

Principal recommendations

1. The Danish Government should review its decision to substantially reduce the assistance to Kosovo.
2. The Danish Government should strengthen its support to the mechanisms of the Stability Pact and the EU Stabilisation and Association Process. Denmark should promote a more pro-active approach to preparation and implementation of economic and political plans for the development of Kosovo and the region.
3. In countries in crisis, the Danish Government should, through its operational practices as well as through its policy statements, endeavour to strengthen the leadership role of the UN system.
4. Through the “good donorship” initiative Denmark should promote a joint analysis of the successes and failures of Kosovo and similar interventions, with a view to developing a more effective strategy for combining multilateral and bilateral assistance.
5. In the appropriate international bodies, the Danish Government should promote a more active support to conflict prevention through support to local democratic forces. In conflict situations, Denmark should promote multi-donor studies to underpin a strategic framework for support to democracy and economic development. Studies and strategy should ensure more proficient involvement of local forces both in the political and economic sphere and a clear connection between top-level and grassroots-level political activities.
6. The MFA should consider ways to strengthen its approach to humanitarian assistance to cater for long-term needs particularly often required in conflict situations. This should include:
 - Introduction of a procedure for review of strategy, operational performance and development of needs in the recipient area in order to identify changes in needs and, if necessary, plan for transition from emergency to reconstruction and development phases.
 - Consideration of modes and methods to design and deliver humanitarian assistance for more complex long-term commitment. This should include strengthening the analytical and planning capacity of the intervention. Consideration may be given to application of a programme approach and of methods used in development assistance in the later phases of humanitarian assistance.
 - Promotion of similar improvements in the multilateral humanitarian assistance and consideration of how new Danish approaches may best be transferred to and integrated with the overall multilateral responsibility in humanitarian and conflict situations.

7. The MFA should initiate a broad review of Denmark's comparative advantage and distinctive competence within the international humanitarian, reconstruction, and peace-building domains. This review should also be tasked to make proposals for strengthening Denmark's principal distinctive competencies in crisis situations. Given Denmark's performance in Kosovo, education, waste management and mine clearing would be amongst those sectors to be examined for future development.
8. The Danish Government should assess the relationship between its internal and external refugee policies so that Denmark – as a member of the international community – does not undermine the commitment to global refugee protection as an integral aspect of peace, security and development.
9. Danish military is obliged to secure the welfare and protection of people in its area of operation, it is recommended that the Danish government promotes reinforcement of the principle that whenever possible humanitarian assistance is delivered by impartial humanitarian agencies. Only in situations where security and lack of capacity prevents humanitarian agencies from operating, humanitarian assistance should be delivered by the military. The Danish Government should avoid promoting an approach of civil-military cooperation amongst Danish partners only, but should ensure that civil-military cooperation be coordinated by relevant international and multilateral partners in order to increase the effectiveness of overall humanitarian and conflict mediation efforts.
10. The MFA should review its planning and management procedures and as necessary:
 - Adopt a simple set of context indicators that would automatically trigger a rapid strategic policy review process for countries entering or emerging from conflict and calamity. Indicators of ethnic cleansing, growth in paramilitary activities, and impunity concerning incitement of racial, religious or ethnic hatred should all trigger such a review.
 - Strengthen procedures for project cycle management. These would include pre-screening of partner agencies, logical frameworks for project appraisal, improved monitoring and audit functions.
 - Adopt the OECD/DAC system for managing and classifying programmes and projects forming part of humanitarian assistance.
 - Employ sufficient specialist humanitarian and peace-building expertise in the Ministry to ensure informed decisions concerning partners and projects.
 - Develop new management information systems that will enable strategic objectives to be tracked in aid allocations and monitored in operations.