

**Ministry of Foreign Affairs – Department for stabilization and security policy (SSP)**

**Meeting in the Council for Development Policy 26 September 2017**

Agenda item 5

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| <b>1. Overall purpose</b>                       | For discussion and recommendation to the Minister  |
| <b>2. Title:</b>                                | Peace and Stabilisation Response (PSR) 2018 - 2022 |
| <b>3. Presentation for Programme Committee:</b> | 8 June 2017  |

# Peace and Stabilisation Response (PSR) 2018 - 2022

## Key results:

- Deployment of approximately 150-180 Danish experts to civilian crisis management and election observation missions annually, including 35 - 40 to civilian crisis management missions.
- Approximately 450 – 500 well-qualified readily deployable Danish civilian experts are maintained in a roster (database).
- Strengthened Danish presence in prioritised, fragile environments, incl. through presence in well-functioning missions where Danish presence is otherwise limited.

## Justification for support

- The PSR is aligned with the newly adopted development cooperation and humanitarian action strategy: “The World 2030: Denmark’s Strategy for Development Cooperation and Humanitarian Action” (2017). In particular promoting peace, security and protection, one of the four strategic aims of the Strategy.
- The PSR is aligned with the Danish strategy and priorities outlined in the document “Strategic Frame: Denmark’s Deployment of Civilian Experts” (2015).

## How will we ensure results and monitor progress

- The roster is under continuous strategic revision to ensure that deployments support Denmark’s overall foreign, development and security policy in fragile areas.
- The MFA ensures integration with Denmark’s other peace and stabilisation engagements while the daily administration is outsourced.
- A review will be held in 2020 to assess progress and provide recommendations.

## Risk and challenges

- The hand-over of tasks from the existing administrator to a possible new administrator following the upcoming tender may delay start-up of the activities.
- The Danish civilian crisis competencies may not match changing demands from the international community.
- MFA and the administrator actively address the risks for deployment to fragile and unstable environments. This includes proper training and preparation of deployed experts.
- Risks are managed by working with partners with a proven track record of operating in fragile environments.

## Strat. objective(s)

Contribute to local capacity development and crisis management as well as support to democratic governance through the observation of elections in fragile democracies.

## Priorities

The MFA sets the direction of the deployments. In line with Denmark’s policies relevant to peace and stabilisation engagements, the current geographic focus for civilian experts is Afghanistan, the Sahel region, Libya, Ukraine and the Horn of Africa.

## Partners

The daily administration is outsourced to a consultancy company. The Administrator handles identification of experts and election observers, admission to the roster, training and logistics in connection to deployments to ensure an efficient deployment of experts and observers. A new administrator will be identified in international tender during 2017. The main recipient of civilian experts is the EU crisis management missions. Election observers are deployed mainly to EU and OSCE election monitoring missions. Continued targeted recruitment seeks to ensure an increasing share of deployed are women.

|                             |                       |      |      |      |      |      |      |
|-----------------------------|-----------------------|------|------|------|------|------|------|
| <b>File No.</b>             | 2017-18030            |      |      |      |      |      |      |
| <b>Country</b>              |                       |      |      |      |      |      |      |
| <b>Responsible Unit</b>     | SSP                   |      |      |      |      |      |      |
| <b>Sector</b>               |                       |      |      |      |      |      |      |
|                             | <i>Mill.</i>          | 2018 | 2019 | 2020 | 2021 | 2022 | Tot. |
| <b>Commitment</b>           | 30                    | 30   | 30   | 30   | 30   | 30   | 150  |
| <b>Projected ann. Disb.</b> | 30                    | 30   | 30   | 30   | 30   | 30   | 150  |
| <b>Duration</b>             | Five years            |      |      |      |      |      |      |
| <b>Finance Act code.</b>    | § 06.32.08.60         |      |      |      |      |      |      |
| <b>Desk officer</b>         | Jakob Rogild Jakobsen |      |      |      |      |      |      |
| <b>Financial officer</b>    | Mads Ettrup           |      |      |      |      |      |      |

## SDGs relevant for Programme *[Maximum 5]*



## Budget

|                       |                    |
|-----------------------|--------------------|
| <i>Administration</i> | 17,500,000         |
| <i>Activities</i>     | 131,700,000        |
| <i>Review etc.</i>    | 800,000            |
| <b>Total</b>          | <b>150,000,000</b> |

## **Summary:**

*The Peace and Stabilisation Response (PSR) is an instrument that is part of Denmark's integrated stabilisation engagements around the world. The PSR is a Danish stand-by roster comprising approximately 490 civilian experts with a wide range of competencies of relevance to international missions in support of peace and stability in fragile and conflict-affected regions, as well as to the observation of democratic elections in fragile democracies. The roster allows deploying civilian experts with relevant competencies in an agile and flexible manner, namely by maintaining experts trained and the roster up-to-date in line with demands in international stabilisation efforts.*

*Denmark's Strategy for Development Cooperation and Humanitarian Action (2017) emphasises that Denmark will prioritise stabilisation and prevention of conflicts in and around fragile countries and situations including deployment of civilian competencies. The renewed allocation will support this priority of the new Strategy by enabling the continuation of the PSR during the period 2018-2022. The PSR will deploy approximately 150-180 civilian experts yearly to international missions and assignments, typically through the EU and OSCE. Deployment of civilian experts through these well-established organisations contributes to building local capacity to manage and prevent conflict, enhancing operational capacity of partners, and consolidate Denmark's presence in and knowledge of fragile environments.*

*The daily administration of the PSR will be outsourced through an international competitive tender. NIRAS is the current day-to-day administrator and has handled the practical implementation and administered the roster; namely by handling the admission, training, logistics, interview-preparation and maintenance of the technical database in which the experts are registered.*

*The PSR will be reviewed after the initial two year period to assess progress and provide recommendations for possible adjustments.*

## **Programme Objectives:**

The overall objective of the Peace and Stabilisation Response (PSR) is to ensure efficient and timely deployment of qualified Danish civilian experts to international peace- and state-building missions. Missions contribute primarily to local capacity development and crisis management. Furthermore, the PSR supports democratic governance through the observation of elections in fragile democracies.

The PSR is an instrument for strategic support to multilateral peace and stabilisation engagements in fragile and conflict-affected areas. Through geographical prioritisation, emphasis on Danish civilian core capacities, and close integration with other Danish efforts in fragile contexts, the PSR is a tool to achieve Danish foreign and security policy<sup>1</sup>.

## **Strategic Considerations:**

Denmark's *Strategy for Development Cooperation and Humanitarian Action (2017)- The World 2030* identifies peace, security and protection as a priority area. The Strategy emphasises increasing deployment of multilateral advisers to prioritised multilateral organisations in line with the Danish policy priorities. An emphasis is put on early deployment of Danish civilian experts

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<sup>1</sup> See Annex 2 for a contextual description of the PSR.

in stabilisation interventions. Deploying relevant civilian capacities in a timely and efficient manner is an important tool for international efforts to promote durable peace and development in fragile and conflict-affected areas. Targeted civilian expertise can contribute to the development of accountable institutions by supporting national efforts within peace- and state-building.

The new Strategy further states that Denmark's efforts in fragile contexts will always form part of a comprehensive international approach. Where possible, Danish support, such as the PSR experts, will be targeted joint cooperation with national authorities on a coherent plan and mutual agreement that set out the framework and goals for a number of years.

It is a priority underlined in the new Strategy that the EU increases its engagement in fragile states and benefits from the complementarities between the development policy and the EU's work with stability and security. Denmark will continue to work actively for enhanced EU action in relation to capacity building in the security sector. In doing so, Denmark is actively collaborating with the EU and member states to strengthen the CSDP instrument, including targeting the deployment of advisers.

The "Strategic Frame: Denmark's Deployment of Civilian Experts (2015)" outlines strategic priorities, deployment options, and identifies challenges associated with deployment of civilian experts. The deployment of PSR experts answers to these strategic priorities and will often serve a triple purpose of building local capacity, enhancing the capacity of international missions and strengthening Denmark's presence in prioritised, fragile environments, where Danish physical presence is otherwise limited. As such, the PSR is a mechanism that can strategically further Danish contributions to multilateral peace and stabilisation engagements and contribute to a greater impact of the overall Danish efforts in prioritised crises and fragile environments. The continued deployment of PSR experts will also strengthen the resource base, i.e. Danish competencies, in relation to prioritised and fragile environments.

### **Historical Experiences:**

The first step to develop a roster of civilian experts aimed to engage in fragile contexts was taken in 1994 with the establishment of IHB – Det Internationale Humanitære Beredskab (the International Humanitarian Response). Since then, thousands of experts from the roster have been deployed to short and long-term assignments, with tasks ranging from crisis management, stabilisation, capacity development, peace-building, monitoring humanitarian reconstruction, and election observation in fragile democracies around the world.

The Danish government established the IHB, as part of the *Strategy for Danish Development Policy Towards the Year 2000*. The aim was to support humanitarian assistance, peacekeeping and not least to promote free and fair elections around the globe. Since its creation, the focus has evolved and the management has been reorganised accordingly.

An in-depth external review of Denmark's overall civilian capacity in 2010 highlighted the need for a reorientation of the IHB. The purpose of the review was to assess the effectiveness and efficiency of the rosters in view of a changing international environment. The review concluded that Denmark and the IHB ranked among Europe's top performers

in terms of civilian capabilities. The review showed that the Danish comparative advantages were in areas such as: democratisation processes, police and rule of law expertise, protection, coordination, camp coordination and camp management, logistics, shelter, psycho-social support, base camp management, telecommunication, non-food relief and in training.

As a result of the review, the IHB was renamed to PSR in 2012 to better reflect the focus on peace and stabilisation interventions. At the same time, the humanitarian rosters were discontinued from the PSR and the administration was transferred to the Danish Refugee Council, Danish Red Cross and Doctors Without Borders.

The main focus of the response since 2012 has been on crisis management and capacity development in stabilisation interventions. At the same time, deployment to international election observation missions continues to be part of the PSR.

The Administration of the PSR was tendered in international competitive bidding in 2013. Following the bidding process, a contract was awarded to the Danish consultancy company NIRAS A/S (“NIRAS”) with a five-year contract covering Administration Services for PSR for the period February 2013 – February 2018.

Approximately 150-180 Danish experts are deployed annually in response to requests for expertise extended mainly by the European Union (EU) and the Organisation for Security and Co-operation in Europe (OSCE). Limited other secondments are made to the United Nations (UN), the North Atlantic Treaty Organisation (NATO), and other international organisations. The duration of assignments range from one week and up to one year.

In recent years, the civilian missions under EU’s Common Security and Development Policy (CSDP) have taken up most of the PSR financial resources. Particularly for 2016, developments in the Sahel and Libya led the PSR to focus on recruitment, training and deployment of the requested profiles to EU’s civilian missions in Mali, Niger and Libya (currently located in Tunis). In addition, the PSR continued to focus on Afghanistan, the Horn of Africa and Ukraine, in line with the overall political priorities.

In 2016, a total of 165 PSR experts were deployed to international missions. Of these, 39 were deployed to longer term assignments related to crisis management and monitoring in fragile and conflict-affected areas. Special attention was given to target the deployment of PSR experts in support of national capacity development, monitoring escalating conflicts and crises in Mali, Niger, Afghanistan, Libya, the Horn of Africa, Ukraine, Georgia, and Palestine. Additionally, 22 contracts were carried forward from 2015.

In all, these deployments have enhanced the synergy with existing Danish engagements and have provided insight into regions in question. Moreover, valuable insight into the EU’s mission planning has been provided through a deployment to the EU EEAS, Civilian Planning and Conduct Capability. The PSR has also been used for deployment of a civilian expert to the Danish supported TIPH observer mission in Hebron and for deployments to the UN Disaster Assessment and Coordination (UNDAC).

In 2016, 126 Danish PSR election observers were deployed to election observation missions

in Belarus, Georgia, Kazakhstan, Macedonia, Moldova, Mongolia, Montenegro, Russia, and Uzbekistan through the EU Election Observation and Democratic Support and OSCE's Office for Democratic Institutions and Human Rights. Most expenses for these deployments are held by the receiving organisations, allowing for a comparatively large number of deployments through the PSR at a relatively low cost.

As of 2017, the PSR is a stand-by roster holding approximately 490 civilian experts with specialised educational and professional profiles with competencies of relevance to prioritised international missions in support of peace, stability and democratic governance. The experts admitted to the PSR database are often fully employed outside the roster, but have made themselves available to be contacted for deployment on a short notice for PSR assignments. Admittance to the roster is based on an interview as well as an evaluation of the candidate's expertise, experience from conflict afflicted areas as well as ability to accept postings with short notice.

Current deployments as of 1 May 2017 are listed in Annex 1.

### **Priorities:**

The MFA holds the strategic and political responsibility of the PSR, defines the overall objectives and direction of the deployments and ensures integration with Denmark's other peace and stabilisation engagements. The PSR prioritises geographic and thematic focus areas in line with Denmark's policies and strategies particularly relevant to peace and stabilisation engagements. It deploys experts with Danish civilian core capacities such as in the areas of rule of law, security sector development and election processes. The PSR is continuously updated to reflect up to date Danish foreign, development and security policies. The experience shows that the demand for timely, efficient civilian expertise continues to be high and the competencies required of the experts are becoming increasingly complex and sophisticated. In addition, the competition among candidates proposed by the different countries has further enhanced the technical requirements and has subsequently led to a more comprehensive and meticulous recruitment process. These factors have directed the current Danish geographic focus of the PSR to **Afghanistan, the Sahel region, Libya, Ukraine, and the Horn of Africa**. Funds are also allocated to support a future international civilian engagement in **Iraq**. However, to date no EU Common Security and Development Policy (CSDP) mission or other international missions relevant to the PSR are present in Iraq.

The deployment of PSR experts follow five guiding priorities:

1. Consolidating the geographical focus of deployed PSR experts to politically prioritised countries and regions particularly in alignment with the new Strategy for Development Cooperation and Humanitarian Action, Danish Peace and Stabilisation Fund and other civilian and military contributions.
2. Increasing the number of deployments as well as aiming for strategic placements deployments with the civilian missions of EU's Common Security and Development Policy (CSDP).
3. Focusing on ensuring deployments of Danish election observers to prioritised countries

and regions.

4. Continuing targeted recruitment with a focus on gender balance based on evolving international demand for specialised expertise, including Rule of Law, capacity development, strategic advisers etc.
5. Bolstering training, capacity development and lessons learned of PSR experts.

The administrator is responsible for the monthly monitoring of results and reporting to the MFA.

A review will be carried out after two years of implementation with a view to assess efficiency and provide recommendations for possible adjustments, e.g. the efficiency of the deployment process, feed-back from missions etc.

### **Coordination:**

The PSR is one of several Danish funded mechanisms deploying advisers and experts to fragile contexts. In the MFA, the deployment of experts from the PSR is taking into account deployments of experts and secondments from other initiatives such as the Danish-Arab Partnership Programme, regional development programmes, the Neighbourhood Programme, country programmes etc. The Ministry of Foreign Affairs is developing a mechanism aimed at enhancing a more coordinated approach to deployment of civilian experts across the various initiatives.

Additionally, the PSR coordinates efforts with other deployment rosters through the National Danish Police, Danish Emergency Management Agency, and NGOs to avoid duplication.

This approach is intended to yield results in terms of enhanced Danish civilian capacities and greater coherence across Denmark's stabilisation efforts. As an example of the integrated approach applied to the PSR, the deployments to the EU mission in the Horn of Africa, complements both Danish development programmes in Somalia and Kenya, the inter-ministerial regional stabilisation programme for the Horn of Africa under the Peace and Stabilisation Fund, as well as Danish counterpiracy efforts.

Coordination will also be pursued with the United Nations Disaster Assessment and Coordination (UNDAC), which is part of the international emergency response system for sudden-onset emergencies. UNDAC holds a stand-by roster ready for deployment to disaster-affected countries during the first phase of a sudden-onset emergency.

### **Management set-up and division of labour between MFA and Administrator:**

The management and administration of the PSR is currently divided by the MFA and NIRAS. The MFA holds the strategic and political responsibility, defines the overall objectives and direction of the deployments and ensures integration with Denmark's other peace and stabilisation engagements. NIRAS, the current administrator, handles the practical implementation and administers the roster; by handling the admission, training, logistics, interview-preparation and maintenance of the technical database in which the experts are

registered. Collaboration with similar rosters in Sweden and Finland has been established.

The division of labour allows for a professional administration of the PSR funds in support of a well-established group of pre-qualified experts that are able and willing to be deployed for prioritised assignments on a short notice.

A continued focus on human resource management contributes to increase the relevance and efficiency of the PSR. The selection and recruitment process is designed to attract, recruit, and deploy the relevant civilian experts matching current policy priorities. However, as a small country with a limited pool of persons having the required professional competencies capacity gap remain; including of experts who also master currently relevant languages such as French, Arabic and Russian. Against this background, efforts and means of the PSR are directed towards enhancing the competences of the existing roster as well as to improve the learning cycle and draw on existing PSR expertise to improve future engagements. The PSR will continue to build on a strategy for competency development launched in 2014, with an emphasis on coaching and preparing experts for the very competitive application and interview process related to CSDP Missions and with continued focus on language training of civilian crisis management experts, notably French, aiming to meet the frequent calls for contribution of experts for EU's civilian missions in French-speaking Africa.

This in turn ensures the capacity to respond quickly and focused to the systematic calls for contributions from the EU, OSCE, UN, and NATO. Consequently, the outsourcing enables the PSR to be professionally aligned with the broader strategic approach to civilian capacities. This contributes to a more efficient overall use of resources and promotes greater coherence and synergy with other Danish stabilisation activities with the aim to have a greater impact of each deployment.

The contract with the current administrator NIRAS will expire in February 2018. A new contract for administration of the PSR for 2018-2022 will be procured through an international competitive tender during 2017. The new contract is expected to be signed in January 2018.

### **Budget:**

The total commitment for the five-year period 2018-2022 amounts to DKK 150 million, which will be committed in annual instalments of DKK 30 million, subject to the approval of the Finance Act.

The funds will cover the costs for the new administrator for the daily management of the PSR and costs for the deployment and training of about 150-180 civilian experts annually, including approximately an annual average of 40 long-term secondments to civilian crisis management missions as well as a significant number of election observers (long and short term), depending on the number and requirements of EU and OSCE election observation missions.

The annual costs for the new administrator for the daily management of the PSR will be



determined through international tender. Based on the present administration contract the costs are expected to be approximately DKK 3.5 million annually.

Furthermore, DKK 0.6 million will be allocated for a review in 2020 and DKK 0.2 million for possible assistance with tender of a new administration contract in 2022. Unused funds for these two activities may be used for deployment of civilian experts.

*Indicative budget in DKK million.*

|                | 2018 | 2019 | 2020 | 2021 | 2022 |
|----------------|------|------|------|------|------|
| Administration | 3.5  | 3.5  | 3.5  | 3.5  | 3.5  |
| Activities     | 26.5 | 26.5 | 25.9 | 26.5 | 26.3 |
| Review etc     | 0    | 0    | 0,6  | 0    | 0.2  |
| Total          | 30   | 30   | 30   | 30   | 30   |

### **Risk Management:**

The PSR is a tested mechanism and it has a proven track record during a number of years of implementation. The engagement is therefore considered to be of low risks at the administrative level. A matter for attention will be establishment of a trustful collaboration between the MFA and a possible new administrator, to be selected in the coming month, as well as ensuring smooth relations between a possible new administrator and the number of partner organisations and experts on the roster. It will also take time to transfer experience and knowledge from the existing administrator to a possible new administrator, e.g. the database and roster. A possible handing over after an administrator in place for 10 years may initially delay implementation.

A mitigating measure is to agree on certain hand-over procedures with the existing administrator, e.g. as part of a new administration manual. A focus on this issue should enable a smooth transition.

The strategic priorities and therefore demand for specific competencies may change over time, both domestically and abroad. It is a risk that the roster of Danish competencies does not match possible new demands and requirements set by the strategic priorities and the international community. Furthermore, the relatively low unemployment rate in Denmark might make it increasingly difficult to identify and attract the right candidates to high-risk posts.

Continued focus on training and competency building and identification of new experts are measures put in place to help alleviate this risk. It will be a high priority during the hand-over to a new administrator to focus on this issue.

The Danish civilian competencies will often be deployed mainly to high-risk and unstable contexts. Deploying personnel to fragile and conflict affected areas inherently entails risk; both in meeting the objectives of a given mission, and the personal safety of the deployed.

As a mitigating measure the MFA together with the existing administrator, NIRAS, has

actively worked with risk management to minimise and address risks. This includes proper training and preparation of the experts, namely through mandatory First Aid Training, Hostile Environment Awareness Training, and Conduct after Capture Training, and ensuring that the experts are familiar with the environment they are to be deployed to through briefings conducted by the receiving organisation or the MFA. The PSR provides new HEAT courses or HEAT refresher courses to PSR experts holding HEAT courses older than five years.

Managing risk also includes working with partners with a proven track record of operating in fragile environments. As the formal employer of deployed personnel, the MFA holds the duty of care for employees irrespective of the setting. Nonetheless, when deploying personnel to international missions in fragile and conflict-affected areas, the daily administration of the essential security measures is inevitably handled by the receiving organisation. Therefore, attention is given to ensure that changing patterns of threats in the areas of operation and the mental health of individuals deployed do not constitute significant risks to the experts or the mission. For the most high-risk postings, the MFA conducts an individual security assessment of the ability of the receiving organisation to handle the security at the mission or posting. The deployment will be approved in accordance with the MFA Instructions on the deployment of personnel on contract with the Danish MFA to difficult security locations. In addition, the MFA and like-minded partners (e.g. UK Stabilisation Unit) continuously discuss security related matters with the EU and OSCE and participate in international meetings and conferences related to duty of care.

### **Annex 1 - Partners:**

An international, multidisciplinary consultancy firm will be selected to administrate the PSR. Other partners to the PSR include the well-established organisations with mechanisms for receiving deployments to their international missions in fragile and conflict-affected areas, namely the EU, UN, OSCE and NATO. The following missions have currently deployed PSR expertise (as of 1 May 2017):

#### Missions:

- EUSR Afghanistan, The European Union Special Representative in Afghanistan
- EUPOL COPPS, The European Union Co-ordinating Office for Palestinian Police Support (pending candidates)
- EUCAP Somalia, The European Union's Civilian Maritime Security Capacity Development Mission on Horn of Africa
- EUCAP Sahel Niger, The European Union's Civilian Capacity Development Mission in Niger
- EUCAP Sahel Mali, The European Union's Capacity Development Mission in Niger
- EUAM, Ukraine, EU Advisory Mission for Civilian Security Sector Reform in Ukraine
- SMM Ukraine, OSCE Special Monitoring Mission to Ukraine
- EUBAM Libya, The European Integrated Border Management Assistance Mission in Libya
- EUMM Georgia, the EU Monitoring Mission in Georgia and CPCC in the European External Action Service and EU DG DEVCO.

#### Election Observation Missions:

In 2017 election observers have so far been deployed to EUs Election Observation Missions to East Timor and Gambia as well as to OSCE/ODIHR's missions to the Parliamentary Election in Armenia and the referendum in Turkey.

## **Annex 2 – Broader Context:**

Denmark's foreign, security, and development policies are based on Denmark's commitment to contribute actively and responsibly to multilateral solutions to global security challenges, and it is a priority that Denmark delivers credible contributions to international operations.

The last decade has seen an increased focus and involvement of multinational actors in complex peace and stabilisation efforts in fragile and conflict-affected areas. The strategic focus of the EU has moved from peacekeeping to peace-building with a stronger focus on justice, rule of law, governance and state building.

The EU puts emphasis on a comprehensive approach to capacity building through single civilian missions or in complementarity to military missions and operations. Likewise, the UN is involved in complex and multi-faceted peace operations with broad mandates that may include stabilisation, rule of law, protection of civilians, human rights, and peace-building. NATO, while remaining oriented towards military defence, has also developed a focus on civil/military cooperation. The OSCE has also proved willing to establish civilian missions with deployments to monitor conflict areas with the establishment of the Special Monitoring Mission in Ukraine.

These developments have led to increased demand for civilian experts readily deployable to build capacity on the ground, with profiles to match a great variety in the missions, having both technical expertise and managerial competencies such as the ability to coordinate, communicate, and facilitate.

It is in this context the PSR works to contribute to promote peace and stability in hotspots and fragile areas around the world. The PSR strives to follow the changing demands to ensure that Denmark continues to supply well-qualified experts to strategically relevant positions, by recruiting and maintaining a roster with the ability to adapt, as the political priorities change and the stabilisation needs evolve.

### **Annex 3 – Indicators:**

The PSR is an instrument established to support Danish development, security and foreign policy objectives. The indicators have therefore been selected to assess the relevance and effectiveness of the PSR in serving this purpose, i.e. as a supporting mechanism. The indicators do not assess the actual outputs and impact of the specific programmes and missions into which PSR-experts are attached.

The administrative contractor will provide monthly and annual progress reports outlining achievements against specified expected outputs and lessons learned for further improving the PSR as a flexible, fast and cost-efficient instrument.

#### 1) PSR database / roster:

- a. Approximately 450-500 well-qualified readily deployable civil experts are maintained in the PSR database throughout, at least, 2018 - 2020.
- b. An increasing share of the civil experts in the PSR database is women.
- c. An increasing share of the civil experts in the PSR database is deployed for civilian crisis management missions.

#### 2) PSR deployments:

- d. Deployments reflect Danish strategic priorities. Quarterly benchmarks for outputs and lessons learned reflecting Danish thematic and geographic priorities will be agreed with the administrator for the first three years of implementation.
- e. Approximately 150-180 PSR experts are deployed to civilian crisis management and election observation missions annually.
- f. The administrator will prepare a plan for increasing the share of deployments of women.
- g. The share of deployed women is increasing.
- h. The deployed Danish experts are competent and able to fulfil their designated objectives. Evaluation with partner organisations to which experts are deployed will indicate whether this has been achieved.
- i. Local capacity in and Danish expertise of identified fragile and conflict-affected areas strengthened through presence in well-functioning civilian missions.
- j. Deployments will be aligned with initiatives of other Danish instruments such as the deployments from the Danish National Police, the Neighbourhood Programme and other initiatives supported by the Peace and Stabilisation Fund.

#### 4) Review:

- k. A review of the PSR will be carried out during 2020 with a view to assess progress and, if needed, revise modality of implementation and targets.
- l. The review will assess if the PSR provides an effective contribution to Denmark's Strategy for Development Cooperation and Humanitarian Action as well as the Danish Government's Foreign and Security Strategy.

**Annex 4 – List of additional relevant documentation (available in Danish):**

- Reglement og vejledning for FSB-udsendte, Januar 2017 (Rules and Guidelines for PSR-deployed personnel)
- <http://fsb.niras.dk/om-fsb.aspx>
- <http://um.dk/da/udenrigspolitik/sikkerhedspolitik/freds--og-stabiliseringsberedskabet/>

Note: An earlier version of this document was presented to the Programme Committee for review at its meeting on 8 June 2017. The present document is a revised version dated 20 June 2017 taking into account comments submitted at the meeting.