your opinion, and from your experience, how is the EU's coordination role in situations of (emerging) crisis, where IfS CRC measures are deployed, perceived by other donors and partners?

<i>EU coordinating role is acknowledged</i>	fully agree	agree	somewhat agree	don't really agree
<i>EU coordinating role is valued</i>	fully agree	agree	somewhat agree	don't really agree

Please provide additional information to qualify your score, and highlight which valuable practices should be kept and where there is room for improvement: .....

6.4 If possible, please provide evidence of (your or others) monitoring of EU practice in coordination and complementary in situations of (emerging) crisis: .....

<b>SECTION 7: Consistency</b>
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*The following questions address the extent to which the interventions carried out under the IfS CRC are consistent with each other and with the EU External action strategy.*

7.1 To what extent are the IfS CRC measures consistent with the aims of the IfS CRC Regulation?

highly consistent	consistent	somewhat consistent	inconsistent
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7.2 To what extent are the IfS CRC measures consistent with other EU instruments addressing external action?

highly consistent	consistent	somewhat consistent	inconsistent
-------------------	------------	---------------------	--------------

7.3 To the best of your knowledge, in the case these instances of inconsistency are not dealt with, can you explain why? In the case these instances of inconsistency are dealt with, can you explain how?

.....

**SECTION 8: Value added**

*These questions ask about the distinct contribution and value added of the IfS CRC interventions in particular cases relative to EU member states and other donors.*

8.1 Please rate the following statement: The IfS CRC has been able to fill gaps in (emerging) crisis situations, which other international (or local) actors could not fill?

fully agree	agree	somewhat agree	don't really agree
-------------	-------	----------------	--------------------

Please provide complementary information to qualify your score and provide, if possible, one or two practical examples and evidence to underpin your statement: .....

8.2 Please rate whether, according to your experience, the IfS CRC is considered of value added by other donors, implementation partners and stakeholder/beneficiaries because of speed and flexibility:

fully agree	agree	somewhat agree	don't really agree
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Please provide complementary information to qualify your score and, if possible, provide one or two practical examples and evidence to underpin your statement: .....

**SECTION 9: Impact**

*These questions address the extent to which the IfS Crisis Response Component had some impact overall on preserving peace and creating stability.*

9.1 In your view, how strong has the contribution to political stability by IfS CRC interventions in your thematic area and/or country/region overall been?

very strong	strong	overall weak	rather not
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Please provide complementary information and examples from practice to qualify your score:  
.....

9.2 In your view, what impact did IfS CRC interventions in your thematic area and/or country/region overall have on the final beneficiaries?

high impact	impact	low impact	no impact
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Please provide complementary information and examples from practice to qualify your score:  
.....

9.3 The overall impact of the IfS CRC could be enhanced through an improved system of learning, comprising – for example – regular peer review mechanisms, knowledge management, research?

fully agree	agree	somewhat agree	don't really agree
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Please qualify your score to explain why this would be needed/nor needed and – if needed – how this could be done: .....

9.4 If not covered above, please provide any additional overall perception you might have about the EU as a key player in situations of crisis or emerging crisis, globally and locally:  
.....

**Wrapping up:**

- If you think we should consult any particular persons for further information, please provide name and contact details: .....
- Please let us know whether you would be available for any clarifications and possible additional questions. Yes/No

**THANK YOU FOR TAKING THE TIME TO COMPLETE THIS E-SURVEY**

## Annex 8: Respondents to online survey

Name	Function	Organisation
Alessandro Liamine	IfS Regional Crisis Response Planning Officer - EUD Kenya, East and Horn of Africa	FPI
Cécile Levecq	IfS Officer EUD Chad	FPI
Cédric Pierard	IfS Regional Crisis Response Planning Officer (RCRPO) for West Africa & Great Lakes (since 2013); and Programme/Project Officer within FPI.2 (between 2008-2010 and 2012-2013)	FPI
Claes Andersson	Crisis Response Planner - EUD Eastern/Southern/Central Africa & South/SE and Central Asia	FPI
Claudia Hock	IfS Officer EUD Kyrgyzstan	FPI
David Bouanchaud	IfS Officer in EUD Dakar	FPI
Dominika Sikorska	Project manager EUD Nigeria	FPI
Emanuele Pitto	Programme Manager EUD West Bank and Gaza Strip	FPI
Erik Ponsard	Programme Manager EUD Niger	FPI
Francesca Varlese	Programme Manager EUD Lebanon	NEAR, ex-FPI staff
Hanina Ben Bernou	IfS Officer EUD Somalia	FPI
Hubert Duhot	IfS Officer EUD Lebanon	FPI
Jordi Carrasco-Munoz	IfS Regional Crisis Response Planning Officer EUD Thailand, Myanmar & Laos	FPI
Peter Hazdra	IfS Regional Crisis Response Planning Officer, Project Manager EUD Thailand & Myanmar	FPI
Ruth Maria Jorge	IfS Officer EUD Mali	FPI
Silke P. Nikolay	IfS Regional Crisis Response Planner EUD Yemen, Syria & Middle East region	FPI
Michael Doyle	Former Deputy Head of Unit FPI.2	Head of EUD Lesotho
Timothy Baines	Former IfS Regional Crisis Response Planning Officer at EU Delegation to the African Union (01/01/2010 - 15/10/2011)	Former FPI staff: Ethiopia, S-Sudan
Ronan Mac Aongusa	Former Team Leader IfS Peace-building Article. 4.3	FPI HQ



Catalin Gherman	IfS Crisis Response Planner	FPI HQ
Francisco Garcia	Former IfS Crisis Response Planner	Head of Cooperation – EUD Bolivia
Genoveva Ruiz Calavera	Former Head of Unit FPI.2	Director at DG NEAR
Josephine Kalinauckas	IfS Crisis Response Planner	FPI HQ
Jürgen Störk	Former IfS Crisis Response Planner	Swiss Ministry of Foreign Affairs
Io-Kerstin Schmid	IfS Crisis Response Planner	FPI HQ
Magdalena Mueller-Uri	IfS Crisis Response Planner	FPI HQ
Marc Fiedrich	Deputy Head of Unit FPI.2	FPI HQ
Olga Baus Gibert	Former IfS Crisis Response Planner and Team Leader for IfS Peace-building – Article 4.3	EUD Nicaragua
Philippe Bartholme	IfS Crisis Response Planner	FPI HQ
Santiago Robles Monsalve	IfS Crisis Response Planner	FPI HQ
One respondent who did not indicate his/her name		

## Annex 9: Interviewees

### Interviews general:

Name	Function	Organisation
Zahbia Yusuf (2x)*	Peacebuilding Editor and Analyst	Conciliation Resources
Adriaan van der Meer	Head of Unit Stability, Security, Development and Nuclear Safety	DG DEVCO
Elisabeth Pape	Acting Head of Unit of Fragility and Resilience	DG DEVCO
Nuria Ballesteros Menendez	Cooperation Officer for DRC	DG DEVCO
Dominique Albert	Programme manager regional programmes Neighbourhood South	DG ECHO
Alessandro Valdambrini (2x)*	Middle East Desk Officer.	DG ECHO
Stephane Halgand	Thematic Coordinator on Crisis reaction / Security Sector Reform, NEAR B2	DG NEAR
Michael Docherty (2x)*	ENI funding	DG NEAR
Michael Miller	Deputy Head of Division - Conflict prevention, peace building and mediation - SECPOOL 2	EEAS
Gianmarco Scuppa	SSR/DDR policy officer – SECPOOL 2	EEAS
Alessandro Rossi (2x)*	Political Officer	EEAS
Denisa-Elena Ionete	HoD EUD Chad Former Head of Unit of Fragility and Resilience, DEVCO	EEAS
Emilio Rossetti	Central Africa Desk	EEAS
Lena Villadsen	Central Africa Desk	EEAS
Michael Doyle	HoD EUD Lesotho	EEAS
Nicolas Dupic	EPLO member	EIP Funding and Grants Manager
Ben Moore	Senior Policy Officer	EPLO
Ronan Mac Aongusa (2x)	Deputy Head of Unit FPI.1	FPI
Cedric Pierard	IfS Regional Crisis Response Planner – EUD Senegal	FPI 2
Io-Kerstin Schmid (2x)	IfS Crisis Response Planner	FPI 2
Sebastian Agustino Macias	IfS Finance & Evaluation Officer	FPI 2
Claes Anderson	IfS Crisis Response Planner	FPI 2
Karolina Hedstrom	IfS Crisis Response Planner	FPI 2
Magdalena Mueller-Uri	IfS Crisis Response Planner	FPI 2
Marc Fiedrich (3x)	Deputy Head of Unit FPI.2	FPI 2

Oliver Nette	Head of Unit FPI.2	FPI 2
Philippe Bartholme	IfS Crisis Response Planner	FPI 2
Santiago Robles Monsalve	IfS Crisis Response Planner	FPI 2
Georg-Sebastian Holzer	Security Sector Advisor	GIZ
Chris Rotas	Head of Donor Relations/Fundraising	Humanitarian Dialogues
Santa Falasca	EPLO member	ICTJ
Sarah Bayne	Consultant	Sarah Bayne Consulting
Rashmi Thapa	EPLO member	Search for Common Ground
Laura Davis	Consultant	SSR and transitional justice expert
Charlotte Gaudion	EPLO member	World Vision

#### DRC<sup>4</sup>

Name	Function	Organisation
	<b><u>In relation to the EU's engagement in DRC, overall:</u></b>	
Giudice, Roberta del (4x)	IfS/IcSP Programme Officer	FPI-EUD DRC
Ambassador Jean-Michel Dumond	Head of Delegation	EUD DRC
Kabengele, Emmanuel	Coordonateur National	Réseau pour la réforme du secteur de sécurité et de justice Kinshasa
Kirchner, Thomas	Head of Section Governance, Political Affairs and Security	EUD DRC
Rostagno, Donatella (2x)	Director	European Network for Central Africa (EURAC) Kinshasa
Soret, Bertrand	Ministre Conseiller, Chef de Section Politique, Communication, Presse et Information,	EUD DRC
Vanthemsche, Fiel	Political Adviser	Belgian Embassy Kinshasa
Betti, Illaria	Project Manager Human Rights/ Justice	EUD DRC
Decoster, Ladislav	Technical Advisor "Rule of Law"	UNDP Kinshasa
Kajuka Mbav, Adolphe	Major	Conseiller à la Court Militaire Nord Kivu; Goma
Makelele, Sumaili	Substitut de l'Auditeur Supérieur	Ops Nord Kivu; Goma
Makongo, Charles Guy	Country Director	Association du Barreau Américain Initiative (ABA) pour l'Etat de Droit République Démocratique du Congo; Goma

<sup>4</sup> A person who has been part of a Focus Group discussion (end of this table) is listed with 'FG'.

M. Michel	Greffier	Court Militaire Nord Kivu
Muau, Cyprien Colonel	Auditeur Militaire Superieur	Auditoriat Militaire Superieur Kivu Nord; Goma
Mulahuko, Masiala	Project Manager Justice Programme	UNDP Goma
Mutanzini (Colonel)	Deputy Head of the Military Court	Ministry of Defence/ Ministry of Justice; Kinshasa
Mutombo, Joseph; General and Judge	President of the High Military Court and Adviser to the Minister of Defence	Ministry of Defence; Kinshasa
Mushagalusa, Justin	Régisseur	Uhaki Safi - Programme d'Appui au Renforcement de la Justice à l'Est de la RDC (PARJ-E); Goma
Soné (Colonel)	Coordinator Military Justice Project (CAP)	MONUSCO Goma
Talbi, Hanan	Senior Expert on Judicial Protection, Joint Humanitarian Rights Office	MONUSCO Goma
Tegera, Aloys (+FG1)	Research Director	POLE Institute; Goma
Gasanganirwa, Solange (+ FG1, 2, 3 and 5)	Head of Gender programme	POLE Institute; Goma
Kä Mana	Professeur Godefroid; Membre du Chem-Chem, head of youth programme	POLE Institute; Goma
Kabirigi, Jean-Pierre Lindiro (FG1)	Coordinator	POLE Institute; Goma
Muliro, Léopold Rutinirwa (FG1)	Research Assistant	POLE Institute; Goma
Mukendi, David Kalenda (FG1)	Journaliste	Radio Pole FM
'Maman' Dorothée (+ FG5)	women 'gagne-petit'	Beneficiaries of Pole's gender activities
'Maman' Sylvie (+ FG5)	women 'gagne-petit'	Beneficiaries of Pole's gender activities
'Maman' Fatima (+ FG1 and FG4)	women 'gagne-petit'	Beneficiaries of Pole's gender activities
Maombi K., Josephine		Association de femmes de Rutshuro; Goma
Mungazi, Anicet		Radio Club, Groupement de M'binga-Nord, Territoire de Kalehe; Goma
Ntibenda, Héritier Furaha		Radio Club, Groupement de M'binga-Nord, Territoire de Kalehe; Goma
Sematumba, Onesphore (+ FG1)	Directeur Information	POLE Institute; Goma

Shamavu Kishab'aga, Yves (FG4)	Chair Student Association	Economic and Administrative Sciences Faculty, Université Grand Lacs à Goma
Chauzy, Jean-Philippe	Country Director	IOM
Ngom, Mamadou	Information and communication	IOM
Comard, Laurianne	Gestionnaire de Programmes Réforme du Secteur de Sécurité (Police/ Armée)	European Commission Kinshasa
Dumas, Cédric	Expert formation	Programme d'Appui a la Réforme de la Police Nationale Congolaise (PARP); Kinshasa
Elesse, General Michel	Executive Secretary	<i>Comité de Suivi de la Réforme de la Police (CSRP)</i>
Müller, Gabor	Head of Project	Programme d'Appui a la Réforme de la Police Nationale Congolaise (PARP); Kinshasa
Ndonda Khindji Jean Bosco	Commissaire Supérieur Principal	
Bagabo Bigirimana, Jean	Commissaire Supérieur Principal, Directeur Transmissions, Ministère de l'Interieur et Sécurité	Commissariat General de la Police; Kinshasa
Kissine, Joseph (Major) (FG6)	Deputy Head T5	Garde Republicaine/ Garnison CDB Kinshasa East; Kinshasa
Kumwimba Kabongo, Derrick (FG6)	Head T5	Garde Republicaine/ Directeur de Garnison CDB Kinshasa East
Mugula, Patrick	SSR Program Manager	Search for Common Ground; Goma
Osborne, Kevin	Country Director	Search for Common Ground; Goma
Riss, Francine (FG6)	Administrator	Search for Common Ground, Kinshasa
Siwala, Paty (FG6)	Administrator	Search for Common Ground, Kinshasa
<b>Focus Group (FG) Meetings</b>		
Project	Date and location	Participants (n°/names)
<u>FG1: Pole Institute projects n°: 283808 and 308261</u>	Pole Institute, Goma – April 22	Pole Institute team (approx. 17 people, including heads of programmes, researchers and <i>stagiaires</i> )
<u>FG2: Pole Institute projects n°: 283808 and 308261</u>	Goma ( <i>atelier</i> of the female group) – April 23 (am)	Solange Gasaganirwa and 5 female youth beneficiaries (female entrepreneurship group)
<u>FG3: Pole Institute projects n°: 283808 and 308261</u>	Pole Institute, Goma - April 23 (pm)	Prof. Ka Mana and 40-50 youth beneficiaries, some representing

		youth groups (e.g. 'La Lucha', 'Kivu Séjour', 'Parlement des Jeunes')
FG4: Pole Institute project n° 308193	Goma – April 24 (pm), after Pole Radio emission on elections	Shamavu Kishab'aga, Yves + 9 other students; Student Association of Economic and Administrative Sciences Faculty, Université Grand Lacs à Goma
FG5: Pole Institute projects n°: 283808 and 308261	Pole Institute, Goma - April 26	Solange Gasaganirwa and 28 women beneficiaries
FG6: Search for Common Ground, project n°: 284107	Search for Common Ground, Kinshasa – April 21	Riss, Francine, Siwala, Paty, Kissine, Joseph (Major), Kumwimba Kabongo, Derrick

## Lebanon

Name	Function	Organisation
Hubert Duhot (2x)	IfS Project Manager	FPI
Massimiliano Mangia	Head of Office	DG ECHO
Colonel Pierre Desjeux	Military Expert EUD	EEAS
Elena Ascuitti	Attache Relief and Recovery	DG NEAR
Maciej Golubuewski	First Secretary, Head of Section Politics, Economics, Trade Press and Information EUD	EEAS
Silke Nicolay	IfS Regional Crisis Response Planner Middle East	FPI
Fadi Abilmona	Programme Analyst Crisis Prevention and Recovery	UNDP
Joanne Nasser	Project Manager Peace-building in Lebanon project	UNDP
Richard Btiech	Director	Centre for Active Citizenship
Gilbert Doumit	Director	Beyond Development
Jean Paul Chami	Director	Peace Labs
Joseph Burke	Project Manager	UNRWA
John Whyte	NBC Reconstruction Project Manager	UNRWA
(name not registered)	Palestinian Representative	NBC camp
Abdelnasser el Ayi	Project Manager	Lebanese-Palestinian Dialogue Committee
Jean-Nicolas Beuze	Deputy Representative	UNHCR
Amaria Belaskri	External Relations Officer	UNHCR
Michael Woodman	Senior Public Health Officer	UNHCR
Marie Akiki	Assistant Public Health Officer	UNHCR

Ilina Slavova	Promoting conflict-sensitive aid for Syrian refugees in Lebanon	International Alert
Krystel Mousally	Former (M & E)	International Alert
Lina Torossian	Head of Technical Unit, Research Center	La Sargesse University (M & E)
Dr Waleed Ammar	Director General	Ministry of Public Health
Dr Renda	Project Manager	Ministry of Public Health
Myra Saade	IHL Project Manager	ICRC
Victoria Stanski	Director of Programmes	Mercy Corps
Heba Hage-Felder	Head of Cooperation	Swiss Agency for Development and Cooperation
General Joumana Daniel Tabet	Project Adviser	Enhanced Capability for Integrated Border Management in Lebanon
Phil Johnson	Chief Technical Officer	Enhanced Capability for Integrated Border Management in Lebanon
Khalil Gebara	Advisor	Ministry of Interior
Stephanie Chammas	Director	AMEL Primary Health Centre (Bazouriye)
Farouq	Director	Primary Healthcare Centre
Palestinian refugees		Nahr El-Bared camp

No focus group discussions were conducted in Lebanon.

## Pakistan<sup>5</sup>

Name	Function	Organisation
<b>European Union delegation in Pakistan</b>		
Stefano GATTO	Deputy Head of Delegation	EUD Pakistan / Islamabad
Bernard FRANCOIS	Minister Counsellor / Head of Cooperation	EUD Pakistan / Islamabad
Johan SORENSEN	Head of Political Section	EUD Pakistan / Islamabad
Anne KOEFED	Head of Governance and Rule of Law	EUD Pakistan / Islamabad
Danuta EL GHUFF	First Secretary / Programme Manager	EUD Pakistan / Islamabad
Tomas STRAVINSKAS	Rule of Law Advisor	EUD Pakistan / Islamabad
Luigi BROGI	Development Advisor Crisis Prevention & Peacebuilding	EUD Pakistan / Islamabad
Arshad RASHID	Development Advisor	EUD Pakistan / Islamabad
Muhammad Imran ASHRAF	Development Advisor Infrastructure & Energy	EUD Pakistan / Islamabad
Martijn BOELEN	Head of Finance, Contracts and Audit	EUD Pakistan / Islamabad
Maja BIERNACKA	Deputy Head of Finance and Contracts Section	EUD Pakistan / Islamabad

<sup>5</sup> Focus group meetings are inserted per project.

Ayesha BABAR	Press and Public Relation Officer	EUD Pakistan / Islamabad
<b>Local Governance Rehabilitation (UNDP)</b>		
Mustafa MAHMOOD	Programme Officer / Crisis Prevention and Recovery	UNDP Pakistan / Islamabad
Syed Saad Zia GILANI	Programme Associate / Crisis Prevention and Recovery	UNDP Pakistan / Multan; Muzaffargarh
Jawad AKRAM	Director General	Provincial Disaster Management Authority, Government of the Punjab, Lahore
Nisar SANI	Director Coordination	Provincial Disaster Management Authority, Government of the Punjab, Lahore
<b>Focus group #1 (listed in dark blue colour)</b>		
8 Planners and Responders	Emergency Control Room Coordinator	Provincial Disaster Management Authority, Government of the Punjab, Lahore
Azhar BALOCH	Project coordinator (formerly District Disaster Risk Management Coordinator, Muzaffargarh)	Lahore
Saeed UROOJ	GIS Specialist	Urban Sector Planning & Management Services Unit, Lahore
Saqib AHSAN	GIS Development Specialist	Urban Sector Planning & Management Services Unit, Lahore
NIZAM-UD-DIN	GIS Manager	Urban Sector Planning & Management Services Unit, Lahore
Asma EJAZ	Manager Gender and Training	Devolution Trust for Community Empowerment (DTCE), Islamabad, Muzaffargarh
Atif FAYYAZ	Program Coordinator (formerly DTCE Muzaffargarh District Community Liaison Officer)	Participatory Welfare Services (PWS), Muzaffargarh
Mian Sohail AKHTAR	Ex. General Secretary (General Secretary during the floods)	District Bar Association, Muzaffargarh
Jawad UR RAHMAN	Advocate, Member of Legal Aid Committee	High Court, Muzaffargarh
Zubail SURANI	Advocate	Legal Aid Committee, Muzaffargarh
Farhan KHAN	Advocate	District Bar Association, Muzaffargarh
Muhammad Ismail KHAN	Advocate	Legal Aid Committee, Muzaffargarh
<b>Focus group #2 (listed in dark blue colour)</b>		
Shafiq JAVED	Community Member	Muzaffargarh, Union Council Gurmani
Muhammad Imran MAJEED	Community Member	Muzaffargarh, Union Council Sheikh Umer
Qaisar Abbas BALOCH	Community Member	Muzaffargarh, Union Council Deenlug
Nazim BALOCH	Citizen Community Board Chairman	Muzaffargarh, Union Council Khushall,
<b>Focus group #3 (listed in dark blue colour)</b>		
Shahid Khan QALANDRANI	Councilor	Muzaffargarh, Union Council Baseera
Jariq JABAL	Community Member	Muzaffargarh, Union Council Baseera
Safdar Hussein KHAN	Head Teacher	Muzaffargarh, Union Council Baseera



Nadeem QURESHI	Social Worker	Muzaffargarh, Union Council Baseera
Waseem QURESHI	Councilor	Muzaffargarh, Union Council Baseera
Mohammad Yousaf KHAN	Teacher	Muzaffargarh, Union Council Baseera
Qaisar RIAZ	Citizen Community Board Chairman	Muzaffargarh, Union Council Baseera
<b>Focus group #4 (listed in dark blue colour)</b>		
Mustafa GHULAM	Union Council Secretary	Muzaffargarh Union Council
Imran SHAHZAD	Union Council Secretary	Muzaffargarh Union Council
Nasir SHEHZAS	Naib Qasid	Muzaffargarh Union Council
M. IBRAHEEM	Naib Qasid	Muzaffargarh Union Council
<b>Focus group #5 (listed in dark blue colour)</b>		
Ahmed RIAZ	Community Member	Muzaffargarh, Union Council Hinjsai
Aziz ABDUL	Community Member	Muzaffargarh, Union Council Hinjsai
Bibi KHARSHEED	Citizen Community Board Chairman	Muzaffargarh, Union Council Hinjsai
Bibi SAFIA	Citizen Community Board Secretary	Muzaffargarh, Union Council Hinjsai
<b>Peacebuilding in Kashmir (Conciliation Resources)</b>		
Tahir AZIZ	South Asia Program Director	Conciliation Resources, London / Meeting in Islamabad
Pr. Rehman KHAWAJA	Director	Office of Research on Innovation and Commercialisation (ORIC), University of Management and Science and IT, Kalli, Azad and Jammu Kashmir
Ambassador Arif KAMAL	Director, Global Studies, Institute for Strategic Studies Research and Analysis	National Defence University, Islamabad
Ershad MAHMUD	Executive Director	Centre for Peace, Development and Reforms (CPDR)
Lt. Gen (R) Asad DURRANI	Former Director-General Inter-Service Intelligence (ISI), and Director-General Military Intelligence, Pakistan, Former Ambassador to Saudi Arabia, Former Ambassador to Germany	Participant in India-Pakistan dialogue activities around Kashmir Peacebuilding project.
Ms. Atia ANWER	Local Women and Peacebuilding Activist from AJK	Visiting Lahore
<b>CCBLE &amp; CCBLE – Procurement of Equipment / (GIZ &amp; UNOPS)</b>		
Katrin LADWIG	Head of Program	GIZ GmbH / Islamabad
Syed Ali MURTAZA	Secretary Prosecutor	Prosecution Department, Civil Secretariat, Government of Punjab, Lahore
Rana MAQLOOB	Chief Minister of Punjab Special Advisor (formerly Secretary Prosecutor and Punjab Police Inspector General)	Government of Punjab, Lahore
Dr. Amar Ali Hussain KHAN	Director	Punjab Civil Defence, Lahore
Bomb Disposal Team	Bomb Disposal Unit - Lahore	Punjab Civil Defence, Lahore

(4 members)		
Ishan GHANI	Inspector General of Police – National Coordinator	National Counter Terrorism Authority (NACTA)
Muhammad Umar SHEIKH	Deputy Inspector General – Director General	National Counter Terrorism Authority (NACTA)
Humayun Zaman SALIM	Project Development and Partnership Specialist	UNOPS
<b>Media for Flood Recovery (Internews)</b>		
Thomas BAERTHLEIN	Program Manager	Internews Development Network
Michael McAULIFFE	Country Director	Internews Pakistan
Asad JAN	Deputy Country Director	Internews Pakistan
Tehmina ZAFAR	Program Manager (formerly Internews Deputy Program Manager)	Bytes for All, Islamabad
Khalid Mehmud Zaffar CHAUDHARY	District Press Club President; District Coordination Council for NGOs Member; Daily the News Correspondent.	Muzaffargarh District Press Club
<b>PCNA / MDTF (World Bank)</b>		
Anthony CHOIST	Operations Adviser	The World Bank
<b>Focus group #6 (listed in dark blue colour)</b>		
Ousman JAH	MDTF Program Coordinator	The World Bank
Shahnaz ARSHAD	Senior Urban & DRM Specialist	The World Bank
Sher Shah KHAN	Senior Public Sector Specialist	The World Bank
Maha AHMED	M&E Officer	The World Bank
Mehreen SAEED	Communication Officer	The World Bank
Momina SANAM	Consultant – Project Manager	The World Bank
Ms. Aisha KHALID	Joint Secretary	Economic Affairs Division – Ministry of Foreign Affairs, Islamabad
Mr. Faisal NASEEM	Section Officer, EU and Germany	Economic Affairs Division – Ministry of Foreign Affairs, Islamabad
<b>India-Pakistan Regional Dialogue for Peace and Stability (Jinnah Institute - FNF)</b>		
Syed Hassan AKBAR	Head of Programmes	Jinnah Institute
Arsalaan NAZIR	HR and Administration Officer	Jinnah Institute
Amb (R) Shafqat KALAKHEL	Chairperson Board of Governors	Sustainable Development Policy Institute & Lead Facilitator of Project's India-Kashmir Water Dialogue
Amb (R) Aziz Ahmed KHAN	Former Pakistani Ambassador to Afghanistan former Pakistani High Commissioner to India	n/a
<b>Other Donors/EU Member-States/Cross Cutting Issues &amp; PCNA/MDTF/Peacebuilding/IfS Management/EU Coordination</b>		
<b>Focus group #7 (listed in dark blue colour)</b>		
Kathryn MASON	Deputy Head of Governance Section	DFID Pakistan

Sakandar ALI	Representative for FATA and KP	DFID Pakistan
Simon BOND	Regional Advisor, Conflict and Stability Fund, South Asia	UK Foreign and Commonwealth Office, Islamabad
Albert SOUZA MULLI	Conflict Advisor	DFID Pakistan
Saadia AMBREEN	Project Officer	Foreign and Commonwealth Office, UK, Islamabad
Oliver ROUSSELLE	Head of Regional Office	ECHO
Sebastian ERNST	First Secretary – Political and Economic Affairs (lead for German Stability fund in Pakistan)	Embassy of the Federal Republic of Germany, Islamabad
Almut KNOP	Development Counsellor, BMZ	Embassy of the Federal Republic of Germany, Islamabad

## Nigeria

Name	Function	Organisation
<b>EU Staff</b>		
Alexandra Noll (3x)*	IfS Project Manager	FPI – EUD Abuja
Dominika Sikorska (3x)	IfS Project Manager	FPI – EUD Abuja
Arito Moreira Ferreira	EUD Regional Security Adviser (RSA)	EEAS
Brian O’Neill	Minister Counsellor, Head of Cooperation EUD	EUD Abuja
Jacob Tamm	Head of Section Democracy, Governance and Migration EUD	EUD Abuja
<b>Donor partners</b>		
Patrick Merienne	Conflict Adviser	DFID
Matthew Alao	Conflict Prevention and Peacebuilding Analyst	UNDP
Felicia Genet	Conflict Mitigation Officer	USAID
Mukhtari Shitu	Conflict Program Specialist	USAID
Timothy Melvin	Director of Conflict Management Programs	Mercy Corps
Sani Suleiman	Deputy Program Manager	Mercy Corps
Ukoha Ukiwo	Programme Manager	NSRP
<b>Implementing partners</b>		
José Luis Suarez Salazar	Project Coordinator	EUTANS
Paul English	Component Leader de-radicalisation	EUTANS
Chika Emeh	Project Manager	SFCG, Port Harcourt
Joy Chike	Finance Assistant	SFCG, Port Harcourt

Ogunmola Udofe Afolabi	Finance and Admin Manager	SFCG, Port Harcourt
Uduakobung A Ekong	Project Assistant	SFCG, Port Harcourt
Joyce Afrikum	Logistics Officer	SFCG Port Harcourt
Egondu Esinwoke Ogbalor	Executive Director	Community Initiative for Enhanced Peace and Development (CIEPD), Port Harcourt
Innocent K. Barbi	Finance Officer	CIEPD, Port Harcourt
Dr. Nemibarimi Zabbey	Coordinator	Centre for Environment, Human Rights and Development (CEHRD) Port Harcourt
Rureyme Siakpere	Field Officer TND II	CEHRD, Port Harcourt
Kabarri Victoria	Finance Officer	CEHRD, Port Harcourt
Michael Gbarabe	Programme Officer	CEHR, Port Harcourt
Florence Kayemba Ibokabasi	Programme Manager	Stakeholder Democracy Network (SDN), Port Harcourt
Samuel Okpolagha Abel	Program Officer	SDN, Port Harcourt
Joseph Ekiye	Project Officer	SDN, Port Harcourt
Lantana B. Abdullahi	Program Manager (EU)	SCFG, Jos
Rajendra Mulmi	Country Director	SFCG
Ema Billings	Training Consultant	SFCG, Jos
Abel Dassah	Financial Sector reforms Advisor for EU project	GIZ, Jos
Hauwa Mankilik	Coordinator EU Project	GIZ, Jos
Vittorio Villa	Project Manager	Apurimac Onlus, Jos
Ioraduo Peter	Field Coordinator	Apurimac Onlus, Jos
Apurimac KATAKO Center staff		KATAKO Center
Björn Bernhardt	Project Coordinator	GIZ
Abdel Dassam	Financial Sector Advisor	GIZ
Isong Isong	Project Assistant	GIZ
Hauwa Mankilik	Coordinating Officer	GIZ
Kopi A. Suzan	BEE Advisor	GIZ
Franklin Aude	Trade	GIZ
Kate Fitzpatrick	UNODC Project Manager (via Skype)	Vienna
Hon. Justice Tijjani Abubakar	UNODC trainer	Ministry of Justice
Sabeema Agbamu	UNODC trainers (via Skype)	London
<b>Government/security officials</b>		
Bitrus Doro	Management Committee	Barkin Ladi Local Government Council

	Chairman	
Nafiu Mohammed	Peace Adviser to the LGC Chairman	Barkin Ladi Local Government Council
	Former Local Govt Official and Muslim Community Leader	Jos North
Brig Gen (Rtd) Jide Laleye	Nigerian army	Abuja
Police Chief	Police Command	Jos North
Timothy Baba Palong	Former Special Peace Advisor to Plateau State Government	Jos
<b>Beneficiaries</b>		
Akutih Pius Ukeyima	Attorney at Law, Intl Cooperation in Criminal Matters (UNODC trainee)	Ministry of Justice
Ati Amali Esq.	Department of Public Prosecutors (UNODC trainee)	Ministry of Justice
Prof. Adedeji Adekunle	Director General	Nigerian Institute of Advanced Legal studies
<u>Focus group</u> - Local Project Committee (LPC) Members (8 participants), 6 May 2016	Tomorrow is a new day: Building a Peace architecture in the Niger Delta for 2015 and beyond	Kpor
<u>Focus group</u> -Information Resource Center Board of Trustees (BOT) (7 participants), 6 May 2016	Tomorrow is a new day: Building a Peace architecture in the Niger Delta for 2015 and beyond	Kpor
<u>Focus group</u> – women from local community (17 participants), 6 May 2016	Tomorrow is a new day: Building a Peace architecture in the Niger Delta for 2015 and beyond	Kpor
<u>Focus group</u> – youth from local community (22 participants). 6 May 2016	Tomorrow is a new day: Building a Peace architecture in the Niger Delta for 2015 and beyond	Kpor
<u>Focus group</u> – members of LPC and local community (27 participants), 6 May 2016	Tomorrow is a new day: Building a Peace architecture in the Niger Delta for 2015 and beyond	Ogu
<u>Focus group</u> -beneficiaries at KATAKO Trauma Healing and Vocational Training Center (13 persons), 10 May 2016	State and non-state actors cooperation to consolidating an architecture of peace in Greater Jos	Jos North
<u>Focus group</u> - beneficiaries of SFCG conflict	Plateau will arise! Building an architecture for peace, tolerance	Jos South

transformation training (8 participants), 10 May 2016	and reconciliation	
<u>Focus group</u> – LPC members and members of local community (14 participants), 10 May 2016	Plateau will arise! Building an architecture for peace, tolerance and reconciliation	Jos North (Congo Russia Community)
<u>Focus group</u> – Local Security Committee (65 participants), 11 May 2016	Plateau will arise! Building an architecture for peace, tolerance and reconciliation	Barkin Ladi
<u>Focus group</u> –primary school students (50 participants), 11 May 2016	State and non-state actors cooperation to consolidating an architecture of peace in Greater Jos	Barkin Ladi
Manager of potato storage unit		Mangu
<u>Focus group</u> - beneficiaries of financial literacy training (7 participants), 11 May 2016	Economic Development for Peace and Stability in Plateau State, Nigeria	Mangu
Hezeki Ahlop	Head	Business Development Council (BDC), Bakka
Ali Jarawa	Head	BDC, Jos North
Victor Pwajok	Head	BDC, Jos South
Trainees of GIZ capacity building (financial literacy, small business)		Jos and Mangu

\* = number of times spoken to the same person during evaluation

## Annex 10: Interview Guide

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*Note: This Interview Guide will be used as a base for the interviews at headquarters, during field missions and for the development of the e-survey. The e-survey will be reviewed by FPI before sending it to EU Delegations.*

Interviewee:

Contact details: ...

Interviewer/s: ...

Date & place: ...

### Introduction to interview

- a. Introduce yourself and your role in the evaluation team
- b. Present a copy of the letter of credentials, signed by FPI
- c. Explain the purpose of this evaluation and why it needs to be finalised before July 2016
- d. Assure the interviewee that
  1. all the information provided will be treated confidentially
  2. no statements will be attributed to individuals
  3. the final report will contain solely a list of interviewees and when and where the interview took place
  4. invite the interviewee to ask clarifying questions related to the assignment
  5. the interview will approximately last for 60 minutes

Q1: Question as a scene setter and contextualise the interviewee

- a. In what specific functions and roles have you come into contact with the Instrument of Stability crisis component for the period 2010-2013?
- b. What specific IfS projects do you have knowledge of in the 2010-2013 period?
- c. Do you have any specific regional/country or thematic expertise/experience related to the Instrument for Stability crises component intervention areas?

Q2: Questions relating to the overall relevance of the IfS CRC

- a. How relevant do you consider the IfS CRC for the implementation of the EU's external policy towards countries affected by crisis?
- b. To what extent is there a shared understanding about the nature of crisis of the IfS CRC, and the role it plays, within the EU institutions/EU member states/international agencies dealing with external action towards crisis (and emerging crisis), fragility and development?

Q3: Questions relating to the effectiveness of the IfS CRC

- a. To what extent can the IfS CRC measure/s be monitored along a chain departing from clearly formulated objectives to outputs and results?
- b. Do these measures follow a defined intervention logic, or a theory of change to translate EU political objectives into a measure - based on a dedicated (conflict) analysis ahead of taking a financing decisions?

- c. Relating inputs to outputs to outcomes, how effective have/has the IfS CRC measure/s been in helping to combat state fragility, conflict, natural disasters, or other crisis? And, has it helped to preserve, or re-establish conditions for the creation of an enabling environment for stabilisation?

Q4: Questions relating to cost-effectiveness and timeliness of the IfS CRC

- a. How would you rate the cost-effectiveness/ value-for-money of measures funded under the IfS CRC?
- b. What is your experience in terms of IfS CRC in terms of flexibility and speed? What could be improved?
- c. What are the particular challenges around EU visibility? Did the IfS CRC measures contribute (or not) to EU visibility?

Q5: Question relating to sustainability

- a. Did the planning and preparation of IfS CRC measures take into account possible steps for appropriate EU follow-up in the short, medium and long term?
- b. To what extent have/has the result/s of the IfS CRC measure/s been capitalised on, maintained or further supported after ending the IfS CRC support by the EU or other actors?

Q6: Questions on cross-cutting issues

- a. How conflict-sensitive would you rate the IfS CRC measures? Did conflict or context assessments inform the design, implementation, close or evaluation phase?
- b. To what extent did the IfS CRC measures pay attention to gender, human rights, democracy and good governance during design, implementation, monitoring and evaluation?

Q7: Questions on co-ordination and complementarity

- a. To what extent and with what effect have/has the IfS CRC measure/s been designed and implemented in a complementary and co-ordinated manner at different levels within the EU institutions?
- b. To what extent did the EU play a coordinating role in designing and implementing IfS CRC measures vis-a-vis EU member states and/or other donors?
- c. Could you, if possible, highlight a good practice example of an IfS CRC measure displaying strong coordination and complementarity in a crisis situation?

Q8: Questions on coherence/consistency

- a. How do you perceive the internal consistency of the IfS CRC measure/s and their possible synergies/trade-offs with other EU external action instruments and interventions?
- b. How consistent are measures carried out under the IfS CRC portfolio with the EU's external action policy to a particular country, region or continent or thematic area?

Q9: Questions relating to value added

- a. To what extent could the IfS CRC measure/s fill gaps which other donors could not address?



- b. IfS CRC measures are often cited as being highly flexible and provided in a speedy manner. To what extent do you consider this a value added compared to other donors?
- c. Are there any other issues/aspects which you would like to highlight as value added of the IfS CRC measure/s? And/or would you have any evidence of such added value?

Q10: Questions on overall impact of the IfS CRC

- a. How do you perceive the contribution of IfS CRC measure/s in influencing, or having an influence, on promoting the global (international) peace and security agenda to address situations of crisis and emerging crisis globally?
- b. Could you share any evidence of how the EU does work as a political actor by using the contribution of the IfS CRC measure/s, or how it could work better to achieve stability and conflict prevention outcomes?
- c. To what extent does knowledge management and learning from IfS CRC measures take place at the field and at the headquarter levels? To what extent are certain tools, like conflict analysis, relevant thematic guidance or research programmes, used to identify gaps and to promote learning for better future impacts?
- d. How do you share knowledge about successful (or unsuccessful) IfS interventions and promote lessons learned.

Wrapping up:

- => Please invite the interviewee to share any additional observations or comments
- => Please ask for literature, reports, further informants which the interviewee believes we should consult and ensure interviewee has at least your e-mail contact to share these
- => Available for clarification and possible additional questions? Yes/No

## Annex 11: Number of projects per cluster and per EU funding (period 2010 – 2013)

A breakdown of the number of interventions according to the level of funding for the period 2010 to 2013 is given in Table 1, below. The overview is split up per cluster, i.e. Cluster 1 = SSR/DDR; Cluster 2 = Refugees/IDPs; Cluster 3 = dialogue; Cluster 4 = livelihoods (see for full description of clusters in Section 2, above). The purpose of this table is to investigate whether FPI and its staff in EUDs have to manage a comparatively high number of smaller projects. A high number of small projects per FPI staff member would suggest a high work load which is to be further investigated during the evaluation.

The table shows that most interventions (52%) receive funding of below EUR 1 m while measures for EUR 5 m and beyond are, combined, only 15%. 33% of the projects are in the range of EUR 1m to 5 m. It is interesting to note that cluster 2 (Refugees/IDPs) has a comparative high number of projects of EUR 5 m and above, which indicates that the IfS CRC funds rather bigger than smaller projects in support of refugees and IDPs, mostly implemented through UN organisations. It is further interesting to note that most small projects are for cluster 3 activities. Many of these are implemented through NGOs for conflict prevention, dialogue and confidence-building interventions.

### Number of projects per cluster and per EU funding (period 2010-2013)

	< EUR 1 m		EUR 1 to 5 m		EUR 5 to 10 m		> EUR 10 m		Total
Cluster 1*	48	49%	39	40%	8	8%	3	3%	98
Cluster 2*	16	46%	8	23%	8	23%	3	8%	35
Cluster 3*	92	66%	42	30%	5	4%	0	0%	139
Cluster 4*	41	48%	34	40%	3	3%	8	9%	86
<b>Total</b>	<b>197</b>	<b>52%</b>	<b>123</b>	<b>33%</b>	<b>24</b>	<b>10%</b>	<b>14</b>	<b>5%</b>	<b>358</b>

\* Cluster 1 = SSR/DDR; Cluster 2 – IDPs and refugees; Cluster 3 = dialogue; Cluster 4 = livelihoods)

## **Annex 12: Review of other donors' crisis response instruments**

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The **UK Conflict Security and Stability Fund (CSSF)** is designed to mobilise ODA and non-ODA funds for flexible assistance in high-risk and politically sensitive areas. It is flexible in terms of range of work, scale of funding (no budget ceiling), partners and delivery, and timescales. According to implementing partners, projects funded under the CSSF can start within 2 to 3 months. The CSSF succeeded the UK Conflict Pool, which was very locally driven from the Embassy level, whereas the CSSF is more centrally-steered by strategic priorities. Like the Conflict Pool, the CSSF is a cross-government instrument: Decision-making requires consensus among several departments and is therefore expected to be slow (as was the case under the Conflict Pool). Evaluations of the CSSF have not yet been conducted.

**Germany** manages an instrument dedicated to longer-term capacity building in the field of disaster response and disaster risk reduction (*Entwicklungsfördernde und Strukturbildende Übergangshilfe*, or ESÜH). According to partners, it is very quick and can, after identification, be mobilised in a number of weeks. However, it has a limited thematic focus on natural disasters, and does not extend into the security domain.

The Swiss Agency for Development Cooperation (SDC) runs an **instrument for conflict transformation and human rights**. With a relatively small budget, it was said that it can only fund smaller measures of up to CHF 200,000 (approx. € 180,000), but enjoys flexible and quick procedures in mediation and conflict prevention. Funding can be provided within 2-3 months.

Denmark manages a **Danish Peace and Stabilisation Fund**, which is evaluated as flexible in terms of range of issues it can finance (through a mix of ODA and non-ODA funds) and because of the availability of unprogrammed funds (some 28% of total funds). The Fund was also found to be particularly rapid for funding requests under DKK 5 million (approx. € 670,000) to start with small scale engagements to test waters.

Implementing partners interviewed cited the **Norwegian Government** as the most flexible provider of funds in the domain of peace and stability. Funding can be provided within 2-3 months, with no maximum amount set.

**USAID's Office for Transition Initiatives (OTI)** manages as a **Transition Initiatives Fund**, with a budget of USD 57.6 million in 2013 (approx. € 51 million). The fund is appreciated for its emphasis on rapid, flexible implementation, as it can secure rapid funding with weeks or months. In addition, the US State Department's Bureau of Conflict and Stabilisation Operations (CSO) contributes to stabilisation activities with funding for process-oriented political activities implemented in cooperation with local civil society, but suffers from the slow pace of inter-agency coordination.

The **UN Peacebuilding Fund** contains an Immediate Response Facility (IRF), a project-based financing mechanism that provides rapid funding for urgent peacebuilding needs and support in critical transitions. It provides flexible funding through streamlined application procedures and a wide range of substantive areas that can be covered. However, the Peacebuilding Fund is constrained in that it can only fund UN agencies, and implementing partners also found the Fund to be less speedy and flexible compared to other donors' instruments or funds.

## Annex 13: Methodological framework

**EQ1 on relevance: To what extent have the objectives of the IfS Crisis Response Component portfolio been relevant in promoting the overall policy objectives of the EU’s foreign policy toward countries affected by crisis, and are these objectives still relevant?**

Judgment Criteria	Indicators
<b>JC1. – The objectives of the IfS Crisis Response Component portfolio are tailored to the overall policy objectives set out in Title V and Article 21 of the Treaty on European Union (TEU) and EU communications dealing with conflict and conflict response.</b>	<ol style="list-style-type: none"> <li>1. IfS Crisis Response Component’s sectors of interventions are in line with EU commitments in the TEU</li> <li>2. IfS Crisis Response Component’s sectors of interventions are in line with the objectives as described in EU communications on conflict response and conflict prevention</li> </ol>
<b>JC2 – Overall contribution the objectives stated in the IfS Regulation have made to the EU’s capacity to respond to situations of crisis or emerging crisis</b>	<ol style="list-style-type: none"> <li>1. Evidence of IfS objectives’ contributing to the EU’s overall crisis response</li> <li>2. EU stakeholders perceive the IfS a crucial tool in contributing to the EU’s capacity to responded to situations of crisis or emerging crisis</li> <li>3. External stakeholders and implementing partners perceive of the IfS as a tool contributing to the EU’s capacity to respond to situations of crisis or emerging crisis</li> </ol>
<b>JC3 – There is a common EU understanding of “crisis” and “emerging crisis” and how the IfS crisis response component is responding to that</b>	<ol style="list-style-type: none"> <li>1. The EU’s understanding of “crisis” and “emerging crisis” is shared among EU stakeholders at Headquarters and in the field</li> <li>2. The EU’s understanding of “crisis” and “emerging crisis” is widely shared with EU Member States and other international and regional actors and implementing partners</li> <li>3. The EU’s understanding of “crisis” and “emerging crisis” allows the EU to appropriately address new and emerging conflict/stability dynamics through the IfS</li> </ol>

**EQ2 on effectiveness: To what extent do the results of the IfS Crisis Response Component interventions contribute to achieving the objectives of the IfS Crisis Response Component portfolio?**

Judgment Criteria	Indicators
<b>JC1 – The objectives of the IfS Regulation and the specific political objectives of the EU were reiterated each time when a new IfS measure was decided</b>	<ol style="list-style-type: none"> <li>1. IfS Crisis Response project documents adequately translate EU political objectives in the intervention sector and political context of implementation</li> <li>2. Political discussions (informal and/or formal) took place between various EU stakeholders before the adoption of new IfS measures.</li> </ol>
<b>JC2 – IfS Crisis Response Component interventions have coherent Theories of Change (ToC’s) where objectives and results chains can be monitored</b>	<ol style="list-style-type: none"> <li>1. IfS Crisis Response Component interventions have coherently formulated assumptions about the envisaged change</li> <li>2. IfS Crisis Response Component interventions have clear result chains, which allow for monitoring</li> <li>3. IfS Crisis Response Component interventions have been adjusted when needed in the face of changing crisis environment</li> </ol>
<b>JC3 – The IfS Crisis Response Component portfolio has contributed to peacebuilding and conflict prevention that have made an impact in line with the Component’s objectives</b>	<ol style="list-style-type: none"> <li>1. Project results under the IfS Crisis Response Component portfolio are in line with their stated objectives.</li> <li>2. The extent to which measures under the IfS Crisis Response Component have contributed in a timely manner to changes and</li> </ol>

	<p>effects in their respective implementation environments</p> <p>3. Stakeholders perceive that IfS Crisis Response Component interventions deploy approaches that have contributed to changes and effects in their respective implementation environments</p>
<p><b>JC4 – The IfS Crisis Response Component portfolio has taken into account different geographical dimensions of (potential) conflicts and has been effectively targeted in regions and contexts where they were most needed</b></p>	<p>1. IfS Crisis Response projects have been deployed in regions where conflict potential and conflict burden is highest</p> <p>2. IfS Crisis Response projects have been targeted in regions and contexts where the EU is already present, potentially (though not necessarily) adding to comprehensiveness.</p>

**EQ3 on efficiency and timeliness:** To what extent did the pursuing of, and working through the IfS Crisis Response Component allow results to be achieved in a timely and visible manner and at a reasonable cost, taking into account the political imperatives at the time IfS measures were adopted?

Judgment Criteria	Indicators
<p><b>JC1 – Adequate EU resources (financial and [management] capacity) have been allocated to the IfS Crisis Response Component</b></p>	<p>1. IfS Crisis Response Component projects have received adequate guidance and administrative support from HQ</p> <p>2. Resource allocations (financial and staff) to manage IfS Crisis Response measures are judged adequate by implementing EU staff and other stakeholders</p>
<p><b>JC2 – Delays and risk management have affected results/impact overall</b></p>	<p>1. The effect of delays and risk management on results have been evaluated and lessons learned are shared among EU implementers and stakeholders</p> <p>2. Theories of Change/results frameworks allow measures for mitigation of risks and delays</p>
<p><b>JC3 – Measures funded under the IfS are considered timely and cost efficient</b></p>	<p>1. EU stakeholders perceive the IfS Crisis Response Component measures as an EU instrument to address conflict situations flexibly, with speed and in a timely manner</p> <p>2. EU stakeholders, knowledgeable about the scale and financing of interventions, perceived measures taken in the IfS Crisis Response Component as cost-effective</p>
<p><b>JC4 – The overall programme budget is adequate for the purpose it is intended to cover and per sector and geographical region</b></p>	<p>1. Stakeholders perceive the allocation of resources to respond to situations of crisis and emerging crisis adequate or necessary at the global level</p> <p>2. Stakeholders in selected cases perceive the allocation of resources to respond to situations of crisis and emerging crisis adequate or necessary at the local level</p>
<p><b>JC5 – EU visibility is adequately covered throughout the IfS Crisis Response portfolio</b></p>	<p>1. Stakeholders in selected cases perceive and recognise the EU and the role it plays as a critical and visible actor in situations of crisis and emerging crisis</p> <p>2. EU visibility has been applied in a conflict sensitive and strategic manner supporting rather than undermining the wider goals of intervention</p>

**EQ4 on sustainability:** To what extent have the effects (results and impacts) of IfS Crisis Response Component interventions, which have come to an end, been maintained over time?

Judgment Criteria	Indicators
<b>JC1 – Extent to which IfS Crisis Response interventions were approached in a comprehensive manner considering other EU external financing instruments or actions funded by other donors</b>	<ol style="list-style-type: none"> <li>IfS Crisis Response Component interventions take into consideration appropriate follow up through funding by other EU external action instruments or by other donors</li> <li>Results from IfS interventions have been capitalised on</li> </ol>
<b>JC2 – IfS Crisis Response interventions have relevant results within stakeholder and beneficiary communities that can be a catalyst for maintenance of results and further interventions</b>	<ol style="list-style-type: none"> <li>Evidence of relevant results of the IfS Crisis Response Component acting as a catalyst for upstream interventions</li> <li>IfS Crisis Response Component interventions perceived by stakeholders and beneficiaries as having catalytic benefits for further interventions</li> </ol>

**EQ5 on cross-cutting issues:** To what extent have the cross-cutting issues of gender, human rights, conflict sensitivity, democracy and good governance been integrated and promoted in the IfS Crisis Response Component portfolio?

Judgment Criteria	Indicators
<b>JC1 – Cross-cutting issues are clearly addressed with appropriate measures in the EU policy and design of the IfS Crisis Response Component portfolio</b>	<ol style="list-style-type: none"> <li>Elements of IfS Crisis Response Component policy and address cross-cutting issues</li> <li>Elements of IfS Crisis Response Component financing decisions address cross-cutting issues</li> </ol>
<b>JC2 – Evidence of integrating cross-cutting issues in the design, implementation, monitoring and evaluation of projects</b>	<ol style="list-style-type: none"> <li>Evidence of IfS Crisis Component portfolio projects' of integration of cross-cutting issues from the design phase onwards</li> <li>Monitoring and evaluation reports for projects of the IfS Crisis Component pay dedicated attention to cross-cutting issues</li> <li>IfS Crisis Response Component portfolio projects are planned and deployed on the basis of conflict analysis, showing evidence of a conflict-sensitive approach to project design</li> </ol>
<b>JC3 – Evidence and extent of each issue across the portfolio interventions through objectives, results and indicators</b>	<ol style="list-style-type: none"> <li>% of IfS Crisis Response projects including measurable outcomes for gender, support to promote democracy and good governance and human rights</li> <li>Increasing number of IfS Crisis Response Component portfolio projects over the evaluation period addressing women empowerment and equality of women</li> <li>Perception of IfS EU staff, civil society and expert groups of EU support through Crisis Response projects for human rights and good governance</li> <li>Evidence of changes on the ground in these areas to which EU has contributed (through IfS Crisis Response Measures) and degree of change</li> </ol>

**EQ6 on co-ordination and complementarity:** To what extent and with what effect have the IfS Crisis Response Component interventions been designed and implemented in coordination and complementarity at different levels both within the EU and with other donors and partners?

Judgment Criteria	Indicators
<b>JC1 – The mechanisms available for promoting coordination and complementarity available in crisis situations are adequate</b>	<ol style="list-style-type: none"> <li>1. Evidence of IfS Crisis Response Component interventions complementarity with other EU mechanisms for crisis response</li> <li>2. Evidence of good understanding of the IfS objectives and intended outcomes across staff of EU institutions</li> <li>3. Coordination mechanisms in place to ensure complementarity of joint EU actions with ECHO in crisis situations to ensure smooth transitions</li> <li>4. FPI and DEVCO and/or ECHO have clear idea of potential areas of duplication as well as the existence of formal and informal mechanisms to avoid this</li> </ol>
<b>JC2 – Role of EU in coordination of MS and other donors in situations of crisis or emerging crisis</b>	<ol style="list-style-type: none"> <li>1. Evidence of clear coordination role for EU (through EEAS and FPI in Brussels, and through EU Delegations in the field) with EU Member States</li> <li>2. Coordinating role of EU in crisis response is acknowledged by other international actors/donors in situations of crisis and emerging crisis</li> <li>3. Perception by EU staff, donors and partners of EU's coordination role in situations of crisis and emerging crisis</li> </ol>
<b>JC3 – Best practice examples of strong monitoring of coordination and complementarity in situations of crisis or emerging crisis</b>	<ol style="list-style-type: none"> <li>1. Evidence of strong coordination and complementarity in situations of crisis or emerging roles in IfS Crisis Response component project monitoring and evaluation</li> <li>2. Evidence of internal EU capacity to identify areas for improvement, best practice and lessons learned</li> </ol>

**EQ7 on consistency:** To what extent are the interventions carried out under the IfS Crisis Response Component consistent with each other, and with the EU external action strategy?

Judgment Criteria	Indicators
<b>JC1 – Evidence of consistency across the portfolio of IfS Crisis Response Component interventions</b>	<ol style="list-style-type: none"> <li>1. The preparation for IfS Crisis Response Component interventions looks at consistency with each other/ with respect to other IfS measures</li> <li>2. Instances of inconsistency with the aims and objectives of the IfS identified by external stakeholders are followed up internally</li> </ol>
<b>JC2 – Evidence of consistent strategies and analysis in situations of crisis or emerging crisis with other EU instruments addressing external action</b>	<ol style="list-style-type: none"> <li>1. Shared analysis in situations of crisis or emerging crisis between EU stakeholders dealing with EU external action through coordination meetings, shared analysis and sharing of information, including the inter-service consultation (ISC)</li> <li>2. Evidence of synergies/trade-offs of the IfS Crisis Response Component with other EU external action policies, instruments and interventions.</li> </ol>

**EQ8 on Commissions value added: What has been the distinct contribution and value added of the IfS Crisis Response Component interventions in particular cases relative to EU member states and other donors?**

Judgment Criteria	Indicators
<b>JC1 – Evidence of coherent analysis and strategies to identify gaps not able to be filled by other donors in situations of crisis or emerging crisis</b>	<ol style="list-style-type: none"> <li>1. IfS Crisis Response Component portfolio shows evidence of considering where IfS interventions are filling the gap not able to be filled by other international actors/donors</li> <li>2. Instances of dialogue between EU and other donors/stakeholders prior to design of EU Crisis Response Component interventions leading to analysis of EU value added</li> </ol>
<b>JC2 – Evidence of a clear value added emerging from IfS Crisis Response Component interventions in terms of flexibility and speed</b>	<ol style="list-style-type: none"> <li>1. Perception of EU Commission role as having added value in terms of flexibility and speed by beneficiaries and other donors</li> <li>2. EU value added in terms of speed and flexibility through IfS Crisis Response Components identified by other donors, implementing partners and beneficiaries/stakeholders</li> </ol>

**EQ9 on impact: To what extent has the IfS Crisis Response Component had some impact overall on preserving peace and creating stability?**

Judgment Criteria	Indicators
<b>JC1 – Evidence of the EU as a political actor through the contribution of IfS interventions by sector and geographical region</b>	<ol style="list-style-type: none"> <li>1. Evidence of adequate responses through IfS interventions covering all intervention sectors</li> <li>2. Stakeholder views of a contribution to political stability by IfS interventions</li> </ol>
<b>JC2 – The contribution of IfS interventions has an influence on the global agenda on situations of crisis or emerging crisis</b>	<ol style="list-style-type: none"> <li>1. Evidence of IfS Crisis Response measures impact on other donors, stakeholders and final beneficiaries</li> <li>2. IfS Crisis Response measures referred to by other stakeholders and donors in crisis situations as best practices</li> <li>3. Capacity and mechanisms in place to capture lessons learned through dialogue and sharing them globally</li> </ol>
<b>JC3 – Evidence of learning and exploring new approaches across the different areas of IfS intervention</b>	<ol style="list-style-type: none"> <li>1. IfS Crisis Response Component projects apply conflict analysis or other context-related assessment to identify gaps and make judgments about potential impact and conflict sensitivity</li> <li>2. IfS Crisis Response Component staff make use of internal EU capacity for peer reviews, conflict analysis and research in project design, implementation and monitoring</li> </ol>
<b>JC4 – External and internal perceptions of the EU as a key player in situations of crisis or emerging crisis</b>	<ol style="list-style-type: none"> <li>1. Perception of FPI/EEAS staff and EU delegation implementing staff of the EU as key (or useful niche) player in situations of crisis and emerging crisis</li> <li>2. Perception of implementing partners, other stakeholders and donors and beneficiaries of the EU as a key (or useful niche) player in situations of crisis and emerging crisis</li> </ol>



## Annex 14: Statistical information MAX-QDA results – EQ 5

### Cluster 1 : EQ5

Cross cutting issues	Gender	Conflict sensitivity	Democracy	Risk Assessment	Human rights	Cross-cutting
Keywords	Gender	215	21	52	6	379
	Women empowerment	0	49	66	10	2
	Girls	2	0	1	0	3
	Women	541	0	23	0	1
	Equality	13	75	256	0	0
	Resolution 1325	5	16	144	0	0
	UNSCR 1325	0	1		0	0
	Women, peace and security	1			0	0
	<b>777</b>	<b>162</b>	<b>542</b>	<b>16</b>	<b>385</b>	<b>40</b>

### Cluster 2 : EQ5

Cross cutting issues	Gender	Conflict sensitivity	Democracy	Risk Assessment	Human rights	Cross-cutting
Keywords	Gender	67	0	14	2	51
	Women empowerment	0	4	8	4	0
	Girls	47	0	0	0	0
	Women	204	0	3	0	0
	Equality	9	1	19	0	4
	Resolution 1325	0	0	4	0	1
	UNSCR 1325	0	0		0	1
	Women, peace and security	0			0	0
	<b>327</b>	<b>5</b>	<b>48</b>	<b>6</b>	<b>57</b>	<b>11</b>

### Cluster 3 : EQ5

Cross cutting issues	Gender	Conflict sensitivity	Democracy	Risk Assessment	Human rights	Cross-cutting
Keywords	Gender	418	0	87	13	368
	Women empowerment	0	49	78	14	1
	Girls	12	0	1	0	1
	Women	1857	0	23	0	0
	Equality	57	64	165	0	3
	Resolution 1325	22	50	54	0	2
	UNSCR 1325	75	16		0	0
	Women, peace and security	18			0	0
	<b>2459</b>	<b>188</b>	<b>407</b>	<b>27</b>	<b>375</b>	<b>62</b>

### Cluster 4 : EQ5

Cross cutting issues	Gender	Conflict sensitivity	Democracy	Risk Assessment	Human rights	Cross-cutting
Keywords	Gender	320	1	22	6	78
	Women empowerment	5	11	27	8	0
	Girls	99	0	1	0	0
	Women	920	1	37	0	0
	Equality	43	7	156	0	1
	Resolution 1325	4	5	13	0	0
	UNSCR 1325	4	0		0	0
	Women, peace and security	0			0	0
	<b>1395</b>	<b>25</b>	<b>256</b>	<b>14</b>	<b>79</b>	<b>39</b>