




Security and Development in Austrian development policy

Strategic Guideline

Federal Ministry for
 European and International Affairs



Imprint:

Strategic Guideline on Security and Development
in Austrian development policy
approved by the Council of Ministers on 4 October 2011

Editor and publisher:

Federal Ministry for European and International Affairs
Directorate-General for Development Cooperation
Minoritenplatz 8, 1010 Vienna, Austria
Tel.: (0)501150-4454
Fax: (0)501159-4454
abtvi4@bmeia.gv.at
www.entwicklung.at

This Strategic Guideline was prepared by the

- Federal Ministry for European and International Affairs,
Directorate-General for Development Cooperation
- Federal Ministry of Defence and Sports
- Austrian Development Agency
- Austrian Institute for International Affairs

Editorial team:

Ursula Werther-Pietsch, Günther Barnet, Dominique-Claire Mair, Jan Pospisil

Vienna, November 2011

Available from:

Austrian Development Agency (ADA),
the operational unit of Austrian Development Cooperation
Zelinkagasse 2, 1010 Vienna, Austria
oeza.info@ada.gv.at; www.entwicklung.at

Photo: © UN Photo/Sophia Paris

Contents

List of abbreviations.....	2
Brief summary	3
1. Introduction.....	4
2. Principles of joint action.....	6
3. Austrian fields of activity.....	8
4. Follow-up, monitoring and revision.....	15

List of abbreviations

3C	coherent, coordinated and complementary
AU	African Union
CSS	Comprehensive security services
DAC	Development Assistance Committee (of OECD)
DC	Development Cooperation
DDR	Demobilisation, disarmament and reintegration
ECOWAS	Economic Community of West African States
EU	European Union
FMF	Federal Ministry of Finance
ICRC	International Committee of the Red Cross
IFI	International financial institution
IHRC	Independent Human Rights Commission
ILO	International Labour Organisation
IOM	International Organisation for Migration
IPD	Internally displaced person
NATO	North Atlantic Treaty Organisation
NATO/PfP	North Atlantic Treaty Organisation/Partnership for Peace
NGO	Non-governmental organisation
OECD	Organisation for Economic Cooperation and Development
OHCHR	Office of the High Commissioner for Human Rights
SADC	South African Development Community
SALW	Small arms and light weapons
SSR	Security sector reform
UN	United Nations
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNSG	Secretary General of the United Nations
WoGA	Whole-of-government approach
WoNA	Whole-of-nation approach

Brief summary

“No security without development, no development without security.”

Kofi Annan, former UN Secretary General

Peace and security is a major goal of international cooperation. Fragile states and situations pose a great challenge here because due to global security threats and/or underdeveloped state institutions they can lead to armed conflict. This danger, wherever it may occur in the world, can also affect Austria.

The Strategic Guideline on Security and Development therefore advocates the whole-of-government approach for strengthening conflict prevention, crisis management, peacebuilding and statebuilding. Engagement in fragile situations comprises foreign policy, policies in the fields of development and security, judicial and police cooperation, as well as cooperation in humanitarian, financial and environmental matters. An active civil society makes a major contribution to this.

The joint goal is attaining comprehensive human security through viable local capacities and institutions, which means peace and development for the population in the partner country/region. The prime concern is to link various policy fields and strategies based on the human-rights-based approach in six fields of activity.

The main implementation tools are a matrix of the specific projects/programmes and regular interministerial exchange of information and experience. The Strategic Guideline strengthens policy coherence for security and development.

1. Introduction

The Strategic Guideline on Security and Development (guideline in the following) deals with the policy interfaces for engagement in fragile situations. It sets out principles and fields of activity for concerted interaction among all relevant government and non-governmental actors.

Peace and development are indivisible, which calls for joint action. The guideline must therefore be implemented in the individual policy fields of the relevant ministries but also in a whole-of-government approach involving civil society. Progress in comprehensive human security, stability and development in the respective country/region shall be used as measure of success of the Austrian engagement under this Strategic Guideline.

The guideline serves as a strategic instrument for policy coherence in security and development and complements Austria's other security policy positions.

What is a strategic guideline?

With a multi-year time frame based on a resolution of the Council of Ministers, a strategic guideline is an interministerial thematic policy directive that by way of a list of principles sets out a coherent framework for governance. This guideline was drawn up in close cooperation with active civil society organisations. Its preparation was decided on in the Three-Year Programme on Austrian Development Policy for 2009 to 2011.

Why security and development?

“We recognise that development, peace and security and human rights are interlinked and mutually reinforcing.”

Outcome Document of the United Nations World Summit, 4–16 September 2005

Security and development are mutually dependent. While development is only possible in a secure environment, maintaining security calls for sustainable development. This is why security and development policy are increasingly addressed internationally as joint tasks based on a broader notion of security. This applies in particular to fragile situations.

What does fragility mean?

Fragility can be viewed as a severe disruption of relations between state and society, where a government fails to meet the legitimate demands of the population for protection and basic services. Fragility can be a consequence of state failure (such as the collapse of government institutions of law and order, internal disintegration, destabilisation) to the detriment of authority, legitimacy, legal protection and service delivery. Even when new states arise, their early years are often marked by fragility. In extreme cases, fragile situations can culminate in armed conflict.

Joint goal – comprehensive human security

“In the twenty-first century, all States and their collective institutions must advance the cause of larger freedom – by ensuring freedom from want, freedom from fear and freedom to live in dignity.”

Kofi Annan, In Larger Freedom, 2005

The joint goal is strengthening and achieving comprehensive human security. As coined in the World Development Report of the United Nations Development Programme (UNDP) in 1994, human security is (subjective) freedom from fear and (objectifiable) freedom from want. This notion of security centres on people – their basic needs and fundamental rights. Aiming at comprehensive human security provides tangible guidance for developing viable government institutions. The measure of success is therefore progress in attaining comprehensive human security for the population of the respective country/region.

In development policy, peace and security is embodied in Section 1 of the Development Cooperation Act as one of the primary goals of Austrian Development Cooperation. In security policy, the Guideline is based on the principles of the Austrian Security Strategy¹ and the concept of comprehensive security, which entails an integrated approach on the part of all actors.

Whole-of-government approach

“A coherent, coordinated and complementary (3C) approach is needed to improve the effectiveness of support to countries and communities affected by conflict and fragility. Coherence, coordination and complementarity require both Whole of Government and Whole of System approaches. 3C is understood as collaborative and mutually reinforcing approaches by international actors and partner countries, including civil society, to increase the efficiency and effectiveness of their support to peace, security and development in situations of conflict and fragility.”

Definition of 3C Roadmap 2009

The Austrian contribution to security and development is a task for the whole of government. The joint goals can only be achieved through a coordinated, complementary and coherent approach by all actors (whole-of-government approach – WoGA). Resources in security and development must be allocated in the most concerted way.

Austrian actors

Relevant actors in security and development policy under the guideline are the Austrian ministries in charge of foreign and development policy, security policy, justice and domestic security, economics and environment, agriculture, infrastructure and education. Cooperation with NGOs and other Austrian civil-society actors plays special role in fragile situations. The Vienna 3C Appeal of 2010 stipulates the principles for this collaboration (3C approach: coordinated, complementary and coherent action, http://www.entwicklung.at/uploads/media/Wiener_3C_Appell_04.pdf). Various forms of interaction between government agencies and non-governmental institutions in this framework can afford scope for an Austrian whole-of-nation approach (WoNA).

Scope of application

The guideline sets out a framework for Austrian international engagement in fragile situations, which can also pose a security threat to Austria. Austrian measures at the interface of security and development should be carried out as described in this guideline, within the budgetary funds available to the actors, with the expenditure incurred by its implementation to be met from the respective budgets of the relevant ministries. A prospective engagement must be assessed in terms of the present regional priorities of the relevant Austrian policy

¹ By decision of the Federal Government of 1 March 2011 conveyed to Parliament for further debate

fields and take these into account where necessary. Joint actions are to be given general precedence over isolated project approaches. Priorities of an engagement will be set in consultation with the partner countries and in the context of international organisations.

2. Principles of joint action

International directives

The Paris Declaration on Aid Effectiveness of 2005 cites five basic principles of cooperation that set out the framework for development cooperation engagement in general and in fragile situations in particular:

Five basic principles

Ownership:

Partner countries exercise effective leadership over their development policies, and strategies and co-ordinate development actions.

Alignment:

Donors base their overall support on partner countries' national development strategies, institutions and procedures.

Harmonisation:

Donors' actions are more harmonised, transparent and collectively effective.

Managing for results

Resource management and decision making processes are output driven.

Mutual accountability

Donors and partner countries give account of their development outcomes.

Paris Declaration 2005, www.oecd.org

The Paris Declaration has been supplemented by the Principles for Good International Engagement in Fragile States and Situations drawn up by the Development Assistance Committee (DAC) of the Organisation for Economic Cooperation and Development (OECD) in 2007:

1. Take context as the starting point
2. Do no harm
3. Focus on statebuilding as the central objective
4. Prioritise prevention
5. Recognise the links between political, security and development objectives
6. Promote non-discrimination as a basis for inclusive and stable societies
7. Align with local priorities in different ways in different contexts
8. Agree on practical coordination mechanisms between international actors
9. Act fast, ... but stay engaged long enough to give success a chance
10. Avoid pockets of exclusion

OECD Principles for Good International Engagement in Fragile Situations 2007, www.oecd.org

UN Security Council resolutions contain other major international directives for Austria, especially on protection of civilians in armed conflicts, women and children in particular, including protection against sexual violence, on women, peace and security and ongoing

UN reform in peacekeeping. In the European Security Strategy 2003–2008, the Common Security and Defence Policy reinforced by the Treaty of Lisbon has adopted a comprehensive approach to security and development. The EU-AU Partnership is a major element in the African peace and security architecture, as are partnerships with the UN and NATO.

Strategic options in different contexts

In the international debate, fragile situations are often divided into the following:

1. Situations directly before the outbreak or after the end of hostilities. The prime concern here is conflict prevention and transformation. This requires interaction between civilian and military actors.
2. Situations where ongoing conflicts have already escalated into violence. Crisis management measures are most pressing. Here, priority is given to military and humanitarian actors.
3. Situations that are fragile but where no open armed conflict has broken out. This largely involves the engagement of civilian actors with specific contributions from the armed forces and police.

Multidimensional conflict management in fragile situations

Focus/Situation	Fragile situation before hostilities	Open hostilities	Fragile situation after the end of hostilities
Stabilisation (short-term)	Conflict prevention/transformation and de-escalation	Conflict management: especially crisis management, conflict transformation and stabilisation, humanitarian assistance	Post-conflict: peacebuilding and statebuilding, socio-economic development
Resilience (medium term)			
Comprehensive human security (long-term)			

In all cases, there is a need to coordinate the various actors, particularly civilian-military cooperation, and to closely collaborate at the local, national and international level for the best allocation of all available funds. Depending on the scenario at hand and its capacities, Austria can make a contribution.

Challenges

“All peace-building tasks have to be carried out in such a way that they prepare statebuilding, and all statebuilding tasks have to be implemented in such a way that they structurally prevent a return to armed conflict.”

Louise Anten, Clingendael, 2009

At an early stage in fragile situations, security and development policy actors need to make a joint assessment with government, international and civic partners in the target region, continually adapt planning and take account of the respective specifics.

3. Austrian fields of activity

“The Council underlines the importance of a holistic approach, which strengthens the coherence and linkages in and among various policy areas, in particular peace, security, development, human rights and the rule of law.”

Security Council Presidential Statement, 16 April 2010

Summary of fields of activity

Austria organises its engagement in fragile situations in fields of activity that are interconnected along a timeline:

1. Conflict prevention
2. Crisis management
3. Peacebuilding and statebuilding

These fields of activity are supplemented with thematic topics carried out regardless of sequence:

4. Women in peace processes and protection of civilians
5. Dealing with transversal issues
6. Creating a local socio-economic perspective

Priorities in fields of activity

In the following, we shall list the Austrian priorities in the fields of activity. Specific projects/programmes are specified in the implementation matrix.

Fields of activity along a timeline

1. Conflict prevention

Peacebuilding and statebuilding must be harmonised with each other in the best possible way. Here, priority must be given to conflict prevention measures. All actors must also abide by the principle of conflict-sensitive engagement that as far as possible seeks to avoid adverse effects on latent conflicts (do-no-harm approach). Special priority is attached to human rights/intercultural dialogues and to ad-hoc mediation procedures that can have a confidence-building and peacebuilding effect.

Conflict prevention and the environment

The sustainable use of natural resources, joint efforts to protect the environment beyond national and social boundaries, confidence-building measures in resource use and environmental protection, the integrated management of natural cross-border resources (e.g. integrated water resource management) contribute to conflict prevention, stability and peacekeeping in regions with latent conflicts.

2. Crisis management

The scope of activity for peacekeeping operations has expanded considerably in the last ten years. Besides ensuring a secure environment and protecting the civilian population, the mandates of peacekeeping missions today also comprise longer-term peacebuilding activities. As part of crisis management, Austria is therefore committed to a broad range of

civilian activities, such as strengthening human rights, (re-)establishing rule-of-law and efficient institutions, combating impunity, reforming the security sector, disarming and reintegrating ex-combatants and supporting democratic elections and procedures. In keeping with the 3C approach, Austria will advocate improved coordination mechanisms between military peacekeeping forces and the necessary experts for performing civilian tasks as a contribution to the efficient allocation of resources and sustainability.

Humanitarian aid: Humanitarian aid, especially for refugees and internally displaced persons (IDPs) can contribute to paving the way for sustainable development at an early stage.

3. Peacebuilding and statebuilding

As early as possible after crisis management, Austria seeks with measures of extended **peacebuilding** to support stabilisation and the development of sustainable governance capacities. Where statebuilding hampers peace processes and vice versa, this must be recognised and dealt with in line with the specific situation.

Austrian priorities in extended peacebuilding are:

- **Human rights promotion** constitutes a major component of Austria's engagement. Here, it aims at supporting projects of the UN Office of the High Commissioner for Human Rights (OHCHR) and performing bilateral human rights work, such as human rights education.
- **Supporting peace processes and political participation:** Austria gives priority to promoting political dialogue for the peaceful reconciliation of interests and supporting parliamentary activity. It subscribes to the view that women need to be involved in drawing up peace agreements.
- **Capacity development for civilian conflict resolution:** A priority for Austria in this context is strengthening government institutions, regional, subregional and local organisations and actors through capacity development.
- **Training national and international civilian and military actors:** Preparation for civilian tasks in multidimensional missions and capacity development for building government/regional institutions play a growing role. Austria will collaborate here as part of training programmes and prepare personnel for these tasks in foreign missions.

A key task in fragile situations is sustainable **statebuilding**. Both the political and socio-economic perspective play a major role in this context. According to the Austrian position, capacities to perform key government functions in fragile situations must be set up in accordance to the principle of good enough governance. For Austria, it is important for government and society to acquire the ability to alleviate and master internal and external problems and crises in mutual interaction (resilience). Statebuilding and peacebuilding tasks must therefore be brought into closer alignment.

Building on existing elements of statehood at the local and regional level, Austrian engagements concentrate on the following stabilisation and development measures of the partner country/region:

- Establishing individual security
- Supporting state legitimacy and good governance
- Establishing rule of law
- Capacity development, especially in education
- Meeting basic social needs
- Building sustainable economic capacities

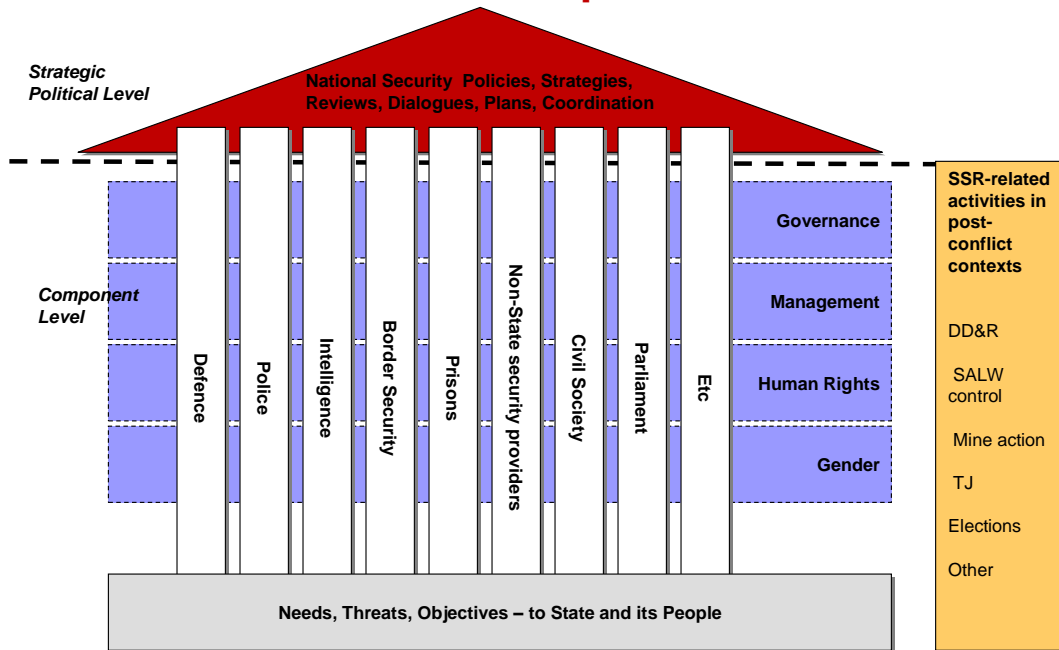
Specific priorities are:

– **Security sector reform (SSR)/ demobilisation, disarmament and reintegration (DDR):**

Broad international engagement is necessary to achieve the overall goal of a well-functioning, civic and democratically controlled security sector. Besides the armed forces and police, for Austria SSR also includes in particular border security, customs, criminal justice/penal system, intelligence services, paramilitary groups and government regulation of private security services, also all bodies engaged in directing and exerting democratic control over the security apparatus (e.g. ministries, democratic representative bodies, ombudspersons). Demobilisation, disarmament and reintegration in peace economies must be accompanied by measures for coming to terms with post-conflict situations.



Security Sector Reform (SSR) A holistic process



10

UN Sensitisation on SSR developed by the UN Inter-Agency SSR Taskforce 2009; Downes/DCAF 2010

– **Rule of law and transitional justice:**

At international, national and partner country level, Austria attaches high priority to the rule of law. A sound rule of law regime (international law, constitution, administration, civil law) is indispensable for maintaining peace and security, economic prosperity and social progress in the long term. This is apparent when dealing with injustice in post-conflict societies, e.g. in the form of conflict resolution, such as through national reconciliation processes, via international mediation or arbitration proceedings, and in the work of international criminal tribunals.

– **Local governance and decentralisation:**

Strengthening local administration and the efficient application of the subsidiarity principle are major preconditions for mastering the transition from a post-conflict situation to a sustainable institutionalisation of the state. Austria will do more to support self-determination and codetermination and the principle of subsidiarity for the sustainable balance of interests at this level.

– **Links on other policy fields:**

Major complementary tasks in building up key government functions are stimulating a sustainable economy, international development finance, educational measures and efforts for sustainable ecology.

Private sector, security and development

Economic development makes a contribution to local security and stability. Economic activity requires a minimum of stability. Efforts towards more legal certainty, an effective justice sector, policies of non-discrimination and environmental protection and programmes for reducing youth unemployment also contribute to a beneficial environment for economic development. The potential of the Austrian private sector should also be mobilised so as to sustainably satisfy the basic needs of the respective target population and to develop a local private sector and local and regional markets in post-conflict situations. The economic and financial crises underlined the need to harness synergies between private sector and development for mutual benefit. This is also a component of the guiding principle of the Austrian external trade policy, “Shaping globalisation – success through openness and innovation”. In order to plan sustainable exit strategies for peacekeeping operations, it is important to build up the local private sector as soon as possible. Throughout the international development community, such capacity development is increasingly perceived as an essential component of exit scenarios for peacekeeping operations.²

Education, science, security and development

Access to education is a basic human right and a major prerequisite for security and development. Educational capacities and procedures can, however, also have adverse effects on conflictive social relations, such as in the case of abuse to escalate social tensions, discrimination or nationalism. A lack of access to education and training without adequate employment opportunities also have a detrimental effect. Education can thus help to prevent conflict and/or consolidate peace and contribute to building up government institutions. In the target partner countries/regions, the aim is to strengthen capacities for the non-violent resolution of conflicts and dialogue between societies and to support economic, political and social stabilisation. Scientific exchange and peace research programmes also help to come to terms with conflicts and to deal better with fragile situations. Strengthening educational and knowledge systems can afford access global political and economic developments.

² See Field of activity 6

Environment, security and development

Environmental degradation, overuse and the depletion of natural resources often are both causes and effects of conflicts. They exacerbate development crises and poverty, as they can directly affect food security and livelihoods. The consequences are social, economic and political conflicts, displacement and migration, which contribute indirectly to hostilities. Owing to their direct impact on human security and livelihood, ecosystem services – the sustainable management and conservation of the environment as a natural resource – therefore make up a major component of peacekeeping measures and building key state competencies.

Contribution of the international financial institutions (IFIs)

“Fragile states and post-conflict countries are in greater need of funds, albeit in the form of projects and technical assistance tailored to weak governance institutions. In fragile states, special attention must be paid to building civil society.”

“With larger financial contributions, IFIs should place heavier focus on the development of administrative capacities and institutions and strengthening governance. The costs of institution building overextend national budgets and must therefore be met through external finance. Much more technical assistance must be provided. Policy dialogue must be stepped up at all levels, without, however, misleading the partner governments into making unsustainable reforms. As soon as possible, measures should be taken in comprehensive security sector reform for the long-term containment of fragility due to partially or completely uncontrolled armed groups. Even though IFIs do not play a leading role here, they should provide finance for this.”

IFI strategy of FMF 2009

— Coshaping international discussion in peacebuilding and statebuilding:

UN: Major aspects of security and development in the UN sector are coherence among the various components of peacekeeping operations and its other instruments and taking account of regional and socio-economic facets and the specific needs and problems of women and girls. Austria will continue to play an active role in the discussion on improving cooperation between military and civilian actors under the auspices of the UN Office for the Coordination of Humanitarian Affairs (UN OCHA), contribute to the work of the Peace Building Commission and provide support in upgrading UN peacekeeping.

OECD: Austria takes an active part in the International Network on Conflict and Fragility and International Dialogue on Peacebuilding and Statebuilding and is represented there in the advisory expert group.

“A new vision for peacebuilding and statebuilding:

In order to translate this vision into reality and to guide our collective engagement, we identify the following peacebuilding and statebuilding goals, as stepping stones to achieve progress and development:

- Foster inclusive political settlement and processes, and inclusive political dialogue
- Establish and strengthen basic safety and security
- Achieve peaceful resolution of conflicts and access to justice
- Develop effective and accountable government institutions to facilitate service delivery

- Create the foundations for inclusive economic development, including sustainable livelihoods employment and effective management of natural resources
 - Develop social capacities for reconciliation and peaceful coexistence
 - Foster regional stability and co-operation”
- Dili Declaration, International Dialogue on Peacebuilding and Statebuilding of 10 April 2010

EU: Austria actively takes part in the EU strategies for security and development and advocates greater military-civilian cooperation in EU-CSDP missions and the development of requisite capabilities. Peace and development is addressed under the EU-AU Partnership.

NATO/Partnership for Peace (PfP): As part of the NATO/PfP framework, Austria plays a part in security sector reform and is engaged in NATO/PfP trust fund policy (e.g. reintegration of ex-combatants into civil society) and the implementation of the relevant UN Security Council resolutions on the protection of civilians in armed conflicts, especially women and children, including protection against sexual violence, and on women, peace and security.

Thematic fields of activity

4. Women in peace processes and protection of civilians

This thematic field of activity is concerned with implementing the UN Security Council resolutions on women in peace processes and the protection of civilians in armed conflict.

- **Implementing UN Security Council Resolution 1325 (2000) and the relevant follow-up resolutions on women, peace and security:**
Women play an important role in all phases of conflict resolution and peacekeeping. In 2007, Austria drew up a national action plan on this, which sets out measures to promote the involvement of women in peace processes, to strengthen measures for preventing violence against women, to increase the participation of women in Austrian peacekeeping missions and to advocate the appointment of more women to leading positions in international or regional organisations, such as the UN, EU or NATO/PfP. Continued support for UN activities in women’s rights is of great importance here.
- **Implementing UN Security Council Resolution 1894 (2009):**
Security Council Resolution 1894 on the protection of civilians in armed conflict, adopted on 11 November in 2009 under Austrian chairmanship, stipulates a list of measures on how to improve the protection of civilians through peacekeeping missions in the field. It centres on compliance with international humanitarian law and human rights, measures against impunity, securing humanitarian aid (assistance for victims) and in particular steps for the effective implementation of protection mandates by peacekeeping missions. Besides SSR/DDR measures and building the justice sector and other rule-of-law institutions, training aspects play a major role. In implementing UN Security Council Resolution 1894 (2009), synergies will be sought between policy concerns and Austrian Development Cooperation.

“The Security Council *emphasises* the need for a comprehensive approach to facilitate the implementation of protection mandates through promoting economic growth, good governance, democracy, the rule of law, and respect for, and protection of human rights, and in this regard, *urges* the cooperation of Member States and *underlines* the importance of a coherent, comprehensive and coordinated approach by the principal organs of the United Nations, cooperating with one another and within their respective mandates;”

UN Security Council Resolution 1894/2009 of 11 Nov. 2009, par. 28

5. Dealing with transversal issues

Dealing with transversal issues, such as climate change, particularly progressive desertification, migration, scarce resources, corruption, drugs, arms and human trafficking, belongs to the main fields of activity of Austrian actors in security and development.

Austrian measures in climate change are cited in the Strategic Guideline on Environment and Development 2009.³ Austria participates in discussions at the international level on the impacts of migration on development (IOM, UNHCR, UNDP, ICRC, IHCHR, ILO).

Austria will give priority to disarmament, arms control and non-proliferation. In the relationship between disarmament/small arms control (SALW) and development, the peaceful resolution of conflicts over the natural basis of livelihood and assistance for victims play a special role. For Austria, an inclusive approach is decisive in mine action programmes. Combating organised crime in its various forms, above all human trafficking and corruption, makes up a major component of Austrian engagement.

6. Creating local socio-economic prospects

Peace cannot be kept and built in isolation from socio-economic conditions of the target group. This is why early, sustained stimulation of the local private sector and the active involvement of the local economic sector in peace processes are among the major Austrian intervention points in security and development.

— **Socio-economic impact of international peacekeeping operations:**

Especially when planning and implementing longer-term deployments of civilian and military actors, particularly as part of international peacekeeping operations, account must be taken of their long-term effects on the local and regional social fabric and economic systems. With the initiative, socio-economic impact of peace operations, Austria is actively advancing international efforts towards greater sensitivity for development in peacekeeping operations. Paragraph 14 of the Viennese 3C Appeal 2010 cites the specific objectives.

“International organisations often recruit qualified national professionals away from local institutions and organisations through financial and other incentives. This undermines the need to strengthen national institutions and distorts the domestic economy. Early and sustained support to the civil service and local institutions is crucial to provide adequate compensation and conditions for professionals who remain within domestic structures where their contribution to peacebuilding and recovery may have greatest impact.”

Report of UN-GA on Peacebuilding in the Immediate Aftermath of Conflict S/2009/304, 11 June 2009, par. 48

³ http://www.entwicklung.at/uploads/media/Web_ADC_Leitfaden_Umwelt_Entwicklung_engl_02.pdf

4. Follow-up, monitoring and revision

The adoption of the interministerial guideline marks an initial step towards a coherent, whole-of-government engagement of Austria in security and development.

As the next step, specific implementation phases will be compiled in a matrix prepared by all the ministries concerned. The projects/programmes cited in the matrix will be implemented within the respective scope of the ministries responsible with a maximum of mutual coordination and as part of other whole-of-government processes.

As part of implementing the guideline, a thematic strategy for security sector reform and a regional strategy for Sub-Saharan Africa will be drawn up as soon as possible with particular consideration of ongoing engagements in the Economic Community of West African States (ECOWAS) and the Southern African Development Community (SADC). In alignment with the Austrian foreign deployment scheme in preparation, there is also a need to ascertain which capabilities would need to be developed for a coherent, coordinated and complementary approach in deployments and engagements, so that in future funds and personnel from the administration, the military and civil society can be effectively and promptly allocated where needed at the interface of security and development. The agencies concerned will keep each other informed about the available expert personnel.

The implementation of the guideline will be accompanied by exchange of information and experience between state and non-state actors. Such exchange of information shall take place as required or at least once a year and also promote joint learning. Strategic exercises for policymaking, interministerial training modules on security and development and the 3C approach will enhance awareness of the joint challenges and will therefore be carried out as of 2012.

Revision

Experience gained from the practical implementation of the Strategic Guideline will be channelled into a revised version in 2015.