Main missions of DEVCO Directorates & Units

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Our Mission

Within the European Commission, the Directorate-General for International Cooperation and Development (DG DEVCO) is in charge of development cooperation policy in a wider framework of international cooperation, adapting to the evolving needs of partner countries. This encompasses cooperation with developing countries at different stages of development, including with countries graduated from bilateral development assistance to cover the specific needs of these countries during the transition period between low income countries and upper middle income countries.

DG DEVCO is playing a leading role in implementing the 2030 Agenda and Sustainable Development Goals (SDGs) in development policy, and the new European Consensus for Development.

DG DEVCO works closely with other Commission services responsible for sectoral policies, as well as with the European External Action Service and Commission services on external action, so as to facilitate and help ensure a consistent approach.

DG DEVCO is responsible for formulating the European Union development policy and sectoral policies in order to reduce poverty in the world, to ensure sustainable economic, social and environmental development and to promote democracy, the rule of law, good governance and the respect of human rights, notably through external aid. It fosters coordination between the European Union and its Member States in the area of development cooperation and ensures the external representation of the European Union in this field.

DG DEVCO is responsible, together with the European External Action Service, for the multiannual programming of the external aid instruments. This is increasingly done jointly with Member States' programming of their national assistance.

DG DEVCO is in charge of implementing the European Union's external aid instruments which are financed by the European Budget and the European Development Fund. In this context, DG DEVCO ensures the high quality and impact of aid, the swift implementation of projects and programmes and the visibility of European aid.

Our role

Within the European Commission, DG DEVCO promotes coherence between the European Union’s development policy and its other internal and external policies, notably in the area of migration and mobility.

DG DEVCO conducts dialogues on development with non-European Union bilateral donors, emerging economies and with international organisations in order, on the one hand, to present a united European position and, on the other hand, to ensure that the Commission on behalf of the European Union contributes to negotiations in international development fora. Moreover, DG DEVCO enters into dialogue on development issues with non-state actors with whom it defines and implements cooperation measures.

DG DEVCO concentrates funds to countries most in need, in line with the particular importance the European Union recognises for supporting development in Sub-Saharan Africa. DG DEVCO focuses on a limited number of sectors to deliver better results and higher impact. It has also developed a results framework to improve its reporting on results.

DG DEVCO implements cooperation policy in a devolved way through European Union Delegations. For this purpose, it defines, establishes and runs the management, supervision, support and control systems required to ensure the highest levels of regularity, quality, impact and visibility of the programmes implemented.

DG DEVCO strives to be a learning organisation promoting the capitalisation of knowledge and expertise.

DG DEVCO implements an information and communication policy in order to raise awareness among European Union citizens and partner countries regarding the action taken by the European Union to support development.
DG DEVCO finds itself working increasingly in difficult environments which can have an impact on its operations. In close cooperation with other Commission services and the EEAS, DG DEVCO takes all reasonable practicable duty-of-care responsibilities in order to protect its personnel deployed outside the European Union from harm and injury.
**Deputy Director General Coordination (Dir. A, B, D & E)**

The main missions of the Deputy Director General are to:

- support the Director General in all his functions, including as authorising officer by sub-delegation, replace the Director General when absent and represent the Directorate General whenever necessary.

- contribute to the definition and coordination of the development policies and thematic programmes and ensure progress on the Policy Coherence for the Development Agenda.

- supervise and provide guidance on strategic matters to the Directorate in charge of EU Development Policy and International Cooperation (Dir. A).

- supervise and provide guidance on strategic matters to the Directorate in charge of Human Development and Migration (Dir. B).

- supervise and provide guidance on strategic matters to the Directorates in charge of Development Coordination East and Southern Africa (Dir. D) and Development Coordination West and Central Africa (Dir. E).

- together with the other Deputy Director General, ensure coordination between Development Coordination and Thematic Directorates.

- at the level of the Directorate General, contribute to ensuring the coherence between policy and resources, in particular supervise regular workload assessments and the development of efficiency saving strategies as well as the permanent optimisation of aid delivery mechanisms.

- contribute to the establishment of a smooth and sustainable working relation with EEAS at DEVCO and Commission level, in its role of representative of all Commission services.
Deputy Director General Coordination (Dir. C, G, H & Task Force Knowledge, Performance and Results)

The main missions of the Deputy Director General are to:

– support the Director General in all his functions, including as authorising officer by sub-delegation, replace the Director General when absent and represent the Directorate General whenever necessary.

– contribute to the definition and coordination of the general development policy design and ensure progress of the Policy Coherence for Development agenda.

– supervise and provide guidance on strategic matters to the Directorates in charge of Sustainable Growth and Development (Dir. C).

– supervise and provide guidance on strategic matters to the Directorates in charge of Development Coordination of Latin America and Caribbean (Dir. G) and of Development Coordination of Asia, Central Asia, Middle East/Gulf and Pacific (Dir. H).

– supervise and provide guidance on strategic matters to TF Knowledge, Performance and Results.

– supervise and provide guidance on the association of the Overseas Countries and Territories with the European Union, which include inter-alia the programming of European aid for OCTs, and coordination of all activities with the OCTs.

– together with the other Deputy Director General, ensure coordination between Thematic and Development Coordination Directorates.

– at the level of the Directorate General, contribute to ensuring the coherence between policy and resources, in particular supervise regular workload assessments and the development of efficiency saving strategies as well as the permanent optimisation of aid delivery mechanisms.

– pay particular attention to the creation of new and innovative financial instruments that will ensure the engagement of the private sector in growth and jobs investment in developing countries.

– contribute to the establishment of a smooth and sustainable working relation with EEAS at DEVCO and Commission level, in its role of representative of all Commission services.
01 – General Coordination and Inter-institutional Relations

Coordinate general interest topics for all of DEVCO at the Director General’s request

- Follow up the Directorate-General’s activities for major files and priorities under development, and in particular: ensure the elaboration and follow-up of the DEVCO Work Programme, gathering the main DEVCO initiatives, notify the Director General of important issues and ensure regular follow-ups in management.

- Prepare the following internal seminars: annual Staff Seminar, Cooperation Days (jointly with DG NEAR), DEVCO Senior Management and Full Management seminars, together with the services concerned to ensure that the events are staged properly.

- Prepare contributions to ad-hoc topics and participate in inter-service working groups.

- Contribute to requests regarding the visibility of DEVCO’s activities.

- Coordinate the preparation of the Director General’s presentations.

- Prepare and follow-up the meetings of EU Development Directors General, with Directorate A in charge for contractual matters and support for organisation.

- Support and advise other services on institutional matters.

- Coordinate and prepare the briefing file for the Commissioner-designate for International Cooperation and Development, notably for his/her hearing before the European Parliament.

DEVCO’s position within the External Relations family and relations with the EEAS

- Lead on DEVCO’s position within the External Relations family and its relations with the EEAS.

- Ensure the ongoing supervision of relations with DG NEAR, FPI and the EEAS, the point of contact for matters of principle to be raised identify any problems and ensure that DEVCO has a coordinated position.

- Coordinate the preparation and follow-up to the meetings of the Commissioners' Group on External Action.

DEVCO’s methods and organisation strategies

- Contribute to defining DEVCO’s general organisation principles, notably by establishing and updating the Mission Statement of DG DEVCO, and ensure that their implementation is monitored by the services involved.

- Lead on the simplification of processes within DEVCO.

- Analyse future scenarios and developing relevant recommendations on DEVCO’s organisation, its methods and operating procedures, at the Director General’s request, in collaboration with the services concerned.

- Contribute to the strategic planning cycle documents produced by Directorate R.

- Coordinate the preparation of the Commission’s annual Work Programme for the DG and ensure that the database for the inter-institutional proposals ‘Decide Planning’ (former ‘Agenda Planning’) is up-to-date.

- Be the focal point for Impact Assessments and Stakeholders Consultations.

- Contribute to the organisation of the Delegations (financial circuits, simplification, relations between Headquarters and Delegations, etc.) and ensure that the control authorities’ recommendations on these issues are followed up.

- Contribute to audit report responses (ECA and IAS) in coordination with Directorate R regarding issues of organisation.

- Notify DEVCO staff of major developments in terms of organisation and methods.
Follow-up the budgetary and legal framework developments related to the Multi-annual Financial Framework External Financing Instruments (EFIs) for the implementation of external aid

− Coordinate DEVCO’s position in the framework of MFFs and support DEVCO’s Director-General and the Commissioner for International Cooperation and Development.

− Ensure DEVCO’s position is coordinated on all the issues linked to the implementation of the current basic regulations or to the future development thereof, in particular: regulation content, financial framework, inter-institutional agreements, budgetary structure and details of implementation (delegated acts, multiannual programming, annual action plan, comitology, eligibility, etc.).

− Ensure coordination for drafting basic regulations and for their negotiation under co-decision.

− Lead the follow up of the EFIs on horizontal issues and of the DCI.

− Coordinate the review of external financing instruments (Mid Term Review) and the new proposals for the next MFF.

Coordinate briefings and correspondence supporting the Cabinets

− Coordinate the production of briefings for the Commissioner for International Cooperation and Development, the Commission President, the HR/VP and other Commissioners.

− Manage the use of BASIS (Briefings And Speeches Information System) by DEVCO.

− Coordinate replies to correspondence for the Commissioner for International Cooperation and Development, the Commission President and other Commissioners.

Legislative coordination

− Advice and support to Units on the preparation of files in the Commission decision-making process.

− Submission of files for adoption by the Commission (eGreffe=Decide Decision) and their follow-up.

− Intermediate between DGT and DEVCO/FPI for the validation of translation requests (eGreffe).

− Intermediate between SG and DEVCO/FPI on the decision-making process.

Relations with the Council

− Organise and maintain relations and contacts with the Council and Representations of Member States and organise, prepare and follow-up meetings.

− Manage and coordinate DEVCO input and related briefings and presence in COREPER, PSC, and ministerial meetings (informal Development ministers, FAC, FAC/Development segment and European Council).

− Liaise closely with Council Presidencies and coordinate the preparation of future Presidencies.

− Represent the Commission as appropriate at the Council working group on development co-operation (CODEV) and manage the overall coordination of DEVCO representation on behalf of the Commission in specific geographical and thematic Council working groups in the field of external relations.

− Organise and coordinate DEVCO’s representation in geographical and horizontal Council working parties in the field of external relations and provide the focal point for DEVCO’s contacts with the SG on these issues.

Relations with the European Parliament

− Organise and maintain relations and contacts with the European Parliament for all matters related to development cooperation and cross cutting issues and organise, prepare and follow-up meetings including the preparation of relevant briefings.

− Represent the Commission as appropriate at Plenary and Committee sessions.
– Facilitate relations with BUDG and CONT on all matters pertaining to the Budget and Discharge process, as far as expenditure related to DG DEVCO’s mission is concerned, in close collaboration with Directorate R and DG BUDG. For the Discharge process, oversee the process, handle briefings and questions on matters outside the responsibility of Directorate R, and finalise all briefings and answers to the questions for submission to, respectively, the Cabinet of the Commissioner for International Cooperation and Development and DG BUDG.

– Ensure the follow-up to resolutions and all the procedures related with the European Parliament and joint institutions.

– Manage the centralised coordination of replies to oral and written Parliamentary Questions addressed to DG DEVCO (or linked with DG DEVCO)

**Relations with National Parliaments**

– Coordinate the information requested by national parliaments under the Lisbon Treaty.

– Ensure an overview for DG DEVCO of all the meetings and contacts with national parliaments (in association with the Unit responsible for relations with Member States, DEVCO A2).

**Relations with the Economic and Social Committee and the Committee of the Regions**

– Maintain relations with and ensure the follow-up to the resolutions and/or opinions of the Economic and Social Committee and the Committee of the Regions on issues of development cooperation.

**Other**

– Ensure the role of "Register of Expert Groups" correspondent for DEVCO.
02 – Communication and Transparency

Ensure the effective dissemination of information regarding the EU development policy and its implementation, as well as of the results and impact of EU development cooperation. Coordinate visibility activities targeting European citizens, audiences in partner countries, and other stakeholders in order to raise awareness of the EU’s leading role in worldwide development policy making and implementation and in order to put development cooperation in the wider context of the EU as a Global Actor.

The tasks of the Unit are:

**In relation to communicating and enhancing the transparency of EU development policy and of EU development cooperation**

- Communicate EU development cooperation and policy on the basis of input from Units in DG DEVCO;
- Produce press materials and liaise with the Spokesperson Services on behalf of DG DEVCO;
- Draft speeches for the Commissioner for International Cooperation and Development, the Commission President and other Commissioners;
- Promote EU development cooperation in a transparent way through media relations, including social media, activities, campaigns and corporate events such as the EU Development Days or the Kapuscinski Development lectures;
- Promote and ensure the production of stories from the field relating to Commission-managed projects and programmes;
- Raise awareness of development and cooperation issues amongst European citizens, including operating the Info Point with its different activities, responding to messages sent to the DEVCO INFO mailbox and liaising with EC representations in Member States and EU Member States;
- Maintain relations with other international actors in development and contribute to coordination and knowledge sharing in the field of development communication.

**In relation to the management of communication activities in DG DEVCO, in coordination with other services and the EEAS**

- In close coordination with and under the domain leadership of DG COMM, design, update and implement DEVCO's communication strategy and related annual action plans;
- In collaboration and coordination with other DEVCO Units, design and implement internal communication strategies and action plans with the objective to develop a culture of communication across DG DEVCO and including Delegations;
- Manage the preparation (including coordination with other Commission services) and publication of an Annual Report on the implementation of the EU's instruments for financing external actions;
- Develop, maintain, coordinate and edit a wide range of high quality information and communication corporate tools, including DEVCO's internet and intranet sites and social media channels;
- Provide support to the Cabinet on communication and media matters in general;
- Provide guidance to DG DEVCO's units and Delegations on communication activities, including events, visual identity and publications, through the design and updating of guidelines and through training and advice;
- Monitor and strengthen the mainstreaming of EU visibility;
- Coordinate information and communication activities inside DG DEVCO through the network of communication correspondents, with the EEAS and Delegations as well as line DGs in particular DG COMM;
– Manage communication budget lines, sub-delegated to the Unit;
– Collaborate in the development of management information systems as regards the systems for which the Unit is designated 'system owner'.

**Head of Task Force Knowledge, Performance and Results - Principal Adviser**

The "Task Force Knowledge, Performance and Results" has been created in order to help drive the transformation of DEVCO into a learning, results-oriented, innovating organisation which is more attuned to global developments in international cooperation and development.

The Task Force focuses on two vital phases of the policy to implementation cycle.

– The first accompanies the translation of policies to actions in developing methodological tools, results reporting, informatics support systems and training to ensure quality of operations. More specifically, it develops methodologies that ensure the quality of implemented actions, informatics systems to increase efficiency and provide the necessary transparency and the knowledge management and learning strategies so that DEVCO has the facilitating organisational culture and its staff has the necessary know-how for their task. These tools and methodologies underpin our policies and procedures.

– The second set of deliverables focus on having the feedback and input in order to continuously improve efficiency and effectiveness of actions. More specifically this involves carrying out strategic evaluations of instruments, thematic and regional programmes as well the oversight of locally carried out evaluations in order to continuously feed back into policy formulation. This is complemented by the Task Force being the focal point for contact with academia and Think Tanks on International Cooperation and Development issues, while it manages the European Expert Network on International Cooperation and Development, leads on the foresight process in DEVCO including Foresight Labs, coordinates the priority setting of the EDF Study Facility and coordinates the ‘Learning Advisory Board’, mechanism created to promote the uptake of new relevant innovative methodologies resulting from the work of academics and Think Tanks, including, where relevant, RDT financed research (FP 7; Horizon 2020).

The Task Force also leads on developing and applying strategic approach to cooperation with developing countries in the area of research, technology and innovation, in cooperation with other DGs and serves as focal point in DEVCO for cooperation on Research, Technology and Innovation with other Commission services and external partners. It promotes the development of capacity in Research, Technology and Innovation in partner countries and directly manages the intra-ACP programmes on Research, Innovation and Skills under EDF.
Unit 03 is the lead service in DEVCO in 3 distinct areas: research, knowledge management as well as learning and online capacity development.

**Research**

Unit 03 contributes to the objective that development and international cooperation policies and actions are evidence-based, drawing on the existing external and internal knowledge and research. The unit serves as focal point for contact with academia and think tanks on international cooperation and development issues, and manages the European Expert Network. It ensures strategic approach to DEVCO-funded studies and leads on the foresight process in DEVCO including Foresight Labs.

Unit 03 leads on developing and applying strategic approach to cooperation with developing countries in the area of research, technology and innovation, in cooperation with other DGs and serves as focal point in DEVCO for cooperation on RTI with other Commission services and external partners. It coordinates dialogue with DG RTD, JRC, GROW, CNECT and other DGs to ensure not only policy coherence for development in R&I, but development-orientated policies and programmes on their part. It promotes the articulation of DEVCO and RTD programming with a view to identifying synergies and, where possible, flagship initiatives generating greater impact and visibility.

Unit 03 promotes research and innovation (R&I) in cooperation, dialogues and investment plans with partner countries and organisations in cooperation with HQ operational units and EU Delegations. It promotes knowledge sharing and the development of capacity in R&I in partner countries. It directly manages the intra-ACP programmes on Research, Innovation and Skills under EDF including programming, preparation of financing decision, programs and contracts management and monitoring, evaluations as well as cooperation with ACP Secretariat and relations with stakeholders. It also ensures communication and visibility for cooperation in R&I.

**Knowledge Management, Learning and online Capacity Development**

Unit 03 is the lead service for the preparation and implementation of DG DEVCO's Learning and Knowledge Development Strategy (LKDS) and Action Plan, corresponding to the evolving policies and skills gaps. The strategy aims at DEVCO becoming a learning organisation that has, develops and applies the knowledge it needs to perform its mission. Unit 03 leads, supports and monitors the strategy’s implementation process, including mid-term evaluation proposes necessary adaptations and supports the Knowledge Management and Learning Steering Committee that oversees implementation of the Strategy.

Unit 03 promotes the integration of objectives and directions of the LKDS in DEVCO internal policies, processes and practices. Unit 03 identifies, manages and evaluates learning and knowledge activities for DEVCO staff in Headquarters and in Delegations.

**Learning and online Capacity Development**

Unit 03 leads on the learning needs assessment for DEVCO staff as well as FPI and programming of DEVCO-specific learning events, which are put in place in cooperation with relevant services in DEVCO as well as external partners within Learn4Dev competence development network. Unit 03 prepares in cooperation with stakeholders and coordinates the annual training programme of the DG, ensuring its alignment with the policy priorities of DEVCO, the LKDS as well as HR policy. It also proposes DEVCO-specific approaches for Commission-wide learning and development programs. It ensures dissemination of information about learning opportunities and annual reporting. Unit 03 provides customised trainings such as pre-posting including newly appointed Heads of Delegations, newcomers,
for Heads of Cooperation and Heads of Finances and Contracts in EU Delegations. It assesses the training implications of new strategic and policy decisions.

DEVCO learning offer includes methodological, policy, thematic and financial trainings as well as on organisational and personnel development. It targets DEVCO, FPI and NEAR (on the basis of SLA) staff as well as staff from other RELEX DGs, other Commission services involved in the implementation of DEVCO programmes and projects as well as EEAS. DEVCO's face-to-face training courses are open to EU Member States and on mutual basis to other donors and international organisations.

In coordination with other RELEX DGs, Unit 03 plays role of a Centre of Gravity as the main Commission partner to EEAS on training of Commission staff in Delegations. It coordinates local training in Delegations with EEAS and Commission DGs counting with staff in Delegations.

Unit 03 has set up, in cooperation with 06 and manages the "EuropeAid Academy" on Capacity4Dev that gives access to DEVCO online learning to developing partners and the general public. It develops e-learning and makes it available on the EuropeAid Academy. It develops and fosters new learning means, such as short webinars and learning related videos.

Unit 03 ensures the management of DEVCO's learning offer in the "EuropeAid Academy" and other Learning Management Systems when necessary, manages course applications and validations as well as planning.

It provides guidance and support on quality of training, including preparation of trainers. It organises post-training evaluations and feedback. It provides guidance on learning and development to DEVCO staff and assists in developing individual training plans. Unit 03 also contributes to the development of the competence framework and long-term staff development programme.

Unit 03 manages the general training budget of the DG and DEVCO training facilities.

Unit 03 also works together with other donors within the Learn4Dev competence development network on mutual opening of courses, joint learning as well as organisational learning and knowledge sharing. It represents DEVCO in the Learn4Dev multi-donor competence development network. It closely follows international trends and experience in learning and organisational learning, and proposes how it can be used in DEVCO.

Knowledge Management and Organisational Learning

Unit 03 identifies, coordinates and supports the way in which knowledge is created, acquired, stored, accessed, validated, disseminated and applied as well as the necessary skills and supporting cultural and technological foundations. It identifies new knowledge management challenges and proposes updates to the Learning and Knowledge Development Strategy and its Action Plan in collaboration with other DEVCO services. It monitors the implementation of the knowledge management part of the LKDS and leads on its mid-term evaluation and review.

Unit 03 defines and implements the knowledge management actions under the direct responsibility of the Unit foreseen in the LKDS. It contributes to improving knowledge transfer and on-boarding of new staff, improving use of knowledge and reflections of staff leaving the DG, strengthening learning culture and capacity for collaboration, knowledge sharing and reflective learning. It promotes innovative approaches to development cooperation through OK Labs. It organises promotional activities to raise awareness about KM and Organisational Learning, and promote good practices – both internal as well as from other institutions. It also facilitates access of DEVCO staff to external publications and research related to development and international cooperation.

Unit 03 promotes integration of the LKDS objectives in internal sector policies and guidelines and uptake of KM/OL good practices in DEVCO processes and practice.
Unit 03 contributes to reflection and development of the Commission-wide Knowledge and Information management policy framework and its implementation. It represents DEVCO in the EC knowledge management networks and coordination structures.

Unit 03 co-leads and coordinate the knowledge management correspondents Network. It communicates, promotes and makes available information on the LKDS and knowledge management activities on DEVCO's intranet.

Unit 03 monitors knowledge management practices and solutions in other development organisations and contributes to cooperation in knowledge management within networks, in particular Learn4Dev competence development network where it leads the KM/KS expert group.

**Translation**

Unit 03 is the main point of contact with DGT (DG Translation), managing the operational aspects of translation flows and covering the particular cases of translations required by the DG. Unit 03 is in charge of annually updating the Service-Level Agreement with the DGT on translation needs based on the annual translation forecasts compiled from DEVCO Units' contributions. Unit 03 also advises on the translation procedure.
04 – Evaluation
Steer and coordinate, monitor and report on the evaluation activities of the Directorate General and other services when requested; plan and manage evaluations of strategies, policies, instruments, themes, country and regional programmes and implementation modalities; support, and co-ordinate evaluation of projects and programmes when managed by the services; enhance dissemination and uptake of evidence and proposed actions generated by evaluations; develop methodologies, tools and staff capacities in the evaluation field, co-ordinate and work in partnership with internal and external stakeholders, including development partners.

Provide institutional level co-ordination and ensure the coherence of evaluation activity
- Develop - and ensure implementation of - the Evaluation Policy which sets out the key principles and procedures for the evaluation of EU development co-operation.
- Set out the procedures for evaluation planning, management and dissemination both for strategic and project/programmes evaluations.
- Monitor the overall quality, utility and independence of evaluation work.
- Contribute to ensuring the overall coherence of the Monitoring and Evaluation system.
- Contribute to the formulation of evaluation policies, programmes and practices at Commission level.

Plan and manage the evaluation of the results of sector, thematic, regional or country policies and programmes, and of implementation modalities of external aid
- Prepare and submit the multi-annual and annual work programmes of the Unit for approval by the Commissioner for International Cooperation and Development, in agreement with the Vice-President/High Representative, and with the Commissioners responsible for external relations.
- Implement the evaluation work programme and other support activities through service contracts, drawing on the credits of the Evaluation budget line and the credits of the equivalent contribution by the EDF, in close cooperation with Unit 06. Manage the contractual procedures, in particular the specific evaluation lot in the framework contract, in accordance with the applicable rules and in association with the competent financial and contractual Unit.
- Supervise the implementation of the evaluations, with the involvement of relevant stakeholders, ensuring that the final reports meet the required standards.

Support EU cooperation staff in conducting high quality project/programme evaluations and to develop instruments to enable judgment to be made on the results of external aid policies and programmes
- Develop the necessary skills and tools, and improve planning, implementation, quality and use of project/programme evaluations carried out by services in HQ and in EU Delegations;
- Provide methodological support to HQ services and Delegations in charge of evaluations of projects, programmes and other actions;
- Promote and support the exchange of information on the management and results of evaluations in order to improve lesson-learning.
- Manage and moderate the network of evaluation correspondents in Delegations and HQ.

Disseminate the conclusions and recommendations of the evaluations, and promote uptake
- Ensure that the main conclusions and recommendations of the evaluations are known and manage the procedures in order to promote uptake of the knowledge generated by the relevant services.
- Promote the use of evaluation results in policy, programming and project development across DG DEVCO, other Commission Services and in EEAS.
– Ensure the distribution inside and outside the Commission, especially within the European Parliament and Member States, of the results of the evaluations.

– Take part in the QSG / CTM.

**Report as appropriate to the Commissioner and to Management on the evidence and proposed actions of the evaluations**

– Keep them informed of the progress of the evaluation work programme;

– Provide a comprehensive briefing on the evidence gained and proposed action;

– Assist them as necessary in deciding on follow-up.

**Engage in and promote good relations with regard to evaluation methodologies within the Commission, with EU Member States and with other development partners and partner countries**

– Organise, chair and keep updated through regular meetings of the Evaluation services of the Member States.

– Participate in and keep abreast of evaluations and evaluation practice through the Secretariat-General’s evaluation network and OECD-DAC Network on Development Evaluation.

– Encourage joint evaluations with donor partners where appropriate.

– Support partner countries attendance at training courses and open EU corporate training courses to partner government staff.

– Contribute, in coordination with Unit 02 to better communication and information sharing, and improve the understanding and visibility of EU development co-operation.

– Participate, in co-ordination with Units 01 and R2, in preparing replies for the Council, the European Parliament and the European Court of Auditors.

**Manage information systems**

– Collaborate in the development of management information systems as regards the systems for which the Evaluation Unit is designated 'system owner'.
**05 – Operational Information Systems**

Opsys (Operational Information System) is focusing on the implementation of EU programmes in the context of EU external action and to that regard customised services will be provided to DG DEVCO, DG NEAR and FPI as well as to other potentially interested DGs and EU bodies.

As System Owner for Opsys:

– Define the business vision and strategy for Opsys for DG DEVCO, DG NEAR, FPI and other potentially interested DGs and EU bodies.

– Ensure the setting up and implementation of Opsys for the benefit of the concerned DGs and services.

– Put into coherence all operational information systems used within DEVCO, including introducing progressively interoperability.

– Support organisational change with IT tools for improving key capabilities in the field of external action and integrating changes made possible by Opsys.

These results shall be achieved in close collaboration with units in charge of business processes, as well as with the System Supplier.

The Unit coordinates actions and interacts with stakeholders with regards to Opsys internally (DG DEVCO) and externally (DIGIT, DG NEAR, FPI, other concerned DGs and EU bodies).

In particular the missions are to:

**Ensure the role of Opsys System Owner**

– Coordinate business specifications and ensure their integration within existing or new systems, local or corporate systems.

– Liaise with Units in charge of the business processes, business managers in charge of operational systems and users for the specification of detailed business requirements, and for prototype and acceptance tests.

– Coordinate system owners in charge of operational systems, driving the overall Opsys programme from a business point of view.

– Coordinate the interaction of Opsys with other systems, including ABAC within the framework of CRIS phasing out, in close coordination with concerned system owners and the system supplier.

– Liaise with other DGs for re-use of corporate systems where appropriate.

– Define and organise change management activities including users training and related communication plan.

– Ensure the secretariat of the Opsys programme steering committee.

– Chair the user committees for the Opsys programme.

**Ensure Opsys programme implementation and monitoring in close coordination with the System Supplier**, providing leadership and strategic direction to the system supplier

– Monitor performance and results for Opsys development looking in particular at ensuring users' satisfaction, successfully phasing out of CRIS and capacity to handle business changes.

– Manage prototyping in order to reinforce the interaction with users.

– Approve the functional analysis and the technical analysis according to the applied development methodology.

**Ensure consistency among operational information systems**: in order to support the ambition of Opsys to put into coherence all operational information systems and to strengthen the alignment of IT
with business needs, to ensure the enterprise architecture function, in close coordination with concerned Units:

- Act as enterprise architect and give strategic advice on business processes and IT alignment including value delivery, risk assessment and resource optimization.

- Act as business architect and to that regard:
  - Set up and follow up of a business functional architecture and interacts with the IT Unit in order to ensure Business and IT architecture coherence
  - Ensure coherence of the business needs
  - Be consulted on changes of business processes with view of possible implications for Operational Information Systems. Acts as process coordinator
  - Define the data architecture in relation with the data coordinator

**Be the focal point for digital transformation and related change management** for DG DEVCO

- Define, initiate the implementation and monitor digital transformation and related changes through the use of modern technologies, the use of web documents, the reform and harmonisation of business processes and the change of business culture including through greater collaboration

- Act as a catalyst for introducing innovation and emerging good practices in IT tools, business processes and data management

**Ensure the responsibility of system owner for the modules CRIS Decision and CRIS Contract and for their phasing out.**

**Manage the governance of DEVCO information systems from a business perspective:**

- Ensure the implementation of the business governance for DEVCO’s information systems.

- Prepare the IT Steering Committee meetings and make the secretariat available for them.

- Participate in and coordinate the preparation of the IT Schéma Directeur in order to set the business priorities for the development of information systems and ensure the monitoring and the respect of the priorities and deadlines set in the annual IT Management Plan.

- Coordinate the System Owners to ensure consistency between the developments for all DEVCO’s systems.

**Manage the interactive Geographic Information System project (GIS):** covering maintenance of IT developments with partner DGs and update of data encoded until GIS is integrated into Opsys

**Manage administrative aspects related to Opsys** including finance and contract activities as budget, contracts with external consultants and intra muros staff
06 – Quality and results
Enhance, in collaboration with other services, the quality of EU development cooperation as well as its management at all stages of the project and programme cycle in order to contribute to maximising the impact of EC development cooperation, through developing and updating the appropriate methodologies, approaches, systems and IT tools and coordinate the implementation and updating of the EU International Cooperation and Development results framework, in particular:

In relation to the overall project and programme cycle management processes

a) Provide guidance and training in relation to the use of project and programme cycle management methodologies and promote related knowledge sharing
   - Update the overall methodologies for the project and programme cycle management (PPCM) based on an integrated programme cycle management concept and promote their use, including for mainstreaming of capacity development.
   - Design activities to promote and disseminate the related guidance documents and tools for Delegations and HQ staff.
   - Support guidance and training on thematic methodologies and approaches in collaboration with other Units concerned, in particular with the thematic Units as well Units in charge of budget support (Unit A4) and evaluations (Unit 04), the latter being in charge of methodologies and related guidance concerning respectively budget support and evaluation.
   - Ensure the maintenance management and promotion of DG DEVCO's corporate collaborative knowledge sharing platform Capacity4Dev.
   - Manage the “Tools and Methods” series for methodological documents.

b) Coordinate the corporate results agenda and provide internal support on results issues
   - Coordinate, associating Development Coordination and Thematic Units and Units 04, A4 and R1, the implementation and updating of the DEVCO results measurement framework and related instructions, guidance and other tools, including the drafting of the annual results report.
   - Coordinate DEVCO position with respect to the use of SDG indicators and be the focal point for relations with Eurostat in this respect.
   - Coordinate DEVCO position with respect to DEVCO related issues of Annual Work programme of Eurostat.
   - Provide support to the EU Delegations and DEVCO HQ Units with respect to quality issues in relation to results and indicators both in policy and reporting framework documents and in relation to individual actions, including for the use of SDG targets and indicators.
   - As part of this, organise the activities of the EU Expert group on results.

c) Contribute to the development of IT tools for managing information, monitoring and reporting along the programme cycle for which the Unit is designated 'system owner' or for which the Unit is coordinating the business process in question
   - Contribute, in close cooperation with Units 05 and R6 in particular, to the development of relevant information management tools providing operational information on projects and programmes and related management processes and activities throughout the project cycle from multi-annual programming until project and programme evaluations.

d) Contribute to the update of rules and procedures by Unit R3 on issues relevant to or impacting on technical quality of delivery
   - Contribute to the update by Unit R3 of Guides on contractual and financial procedures (including on management modes and standardised documents in these fields) for the aspects relating to and/or impacting on the technical quality of aid delivery systems and tools.
– Contribute, in close collaboration with Unit R3 in particular, to the updating of rules and standards for the presentation of financing proposals and financing agreements for the parts where the Unit is acting as the owner of the documents concerned (such as the models for the Action Document and the TAPs annexes to financing agreements).

In relation to the programming process and documents
– Draft, in coordination with the other DEVCO services and EEAS, the programming instructions/guidelines for country, regional and thematic multi-annual programming process and documents to be prepared by HQ and Delegations and monitor the programming process.

In relation to the identification and formulation of projects and programmes
– Coordinate, supervise and monitor the Quality Support process which, through the regular organisation of Quality Support Groups, aims to assist the operational services and Delegations to ensure the quality of design of projects and programmes.
– Update Quality Support systems, tools and methodologies.

In relation to the monitoring of and reporting on projects and programmes
– Define and promote, in close cooperation with other services, the use of a methodology for internal monitoring of and reporting on projects and programmes covering the different implementation modalities.
– Coordinate and monitor the overall system of external Results Oriented Monitoring (ROM), implemented through the Development Coordination and Thematic Directorates, and define and update, in close cooperation with other services, the methodology for ROM.
– Contribute to and to support analysis of ROM and other project monitoring and reporting evaluation data.

In relation to the aforementioned tasks
– Coordinate the overall management of the Evaluation budget line and EDF support expenditure allocation for monitoring and evaluation and manage the implementation of credits relevant to the specific activities managed by the Unit, including the management of the related service contracts, for which the Unit is the sub-delegated authorising officer.
– Engage in and work with other services, EU institutions, EU Member States (including networks such as those for aid practitioners) and other development partners on quality of aid delivery methodologies and approaches and on results measurement frameworks
– Participate in the drafting of responses to queries and reports from the Council, the European Parliament and the European Court of Auditors under the coordination of the competent services.
Unit 07 - Overseas Countries and Territories

Define, lead and update the association of the 25 OCTs with the European Union *(implementation of Part IV of the Treaty of the Functioning of the European Union - TFEU)*

- Ensure the implementation of the provisions of the Overseas Association Decision and lead the work in relation with any necessary updates of that Decision.
- Participate in the definition – by the Directorates-General involved – of the level and methods of the OCTs participation in European horizontal programmes and lines.
- Ensure the general coordination of all the Commission’s Directorates-General on OCT issues and chair the Commission’s OCT Interservice group.
- Organise and chair the partnership meetings between the Commission’s services, the OCTs and the four Member States to which they are linked (annual OCT-EU Forum, tripartite regular meetings and working groups).
- Organise and lead the bilateral contacts with the OCTs and the Member States to which they are linked, in close cooperation with the Development Coordination Directorates involved.
- Assume primary responsibility for relations and contacts with other European institutions regarding OCT issues (Council groups and committees, EP commissions or Intergroups, etc.).
- Provide guidelines to the OCTs on other policies, coordinate and supervise the coherence of the Commission’s actions and initiatives which may be of interest to and/or have an impact on the EU’s association with the OCTs (e.g. climate change, renewable energy, biodiversity, trade negotiations, regional integration, customs).

Programme European aid for all OCTs

- Programme the European instruments planned for the OCTs (budget line for Greenland, EDF for the others), in close cooperation with the Development Coordination Directorates involved.
- Coordinate, finalise and revise the OCT programming documents (in coordination with the Development Coordination Directorates and the Delegations).
- Prepare, launch and finalise, in close collaboration with the Development Coordination Directorates involved, the procedures for the adoption of Commission decisions regarding OCT-EU cooperation (approval of Programming documents, financing decisions and decisions for the allocation of reserve-B to the OCTs).
- Organise and coordinate the work of the Commission’s services in the framework of mid-term reviews and ex-post evaluations of the programmes.
- Facilitate cooperation between OCTs, neighbouring Outermost regions and ACP countries and promoting joint programmes at regional level.

Plan, coordinate and supervise the Directorate-General’s activities with the OCTs (including activities regarding the implementation of aid to the OCTs)

General activities:

- Contribute to the preparation of the Directorate-General’s contributions to Activity Based Management for the Unit, when required.
- Be involved in the analysis and follow-up of the management plans and reports from the EAMR and JAR Delegations (External Assistance Monitoring Report and Joint Activity Report) which are led by the Development Coordination Directorates involved.
- Be involved in the preparation of the sub-delegated authorising officer’s reports to the delegated authorising officer for the OCTs, based on the Delegations’ reports.
– Contribute to the preparation of the OCT contribution to the Annual Activity Report and the EDF Financial Management Report, in association with the Development Coordination Directorates involved.

– Be involved in and participate in the regional seminars organised by the Development Coordination Directorates involved (e.g. DEVCO D, E, G and H).

**Inter-service activities**

– Coordinate DEVCO’s response and/or contribution to the inter-service consultations organised by the other DGs concerning OCTs.

– Represent DEVCO at the:
  
  o Outermost Regions Inter-service Group (chaired by DG REGIO);
  o Arctic Inter-service Group (chaired by the EEAS);
  o Participating to all meetings organised in the context of the Memorandum of Understanding signed between DEVCO and REGIO.
Policy Definition - Principal Adviser

Working closely with all DEVCO services, and in particular with Directorates A and B, the Principal Adviser tasks cover contribution to policy definition, notably regarding development of the concept of international cooperation with countries with reduced or phased-out bilateral EU development cooperation programmes; migration-related issues; and resilience, including in the context of preparations for the World Humanitarian Summit 2016.
**Directorate A – EU Development Policy and International Cooperation**

Directorate A is in charge of providing analysis and policy formulation within DG DEVCO on development issues, including general orientations, policy coherence for development, economic analysis, aid effectiveness, financing for development, budget support, public finance management, domestic revenue mobilisation and international cooperation and development dialogue. It ensures the representation in international fora on development issues, and coordinates relations with Member and non-EU States, International Organisations and International Financial Institutions (IFIs).

The Directorate's mission is to:

- formulate strategic orientations for the EU development policy, including on budget support, on the basis of internal and external experience, analysis and research; provide economic analysis in view of the formulation of evidence-based policy and develop a forward-looking vision for the international and European development agendas as well as promote and coordinate Policy Coherence for Development;

- ensure the policy follow-up of the 2030 Agenda for Sustainable Development in cooperation with other COM/EU services and set the strategic orientation for its implementation in line with DEVCO's mandate.

- formulate strategic orientations for EU international cooperation and lead on bilateral dialogue with 'graduated countries';

- policy development in the Financing for Development and Aid and Development Effectiveness, as well as through coordination of the relations with Member States, accession countries and countries of the European Free Trade Association in the area of development policy;

- maximise the impact of the EU as an effective international development actor in and with international organisations, IFIs, informal groupings such as the G7 and G20 and non-EU states, both DAC members and emerging economies (China, India);

- coordinate the preparation of the position on issues covered by the Directorate that are discussed in the other EU institutions, and in particular at the Council and the European Parliament, participating, representing DEVCO, and, when appropriate, the Commission, and ensuring appropriate reporting.
A1 – Policy and Coherence
The Unit's mission is to formulate strategic orientations for the EU development policy on the basis of internal and external experience, economic and policy analyses and researches, including consultation with the relevant services in DEVCO, to develop a forward-looking vision for the international and European development agendas, and to promote and coordinate Policy Coherence for Development. It is responsible for coordinating the implementation of the 2030 Agenda and Sustainable Development Goals (SDGs) in development policy, including the new European Consensus for Development.

2030 Agenda 2030 and SDGs
Formulate a long term vision for the implementation through development policy of the 2030 Agenda, which is the international framework for poverty elimination and sustainable development, including through the new European Consensus on Development and other relevant papers.

- formulate EU policy and ensure Commission representation in the wider policy debate, including with EU institutions, Member States, International Organisations and other stakeholders.
- provide policy inputs to all UN processes related to the implementation of the 2030 Agenda as well to other relevant international processes.
- contribute to the overarching initiative coordinated by the Secretariat-General for the implementation of SDGs though internal and external policies.
- coordinate DEVCO position with respect to the negotiations on the SDG indicators.
- be the focal point for relations with EUROSTAT (except for issues linked to the use of SDGs indicators and to the Annual Work programme of Eurostat, in the remit of Unit 06).

Strategic orientations for development policy
Formulate the EU development policy in a medium term perspective as well as in response to world or regional events and changing contexts; contribute to sector and thematic initiatives, ensuring coherence with the EU development policy framework.

- formulate strategic orientations for development policy and prepare, where relevant, Green papers, Staff Working Documents and Communications;
- develop economic and policy analysis in support of evidence-based policy formulation;
- organise relevant events/discussions on EU development policy;
- promote EU development policies in the European and international debate and fora;
- provide substance and orientations for briefings and speeches on development policy;
- keep abreast of policy evaluations and forward-looking research work;
- contribute to sector and thematic policy with a view to ensuring consistency with the general development policy framework especially when new initiatives are being considered;
- monitor and report on the compliance of implementation with the principles and the priorities of the Agenda for Change;
- contribute to inform decisions on the implementation of the new European Consensus on development, when adopted.

Policy Coherence for Development
- coordinate and mobilise the expertise of Thematic and Development Coordination Units in DG DEVCO and other Commission/EEAS services to promote Policy Coherence for Development (PCD) in the EU (EU institutions and Member States).
- support Thematic, Development Coordination Units and relevant Units coordinating the Impact Assessment and Interservice Consultation processes on PCD issues.
- lead the preparation and monitoring of strategic orientations and priorities of PCD in the framework of the implementation of the 2030 Agenda, including reporting (EU PCD report and Delegations reporting through EAMR).

- represent the Commission participation in the wider policy debate on PCD with EU institutions, Member States, International Organisations and other stakeholders, and to contribute to awareness-raising, gathering and dissemination of knowledge to strengthen the evidence based of PCD.
A2 – Aid and Development Effectiveness and Financing

The Unit contributes to European integration through policy development and oversight in the areas of Financing for Development and Aid and Development Effectiveness, as well as through coordination of the relations with Member States, accession countries and countries of the European Free Trade Association in the area of development policy.

Financing for Development and Sustainable Development

- lead policy development, monitoring and delivery on Financing for Development and overall financing strategy for sustainable development following the adoption of the Addis Ababa Action Agenda (AAAA) and of the 2030 Agenda, for Sustainable Development in close cooperation with other DEVCO and Commission/EEAS services to foster a joint EU and Member States policy.
- lead work and representation on the review of the OECD ODA definition in close association with Units A3 and R1.
- ensure Commission participation in the wider policy debate, including with EU institutions, Member States, International Organisations and other stakeholders.
- negotiate, follow up and review of the AAAA in the context of the 2030 Agenda; coordinate the monitoring and fulfilment of these commitments with Member States through reports to the UN; support the preparation of the Council's annual ODA report to the European Council.

Aid and Development Effectiveness

- influence international policy on aid and development effectiveness, coordinate EU positions for this purpose and ensure the representation of the European Union in relevant fora, including the Global Partnership for Effective Development Cooperation (GPEDC).
- lead policy development on aid and development effectiveness within the European Union (EU institutions and Member States), formulate, coordinate and monitor EU policies.
- lead in DG DEVCO and support other Commission/EEAS services for the implementation of aid and development effectiveness commitments and promote the dissemination of good practices.
- lead on joint programming and division of labour, in close coordination with the European External Action Service and DG NEAR, including on policy, methodology, operational guidance, providing support to DEVCO services as well as to EU Delegations, and contribute to the work of other DEVCO Units in charge of programming processes at all levels. Contribute to new initiatives emerging from joint programming in the area of "joint actions".
- lead on aid transparency, including policy and operational aspects, coordinate work in DEVCO, with other services in the Commission and with MS; contribute to international monitoring exercises (the annual Aid Transparency Index by Publish What You Fund and the biannual GPEDC progress report), manage publication of DEVCO data to the International Aid Transparency Initiative (IATI); manage the development of the EU Aid Explorer website in cooperation with Units R1, 02 and 05).
- contribute to the work done by DEVCO and Global Partnership Initiatives on other aspects of the development effectiveness agenda such as the use of country systems, untying of aid, inclusive partnerships including cooperation with private sector, domestic revenue mobilisation and the results agenda.

Relations with Member States, accession countries and EFTA countries

- coordinate the relations with EU Member State administrations on development policy formulation and implementation.
- provide information and analysis on Member States' development policies, notably for meetings of the Commissioner and the Director-General with their counterparts.
- participate as an observer as appropriate in the Practitioners Network.
– coordinate the relations with accession countries and with EFTA countries in the area of development policy.

– organise support activities for the new and future EU Member States to enhance their capacities in development policy and cooperation.
A3 – **International Cooperation and Dialogue**

The Unit's mission is to coordinate Commission and EU positions on development related issues in the framework of the UN, OECD, WB/International Financial Institutions, G7 and G20, to promote development dialogue and cooperation as established with non EU DAC members, and to engage with middle-income countries on international cooperation issues.

**United Nations**

- coordinate Commission and EU positions on development related issues in UN fora, in particular at the UN General Assembly (including the 2nd and 3rd Committees), ECOSOC, relevant functional Commissions of ECOSOC and other UN bodies as well as for major UN Meetings and Conferences.
- ensure appropriate Commission follow-up to international conferences on development.
- promote the overall implementation of Strategic Partnership Agreements with UN AFPs\(^1\), support thematic/sectoral Units in their cooperation with UN AFPs and assess, along with the appropriate thematic/sectoral Unit, proposals for new agreements and, when relevant, prepare them.
- represent the Commission at CONUN and in political dialogue meetings on UN issues and prepare and coordinate Commission positions accordingly.
- represent DG DEVCO in the UN Interservices Group.
- maintain regular contacts with EU Delegations in UN sites on development related matters and follow all relevant negotiations in the field of development.

**OECD**

- manage all aspects of relations with the OECD of relevance to development, in particular with the Development Assistance Committee (DAC) and its subsidiary bodies and the Development Centre and promote EU policies, interests and role in this context.
- coordinate Commission and EU inputs and positions for all OECD deliberations in the field of development, in particular for the DAC High Level Meetings, Senior Level Meetings and regular monthly meetings in Paris.
- manage the Commission's participation in DAC Peer Reviews and their follow-up.
- contribute to the work of the OECD in all fields of relevance for development cooperation, including, in particular, the global strategy and engagement with non-DAC donors.
- organise, as appropriate, EU-coordination in Brussels to prepare common EU positions and to exchange information with Member States.
- maintain regular contacts with Commission's DAC delegate based in Paris.
- represent DG DEVCO at the OECD Inter Service Group chaired by DG TRADE.

**World Bank/IFIs – relations with WB, IMF, etc.**

- formulate, coordinate and promote Commission and EU positions on development issues in IFIs.
- promote structured dialogue with IFIs on key development policy priorities and frameworks.
- prepare and participate in/to ensure follow up of high level meetings, e.g. Annual and Spring meetings of the WB and the IMF.
- prepare the European Executive Directors Annual visit and coordinate inputs to the EU+ coordination group via EU Delegation in Washington.
- lead on WBG Development Partners Forum issues.

\(^1\) Responsibility for the implementation of each Strategic Partnership Agreement lies with the appropriate sectoral Unit.
– maintain regular contact with the staff in EU Delegations in charge of following up on IFI matters, i.e. Washington (IMF, World Bank Group).

**G7 and G20**

– coordinate Commission and EU positions on development issues in the work of the G7, including inputs to new initiatives by the rotating G7 Presidencies.

– prepare briefings for the G7 Foreign Affairs Sous Sherpa (FASS) and the G7 Sherpa ahead of their meetings on development related issues, as well as for the G7 Summit and the G7 development ministers meeting, when organised by the rotating presidency.

– coordinate inputs and actively participate in the G7 accountability exercises, aiming at mapping the progress of G7 development related commitments.

– represent DG DEVCO at interservice meetings on G7 matters.

– coordinate Commission and EU positions on the G20 Development Agenda, in particular related to the Development Working Group (DWG).

– ensure that G20 Development work is consistent, as far as is practicable, with relevant EU policies and strategies.

– support the SG in their Sherpa and Summit work and provide briefings for effective COM participation in all G20 development activities.

**Non EU DAC members**

– coordinate the EU-US Development Dialogue, including preparing annual ministerial and regular Senior Level meetings, monitoring discussions at expert level and coordinating with EU Member States on all issues under the dialogue.

– coordinate Commission dialogue and contacts with other non EU DAC members such as Japan, South Korea Canada, and Australia in the field of development policy and development cooperation.

– follow, analyse and provide advice on policy developments in these countries.

– provide briefings/speeches/inputs for Commission participation in Summits, ministerial and high level meetings with these countries.

– maintain regular contacts with these countries’ Missions to the EU as well as with the EU Delegations in their capitals, in particular Washington,

– represent DG DEVCO in inter-services groups such as the EU-US, and as appropriate the EU-Japan and the EU-Canada

**DEVCO engagement with middle-income countries (MICs)**

– monitor, analyse and provide advice on domestic development challenges and foreign aid policies of MICs as well as on the global development impact of those countries.

– coordinate established senior level dialogue (e.g. with China) and/or technical contacts with those countries on global and regional development issues and share lessons in developing countries.

– coordinate DEVCO's engagement with MICs on international cooperation issues.

**Others**

– coordinate DEVCO’s approach and funding to International Organizations and advise on opportunities to cooperate with new international partners.

– coordinate relations with International Organisations/bodies or groupings such as the Commonwealth, the OIF and the CPLP and, as appropriate, with non-institutional actors on global development issues.
A4 – Budget Support and Public Finance Management

The Unit’s mission is to contribute to the formulation of the EU development policy on budget support and public finance, including fiscal and tax policies and to provide thematic support on public finance management, transparency and oversight of the budget, domestic revenue mobilisation, macro-economic and fiscal policy stability analysis as well as strategic orientations in these areas to inform the EU development policy, design and implementation of regional/country strategies in coordination with the concerned DEVCO Directorates and/or EEAS. The Unit supports NEAR in some of these activities in accordance with the 2015 DEVCO-NEAR Service Level Agreement.

Budget Support

- formulate the EU development policy on budget support and provide strategic orientation for programming, design and implementation.
- prepare, disseminate and support implementation of guidelines on budget support, and develop the relevant analytical frameworks for assessment and monitoring of issues such as macro-economic policies, domestic revenue mobilisation, public financial management, transparency and oversight of the budget as well as on the methodology for related performance assessment framework.
- develop, monitor and support implementation of a Risk Management Framework for budget support operations.
- ensure the quality of the Commission's responses to the audits of the European Court of Auditors and reports from the European Parliament regarding budget support, Public Finance Management (PFM) and other issues related to the Unit’s mandate.
- process and analyse data on budget support operations received from Development Coordination and financial Units on the amounts programmed, committed and disbursed in budget support (general and sectoral, in each geographical area), and on the macroeconomic and PFM results achieved.
- coordinate the EU budget support technical experts group and develop and monitor the implementation of the "EU coordinated approach on Budget Support”.
- participate in internal EC working groups on budget support related issues (e.g. evaluation).
- network and participate in debates on budget support with bilateral and multilateral organisations, academic and research centres with a view to providing relevant input for DEVCO activities.
- prepare, organise the Budget Support Steering Committee meetings and the follow-up of the BSSC decisions and provide the Secretariat of the BSSC. The BSSC is chaired by and reports to the DG directly.
- provide analysis and reporting on budget support programmes, risk management framework and results.
- animate the Budget Support Network (including DEVCO, EEAS and NEAR) and coordinate the Budget Support Regional Seminars organised in Delegations/HQ.
- coordinate with IFIs (IMF, WB, Regional Development Banks) on Budget Support related issues, including four institutions dialogue on fragile states (European Commission, WB, IMF, AfDB).

Public Finance Management (PFM) and Domestic Revenue Mobilisation (DRM)

- formulate the EU development policy on PFM, Fiscal Transparency and Accountability, including input, follow-up on and support to PEFA and other similar instruments, and provide strategic orientation for programming and implementation.
- formulate the EU development policy on "Tax and Development” and provide strategic orientation for programming and implementation. Coordinate with TAXUD.
follow-up on issues related to domestic revenue mobilisation, including from natural resources, and fair and transparent tax systems. Follow-up on and support to TADAT.

represent the Commission on the Extractive Industry Transparency Initiative (EITI) board and follow-up on issues related to natural resource management.

follow-up and provide strategic orientation on issues related to debt relief and debt management.

Follow-up on international initiatives and proved strategic orientation on issues related to public investment and public procurement.

assess and provide analytical input on the fiscal impact of trade agreement negotiations with developing countries, including EPA, in coordination with the relevant services.

network and participate in forums regarding PFM, domestic revenue mobilisation, and oversight and audit capacities in developing countries with bilateral and multilateral organisations, as well as academic and research centres.

coordinate with IFIs (IMF, WB, Regional Development Banks) on PFM and DRM related issues, including through the Strategic Partnership Framework with the IMF.

coordinate with international organisations and initiatives on external oversight related issues, e.g. with INTOSAI.

Coordinate and implement the actions related to the “Collect More Spend Better” agenda and contribute to the implementation of the Addis Agenda in relation to DRM.

**Macroeconomic and Fiscal Analysis**

analyse global macroeconomic and fiscal trends relevant to the EU development objectives and policy formulation, including the evolution of international financial and commodity markets.

provide macroeconomic and fiscal analysis input into the relevant country/regional strategy and programming, as well as on budget support programmes for Africa, the European Neighbourhood, Asia, Central Asia, Pacific, Latin America and Caribbean regions.

assess progress, in coordination with DG ECFIN and IMF, on macro-economic stabilisation, fiscal policy, growth prospects and to provide analytical input into the relevant strategy and programming and budget support programmes.

monitor and assess the impact of economic exogenous shocks on the macro-economic and fiscal stability of partner countries and assist with the design of shock absorbing mechanisms and responses.

promote networking and participate in debates on macroeconomic and fiscal issues with bilateral and multilateral organisations, as well as academic and research centres with a view to providing relevant input for DEVCO activities.

deal with innovative financing for development, with the contribution of Unit C3 (Financial instruments).

coordinate with IFIs (IMF, WB, Regional Development Banks) on issues related to Macroeconomic and fiscal analysis.

**Support to Development Coordination Directorates and Delegations**

Support the programming, design and implementation of budget support operations, and provide first line quality thematic support on PFM, transparency and oversight of the budget, domestic revenue mobilisation, macro-economic and fiscal stability analysis by performing the following tasks:

− support the identification, formulation and implementation (including mission when necessary) of budget support programmes and projects related to PFM and domestic revenue mobilisation.
– participate in the BSSC and provide assurance on the policy coherence of the formulation and implementation of budget support programmes.

– contribute to the improvement of Quality support systems and tools (QSG, monitoring, PCM platform, etc.) in relation to budget support issues.

– participate in the Quality Support process in order to provide quality assurance on the application of methodologies and tools in the design of budget support and related programmes.

– advise on eligibility assessments and disbursement conditions at the time of payment.

– review country specific thematic reports such as IMF or PEFA reports.

– organise and provide training to Commission staff (HQ and Delegations) on budget support and related issues through regional workshops and dedicated training events, and contribute to issues related to budget support in sector-specific training, at the request of thematic services.
**Directorate B – Human Development and Migration and Directorate C – Sustainable Growth and Development**

In the framework of DEVCO’s general mission, Directorates B and C:

**Formulate sectoral policies in their respective fields of competence**

For Directorate B: Democratic Governance (including the security and justice systems), Gender, Human Rights, Civil Society and Local Authorities, Employment, Inequalities and Migration, Education, Health, Research and Culture. Moreover, it contributes to the development of sectoral approaches in areas linked to global and trans-regional threats and emerging threats, nuclear safety and security, as well as approaches related to fragility and resilience.


In collaboration with the DEVCO Development Coordination Directorates and, if necessary, the Commission’s other services and Directorates-General as well as the EEAS, they:

- prepare the sectoral policy framework;
- strengthen the analysis and follow-up of each topic;
- prepare the sectoral or thematic policy documents (Communication, Staff Working Documents);
- prepare and implement the multiannual programming of thematic programmes under the Development Cooperation Instrument (DCI);
- coordinate the preparation of the position on thematic issues covered by the Directorate that are discussed in the other EU institutions, and in particular at the Council and the European Parliament, participating, representing DEVCO, and, when appropriate, the Commission, and ensuring appropriate reporting.
- lead or assist, where relevant, Development Coordination Directorates, the EEAS, Member States and, where appropriate, line DGs in the negotiation of agreements with developing countries and intergovernmental bodies directly impacting external assistance under the themes covered by the Directorate (e.g. FAO matters, commodities, trade negotiations, fisheries agreement, climate change VPA FLEGT).

Directorate B contributes to the preparation of multiannual programming for the European Instrument for Democracy and Human Rights, the Instrument contributing to Stability and Peace (Article 5) and the Cooperation Instrument in the field of Nuclear Safety. Both Directorates lead in the programming of thematic instruments and jointly for the GPGC of the DCI.

**Ensure the management of the instruments and thematic programmes which fall within their respective fields of competence in the framework of multiannual programming**

For Directorate B: the European Instrument for Democracy and Human Rights, the Instrument contributing to Stability and Peace (Article 5), the Cooperation Instrument in the field of Nuclear Safety, the Non-state Actors and Local Authorities thematic programme, the Investing in People thematic programme and the Migration and Asylum thematic programme and the Global Public Goods and Challenges thematic programme (of the DCI) for two components “human development” and “migration and asylum” and the new Thematic Programme “Civil Society and Local Authorities” (DCI).

For Directorate C: the Food security and “Food facility” thematic programmes, the Environment and Natural Resources thematic programme, including Energy, ACP-EU Water and Energy Facilities and the Global Public Goods and Challenges thematic programme (of the DCI) for three components “environment and climate change”, “sustainable energy”, “food security and sustainable agriculture”, and “human development” (for its component dealing with “Growth, Jobs and Private sector engagement”).

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As such, the Directorates' mission is to:

- be responsible for the management of the instruments, thematic programmes and facilities which are under their responsibility, in particular through carrying out the role of the sub-delegated authorising officer;
- promote effective and efficient management for each of the programmes throughout the operations cycle, from the identification to the final evaluation, from the headquarters for operations managed there, or through the Delegations for devolved operations;
- contribute to or manage the multiannual programming of the instruments and the previously mentioned thematic programmes;
- organise the implementation of the multiannual programming, including the guidelines and instructions to the Delegations on the identification or appraisal phases, in accordance with the Development Coordination Directorates;
- manage the non-devolved thematic programmes and projects in coordination with the Development Coordination Directorates;
- ensure coordination for the implementation of operations and for putting financing in place; promote methodological coherence and quality assurance in collaboration with the Development Coordination Directorates; and support the Delegations for the devolved projects and programmes throughout the operations cycle in order to ensure the desired results and impact;
- supervise the devolved management, in particular by making use of the regular reports prepared by the Delegations and by the Centralised Management Units;
- supervise the ROM (Results Oriented Monitoring) for projects and programmes managed by their respective Directorate. Directorate B ensures the coordination and management of the ROM contract on behalf of the two Directorates and ensures the dissemination of reports, conclusions and ROM recommendations;
- promote the visibility of Community aid in the geographic area concerned.

In addition, they carry out the following missions:

- participate in the preparation of the Annual Policy Statement and the Management Plan, and prepare the sub-delegated authorising officer’s report for the delegated authorising officer for the Directorate;
- consolidate the devolution process, including the supervision of operational sections and finance and contracts in Delegations;
- cooperate with the Development Coordination Directorates for the implementation of operations coordinated control systems;
- coordinate with the EEAS and other Commission's services, promoting the coherence of other EU policies with the objectives of the development policies in the areas of competence of the Directorate. This includes, where relevant, contribution to the Impact Assessment process.
- provide the relevant position of DEVCO in ISCs, for which they are in the lead.
- develop and plan the setting up of specific thematic EU Trust Funds under their areas of competence, according to the Financial Regulation.
- maintain and strengthen relations with Member States, in particular through chairing management committees, other donors and civil society partners, mainly to ensure coherence and complementarity, including the implementation of co-financing and as far as possible the harmonisation of methods in collaboration with the Development Coordination Directorates.
Develop thematic guidance, training and the dissemination of information, ensure the quality support and quality assurance process of sectoral operations implemented by the Development Coordination Directorates

– Develop methodological instruments, and explore innovative thematic approaches.
– Coordinate thematic networks and platforms.
– Manage the development of studies and methodological guidance financed by the Study Facility or MKS programme (in coordination with F&C Units, as well as with the Quality and Results and Knowledge Management Units) on their own.
– Ensure the dissemination of information by organising workshops, seminars and e-learning. Organise and provide training to Commission staff (HQ and Delegations) in the area of competence through regional workshops and dedicated training events, develop on-line training courses as well as printed training material and hand-books and contribute to budget support on issues related to sector-specific training upon request.

The Directorates DEVCO/B and DEVCO/C will provide first line quality support and notably a) quality sectoral support to the Development Coordination Directorates and Delegations primarily via remote support, support missions and b) quality assurance in the framework of the Quality Support Group (QSG) and the Budget Support Steering Committee (BSSC), for the programming, identification and appraisal phases of project and programmes.

In close collaboration with unit A1, ensure that other EU policies that affect developing countries take account of the objectives of development cooperation (Policy Coherence for Development - PCD)

– contribute to the screening of Commission initiatives with relevance to PCD.
– participate in Interservice Steering Groups for Impact Assessment, prepare DG DEVCO’s positions in ISC and ensure that the impact of new policy initiatives on developing countries is taken into account.
– formulate sector policies and carry out related analysis while seeking synergies and avoiding inconsistencies with other policy areas in line with 2030 Agenda.
– engage in and support studies aiming to assess the impact of other policies in developing countries.
– report on challenges and progress achieved in PCD priorities (trade and finance, food security, climate change, migration, security), contribute to the preparation of the EU PCD Report and support the DEVCO PCD team in discussions with line DGs.

Directorate DEVCO/B, units B1, B2 and B7 will support NEAR in some of their activities.

Formulate sector policies and carry out related analysis and ensure coherence with other policies

- Analyse trends and evolution of EU and other donors’ assistance and related sector policies and disseminate the results.
- Assess sector policies, cross-cutting issues and the most appropriate use of the various aid modalities and instruments available, propose new and innovative policy and aid modalities options if necessary.
- Identify best practices and lessons learnt from the past and integrate them into new interventions.
- Draft proposals for Commission Communications, staff working documents as well as other policy related documents and briefings.
- Assist, where relevant, Development Coordination Directorates, the EEAS, Member States and, where appropriate, line DGs in the negotiation of agreements with developing countries directly impacting external assistance under the themes covered by the unit (e.g. trade negotiations, fishing agreements, climate change, biodiversity, etc.).
- Contribute to the definition and the setting up of new thematic financial instruments/programmes within the MFF.
- Assist in the thematic and, where appropriate, geographic evaluations.

Engage in and promote sector and thematic relations within the Commission and other EU institutions, Member States and other stakeholders

- Contribute to improved communication, information sharing and coordination (within DEVCO and with EEAS, Delegations and where appropriate line DGs, with EU/MS and the Council) and improve visibility and understanding of EU development cooperation on sector related issues.
- Coordinate the preparation of the position on thematic issues that are discussed in the other EU institutions, and in particular at the Council and the European Parliament, participating, representing DEVCO, and, when appropriate, the Commission, and ensuring appropriate reporting.
- Contribute to the improvement of EU and other donor practices by promoting Aid Effectiveness principles like harmonisation, alignment and coordination and division of labour and supporting the development and use of indicators which assist the EU and other donors to account for results of overall development cooperation efforts.
- Represent the Commission/EU in international fora related to sector/thematic related matters, while striving to achieve coordinated EU positions and speaking with one voice - between the Commission and the Member States.
- Where EU financial contribution is provided to global initiatives, contribute to the decision making bodies and working groups set up for the management of those initiatives, in accordance, where appropriate, with arrangements agreed between donors on donor representation therein.

Manage thematic programmes and EDF Facilities, where relevant

- Draft thematic strategy papers, multi-annual and annual programming documents.
- Ensure appropriate coordination with Development Coordination Directorates, other thematic Units, line DG’s, Member states and, where appropriate, with other donors.
- Liaise with line DGs and other services to ensure appropriate integration of external dimension of internal policies while respecting DEVCO development cooperation policy, mandate and priorities.
– Lead on the identification and formulation of specific actions to implement the programming documents.
– Draft the guidelines, publish and evaluate the global calls for proposals.
– Ensure the implementation of the specific actions and related monitoring and evaluation.
– Ensure the implementation of the administrative, financial and contractual responsibilities for the operational units related to the above activities.
– Contribute to the preparation of the APS and EU budget as well as to the budgetary process and procedures during the year of budget implementation.
– Contribute, together with the competent financial/contractual Unit, the Development Coordination Directorates and the Delegations, to the monitoring of and the reporting on contracting and payments.
– Ensure the implementation of the administrative credits.
– Contribute to the preparation of the APS and EU budget as well as to the budgetary process and procedures during the year of budget implementation.
– Contribute, together with the competent financial/contractual Unit, the Development Coordination Directorates and the Delegations, to the monitoring of and the reporting on contracting and payments.
– Assist upon demand Delegations in sector policy dialogues.

**Contribute to the development and formulation of programming documents and implementing actions prepared by other services and to the related quality support process**

Thematic Units shall intervene upon requests from Development Coordination Directorates on the basis of an indicative agreed work plan, and in particular:
– Contribute to programming documents to ensure sector policies, methodologies and perspectives are taken into account.
– Contribute to the identification and formulation of the specific actions (which remain the primary responsibility of EU Delegations) to ensure coherence of approaches and respect of sector policies, methodologies and perspectives.
– Contribute to the improvement of the Quality Support systems and tools (programming guidelines, QSG, monitoring, ROM/Eval system, etc.).
– Participate in the Quality Support process and in the Budget Support Steering Committee (BSSC) in order to ensure the reflection of sector policies, methodologies and tools in the preparation of programming documents, projects and programmes.

**Provide thematic guidance and training & knowledge sharing**

Develop operational guidance and practical tools:
– Develop and formulate sector specific methodologies, approaches and practical tools, including, in particular, defining relevant indicators to measure the effectiveness of development assistance and strengthening sector performance monitoring in order to ensure more result-oriented development assistance, in collaboration with Unit 06 where appropriate, in particular in relation to the results agenda.
– Set up and coordinate thematic networks, including inter-services groups, and, in particular, using DG DEVCO's corporate collaborative platforms Capacity4dev with designated thematic coordinators.

Sector and thematic training and dissemination:
– Ensure the appropriate dissemination of policies, guidance documents and tools to Delegations and HQ staff.
– Coordinate the development and implementation of training sessions at HQ and in the field.
– Promote distance and e-learning, as well as training for external stakeholders related to sectors, thematic and transversal issues such as fragility or conflict sensitivity.

Manage information systems:
– Collaborate in the development of management information systems as regards the systems for which it is designated ‘system owner’.  

Specific to Unit B1

Unit B1 will ensure the quality support, policy coherence and elaboration of tools and methodologies on Good Governance (Rule of Law, Justice and Security Sector, Fight against Corruption), Democracy (electoral assistance, electoral observation follow up, freedom of expression support, parliamentary support, civic education, engagement with political parties), Gender Equality and Non-discrimination (women’s role in development, women’s rights, minorities’ at large, LGBT, indigenous peoples and children’s rights) and Human Rights (promotion and support to International, regional and national Conventions and Mechanisms on Political, Civil, Economic, Social and Cultural Rights, Human Rights Defenders, and EIDHR programme). This implies, inter alia, establishing, implementing and reporting on the multiannual programming and the annual management of the “European Instrument for Democracy and Human Rights” (with the exception of EU Election Observation Missions), and the “Gender equality” (under Investing in people) programme, as well as assistance and advice on the programming, design and implementation of projects and programmes in the area of competence of the Unit B1.

Specific to Unit B2

Unit B2 has a threefold and intertwined mandate.

1. Policy. It ensures the design and follow-up of policies and represents the Commission in the relevant institutions and fora, in particular on:
   – civil society (CS) in all of its components and local authorities (LAs) both as actors and operators of development policy and aid,
   – urban governance, territorial approach to local development, development education and awareness raising in Europe,
   – inclusive multi-stakeholders dialogue on EU policies, through the organisation of the Policy Forum for Development,
   – representation to the International Donor Group on CSOs, and international Task Team on CSOs development effectiveness.

2. Quality support. It provides quality support and operational backing to other Directorates and EU Delegations, in particular on:
   – the participation, capacity building and enabling environment of CSOs and LAs, including through the design and implementation of Roadmap for engaging with CSOs at country level,
   – Programmes on decentralisation, local development and local governance,
   – as a permanent interface with CSOs and LAs.

3. Operational Implementation. It deploys, implements, monitors and reports programmes, framework partnership agreements (FPAs) and projects related to:
   – The CSO-LA thematic line of the Development Cooperation Instrument (DCI) both at HQ level and in more than 120 EU Delegations,
   – The Development Education and Awareness Raising programme (DEAR) dedicated to the mobilization of EU citizens for development issues and global challenges.

Specific to Unit B3

Unit B3 is in charge of Migration, Employment, Inequalities, including but not limited to:

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2 Units C5, B2 and B5
– A) Employment, Social cohesion and Inequalities covering: 1) employment, vocational training, social dialogue, including addressing the needs of people whose livelihoods depend on the informal economy, 2) social protection with a focus on national systems which address both equity, vulnerability and “resilience”, 3) social inclusion, including for specific and vulnerable groups such as youth and people with disability, 4) the integration within EU development cooperation of the fight against raising social and economic inequalities.

– B) Migration and Asylum with a focus on the strengthening and deepening of the link between development and migration for both origin and destination LICs and MICs, inter alia migration governance, legal and labour mobility, the fight against irregular migration and human trafficking and smuggling, integrated border management, as well as Asylum and International Protection.

The Unit will liaise with DGs EMPL and HOME to ensure appropriate integration of external dimension of internal policies while respecting DEVCO development cooperation policy, mandate and priorities. The Unit will ensure the overall management of the thematic programmes on Migration/Asylum and the part of the Global Public Goods and Challenges programme related to employment social inclusion and protection, as well as on-going programmes and projects financed under the previous thematic budget line "Investing in People". The Unit will contribute to the EU development cooperation policy in relevant areas of EU policy such as trade and private sector development, resilience, fragile states, policy coherence for development, post-2015 Agenda. The Unit will contribute and/or participate to relevant international or global events, mechanisms and fora (e.g. Social Protection Inter-Agency Board, International Labour Conference, Global Forum for Migration and Development, International Conference on Population and Demography, etc.).

**Specific to Unit B4**

Unit B4 is in charge of the education, health, culture and research sectors. Regarding quality support and quality assurance the main focus will be on:

– (1) for Education: strengthening comprehensive education systems from early childhood development to tertiary education; improving equity of access to and quality of education, according to the needs of the country, in coordination with Unit B3 on TVET and employment, to ensure coherence, in a lifelong learning perspective;

– (2) for Health: Supporting national health policies, plans and strategies: strengthening health systems (human resources for health, access to medicines, financing, management and regulation) through policy dialogue and financial support at country level, support on a global level to complement the health specific programme: For better and more equitable health outcomes;

– (3) for Culture: strengthening and supporting Governments and non-state actors in their capacity to protect, manage and develop material and immaterial cultural heritage, cultural diversity, creative industries, intercultural dialogue, as well as other cultural expressions;

– (4) for Research: promoting research and technological development in partner countries. The unit is also responsible for preparation and implementation of its programmes under the DCI Global Public Goods and Challenges Programme. This also includes ensuring Board presence and follow up of global and regional initiatives in education (e.g. GPE, International Teacher Task Force, ADEA) and health (e.g. GFATM, GAVI).

The Unit also ensures that development-related education, health, research and culture aspects of global policies are appropriately considered through working with the line DGs in charge (e.g. for education: EAC / Erasmus for All, e.g. health SANCO / World Health Assembly and WHO, e.g. TRADE for trade-related aspects of access to medicines, e.g. RTD for research and innovation on in support of development policy objectives), and through work with the related UN agencies (UNESCO, WHO, UNAIDS etc.). In the same context the Unit leads on the interaction with the related sector departments of major development partners (EU MS, WB, U.S., etc.).
Specific to Unit B5

Unit B5 will focus its attention on work related to the Instrument for Nuclear Safety Cooperation (INSC) and to the long term actions financed by the Instrument contributing to Stability and Peace (IcSP), related to Art 5 of the IcSP Regulation. Art. 3 covers the short term actions related to crisis preparedness and the peace building partnership, which are being managed by FPI.

- This Unit’s work will include the formulation of strategic orientations and carrying out relevant analysis, managing the identification, preparation and implementation of the actions. On mentioned scopes, the Unit will work in coordination with EEAS, line DGs, Member States and relevant Member States’ organisations, partner countries and, where appropriate, with other donors, with regard to existing or emerging global initiatives.

- For IcSP, the scope of the actions may include, but is not limited to, fighting and protecting against the risk linked to threats of chemical, biological, radiological and nuclear materials and technologies; strengthening the response capacities of non-EU member countries to countering global and trans-regional threats and emerging, such as countering violent extremism and organised crime, including the illicit trafficking of small and light weapons, drugs and human beings and threats to critical infrastructure and public health. A new priority is related to climate change and security. For implementation of the actions, the Expert Support Facility is an effective and flexible tool for making available Member States’ security expertise. The Unit is also the focal point for anti-mining issues.

- For INSC, the scope includes: improving nuclear safety, particularly in terms of the regulatory framework; the safe transport, treatment and disposal of radioactive waste; the remediation of former nuclear sites and the protection against ionising radiation given off by radioactive materials; and emergency preparedness (accident prevention as well as reaction in the event of an accident).

- Unit B5 is the coordinator for the activities of DG DEVCO with IAEA, JRC and also for the relations between DEVCO and UNODC.

- Unit B5 represents DG DEVCO on sectorial security issues as maritime security, aviation security, counter terrorism and cybercrime.

Specific to Unit B7

Unit B7 focuses its attention on defining the policy framework for cooperation with countries affected by crisis and fragility and on providing support, guidance and tools aimed at facilitating the transition of partner countries from fragility to resilience. Furthermore, it seeks to ensure effective and coherent action by the European Union in case of major crisis situations and in fragile countries.

The Unit’s work includes policy, strategic and conceptual work regarding EU development cooperation with fragile and conflict-affected states, and notably the follow-up and implementation of the EU’s Comprehensive Approach to conflicts and crises. The Unit carries out/participates in/advises on relevant analyses (in particular conflict analyses and recovery and peace-building assessments) in support of actions to be implemented/reviewed in fragile and conflict-affected countries, developing guidance and tools, thereby “operationalizing” the key principles "on the ground". Unit B7 organises pre-posting trainings for EU staff appointed to EU Delegations based in fragile and conflict-affected countries and participates in CSDP pre-deployment trainings. It coordinates the update of DEVCO’s list of countries under crisis situations for the purposes of the Financial Regulation and its Implementing Rules, and serves as DG DEVCO’s counterpart to the EEAS for the Early Warning System.

Unit B7 facilitates coordination between DG DEVCO and internal and external stakeholders relevant to situations of fragility and crisis ("coordination platform"), including developing and maintaining partnerships with relevant international players, including the UN System, the World Bank, regional organisations, bilateral donors, INCAF, IDPS, and the OECD in areas related to fragility, conflict prevention and resilience.

Unit B7 coordinates within DG DEVCO the preparation of new policy initiatives related to resilience and, jointly with DG ECHO, oversees the implementation of the Commission’s resilience action plan.
2013-2020. Within DG DEVCO, the unit coordinates work on the humanitarian-development (political) nexus and the follow-up to the World Humanitarian Summit.

Unit B7 is the coordinator for the activities of DG DEVCO with DG ECHO, DG NEAR, FPI, other line DGs, EEAS conflict prevention and crisis management structures (K2, CPCC, CMPD, EUMS), Member States and, where appropriate, with other donors, International Organisations or outside bodies (United Nations, regional organisations), on issues related to fragility, resilience, the operationalisation of the EU comprehensive approach, conflict prevention and conflict sensitivity. It represents DG DEVCO in the CSDP Lessons Learned Working Group chaired by the EEAS and in crisis management exercises.

Unit B7 represents DG DEVCO on transversal issues such as fragility, resilience, conflict prevention/sensitivity in relation to both internal and external stakeholders to better organise prevention and preparedness strategies, as well as response and recovery, including transition from fragility to resilience.

Specific to Unit C1

Unit C1 is in charge of “Rural development, Food Security, Nutrition”, including but not limited to:

- Nutrition: implementation of Nutrition policy, the Nutrition Action Plan, on order to reach the targets endorsed by the Commission, support the Scaling Up Nutrition Movement.
- Resilience: food crisis prevention and management including the lead to support AGIR and SHARE based on the 2012 communication on resilience.
- Sustainable Agriculture: environmental sustainability, access to land, research and innovation; Global Alliance for Climate Smart Agriculture.
- Agricultural Growth: value chain development, livestock, agriculture commodities, trade including sanitary and phyto-sanitary, agribusiness, rural employments, biofuel for its crop and land dimension while Unit C6 deals with technologies for utilisation and wider energy policy aspects.
- Programming and management of: Food Security / Sustainable Agriculture, Food Security Thematic programme, “Agreement with FAO” and “Commodities” and the intra ACP – for food and nutrition security and agricultural interventions.
- Financial allocation and programming of commodity-based instruments (sugar and bananas) while the implementation is the responsibility of Development Coordination Directorates.
- Thematic support: mainly focused on the assistance to the 61 Delegations in countries where food and nutrition security / agriculture is focal sector.
- Agricultural Commodities (coffee, cocoa and cotton): Formulation, coordination and promotion of EU common positions in the International Commodity Boards, in particular for areas of EU exclusive competences and chef de file for the Commission at the corresponding meetings of the Council Working Party on “Produits de Base” (PROBA).
- Representation of the EU in the Rome based agencies: Formulation, coordination and promotion of EU positions on rural development, food security and nutrition issues in CFS, FAO, and IFAD and, in liaison with DG ECHO, WFP. Coordination of Commission services for matters under the responsibility of the AGRIFAO Council Working Party. Lead negotiations with Council and EEAS to align the representation of the EU in Rome to the Lisbon Treaty.
- Instruct the EU Delegation in Rome on these matters to represent the EU in FAO and IFAD, CFS.
- G7/G20: In close cooperation with Unit A3, formulate Commission and EU positions on rural development, food security and nutrition issues, in consultation within DEVCO and in coordination with other DGs and the EEAS. Contribute to G7 and G20 accountability exercises.
- Represent Commission the Commission for CTA matters.

Agriculture includes also livestock, fisheries and aquaculture.
Specific to Unit C2

Unit C2 promotes the environmental dimension of the new sustainable development agenda, across the 17 SDGs, in the following thematic areas: environment, biodiversity, ecosystems and wildlife, forests, land, green economy, chemicals and waste. Unit C2 supports efforts in developing countries to preserve, enhance and sustainably use the natural capital, strengthen environmental governance, achieve environmental sustainability, develop the green economy and implement relevant Multilateral Environment Agreements. In coordination with DG ENV, it contributes to the external dimension of the Union environment policies, notably by supporting international negotiations processes under UN Convention to Combat Desertification (UNCCD) and Convention for Biodiversity (CBD).

The 2030 Agenda requires a radical acceleration of efforts to mainstream environmental sustainability into all sectors. Unit C2 is responsible for supporting the integration of environmental objectives in EU development cooperation and in the policies, plans and programmes of partner countries and regions. Unit C2 works in close collaboration with Unit C6, to promote coordination and synergies between environmental and climate action, in particular by developing and managing common mainstreaming tools and approaches. In addition, Unit C2's thematic work covers:

- **Green Economy**: supporting partner countries and regions in the transition to an inclusive green economy; develop green and decent jobs; promote private and public investments in the green economy; support the adoption of sustainable consumption and production practices; promote the sound management of chemicals and waste.
- **Forest**:
  - Address illegal logging and its associated trade (FLEGT): (a) co-lead with DG Environment (and EU Member States) the implementation of the FLEGT Action Plan; (b) negotiate and support the implementation of voluntary partnership agreements (VPA);
  - Support action to (a) strengthen forest governance and promote sustainable forest management; (b) address the drivers of deforestation; (c) assess and monitor forest resources;
  - Support action to Reduce Emissions from Deforestation and forest Degradation (REDD+): including synergies with FLEGT;
- **Biodiversity and Wildlife**:
  - Address the 6th massive extinction of biodiversity through: (a) improving the management of Key Landscapes for Conservation (including terrestrial, marine and coastal areas), (b) protecting endangered species.
  - Promote the sustainable use of natural ecosystems to support livelihoods by: (a) tackling biodiversity and food security links, (b) increasing ecosystem services and direct benefits for people.
  - Address the security impact of wildlife crime through (a) fighting wildlife poaching and smuggling, (b) supporting the EU Action Plan against Wildlife Trafficking
- **Sustainable land management**: minimizing land degradation, rehabilitating degraded areas and ensuring the optimal use of land resources.
- The Unit designs and coordinates the implementation of three thematic flagships: (1) Biodiversity for Life (B4Life), (2) Switch to Green, and (3) Forest Law Enforcement Governance and Trade (FLEGT).

Specific to Unit C3 - see page 49

Specific to Unit C4

Unit C4 is responsible for the following policy and thematic areas: “Private Framework Development, Trade and Regional Integration”, including but not limited to:

- strengthening the role of the private sector in achieving inclusive and sustainable growth with focus on private sector development and competitiveness (business enabling environment, public-private
partnerships, business development services, access to finance and microfinance, innovation, sustainable industrialisation, corporate social responsibility/innovative business models, non-agricultural and non-energy raw materials), as well as engagement and structured dialogue with the private sector;

- improving the effectiveness and impact of EU aid for trade with a focus on seizing the development potential of trade and investment policy and legislation, strengthening the trade and development nexus, and improving EU interventions in trade and customs related issues, in particular trade facilitation, quality infrastructure;

- promoting regional economic integration in particular through thematic support

Manage the DCI GPGC thematic programme in the field Human Development – “Growth, jobs and Private sector Engagement”; and the trade and private sector components of the Intra ACP funds.

In close coordination with DG TRADE, EEAS, support DEVCO’s contributions to multilateral, regional and bilateral trade negotiations.

**Specific to Unit C5**

Unit C5 "Water, Infrastructures and Cities" is in charge of the management of the development and co-operation policies in the areas of Water -including sanitation, integrated water management and wastewater management-, Infrastructures -in particular transport and ICT / Digitalisation for Development- and Cities -including Megacities, the implementation of the New Urban Agenda, and more generally, all other urban development matters-. It also supports and provides guidance to Delegations and other services within DEVCO and implements a portfolio of projects/programmes in the thematic areas of its competencies. It covers all ACP regions and countries but also offers support in Latin America, Asia as well in the Neighbourhood. The Unit is involved in EU Investment facilities (AITF, AIF, IFCA, IF Pacific, LAIF and CIF) and the thematic assessment of proposed interventions and related recommendations for DEVCO management. It coordinates with other Commission services (DG ENV, DG NEAR, DG ECHO, DG RTD, DG CNECT, DG MOVE, DG TRADE) and the EEAS. It participates in the EDF and DCI Committees when appropriate as well as relevant Parliamentary Groups.

The **Water sub-sector** covers water and sanitation, integrated water management and waste water management. Responsibilities include:

(a) representing DG DEVCO on sector issues from a development perspective;

(b) supporting global initiatives improving sustainable access to safe drinking water and basic sanitation, including behaviour change and hygiene education programmes, water saving techniques, waste water management, water quality and pollution;

(c) supporting the initiatives for shared water resources among riparian countries; knowledge sharing and best practices for integrated water resources management at national and trans-boundary levels;

(d) supporting for water diplomacy and the water-energy-agriculture Nexus;

(e) engaging with strategic partners such as UNESCO, UNICEF, UNECE and civil society actors;

(f) supporting the formulation/appraisal and implementation of Water / Nexus related interventions.

The **Infrastructures sub-sector** covers transport infrastructure - inland transportation (roads, railways and rail stations); water transportation (inland waterways transportation, maritime transportation, maritime safety and ports), air transportation (aviation, air safety, air security and airports) multi-modal transport infrastructure (multi-modal exchanges and dry ports) – as well as transport services (passengers and freight transportation), infrastructure for regional integration and trade facilitation (one stop border posts, axle load control and weighing bridge stations). It also covers Satellite and Information & Communication Technologies (ICT) / Digitalisation. The Unit engages in:

(a) representing DG DEVCO on sector issues from a development perspective;

(b) acting as focal point for the coordination and operationalizing of the Reference Group for Infrastructure within the Joint Africa-Europe Strategy (JAES);
(c) supporting the development of the European satellite navigation systems GALILEO and operating EGNOS in Africa, with a focus in promoting the potential benefits of using these technologies for the socio-economic development of the African continent;

(d) promoting EU sector related policies in dialogue with International Organisations and expert ‘platforms and networks’ including the Sub-Saharan Transport Programme for Africa (SSATP) and the Infrastructure Consortium for Africa (ICA);

(e) supporting the formulation/appraisal and implementation of Infrastructure related interventions, in particular through the blending facilities.

The Cities sub-sector includes megacities, the implementation of the New Urban Agenda (Quito, Oct. 2016), urban mobility (city rails, urban road networks), urban infrastructures, slum upgrading and more generally, all other urban development matters. The Unit is responsible for:

(a) Acting as DG DEVCO focal point for policy elaboration, implementation and follow up of actions related to urban development in partner countries;

(b) Contributing to the elaboration of the EU urban development cooperation policy and actively supporting policy developments related to the urban dimension of other EU policies as migration, gender equality, energy, climate change, resilience and environment;

(c) Promoting EU urban development policy and priorities within International Organisations such as UN HABITAT, UNDP, UNOPS, Cities Alliance, International Financing Institutions and Trust Funds;

(d) Engaging in the formulation/appraisal and implementation of related interventions, including through blending.

Specific to Unit C6

Unit C6 "Sustainable Energy and Climate Change" is in charge of the management of the international cooperation and development policies related to sustainable energy and climate change. Unit C6 provides support and guidance to Delegations and other Units within DEVCO and is also in charge of the implementation of a portfolio of projects/programmes in these thematic areas.

Concerning Sustainable Energy, the Unit’s activities enhance the external dimension of the EU’s energy policy and contribute to the attainment of SDG 7 and SDG 13 including through support to global initiatives such as Sustainable Energy for All (SE4ALL). In particular the Unit’s work focuses on three main challenges:

– Address energy poverty by ensuring better access for all to energy services that are affordable, reliable, resilient, clean and sustainable, with a strong focus on renewable energy;

– Support the improvement of regulatory frameworks and increasing partner countries’ capacities to stimulate investment for renewable energy and energy efficiency;

– Tackle climate change by promoting low carbon climate resilient economies.

Moreover, Unit C6's mission in the area of sustainable energy is to:

– work toward the achievement of the objectives of SDG7 "Ensure access to affordable, reliable, sustainable and modern energy for all"

– By 2030, ensure universal access to affordable, reliable and modern energy services

– By 2030, increase substantially the share of renewable energy in the global energy mix

– By 2030, double the global rate of improvement in energy efficiency

– By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology

– By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island
developing States, and land-locked developing countries, in accordance with their respective programmes of support

- support activities aiming at enhancing energy efficiency and access to sustainable energy services in sub-Saharan African cities and at fostering international urban cooperation.

- support and monitor the implementation of projects co-financed by the ACP - EU Energy Facility;

- contribute to providing financing complementing and leveraging investments by private or public sector operators and financiers in sustainable energy through the EU blending framework including regional investment facilities and the Electrification Financing Initiative (ElectriFI). In this context, the Unit’s core task is the thematic assessment of the interventions proposed and the provision of related advice to the DEVCO hierarchy.

Concerning Climate Change (Climate Resilience and Adaptation, Climate Mitigation and Low Emission Strategies, Climate Finance, Disaster Risk Reduction), the Unit's activities enhance the external dimension of the EU’s climate policy and contribute to the attainment of SDG 13.

Unit C6 is responsible for the management and implementation of the following priority areas under the GPGC thematic instrument: Climate Change (including mitigation, adaptation, and climate resilience) and Disaster Risk Reduction. In the 2014-2020 framework, the Unit is leading the design and coordinating the implementation of GPGC thematic flagship, the Global Climate Change Alliance + (GCCA+) as well as the implementation of mitigation actions under the GPGC.

Unit C6's detailed responsibilities include:

- provide guidance on the mainstreaming of climate change in all relevant instruments managed by DG DEVCO and the achievement of the target for 20% of EU budget expenditure to be climate relevant. Unit C6 works in close collaboration with Unit C2 to promote coordination and synergies between environmental and climate action;

- participate together with DG CLIMA in international climate change negotiations under UNFCCC and contribute to aspects related to climate finance, adaptation, capacity building as well as to the Nationally Determined Contributions (NDCs) development and implementation in the context of the SDGs;

- support Disaster Risk Reduction mainstreaming and follow up on the EU Action plan for Resilience in crisis prone countries;

- implement climate related thematic programmes and coordinate the design and implementation of the GCCA+ flagship;

- support and monitor the implementation of the Intra-ACP Climate Change and Disaster Risk Reduction programme.

Unit C6 is the entry point on development issues vis-à-vis UNFCCC (United Nations Framework Convention on Climate Change) and UNISDR (United Nations Strategy for Disaster Reduction).

For both sustainable energy and climate change, Unit C6's mission is to:

- develop and guide the formulation of policy and strategy orientations and guidelines in close coordination with other Services and partners, notably through participation in international cooperative initiatives;

- support activities aiming at enhancing the application and mainstreaming of such policies in developing countries;

- manage and monitor the selection, award and contracting process for projects and programmes in compliance with the prevailing rules and regulations;

- follow, in close cooperation with EU Delegations, the policy dialogue and cooperation with partner countries; provide quality support to EU Delegations concerning the design and implementation of activities;
– represent the Commission in events and meetings with Governments, International Organisations, global partners, institutions, public and private organisations, industry and civil society, for issues of relevance to the work of the Unit, and of the Directorate;

– negotiate on behalf of the Commission with Member States, third countries, donor institutions and organisations.
**C3 – Financial Instruments**

Promote, coordinate and manage innovative financial instruments of the External Relations portfolios in the regions covered by DEVCO.

**Design, formulate and promote the increased use of innovative financial instruments**

- Formulate the general framework blending instruments in conformity with EU policies, relevant strategy documents and other programming documents.
- Front office for:
  - Conception, promotion, formulation and implementation of financing tools with different partners.
  - Coordination of policy proposals with relevant stakeholders, including other DG’s, MS and EFIs.
  - Stronger involvement of partner countries.
  - Cooperation with private sector in the context of innovative financial instruments.
- Focal point for:
  - Specific regional or thematic investment initiatives such as climate financing.
  - Initiatives of other DEVCO services or DGs on innovative financial instrument related issues.
  - Communications, staff working documents and briefings, specific blending guidelines, etc.
  - Contributions to programming documents and related programming guidelines.
  - Issue of recording blending activities as ODA (“DACability”).

**Manage and coordinate different DEVCO external financial instruments**

- Manage secretariats of all DEVCO regional blending facilities in coordination with Development Coordination Directorates, e.g. organisation of meetings, drafting of documents, relations with stakeholders; operational management of the EU contribution to the EU-Africa Infrastructure Trust Fund (ITF) for the relevant AO Development Coordination Directorate,
- Screen blending projects in cooperation with Development Coordination and Thematic services, EU Delegations and the competent services (EEAS, line DGs) and monitor the implementation of these projects.
- Rationalise procedures and rules of the blending instruments (alignment).
- Coordinate dissemination, communication and visibility activities.
- Operational management of other external financial instruments such as GEEREF, ACP IF, etc.

**Put into action and supervise decisions of the governing bodies of external financial instruments**

- Prepare financing decisions on blending instruments; support Development Coordination Directorates.
- Support Development Coordination Directorates, EU Delegations and Directorate R:
  - Prepare and negotiate legal commitments implementing decisions of facilities.
  - Negotiate MoUs, framework agreements, mutual reliance agreements, etc. with EFIs.
  - Monitor and coordinate, at instrument level, project implementation.
- Advise Development Coordination and Thematic services and EU Delegations:
  - Negotiate and implement agreements with EFI even if outside scope of blending facilities.
  - Financial instrument modalities, such as interest rate subsidies, first loss tranches, etc.
Coordinate relations with EIB and other multi- and bilateral finance institutions. Engage in and promote relations within the Commission and other EU institutions, MS, and other partners

- Manage EU platform for blending in external cooperation with ECFIN, NEAR and EEAS.
- Follow-up on overall implementation of agreements and activities of EIB and other European multilateral and bilateral finance institutions as well as other multilateral finance institutions involved in blending activities in coordination with relevant Development Coordination Directorates.
- Manage and coordinate, in close consultation with Development Coordination /Thematic services, the participation of DEVCO in the relevant meetings related to cooperation between the EIB and Commission in the EIB external mandate, and other committees in the framework of institutional relations with EFIs.
- Formulate the framework for structured dialogue with the different European partners in order to ensure programmatic co-ordination and policy coherence in applying innovative financial instruments.
- Coordinate inter-service consultations in DEVCO related to the “Article 19 procedure” on EIB activities (consultation with Development Coordination Directorates, EU Delegations and other services).
- Follow up relations with the African Development Bank in the context of blending.
- Contribute on blending related aspects to:
  - Sector/thematic dialogue at regional or continental level.
  - Implementation of the new Multiannual Financial Framework.
  - Negotiations of agreements with third countries directly impacting external assistance.
  - Drafting of responses to queries on financial instrument related matters from the Council, the European Parliament and the European Court of Auditors.
- Represent DG DEVCO in fora related to financial instruments, and strive for coordinated EU positions.
- Coordinate the preparation of the position on issues covered by the Unit that are discussed in the relevant Council Working Groups or Committees and at the European Parliament, participate, represent DEVCO, and, when appropriate, the Commission, and ensure appropriate reporting.

Coordinate all Trust Funds with International Organisations (IOs), function as a focal point and report on work with IOs

- Focal point for IOs by taking over the operational coordination with all IOs (UN/OECD, WB/IFC and other IOs) in coordination with the relevant DEVCO services. Includes maintaining overview of funds channelled, management of client connection system, organisation of annual meetings on operational issues, participation in WB Trust Fund Donor Forum and the follow up on IAS, IAC and ECA reports.
- Take over the overall coordination of all Trust Funds with IOs.
- Provide DEVCO annual statistics on work with IOs, coordinate annual publication exercise of beneficiaries of funds managed through IOs in indirect management and elaborate reports on trust funds in coordination with relevant services. Accuracy and reliability of financial and non-financial data encoded in CRIS and used for producing the statistics remains responsibility of the corresponding AOSD while Unit R5 manages the publication of resulting statistics.

Provide guidance and training

- Develop and coordinate guidance material related to the use of financial instruments such as:
  - Practical tools for operational use such as indicators to measure of performance.
  - Networks for knowledge exchange and operational guidance.
  - Documents, trainings, and other tools for Delegations and HQ staff.
– Coordinate dissemination, communication and visibility activities directly or in cooperation with relevant services in HQ and Delegations. Contribute to communication, information sharing and coordination as well as to visibility activities related to financial instruments, including through proposing speakers for conferences and liaising with the Unit for information and communication.

**Contribute to the quality management process**

– Contribute to the functioning of the Quality Support systems and tools.

– Participate in the Quality Support process respecting the appropriate application of policies, methodologies and tools related to financial instruments.

– Assist in evaluations as appropriate.
Directorate D – Development Coordination East and Southern Africa, Directorate E – Development Coordination West and Central Africa, Directorate G – Development Coordination Latin America and Caribbean, Directorate H – Development Coordination Asia, Central Asia, Middle East/Gulf and Pacific

In the framework of multiannual programming:

- Take responsibility for the role of sub-delegated authorising officer for cooperation programmes financed by the EDF or budget lines for: East and Southern Africa, Directorate D; West and Central Africa, Directorate E; Latin America and the Caribbean, Directorate G; Asia, Central Asia, Middle East/Gulf and the Pacific, Directorate H;
- Promote effective and efficient management for each of the programmes throughout the operations cycle, from the identification to final evaluation, from the headquarters for operations managed there, or through the Delegations for devolved operations;
- Plan the implementation of multiannual programming, including guidelines and instructions to Delegations on the identification and appraisal phases;
- Manage the geographised thematic programmes and projects in coordination with Directorates B & C;
- Ensure coordination in the implementation of operations and put financing in place; promote methodological coherence and quality assurance in collaboration with Directorates A, B and C; and support the Delegations with devolved projects and programmes throughout the operations cycle in order to ensure the desired results and impact;
- Supervise the devolved management, in particular by making use of the regular reports prepared by the Delegations;
- Promote the visibility of EU aid in the geographic area concerned.
- Participate in the preparation of the Management Plan, and prepare the sub-delegated authorising officer’s report to the delegated authorising officer for the Directorate and to the appropriate sub-delegated authorising officer for the thematic programmes of Directorates B and C.
- Consolidate the devolution process, including the supervision of the operational sections and finance and contracts in Delegations.
- Implement a coordinated control system for operations for the area concerned, in particular by developing supervisory tools for the devolved management in Delegations, by implementing an expost control system for financial transactions, by managing a direct audit system from the headquarters or via the Delegations, and by ensuring good relations with the control agencies, in conjunction with the horizontal units concerned at the headquarters.
- Strengthen the analysis and follow-up by country and by region, and in particular develop an understanding of each country and region, and contribute to the development of multiannual programming and to the preparation of the corresponding documents (Strategy Papers, Multiannual Indicative Programmes, etc.) in the context of the methods agreed upon with the EEAS.
- By coordinating with the EEAS and other Commission's services, promote the coherence of other EU policies with the objectives of the development policies in the areas of competence of the Directorate. This includes, where relevant, contribution to the Impact Assessment process as well as support to Delegations in areas relevant for policy coherence for development.
- Manage and strengthen relations with Member States, in particular through chairing management committees, other donors and civil society partners, mainly to ensure coherence and complementarity, including the implementation of co-financing and harmonise, as far as possible, collaboration methods in cooperation with Directorates B and C.
– Coordinate the preparation of the position on issues covered by the Directorate that are discussed in the other EU institutions, and in particular at the Council and the European Parliament, participating, representing DEVCO, and, when appropriate, the Commission, and ensuring appropriate reporting.

– Research, promote and implement approaches and experiences for strengthening partnerships with the recipient states.

– Monitor the adequacy of human resources.

**Specific to Directorate G**

– Follow up relations with the Inter-American Development Bank.

**Specific to Directorate H**

– Responsibility for relations with International and Regional Financial Institutions established in the geographic area covered by Directorate H (Asian Development Bank, Asian Infrastructure Investment Bank, etc.); and for contacts with Departments of International and Regional Financial Institutions in connection with their activities in the geographical area covered by Directorate H (World Bank, International Monetary Fund, European Investment Bank, etc.).
Plan, coordinate and supervise the devolved or non-devolved activities of the Development Coordination Directorate and ensure overall coordination and coherence of development policy in the countries and regions under their responsibility.

General activities:

Coordinate and develop the Directorate’s Management Plan.\(^4\)

Analyse and follow-up the Management Plans and the Delegations’ reports (EAMR and JAR), prepare the consolidated responses (in collaboration with the thematic Directorates and Directorate A).\(^5\)

Prepare, coordinate and consolidate the sub-delegated authorising officer’s reports to the delegated authorising officer for the Directorate, based on reports from the Delegations and the Directorate’s Units.\(^6\)

Prepare and consolidate the Directorate’s contribution to the Annual Activity Report and other periodic reports, in coordination with the Finance, Contracts and Audit Unit and the Regional Operations Units.\(^7\)

Prepare contributions to the risk register updates.\(^8\)

Coordinate preparation of the position for the fixed-day meetings, DEVCO management meetings and other meetings with horizontal agendas.

Coordinate, in cooperation with EEAS and the Delegations, the preparation of the programming documents for the countries under the Unit’s responsibility. Collaborate with the regional programmes’ Units in the preparation of the regional programming documents.\(^9\)

Contribute to the thematic multiannual programming, including “sugar” and “bananas” for the area concerned, in conjunction with the Delegations and the “Regional Programmes” Units and Directorates B and C.\(^{10}\)

Coordinate and follow-up of the implementation of cooperation with the countries or regional organisations from the geographic area concerned, in accordance with the Interservice Agreement (Working arrangements) between the Commission and the EEAS.\(^{11}\)

Programme and implement the Disaster Risk Reduction Plan in coordination with Unit C2.

\(^3\) Particularity of Directorate G: the Caribbean also includes the OCTs of the region.

\(^4\) For H1 and H2 according to their geographical responsibility, H3 prepares the consolidated AMP. For Directorates D and E, coordination is carried out by Unit D3.

\(^5\) For H1 and H2 according to their geographical responsibility: overall coordination is carried out by H3.

\(^6\) Particularity of Directorates D and E: Unit D3. Particularity of Directorate G: Unit G1 for Delegations, Unit G2 for the Directorate’s Units. Particularity of Directorate H: H3 prepares the consolidated SDAO with input from H1 and H2.

\(^7\) Particularity of Directorate D and E: Unit D3. Particularity of Directorate H: H3 prepares the consolidated SDAO with input from H1 and H2.

\(^8\) Particularity of Directorate H: coordinated by H3.

\(^9\) Particularity of Directorate H: overall coordination is carried out by H3

\(^10\) Particularity of Directorate H: H3 (Horizontal sector) is involved.

\(^11\) Particularity H: Migration Asia is handled by H3, in association with H1 and H2.
Evaluation; Internal audit; Inspection; Court of Auditors; European Parliament; contribution to the various briefings, working groups, replies relevant to geographical evaluations, inspections & audits in collaboration with the focal point for the Directorate.

**Development Cooperation Policy**

Contribute to defining development policies with regards to the region and relevant horizontal activities as well as to defining/reviewing the financing instruments.

Ensure the coherence of the development policy in place for those countries under its responsibility, including in response to changing situations. This includes coordination and complementarity of all relevant financial instruments such as bilateral, regional and thematic allocations (including FPI instruments and those of line DGs) and of other bilateral and multilateral donors active in the country/region.

Contribute and participate in internal reflections on orientations for sector and development policies and operational guidance.

Where appropriate, participate in the thematic networks of the DG and in debates on methodology and intervention instruments with a view to developing sector expertise linked to specific programmes managed by the Unit.

**Cross-cutting issues:** Ensure mainstreaming and implementation of relevant EU policies (Coherence; Aid effectiveness; Technical cooperation reform; Gender; Environment, climate change, biodiversity, resilience etc.).

Coordinate the preparation of the position on geographical issues discussed in the relevant Council Working Groups or Committees and at the European Parliament, participating, representing DEVCO, and, when appropriate, the Commission, and ensure appropriate reporting.

Participate when relevant in the PSC, Council, and European Parliament meetings, representing DEVCO.

Develop and update briefings and speeches based on possible contributions from other Units at the Directorate.

Prepare replies to external information requests addressed to the members of the College and to the Commission’s services and regarding the geographic area concerned, based on possible contributions from the other Units at the Directorate.

Coordinate and prepare replies to questions from the European Parliament and other institutions, based on possible contributions from the other Units at the Directorate.

Coordinate and contribute to the interservice consultations organised by the other Directorates, thematic DGs or the EEAS.

Represent the Directorate at interservice meetings.

**Organisation of the Delegations**

Coordinate and contribute to both the development and the approval of organisation charts.

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12 Particularity of Directorate H: intervention of Units H1, H2 and H3 according to the nature of the file.

13 Particularity in H: Horizontal, multi-cultural issues, including the revision of financing instruments, are covered in H3, in collaboration with H1 and H2.

14 Particularity of Directorate H: Coordination, adoption and regular revision of implementation plans allowing a geographic vision of all planned initiatives during the programming period.

15 Particularity of Directorates D and E: intervention of Units D3/D1/D2/E1/E2 according to the nature of the file.
Manage staff working in operations sections in Delegations (annual appraisal, training, mobility, career development, job description). Provide input to workload assessment; advise on staff allocation, rotation exercises, participate in selection panels. Advise on the Head of Delegation mission letters.

Coordinate and organise the monitoring missions involved in checking the conformity of the operational sections’ management systems and finance and contracts in Delegations.

**Plan and supervise the cooperation measures in line with the principles and commitments for aid effectiveness**

Geographical programming with Directorates A, B, C, Units A4 and B7 concerning development and thematic policies, with Unit D3 for EDF-ACP programmes, with Unit 06 for the participation in the QSG process, the monitoring of the programming process and the analysis of programming outcomes, and with the EEAS according to the Working Arrangements16.

Thematic Programming - contribution to the programming exercise in coordination with the relevant DEVCO Directorates B and C in line with the “EU development policy”17.

Planning (from pipeline to decisions including sugar and banana programmes as well as geographically focused interventions from thematic programmes but excluding the long-term Instrument for Stability), coordination (including co-operation and project quality support) and supervision of all activities concerning the cooperation with the Region and, in this context, coordination with the EEAS desks and line DGs and instructions to the EU Delegations. Contribute to the planning of thematic programmes under the responsibility of Directorates B and C. Preparation of a 24-month, multiannual dynamic calendar for the appraisal phases and formulation of projects and programmes, on a proposal from the Delegations and/or the “Regional Programmes” Unit18.

Supervise the identification and formulation phases of projects and programmes, prepared by the Delegations and/or the “Regional Programmes” Units, in line with the aid effectiveness principles, including for the Technical Cooperation (technical cooperation backbone strategy).

Coordinate, with Directorates B and C, Units A4 and B7 of the requests from Delegations and the “Regional Programmes” Unit for support actions and missions to assist in identification and formulation work19.

Ensure the quality of cooperation measures, according to the geographical responsibility, in coordination with the thematic specialists of Directorates B and C, Units A4 and B7 as well as with the sectoral DGs.

Manage the secretariat of the Quality Support Group of the Directorate, participate in the Quality support process and ensure that the conclusions of the Quality support process are integrated into the financing proposals20. Report on and evaluate the documents submitted to the quality support system for the Development Coordination Directorate, according to the geographical responsibility (in coordination with the Delegations via videoconference when possible).

Coordinate and contribute to discussions on financing proposals on blending between the different stakeholders (DEVCO, EIB, other donors, partner countries and regions, Member States, private sector…)

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16 Particularity of Dir H: coordinated by H3, in collaboration with H1 and H2.
17 Particularity of Dir H: Overall coordination of the programming exercise is carried out by H3.
18 Particularity of Directorates D and E: Unit D3 for coordination and Units D1/D2/E1/E2 for preparation. Particularity of Directorate H: the consolidated pipeline table is managed by H3 with input from H1 and H2.
19 Particularity of Directorate H: overall coordination by H3.
20 Particularity of Directorate H: H3 coordinates QSG planning; all other aspects of the QSG process are carried out by H1 or H2 or H3 according to their responsibilities.
Regarding the Investment Facilities:

Assess initiatives and participate in the technical and financial examination of bilateral projects submitted by the finance institutions in cooperation with Unit C3, EU Delegations and the competent services (EEAS, line DGs, etc.).

Verify financing decisions and legal commitments of bilateral actions prepared by Unit C3, in cooperation with the relevant services (EU Delegations), in view of their finalisation and signature by the Development Coordination Directorate as SDAO.

Coordinate cooperation measures with MSs, as well as with multilateral financial institutions (WB, IMF, EIB, IDB, etc.) and with other international donors.

Management by Unit E1 of the Békou Trust Fund for the Central African Republic.

Management by Units D2 and E2 of the EU Emergency Trust Fund for stability and addressing the root causes of irregular migration in Africa (see paragraph specific to D2 and E2 below).

**Coordinate and finalise the decision-making procedures**

Plan the annual work plans with Unit 06 “Quality and Results” and Unit R5.

Verify the “sugar” and “bananas” thematic multiannual programming, finalised by the Delegations. Present these programmes to the QSG and launch and follow-up of the interservice consultations for their approval. Present the multiannual programming to the DCI Committee.

Launch and follow-up of the interservice consultations for the approval of the Annual Action Programmes, finalised by the Delegations and/or the “Regional Programmes” Units. Check the coding and the “Gestope” and “Respope” visas by the Delegations and/or the “Regional Programmes” Units.

Deliver the Annual Action Plan projects, which have been finalised by the Delegations and/or the “Regional Programmes” Units, to Unit R5 for their submission to the corresponding management committee.

Actively support the Development Coordination Director who acts as chair of the Management Committee with the Member States and as a possible replacement for the Director to carry out this task, in coordination with Unit R5 and the EEAS.

Report, at the Director’s discretion, if the Delegations are unavailable, on the Annual Action Programme projects submitted to the management committees, with the support of Directorates B and C, at the Director’s discretion.

Launch and follow-up the Commission’s decision-making procedures on the Annual Action Programmes finalised by the Delegations and/or the “Regional Programmes” Units in conjunction with the Financial Unit.

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21 Particularity in Dir H: A blending team is set up in H2 being responsible for blending operations in Dir H, in close collaboration with H1 and H3. H3 is in charge of the overall coordination of International Financing Institutions, in collaboration with H1 and H2.

22 Particularity of Directorate H: H2.

23 Particularity of Directorate H: Focal point for the financing institutions are in H1 (budget support team) and H2 (blending team).

24 For Dir H, H3 is in charge of migration Asia related decisions.


26 Applicable to Directorates D, E, G and H (H2)


Coordinate and follow-up the preparation, by the Delegations and/or the “Regional Programmes” Units, of the financing agreements and their signature, and further amendment requests in conjunction with the Financial Unit.

**Follow-up of activities and results**

Define, supervise and use the reporting and monitoring instruments (tableaux de bords), supervise and verify periodically their results (CRIS and EAMR).

Prepare and follow-up the yearly OPTIMUS exercise in close cooperation with FCA units.

Supervise and manage the “Result Oriented Monitoring” (ROM) contract for the region concerned, including the dissemination of ROM reports, conclusions and recommendations for the Directorate, in addition to their availability on the Directorate-General’s ROM website.

Participate in country/region evaluations, as well as, if relevant, in evaluations by sectors, in coordination with Directorates B and C.

**Specifically for budget support**

Support the Delegations, where appropriate, in the preparation of BS programmes, in particular in the negotiations of the implementation modalities (matrix, indicators, timetable, tranches and technical assistance) of a programme. Involve Unit A4 and/or Directorates B and C when required. Ensure coherence with policy guidelines.

Make proposals for the agenda and prepare briefings and files for the meetings of the Budget Support Steering Committee (BSSC) in relation to programmes covered by the Unit in question.

Assess progress in implementation on the basis of regular reports prepared by the Delegation as well as through participating in coordinated supervision/review missions.

Assess requests and supporting documents and analysis for tranche release assessments submitted by Heads of Delegations from the region under the Unit's operational responsibility with a view to advising the Director on disbursement of tranches; assessments to be made taking into account inputs from Unit A4 and/or Directorates B and C when needed. Following a positive decision by the Director, inform the Head of Delegation that the payment circuit should be completed in line with the steps and criteria established by DEVCO and verify that these have been complied with.

**Communication, information and visibility**

Contribute to improved visibility, information and evaluation of the results from the cooperation activities in the geographic area, and coordinate external communication actions run by the Directorate and its internal communication.

Develop and update the Directorate’s communication media: website, brochures, newsletter, press releases, etc.

Consolidate the Directorate’s contribution to the annual report.

Public relations and external interventions.

Information/communication correspondent for the Directorate responsible for coordinating communication and visibility activities for the Directorate and the Delegations together with Unit 02 and in the framework of DEVCO’s communication strategy.

Unit 02’s correspondent for all of the work on the Development Coordination Directorate’s cooperation activities.

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30 Particularity of Directorate H: H3.
31 Particularity Directorate H: Budget support team in H1, working closely with both H1 and H2 and H3
32 Particularity of Directorates D and E: coordination by Unit D3. Particularity of Directorate H : coordination by H3
Specific to D2 – Development Coordination East Africa and Regional Cooperation in Eastern and Southern Africa and E2 – Development Coordination and Regional Cooperation West Africa on the EU Trust Fund for Africa

E2 ensures the coordination of the three windows of the EU Trust Fund for Africa including the coordination of Trust Fund activities and financial contributions with other relevant DGs of the Commission (EEAS, ECHO, HOME, NEAR), the preparation of briefings, reports and communications on horizontal issues pertaining to the overall Trust Fund, the organization of Board meetings, and the relationship with other EU institutions and external stakeholders.

General activities of the Trust Fund Managers in E2 and D2:

Develop the pipelines of projects to be funded by the EU Trust Fund in association with the EEAS, Commission Services, EU Delegations and other relevant actors on the ground and in Brussels such as MS agencies, international organizations, civil society organization and private sector entities;

Prepare for and chair their respective Operational Committee; consult with members on project proposals ahead of submitting them for approval to the Operational Committee, hold technical and strategic meetings on salient issues;

Implement actions directly through the relevant EU Delegation or in Brussels, or indirectly through delegated agreements with implementing partners;

Develop a monitoring, evaluation and results framework to report directly on all EU Trust Fund projects;

Develop a communications strategy and framework for the EU Trust Fund;

Prepare interim and annual activity and financial reports and submit them for approval to the Operational Committee and the Strategic Board;

Trust Fund Managers are supported in the implementation of their tasks by operational teams as well as by a Finance & Contract team in E3 providing the financial, contractual and audit support for actions submitted to the Operational Committee.

33 Particularity of H: H3’
**D3 - ACP Coordination**

**Coordinate inter-institutional and ACP-EU dimensions**

- Coordinate the representation of DEVCO and all other Commission's services at the Africa working group (COAFR) and the ACP working party of the Council. This includes participation to all related meetings (preparatory with EEAS/EU presidency and SGC, preparatory internal DEVCO, COAFR Directors, COAFR follow-up in PSC, network Commission coordinators) and reporting consolidation.
- Contribute for achieving common Commission positions among different DGs, as well as with the EEAS and Member States. Coordinate inter-institutional matters with SG and SJ, and Cabinets when necessary.
- Coordinate relations/contacts with the ACP Secretariat and the ACP-EU joint institutions, ACP Embassies and ACP/EU Economic and Social Actors in accordance with the Cotonou Agreement.
- For general issues regarding ACP/EDF programming, represent DEVCO at the EDF Committee, the Council ACP working party, the relevant Parliament’s committees and the ACP-EU joint institutions.
- Prepare, coordinate, and follow-up ACP-EU Council, ACP-EU Committee of Ambassadors, ACP-EU Development Finance Cooperation Committee, ACP-EU Joint Parliamentary Assembly Plenary and related Committee sessions meetings (the latter, with the support of Unit 01).
- Coordinate with other Directorates-General on issues relevant to the ACP-EU Partnership and related joint institutions.
- Follow up horizontal and institutional support files under the intra-ACP, including TCF COM and TCF BENEF.  

**Prepare, launch and follow up negotiations for the post Cotonou partnership with ACP countries**

Under the responsibility and steer of the Head of the Task Force (Director D):

- Lead the work of the Task Force negotiating for the Post Cotonou partnership with ACP countries including the ACP Outreach strategy.
- Coordinate the inputs across the services in view of elaborating DEVCO contribution to the Commission position on the Post Cotonou partnership.
- Act as focal point for collaboration with the EEAS and other DGs, for relations with other institutions and other concerned services, with ACP group of States and ACP secretariat for the preparation and negotiation of the post Cotonou partnership.

**Coordinate EDF programming**

- Prepare the next multiannual financial framework, in coordination with relevant Units involved.
- Contribute to the interpretation and potential modification of the ACP-EU partnership/EDF legal bases, in coordination with Units 01 and R3.
- Coordinate Development Coordination Directorates in charge of ACP (D/E/G/H) during elaboration of all documents related to programming; function includes quality screening and support as well as coordination for the preparation of the annual debate on the EP scrutiny of the EDF.

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34 The management of the TCF COM is now aligned to the management of the TCF BENE: Unit DEVCO D.3 prepares the decisions and coordinates the pipeline, while the entire contractual management is under the responsibility of the Unit/EU Delegation requesting the funds/actions.
– Manage and follow-up the multiannual programming, including the intra-ACP, and reviews processes, including the EDF performance review, in collaboration with the relevant Commission services and in accordance with the working arrangements between the Commission and the EEAS.

– For the Intra ACP, in particular
  
  – programme / coordinate coherence with i) DCI thematic and ii) NIPs/RIPs and follow up of the priorities and budget (actually split between DEVCO B, C, D and 03) at macro level. (NB: Thematic Strategies and single actions will remain with the thematic Directorates/Units);
  
  – programme and manage the intra-ACP reserve;

– Prepare, follow-up and support geographical units in the implementation of the EDF mid-term review, in coordination with Unit 06.

– Prepare/contribute to relevant methodological documents (e.g. programming guidelines; review guidelines; other specific guidelines for the ACP countries and regions), presentations, briefings, analysis and decision-making models.

– Coordinate and manage the EDF reserves (e.g. B-envelope, ECHO, Intra ACP, performance-based mechanism) and allocations including reprogramming and closure of STABEX funds, in accordance with the working arrangements between the Commission and the EEAS. This includes initiation of instructions notes and guidelines as well as provision of regular state of play. In particular, support is provided to Unit A4 (budget support) for the preparation and negotiation for an ACP mechanism for exogenous shocks including the revision of the Annex II of the Cotonou Agreement.

– Support the reflection in view of proposing EDF budgetisation, in collaboration with Directorate R and Unit 01.

– Prepare and update, in coordination with Unit R1 (Planning and Budget), the programming tables for EDF support expenditures, including EDF interests and other EDF revenues. Prepare specific action programmes when needed.

– Manage the Study Facility including coordination and selection of requests for overall EDF compliance.

– Coordinate DEVCO Units involved in the framework of the MoU with DG REGIO on enhancing EDF-EDRF projects.

**Coordinate reporting and internal management tools**

– Coordinate and prepare the Management Plan for Directorates D and E.

– Prepare, coordinate and consolidate the SDAO reports for Directorates D and E based on inputs from Delegations and relevant Development Coordination and Thematic Units.

– Analyse Directorates D and E EAMRs, in particular the issues linked to aid effectiveness, monitoring, aid visibility, forecasts and Stabex cash balance.

– Coordinate and consolidate Directorates D and E contributions to the annual report.

– Contribute to the preparation of communications on the EDF finances, in coordination with Unit R1.

– Budgetary correspondent for DCI South Africa and PanAfrican, as well as for pilot projects and preparatory actions (forecasts and analysis, global transfers, amendments) for both Directorates D and E.

– Coordinate, consolidate and verify visa of the forecasts for commitments, contractualisation and payments, including follow-up and analysis of KPIs, prepared by the relevant Directorates D and E Delegations and Units.

– Manage the pipeline tool (two-year rolling planning including QSGs, comitology planning, adoption and link to overall NIP/RIP progression in implementation) based on forecasts from the relevant Directorates D and E, Delegations and Units.
- Ensure the secretariat of the Quality Support Group for Directorates D and E.
- Supervise and manage the Result Oriented Monitoring (ROM) contract for the SSA region including PanAfrican and Intra ACP programmes; disseminate ROM reporting’s conclusions and recommendations for Directorates D and E.
- Coordinate Directorates D and E assignments/contributions to incoming interservice consultations.
- Follow up horizontal administrative issues (e.g. workload assessment, simplification, new IT systems) for Directorates D and E.
- Coordinate communication and visibility activities for the Directorates D and E and the Delegations in conjunction with Unit 02, in the framework of DEVCO’s communication strategy.
- Develop and update the communication media of the Directorates D and E: website, brochures, newsletter, press releases, etc.

**Coordinate decision-making procedures**
- Launch and follow-up the interservice consultations for the approval of the relevant draft measures and amendments to existing measures (financing agreements/decisions) under the responsibility of Directorates D and E as well as draft measures and amendments related to the Intra ACP.
- Transmit to Unit R5 (comitology) for the above-mentioned draft measures and amendments to existing measures (financing agreements/decisions) for opinion of the relevant committees.
- Launch and follow-up the Commission’s decision-making procedure for the above-mentioned draft measures and amendments to existing measures (financing agreements/decisions).
- Prepare the financing agreements or amendments, follow-up their signatures and grant the GESTO 80 visa in CRIS.
D4 – Africa-EU Partnership and African Peace Facility

Commission’s Focal Point for the Joint Africa-EU Strategy (JAES)

- Steer the Commission's inter-service Group on Africa, and act as the Commission's JAES Focal Point for the EEAS, other EU institutions (Council and EP), EU Member States and civil society, the African Union Commission (AUC), and African and international partners. Coordinate the inputs of DG DEVCO and other Commission DGs in the implementation of the JAES and its successive Action Plans/Roadmaps.
- Programme and manage related financial programmes, namely the African Peace Facility and the Panafrican Programme.

Commission's Focal Point for Pan-African institutions, policy processes and institutional capacity building

- Coordinate the Commission's relations with the AUC and African Union (AU), and its participation in the broader EU-Africa political and policy dialogue.
- Prepare, organise and coordinate the European Commission-AUC College-to-College, EU-AU Joint Annual Fora and contribute to other meetings at the political (Africa EU Summits, Peace and Security Council (PSC)) and technical levels.
- Coordinate the Commission's positions and contributions related to the Africa-EU Partnership in dialogues and cooperations with certain other Pan-African institutions and policy initiatives.
- Manage the JAES Support Mechanism, aimed at supporting the Partnership's activities and identifying and designing priority actions for future cooperation, including promoting visibility of the JAES through a targeted communication strategy.
- Manage DCI thematic and intra-ACP projects of Pan-African nature linked to EU-Africa policy dialogue and involving Pan-African institutions.
- Commission HQ Focal Point for the EU Delegation to the AU in Addis Ababa:
  - Ensure HQ coordination, supervision and feedback for the Delegation's management of operations.
  - Be the Delegation's entry point for contacts with other DEVCO Units and Commission DGs;
  - Ensure follow-up and support to the Delegation in the preparation and implementation of EU cooperation programmes and institutional support activities to the AU;
  - Monitor the devolution process and follow-up devolved projects managed by the Delegation to the AU under the EDF and other EU instruments;

Organisation of the EU Delegation to the AU

- Coordinate and contribute to both the development and the approval of organisation chart.
- Manage staff working in operations sections in the Delegation (annual appraisal, training, mobility, career development, job description). Provide input to workload assessment; advise on staff allocation, rotation exercises, participate in selection panels. Advise on the Head of Delegation mission letters.
- Coordinate and organise the monitoring missions involved in checking the conformity of the operational sections’ management systems and finance and contracts in the Delegation.

African Peace Facility (APF) - Programme, Manage and Implement

- Contribute to Strategic Programming (Concept Notes and Multi-annual Action Programmes) and the related consultations with African partners, EU MS, in the relevant Council bodies and committees.
- Liaise regularly with African stakeholders (AUC, RECs,) and international partners (UN, EU Member States and other bilateral partners), and in particular participate in meetings of the APF-JCC and
AUC/COM Steering Committee, workshops and seminars for specific APF programmes and projects, fact-finding missions, etc.

– Ensure compliance with the recommendations of the IAS audit on DEVCO's management of the APF. In particular, implement the audit Action Plan and ensure AUC's implementation of the AUC/COM Aide Mémoire on measures to strengthen the financial management of the AUC.

– Lead and coordinate the operational programming and implementation of APF activities (in particular the initial appreciation of requests for funding, identification and appraisal of actions under the APF global commitment), and contribute to the programming exercise in the African countries and regions.

– Implement APF Actions (prepare financing decisions, contractual documentation, manage contribution agreements, monitor on-going actions, and organise financial audits and possible recovery orders).

– Organise reporting, global evaluations and audits.

– Prepare the annual APF reports.

– Prepare briefings to COM hierarchy on APF issues and inputs to EEAS briefings.

– Promote complementarity between APF actions and other initiatives in the area of Peace and Security and contribute to the definition and implementation of comprehensive EU approaches (CBSD, Somalia, CAR, etc.).

– Contribute to the implementation of the JAES in the field of Peace & Security and advance work on innovative financing mechanisms.

**DCI Pan-African Programme (PanAf) - Programme, Manage and Implement**

– Contribute to the strategic programming (MIPs), and to related political and policy dialogue with African partners as well as EU-internal policy discussions in various Council bodies and committees.

– Lead and coordinate the operational programming of the PanAf (AAPs) including the identification and formulation of individual actions (in consultation with the EU Delegation to AU, with EEAS, with line DGs and EU institutions involved), represent the Commission in the relevant Committees, prepare the financing decisions.

– Identify African and other implementing partners.

– Initiate and lead the coordination and efforts towards joint programming process with Member States, including through the coordination of the Expert group on Pan-African projects.

– Ensure the sound implementation of the PanAf actions: ensure the preparation of contractual documentation including grants, service contract, delegation agreements for projects centrally managed; coordinate and monitor on-going Pan-African actions with line DGs and EU institutions involved.

– Organise reporting, global evaluations and audits, and technical assistance of Pan-African actions.

– Promote coherence and complementarity between the PanAf and other financing instruments (EDF intra-ACP and Regional programmes, ENI-South, DCI-GPGC, etc.).

– Ensure coordination with other EU actors (CSO, business organisations, think tanks…) and other international bilateral and multilateral stakeholders in the areas of policy dialogue, programming and the implementation of the Pan African Programme.

**Communications, Public relations and Visibility of the JAES**

– Promote the visibility of JAES, the APF and the PANAF, and contribute to outreach activities, through the management of targeted communication activities (website, brochures, newsletter, press releases,), in coordination with communication experts from DEVCO, COM, EEAS and the EU Delegation to AU.
– Stimulate the policy debate on Africa EU relationship (organise seminars, follow the academic debate, participate in Think Tank activities…).

– Contribute to general and specific briefings, EP questions, and other external information requests to Commissioners and Management, as well as to annual activity and progress reports.
G2 – Regional Operations Continental Latin America and Caribbean\textsuperscript{35}, H1 – Development Coordination South and South East Asia, and H2 – Development Coordination Central Asia, Middle East/Gulf and Pacific

Coordinate the programming work on issues regarding regional programmes and centralised management

– Coordinate, in cooperation with the EEAS, the Development Coordination Units and the Delegations as well as other donors in the field, the formulation and consolidation of the multiannual programming documents, by ensuring, in particular, their policy alignment and the compatibility with devolved management of programmes and projects, as well as with the thematic programmes.

– Coordinate with other donors in the field, in particular EU, the programming and subsequent implementation of regional actions, ensuring complementarity and division of labour.

– Maintain dialogue with and participation of Civil Society at all stages of programming and implementation of regional actions as well as provide for capacity reinforcement of civil society actors to this end.

Manage the full project and programme cycles (annual programming and follow-up of the implementation) for non-devolved operations\textsuperscript{36}

– Identify and appraise projects and programmes in the framework of ongoing dialogue with the recipient countries and/or their representatives and Delegations:

  – Participate in the Quality support process and ensure that the conclusions of the Quality support process are integrated into the financing proposals

  – Ensure the preparation of the Annual Action Programmes (including action fiches, memorandum to the Commission, the Commission’s draft decision and the budget impact statement) and their finalisation following the interservice consultations launched by the Development Coordination Units;

  – Ensure the quality of cooperation measures, according to their regional responsibility, in coordination with and, where appropriate with the support of, the thematic specialists from Directorates B and C, as well as with the sectoral DGs.

  – Report if necessary on the projects of the Annual Action Programme which have been submitted to the management committees, with support from Directorates B and C.

  – Manage implementation activities of projects and programmes in line with applicable standards of sound financial and operational management; check, with the support of the Delegations if needed, that all the necessary conditions have been met for setting up the project: institutional, budget, staff, logistics, environmental studies, etc.;

  – Draw-up terms of reference, manage the preparation of the necessary documents for the invitations to tender and calls for proposals, the participation in evaluation committees, if necessary participate in negotiations with the bodies concerned in the framework of the negotiated procedures; manage the appraisal and evaluation of grant proposals presented by third parties;

  – Prepare, record and sign the decision to award contracts or issue grants and contracts, including consecutive amendments, in accordance with the financial circuits. Follow up, in collaboration with the Delegations, on the progress made in the implementation of the project: approval or possible

\textsuperscript{35} Particularity of Directorate G: the Caribbean also includes the Caribbean OCTs and Greenland, Saint Pierre and Miquelon, Saint Helena, Ascension, Tristan da Cunha and the Falkland Islands.

\textsuperscript{36} Particularity in Directorate H: Overall supervision and coordination of the pipeline and ROM by H3.
redrafting of the work plans, review of the technical and financial progress reports, verification of the implementation and compliance with Community regulations and procedures;

- Ensure the regular monitoring of programme implementation including on aspects of visibility and outreach, through ROMs as well as through regular supervision missions. Ensure attendance to project steering committee meetings.

- In accordance with internal procedures, check that the activities foreseen in the contract comply with the invoices issued by the contractors.

- Evaluation: organise and send the mid-term and final evaluation missions for the projects; contract the evaluation missions of the projects; ensure the dissemination of the assessment results and draw lessons from them for future projects.

- Technical closure of the commitments and validation of the decommitments in accordance with the financial circuits.

**Work towards increased devolution of the programmes which have not yet been devolved**

- Systematic examination from the programming phase of the opportunities to devolve the management of the non-devolved programmes to the Delegations.

**General missions**

- As regards investment facilities:
  - Verify financing decisions and legal commitments of regional actions prepared by Unit C3, in cooperation with EU Delegations, in view of their finalisation and signature by the Development Coordination Directorate as SDAO;
  - Participate in the technical and financial examination of regional projects submitted by the finance institutions in cooperation with Unit C3, EU Delegations and the competent services (EEAS, line DGs, etc.) and oversee implementation when they have a regional scope.
  - Contribute to the work (appropriate responses and interaction) with the other service involved, the EEAS and European institutions, such as the European Parliament or the Court of Auditors (for the latter in collaboration with the finance and contracts unit) for the files within the Unit’s responsibility.
  - Participate in the management committees and the different working groups within the Council, in coordination with the EEAS, preparation of the briefings, whenever necessary.
  - Contribution to general and geographic development and cooperation policy documents.
  - Contribute through the information correspondent(s) of the Directorate to communication and visibility activities of the Directorate in coordination with Unit 05 (intranet and internet sites, press releases, project visibility, speakers, annual reports, etc.).
  - Participate, with designated focal points, in the thematic networks of the DG organised by the thematic Units in order to develop sectoral expertise linked to the specific programmes managed by the Unit.

**Particularities of Unit G2**

Specifically for budget support:

- In association with the OCT Task Force:
  - Prepare budget support programmes with the government of the OCT, including the negotiations of the implementation modalities (matrix, indicators, timetable, tranches, and technical assistance) of

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37 Particularity Directorate H: Blending team in H2, in cooperation with H1,H2 and H3. Overall coordination of IFIs: H3.
a programme. Involving A4 and/or Directorates B and C when required. Ensure coherence with policy guidelines.

- Assess progress in implementation on the basis of regular reports prepared by the Government of the OCT as well as through participating in coordinated supervision/review missions.

- Assess requests and supporting documents for tranche release assessments submitted by Governments of the OCT's under the Unit's geographical responsibility with a view to advising the Director on disbursement of tranches; assessments to be made taking into account input from Unit A4 and/ or Directorates B and C when requested by the Development Coordination Directorate. Following a positive decision by the Director complete the payment circuit in line with the steps and criteria established by DEVCO and verify that these have been complied with.

- Support and carry out operational management in the framework of bilateral cooperation with a number of graduated countries in Latin America (currently Argentina, Venezuela, Chile, Uruguay), in the transitional period of phasing-out, including: management of calls for tender, calls for proposals and negotiated procedures (where applicable); operational verification of individual commitments; operational verification of payments and recovery orders and closures; operational management of audits; reporting (EAMR); follow-up of CoA/IAS/IAC, OLAF, Ombudsman cases; general monitoring and support to Delegations.
Ensure sound financial management of the operations under the responsibility of the relevant (Development Coordination, thematic or horizontal) Directorate involved, and in particular:

**Ensure the conformity of financing decisions, including unified action documents, annual work programmes, financing agreements and possible amendments with the contractual and financial rules in force**

Under the set regulatory framework and in accordance with the precise and rigorous considerations essential for sound management, check coherence, legal aspects and compatibility with the regulations in force for the action fiches and financing agreements – and their amendments – from a financial and contractual point of view, as well as check the availability of funds.

**Contribute to the definition of the implementation modalities in the unified action document on the basis of given objectives, results and activities**

Within the Unified Action Document and in close collaboration with OPS sections/units, contribute to the definition of the appropriate implementation modalities.

**Ensure the accounting records and financial validation of the global commitments and decommitments for all the projects of the Development Coordination or sectoral or horizontal Directorate concerned**

In collaboration with the operational Units (Development Coordination Units, Units in charge of regional programmes, thematic Units and the Delegations), verification and financial validation of the global commitments and decommitments and of the financial closure of projects.

**Carry out financial and contractual operations for non-devolved projects, including management of calls for tender and calls for proposals, as well as the contractual functions entrusted to headquarters**

For all projects:

Carry out contractual functions entrusted to headquarters: process deviations and prior approvals based on files prepared by the Delegation (except in cases involving a decision by the Head of Delegation) or by the centralised management Unit, process waiver/cancellation requests based on files prepared by the Delegations or centralised management Unit.

For non-devolved projects:

Verify call for to tenders files and calls for proposals and their compliance with the regulations and guidelines in force.

Verify contracts’ legal issues and compliance with regulations, guidelines and models.

Organise, ensure secretariat and chair of the evaluation committees for calls for tenders and calls for proposals.

Initiate and ensure financial verification of individual commitments following calls for tenders or the negotiated procedure.

Record the bank details in the third party file for the financing recipients, as well as in the legal entities file.

Prepare the VAT exemption forms, when necessary.

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38 Particularity Directorate H : H3 in charge of overall operational coordination in Dir. H (inter-institutional issues, project cycle and reporting).
Record accounts, initiation, financial verification and authorisation of payments, recovery orders and estimates of amounts receivable.

Financial monitoring of individual commitments, in particular expired and sleeping commitments, and monitoring of regular clearing of pre-financing.

**Monitor budget and financial issues, as well as the execution thereof, including monitoring the RAL, RAC and RAR**

Coordinate measures for reducing the "Reste à liquider" (RAL) of each Directorate.

In conjunction with Unit R1, ensure the preparation of budget requests (coordination of the budgetary statements in the framework of the PDB), management of credit appropriations and preparation of transfer requests or supplementary or amending budget requests, preparation of budget estimates in collaboration with the Delegations and the centralised management Unit, as well as financial execution analysis.

Draft budget and contract reports, in cooperation with Unit R1, which sets the reporting standards.

Report and analyse dormant or old commitments and advising on preventive measures.

Report on payment delays and late payment interest due.

**Ensure support, training and advice for operational Units (and Delegations when relevant) on all financial and contractual issues**

Support and advise operational Units and Delegations (Finance and Contracts Sections) on financial and contractual issues for the implementation phase of the projects and programmes, including participating in expert missions in the field.

Provide the helpdesk service through the use of a mailbox for the Delegations and the Directorate Units, and by consulting Unit R3 for any questions regarding the interpretation of texts requiring this Unit's opinion.

**Spread best practices in the Delegations, harmonise financial and contractual practices and propose and implement any action which may contribute to improve management**

Contribute to drafting of manuals of procedure and instructions on contractual and financial issues, which are prepared and updated by Unit R3. Disseminate information to operational Units and Delegations dependent of the Unit.

Contribute to drafting of instructions on audits, and internal controls, which are prepared and updated by Unit R2. Disseminate information to operational Units and Delegations dependent of the Unit.

Contribute to training schemes and activities for the regional networks of the finance and contracts sections.

Collaborate to the development of management information systems, regarding the systems for which the Unit is the designated 'system owner' (if applicable).

**Ensure the respect of financial and contractual procedures in Delegations through verification missions (only for the Development Coordination FCA units)**

Participate in verification missions in collaboration with the Development Coordination Unit to cover contractual and financial issues.

**In coordination with the Delegations when relevant, draw up an audit plan for the Directorate/s on the basis of the applicable methodology and monitor its/their implementation**

Coordinate and consolidate the audit plans prepared by the Delegations, and prepare an/the annual audit programme/s to be carried out under the direct responsibility of the headquarters.

Contract (or carry out) the audit missions in accordance with the annual audit plan/s, issue appropriate recommendations and manage the monitoring of the implementation of these recommendations.
Report on the implementation of the audit plan.

Disseminate audit recommendations.

**Provide contractual and legal support concerning complaints, litigation or pre-litigation files, as well as in cases of alleged fraud**

Provide advice or, if necessary, prepare draft letters or plans of action (Unit R3, Legal Service, Ombudsman, etc.).

Participate in technical meetings and interservice consultations.

Manage and coordinate relations with the services of the Anti-Fraud Office (OLAF) in collaboration with Unit R2.

**Ensure the Directorate’s interface with audit and control bodies (Court of Auditors, IAS, etc.)**

Ensure and coordinate relations with the Court of Auditors and other control bodies in collaboration with Unit R2.

Ensure the follow-up of the reports from the Court of Auditors and other control bodies and replies to their observations in collaboration with Unit R2.

In collaboration with Unit 01, ensure the follow-up of the discharge and the replies to parliamentary questions.

**Functions of CRIS and ABAC LPM and CRIS USM**

ABAC correspondent for the relevant Directorate(s)

Manage access and permission for the Delegations and the relevant Directorate.

Take responsibility for the role of User Service Manager and provide support for the users at headquarters and in Delegations. Participate in the committees for User Service Managers.

**Participate in the selection procedures and carry out the follow-up of the annual evaluations (CDR) of the officials in the finance and contracts and audits sections in Delegations (only for the Development Coordination FCA units)**

**Participate in the Contracts, Finances and Audits Unit network meetings (chaired by R3)**

**Specifically for Unit B6**

Contracts, Finances and Audit Unit responsible for Directorate B and C

System owner for the following IT applications: PROSPECT, PADOR and CRIS Call for Proposals

Coordinate the preparation of the Management Plan for Directorate B and C

Coordinate and consolidate the sub-delegated authorising officer’s reports to the delegated authorising officer for the Directorates B and C, based on reports from Directorate’s Units

Organise the Quality Support Group meetings under the responsibility of Directorate B and C

**Specifically for Unit E3**

Contracts, Finances and Audit Unit responsible for Directorate D and E including Trust Fund Africa

Manage the current training contract for EDF procedures for all ACP countries.

Function of budgetary correspondent for these two Directorates are done by Unit D3 in coordination with Unit E3

**Specific to Unit G3**

Carry out Finance, Contract and Audit operations in the framework of bilateral cooperation with a number of graduated countries (currently Argentina, Chile and Venezuela), in the transitional period of phasing-out, including: management of calls for tender, calls for proposals and negotiated procedures
(where applicable); financial initiation and verification of individual commitments; financial initiation, verification and authorisation of payments and recovery orders; management of audit plans, corresponding audits and audit recommendations; reporting (EAMR); follow-up of CoA/IAS/IAC, OLAF, Ombudsman cases; general monitoring and support to Delegations.

**Specific to Unit G3**

Carry out Finance, Contract and Audit operations in the framework of bilateral cooperation with a number of graduated countries (currently Argentina, Chile and Venezuela), in the transitional period of phasing-out, including: management of calls for tender, calls for proposals and negotiated procedures (where applicable); financial initiation and verification of individual commitments; financial initiation, verification and authorisation of payments and recovery orders; management of audit plans, corresponding audits and audit recommendations; reporting (EAMR); follow-up of CoA/IAS/IAC, OLAF, Ombudsman cases; general monitoring and support to Delegations.

**Specific to Unit R5 - see page 83**
**Directorate R - Resources in Headquarters and in Delegations**

The overall objective of the Directorate is to ensure the provision of the resources necessary for the sound functioning of DEVCO both in the Headquarters and in Delegations.

In particular, Directorate R is responsible for the timely and effective programming and reporting of DEVCO's activities through the use of the various tools of the "SPP cycle" (Strategic Planning and Programming)\(^{39}\). It manages the overall budget cycle including the Discharge procedure. It promotes sound financial management through audit and control and the provision of legal advice and procedural guidelines. It also provides legal advice on all other issues beyond financial and contractual matters.

Directorate R is responsible for the policy design and management of Human Resources in Headquarters and Delegations, in close cooperation with other Commission services and the EEAS. The Directorate provides IT resources and support, document management and infrastructure services. Finally it provides Finance & Contract services to other Units in the Directorate as well as to Directorate A and Units 01 to 06.

Furthermore Directorate R is responsible for ensuring that a comprehensive and integrated approach is applied in relation to staff safety and security management. This approach is coordinated with the competent Commission and EEAS authorities and focuses on: developing a culture of security amongst Headquarters and deployed staff, providing security training, promoting best practices and ensuring 24/7 support to staff.

More specifically, the tasks of Directorate R are to:

- coordinate the implementation of the Strategic Planning and Programming cycle (Annual Activity report and Management Plan);
- manage the annual budgetary process and, in cooperation with Unit 01, the discharge procedure;
- manage sub-delegations and closely monitor the use of European Development Fund (EDF) and Budget funds;
- support an efficient implementation of the internal control standards, continuous improvement of the quality of audits, and review of implementing partners;
- provide legal advice and assistance, including on institutional questions, litigation issues and Ombudsman inquiries. In addition, define and simplify DEVCO's general framework for financial and contractual operations;
- implement the Human Resources policy of DG DEVCO Headquarters and Delegations;
- provide the information systems necessary for the accomplishment of the DG mission as well as the support thereof;
- manage office infrastructures and supplies;
- apply Commission archiving and document management policy (e-Domec) within the Headquarters and Delegations and monitor and support its use;
- ensure coherence on financial and contractual issues in the DG, and ensure the transparency of DEVCO's activities in this area as appropriate (publication on the internet of relevant information such as tenders, beneficiaries, etc.).
- coordinate the preparation of the position on issues covered by the Directorate that are discussed in the other EU institutions, and in particular at the Council and the European Parliament, participating, representing DEVCO, and, when appropriate, the Commission, and ensuring appropriate reporting.

\(^{39}\) Except the DEVCO contribution to the "Commission Work Programme" which is covered by Unit 01.
- Reporting directly to Director R, the recently appointed DEVCO Security Coordination will be primarily responsible for inter alia the following:

  - As DEVCO Business Continuity Desk, ensure that DEVCO's local Business Continuity Management and Crisis Management arrangements are fully compliant with the Commission's Corporate BCM policies and procedures.

  - Provide advice and support to management and staff on all aspects of DEVCO's security risk management with a view to ensuring duty-of-care for DEVCO staff at Headquarters and in EU Delegations. Ensuring that this is done in accordance with all relevant Commission and EEAS security policies and procedures.

  - Liaising with Directorate R colleagues with a view to overseeing the coordination aspects of deployable staff (Acting function).
**R1 – Planning and Budget**

Coordinate the implementation of Activity Based Management (ABM) as part of the Strategic Planning and Programming (SPP) cycle, as well as the associated DEVCO reporting

- coordinate the production process of DEVCO’s Management Plan.
- coordinate the comments of Commission’s services on the instructions and template elaborated by the EEAS for the drafting of the Annual Management Plans of the Delegations.
- monitor the Key Performance Indicators (KPI) of the DG and report regularly to Management.
- coordinate the preparation of the External Assistance Monitoring Reports (EAMR) of the Heads of Delegations and of the Sub-Delegated Authorising Officers (SDAO) reports of the DEVCO Directors. Coordinate the preparation and drafting of the Directorate-General’s AAR (Annual Activity Report) and the annual declaration thereof.
- ensure the interface with the horizontal services (SG, BUDG) on these issues, in particular via participation in the meetings of the ABM/SPP network.

**Define and implement DEVCO’s budgetary framework for financial operations, both for the EU budget and the EDF**

- participate in the development of financial frameworks, both for the budget and the EDF.
- coordinate the DG’s participation in budget programming.
- coordinate and draw up the Draft Budget in the general framework of the DG, as well as the follow-up of the budgetary procedure (credits by budget line, Programme Statements, Hearings with DG BUDG, presentations to the Council and the European Parliament and answering to their questions, executability letters, conciliation procedure, coordination of answers for pilot projects and preparatory actions etc.).
- ensure the availability of credits for commitments and payments by means of transfers between budget lines, the global transfer or Amending budgets.
- coordinate changes in the budget nomenclature, including budget remarks (for the budget) or the chart of accounts (for the EDF).
- ensure the coordination of different budgetary procedures (carry-over of credits, forecast and explanations for the implementation plan and of the financial management report).
- produce reports on the state of the implementation of the budget lines and the EDF, together with an analysis by budget line and the proposal of remedial actions in case of deviations from the plan or insufficient payment credits.
- draw up Council conclusions and Communications to the Council concerning the EDF treasury and the calls for contributions from the Member States.
- manage the monitoring and reporting on the DEVCO portfolio.
- participate in discharge process for Unit R1 related issues (accounting, indicators,…).

**Support the use of accrual accounting and establish the annual accounts**

- be responsible for the accounting correspondent role (internally and for BUDG).
- draw up instructions and guidance for accounting procedures (accounting instructions and manuals, closure note, accounting quality plan);
- be responsible for the establishment of annual accounts for the DG (Budget, EDF and EU TF).
- establish a quality accounting plan.
Financial reporting
– elaborate financial statistics and reporting.
– provide ad-hoc statistics reports to other Units of the DG, other DGs and for external use (Parliament, civil society, etc.).
– ensure financial reporting on Community external assistance (DAC statistics - Development Assistance Committee) for the OECD (Organisation for Economic Cooperation and Development) and the annual external activity report of the European Community and the development of standards for reporting.
– provide technical expertise to other DEVCO Units on issues related to ODA statistics and reporting.
– draft EU-internal financial reports and statistics for the OECD/DAC and to manage DEVCO’s representation at the OECD/subgroup on statistics.
– define a tool in order to automatize the production of standard reports.

Manage sub-delegated authorising officers and define the process of security access to ABAC and CRIS
– carry out the definition and management of the system for financial and contractual sub-delegations.
– define the process of security access in ABAC and CRIS.
– manage security access to DG BUDG’s data warehouse and first level support to DEVCO users. (Local Data Warehouse Management).

Programme and follow up the use of administrative expenditures
– coordinate the requests from DEVCO services regarding administrative appropriations (global envelope, ex-BA lines, EDF, transfer agreements and Trust Funds) and offer allocations on administrative appropriations to Management.
– manage and distribute mission and Presto appropriations to DEVCO Units.
– follow-up the use of the administrative appropriations, so as to ensure an optimal level of implementation.
– be responsible for the monitoring and follow up of the Commission funds managed by EEAS (salaries and related expenses for Commission staff in the EU Delegations).
– ensure financial management of the commitments on administrative budget lines: personnel at Headquarters and in Delegations (funds to be paid to EEAS), missions, training, grants to EAC Executive Agency etc.
– be responsible for the Commission Decisions regarding the EDF devolution expenditure.

Manage information systems
– collaborate on the development of management information systems regarding the systems for which it is the designated 'system owner' (i.e. on-line application of the EAMR, forecasting system).
– supervise within the DG the implementation of new procedures decided on by DG BUDG, as far as ABAC are concerned (Local ABAC Coordinator).
– maintain the system for financial forecasting.
– ensure the role of Data Coordinator.
– manage the DEVCO Datawarehouse (both at technical and functional level).
– provide reports and analytical dashboards.

Develop and implement a quality plan for budgetary and accounting data
– develop an action plan to improve data quality and coherence in the budget and accounting management systems.
– develop supervisory tools for data quality and the definition of regulations to avoid inconsistencies.
– coordinate different services’ actions to improve data quality.
R2 – Audit and Control
Contribute to the legal and regular use of external aid through the promotion of sound financial management, and in particular: support the efficient functioning of the internal control system, through the consistent implementation of the internal control standards and the continuous improvement of the quality of audits (methodology and guidance), oversee and coordinate relations with key internal control stakeholders.

To achieve its mission, Unit R2 has to:

**Support the efficient functioning of the internal control system in DG DEVCO**
- Monitor the implementation of internal control standards within DG DEVCO HQ and Delegations, in relation with the EEAS and increase awareness about internal control issues.
- Organise risk analysis at DG-level and maintain an up-to-date risk register.
- Coordinate, collect all supporting elements and draft the parts of the Annual Activity Report related to the Management and Internal Control systems and Assurance.
- Implement and follow up the RER study, and ensure the integration of its results into the Annual Activity Report.

**Provide methodological support and guidance to DEVCO HQ and Delegations on audit issues**
- Establish guidelines for the preparation, supervision, execution and follow-up of audits, including standard terms of reference and templates for reports.
- Establish guidance for audit planning and prepare the Audit Plan based on contributions from the operational Directorates.
- Coordinate training related to external audit, moderate the external audit network in DG DEVCO.
- Manage the audit framework contract.
- Ensure the functioning of the information system related to audit.
- Develop the methodology for compliance assessment of International Organisations, Member States’ development agencies and national entities in the context of joint, delegated and decentralised management.
- Liaise with International Organisations and Member States on issues related to verification.

**Oversee and coordinate DEVCO relations with key internal control stakeholders e.g. the European Court of Auditors, the European Parliament, the Council, the Internal Audit Service and the Audit Progress Committee, monitor the implementation of their recommendations**
- Coordinate DEVCO relations with the European Court of Auditors: provide the Court with any type of information it may request, or refer such requests to the relevant services.
- Coordinate DEVCO relations with the Internal Audit Service: provide the IAS with any type of information it may request, or refer such requests to the relevant services. Coordinate issues related to the Audit Progress Committee.
- Coordinate the reply to recommendations from the Court of Auditors and the Internal Action Service, as well as requests from the Parliament and the Council in the context of the discharge procedure. Input recommendation-related information into the corresponding IT system (RAD or GRC). Follow up and report on the implementation of recommendations.
- Provide methodological support and advice to operational Directorates in their relations with control bodies.

**Coordinate the relations with OLAF and manage the antifraud strategy of DEVCO**
- Ensure the overall coordination and reporting on OLAF cases related to DEVCO's operations. Monitor the implementation of recommendations received from OLAF.
- Elaborate and monitor DEVCO's anti-fraud strategy.

**Prepare DEVCO's positions and support the Commissioners and Senior Management on key issues raised by internal control stakeholders and in general on audit and control issues**

- Support the Commissioners and Senior Management on internal control and audit issues, including the discharge procedure. Within the discharge procedure, while the overall coordination of the discharge process is in the hands of Unit 01, Unit R2 takes responsibility for coordinating briefings and questions within Directorate R’s responsibility. Unit R2 also manages DEVCO’s Directorate Discharge Correspondents Network.
- Provide regular overview reports to Management on the implementation of audit recommendations concerning DEVCO, OLAF cases and any other internal control and audit issues.
- Propose orientations for DEVCO's internal control strategy if necessary.

**At the request of the Director-General, provide consulting and facilitation services under the form of ad-hoc assessment, analyses and advice on the internal functioning of Delegations and Headquarter services**

- Provide advisory and related client-oriented consulting services, intended to resolve business issues and develop solutions in areas that include organisational effectiveness, efficiency and development, strategic planning and process improvement.
- Examine the organisational performance or the various aspects of an operation / process and provide information to assist the Management in making decisions.
- Provide quick independent assessment and advice in cases where DEVCO management has identified a real or potential problem in a Delegation or at headquarters.
- Ensure harmonisation, coordination of, and reporting on the various parts of the system of verification missions to Delegations, the implementation of which remains the responsibility of the relevant Units/Directorates.
R3 – Legal Affairs
Provide legal advice and assistance, including on institutional questions, legislation, litigation issues and Ombudsman inquiries.

Define and simplify DEVCO’s general framework for financial and contractual operations.

Support DG NEAR and FPI in some of those activities.

Define and simplify DEVCO’s general framework for financial and contractual operations

- Draft legal texts on contractual, legal and financial issues.
- Follow-up the revisions of the Financial Regulation and Rules of Application and defence of DEVCO’s interests in these processes.
- Define financial systems, set-up and update financial procedures and financial circuits.
- Set-up and update Guides on contractual and financial procedures including on management modes and standardised documents in these fields.
- Harmonise, improve cooperation and working methods with third countries, International Organisations and bilateral donors (or their implementation agencies), in particular as regards the co-financing, negotiation of framework agreements and the establishment of contract models.
- Update rules and standards for the presentation of financing proposals and financing agreements, in collaboration with Unit 06 for the parts where Unit 06 is acting as the owner of the documents concerned (such as the models for the Unified Action Documents).
- Manage empowerment procedures and related sub-delegations in the framework of the College's decision-making powers.
- Collaborate in the development of management information systems, regarding the systems for which it is the designated 'system owner'.
- Follow-up the reporting on derogations and negotiated procedures.
- Manage DEVCO’s “Finance, contracts and legal” internet and intranet websites.
- Provide training courses on financial and contractual procedures.
- Update daily allowances (“per diem”).

Provide legal advice and assistance, including on institutional questions, legislation, litigation issues, Ombudsman inquiries and data protection and access to documents requests

- Provide advice on issues such as:
  - Inter-institutional relations and external representation;
  - legal matters in relation to the implementation of programmes, projects and actions;
  - application of the Financial Regulation and Rules of Application;
  - legal aspects related to the preparation and interpretation of legislation;
  - contractual, legal and financial compliance of guides and manuals prepared by other DEVCO services;
  - drafting and execution of procedures and contracts, in particular on cases that require the interpretation of provisions or where conflicts of interpretation cannot be solved;
  - interpretation of the various instructions and templates of agreements produced by the Unit;
  - derogation requests from the Directorates (related to tenders, contracts and grants) where appropriate;
– claims by contractors, suppliers and consultants with regard to any financial compensation which might be due following the execution, suspension or termination of a contract, at the request of the Directorates;
– dispute resolution consisting of the evaluation of claims and mediation (good office procedure) between contracting authority (where this is not the Commission) and claimant with a view to achieving a settlement;
– arbitration and mediation procedures between the recipient state authorities and the claimant;
– implementation of Commission’s policies and regulations in the area of data protection and citizen's access to documents.
– Follow-up case law and assessment as to the potential repercussions on DEVCO's activities.
– Assist Legal Service in cases of claims filed with the Court of Justice, General Court and National Courts.
– Manage files investigated by the Ombudsman.
– Manage complaints lodged under the provisions of the “Code of Good Administrative Behaviour” and represent DEVCO in the working group on the “Code of Good Administrative Behaviour”.
– Help-desk for questions relating to legal issues and financial and contractual procedures.
– Focal point of the DG for data protection - assistance to staff in HQ and in EU Delegations; awareness raising; DEVCO's systems notifications to the Commission Data Protection Officer.
– Knowledge-management activities on all the above issues to ensure consistency of application and interpretation across DEVCO.
– Lead the network of DEVCO contract, finance and audit Units (UFCA) including DG NEAR and FPI.
– Represent DEVCO in the RUF (Financial Units Network) and its sub-groups in close co-operation with Unit R1 and Finance contracts and audits Units (UFCA).
– Represent DEVCO at the Financial Instruments Inter-service Expert Group (FIIEG) together with Unit C3.
R4 – Human Resources

Unit R4's mission is to:

- be responsible for the implementation of DG DEVCO’s Human Resources policy in the Headquarters and for the management of DG DEVCO staff in the European Union's Delegations, in line with the arrangements in force between the Commission and the EEAS.
- provide administrative support on human resources to the FPI on the basis a Service Level Agreement.
- aim to ensure the optimal use of DEVCO's human resources in line with its political priorities and provide a key contribution to strategic workforce planning decisions both for HQ and Delegations. manage the main human resources processes for DEVCO staff, from recruitment to appraisal, promotion and certification and from equal opportunities, rights and obligations to working conditions, in accordance with the staff regulations and related implementing rules. Unit R4 also manages the annual rotation exercise for officials and the mobility for contract agents posted in Delegations.
- as "Centre of Gravity" for the Delegations ensure:
  - development and implementation of the inter-service procedures and agreements between the Commission and the EEAS in the framework of the management of resources in Delegations.
  - organisation and secretariat of the COMDEL, the Commission's internal coordination committee for the management of Commission Resources in in Delegations (reference C(2012)7200).
  - coordination of DEVCO’s and of external relations DGs’ positions and representation at the EUDEL steering committee for Delegations chaired by the EEAS and with representatives of the Commission for the management of Delegations (reference JOIN(2012)8).
  - coherence in the management of the Commission staff in Delegations, in coordination with the DEVCO Directorates involved, the other Commission services involved and with the EEAS.
  - coordination of the management of staff in Delegations with the different Commission services and with the EEAS (including consultations and information of the different services involved).
  - coordination of relations with the EEAS regarding management and resources in Delegations.
  - coordination of the briefings and follow-up of the meetings between DEVCO and the EEAS at Director-General and Chief Executive Officer level.
- manage office allocation, infrastructure and supplies:
  - optimise the allocation of office space by implementing OIB's policies while ensuring DEVCO’s needs are met.
  - act as an intermediary between the OIB and DEVCO. Communication and discussion of policies and internal procedures with the OIB and their transmission to all Directorates within DEVCO.
  - ensure effective management of office infrastructure, office supplies, meeting rooms and inventoried assets.
R5 – Local Support and Logistics

Unit R5's mission is to:

1. Ensure sound financial management of the operations under the responsibility of the 'Resources and Centre of Gravity of Human Resources in Delegations' Directorate (DEVCO R) as well as the ‘EU Development Policy and International Cooperation’ Directorate (DEVCO A) and the Units 01 to 06.

2. Apply the Commission's archiving and document management policy (e-Domec) within the DG (and FPI) and Delegations, as well as to monitor and support its use.

3. Provide the function of Local Security Officer for DEVCO.

4. Provide the secretariat of the DEVCO Examination Committees for the implementation of the various financing instruments (see point 4 for details).

5. Manage the system of deployable staff in favour of EU Delegations.

6. Provide other logistics support

1) Finance Contracts Audit role – Specific to Unit R5

In addition to the common FCA core tasks of FCA Units B6/E3/G3/H3 (see page 69), Unit R5 is also responsible for: following horizontal financial and contract files, managing horizontal framework contracts as well as the publication of calls for tenders/proposals. Its duties also include the publication of recipients and the financial management of the DG's administrative expenditures. Other duties specific to Unit R5 are outlined below.

The administrative management of horizontal framework contracts, including the procedures for the procurement, leading to the award of these framework contracts is with the aim to:

- manage a link with the selected companies at the framework contract level;
- provide statistics on the use of these framework contracts;
- hold an advisory role in cases of disagreements on the interpretation of the rules relating to the framework contracts;
- manage the update of the relevant Internet pages and to be responsible for the role of system owner for the CRIS framework contract module;

The management of the system for the publication of calls for tenders/proposals is with the aim to:

- manage the user Helpdesk;
- publish all documents related to calls for tenders / proposals on the Internet.
- manage the interface with the OPOCE;
- manage the update of relevant Internet pages and be responsible for the role of system owner for the CRIS publication module;

The management of the publication of EU Funds recipients according to the provisions of the Companion aims to:

- coordinate the publication of recipients for all DEVCO services (including through the FTS system);
- ensure coherence between DEVCO and FTS publications;
- ensure that quality checks (in particular regarding confidential data not to be published) have been done by services of the responsible AOSD;
- manage the update of the relevant internet pages;
- define the publication rules on DEVCO website and verify their application.
Additionally, the Unit ensures financial management of the DG’s administrative expenditures including DEVCO’s subsidy to the EAC Executive Agency’s operating budget.

2) Document management and security roles

Unit R5 promotes and monitors the compliance of the Commission's document management rules across DEVCO (registration, filing and archiving of documents), including support to EU Delegations in the areas of DEVCO's competence. Unit R5 provides administrative support to the FPI on document management on the basis of a Service Level Agreement. The same unit organises and operates the Central Archives of DEVCO.

In its role of local security officer, Unit R5 provides guidance about the protection of sensitive and classified information and is responsible for the DEVCO secured area.

Unit R5 acts as a database administrator for DEVCO in the area of Inter-Services Consultations and runs the register of requests for access to documents by the public. It is also responsible for the allocation of the Director General's mail, registration of incoming mail received by DEVCO and for mail dispatch.

Unit R5 engages in document management in order to:

- promote and monitor Headquarters & Delegations’ use of the archiving and document management policy of the Commission (e-Domec);
- define rules for the use of ARES and supervise its implementation in DEVCO;
- provide ARES users with training and ARES helpdesk support;
- develop and update the filing plan and the archive schedule for DEVCO;
- assist Business Managers and IT Project Managers of local DEVCO systems with ensuring compliance with document management principles and with adapting business processes when necessary;
- promote the awareness of e-Domec rules and of DEVCO specific rules (e.g. Companion, chapter 13) in EU Delegations and monitor compliance;
- provide training and develop appropriate training tools for EU Delegations, in as far as DEVCO operations are concerned;
- ensure cooperation with EEAS, SG and other DGs within the External Relations family on document management policies in Delegations;
- manage DEVCO's Central Archives (intermediate archives of DEVCO);
- collect, arrange, store and appraise all the official files closed and transferred to the Central Archives by the Units;
- promote best practices regarding DEVCO’s compliance with the legal and administrative requirements regarding the preservation of files in the Commission;
- register and attribute incoming mail in ARES;
- register and attribute requests for access to documents received from the public;
- ensure the role of the DEVCO database administrator in the area of Inter-Services Consultations, attribute incoming ISC to the relevant DEVCO Units and provide technical advice to DEVCO users;
- dispatch mail, including registered mail.

3) By acting as the local security officer, Unit R5 strives to:

- promote awareness and provide assistance within DEVCO and EU Delegations on handling of classified information;
- handle personal security clearance requests for DEVCO staff in HQ and in EU Delegations;
- ensure the role of registry control officer for classified information and manage the Cipher system and the DEVCO secured area, including the reception and distribution of COREU and Cipher documents.
- Follow-up building access requests for staff not covered by the staff regulations.

4) The role of the management of the secretariat of the committees (committees for the implementation of the various external aid financing instruments) is to:
- ensure, in coordination with the services, the smooth functioning and running of the committees in conformity with the applicable rules on procedures and to ensure the availability of the necessary logistics;
- report on the work and deliberations of the committees and monitor the adoption of programmes, strategy papers and draft measures;
- assist the Chair and the committees in any given matter including the drafting/amending of internal rules of procedure.
- ensure the harmonisation and coordination of the committees' work through consultations, the application of the internal rules and the planning of meetings;
- follow up on, assist in and report on the evolution of the EU legal framework in relation to the committees and the implementing rules, in cooperation with the Secretariat General;
- ensure the participation of the Member States at committee proceedings according to the applicable rules as well as ensuring that they receive information in a timely manner;
- ensure that the European Parliament and the Council receive information in a timely manner according to the applicable rules and agreements;
- represent and manage coordination with the SG, other services, DGs and institutions and the EEAS on issues relating to Comitology;
- ensure the role of WebDor correspondent for DEVCO (meeting logistics).

5) The management of the system of deployable staff to EU Delegation ("floaters") is to:
- manage the pool of floaters (currently 3 FCA and 2 OPS colleagues);
- initiate process and rank requests from geographical Directorates asking for temporary support missions in order to bridge staff gaps and to maintain financial circuits;
- prepare Directorate R decision on the assignment of deployable staff.

6) Other logistics support
- to act as DEVCO contact point for the reservation of meeting rooms;
- to act as an intermediary between the OIB and DEVCO in the area of office allocation, infrastructure and supplies
- to act as DEVCO EMAS (Eco-Management and Audit Scheme) focal point, promoting awareness actions and campaigns, including the maintenance of the DEVCO EMAS webpage.
R6 – Information Technology and Infrastructure

Unit R6 contributes to achieving DEVCO's missions by providing the following services: implementation of IT governance, development and maintenance of the information systems, IT and telecommunications infrastructure, technical and office support and IT security.

Implement IT governance

– implement IT governance according to the guidelines set out by the Commission and ensure consistency with business governance.

– draw up and implement the IT Master Plan based on the priorities set out by the IT Steering Committee.

– implement the technical and organisational directives issued by the Commission’s services (DG DIGIT, Security Directorate of DG HR, etc.) in the context of its role as Information Resources Manager (IRM).

– document procedures by following the internal control standards and IT audits’ recommendations.

Develop and maintain the information systems

– provide the analysis, development, tests, go live, integration, management and maintenance of the information systems supporting the policy missions and the operations of the DG.

– establish appropriate methodologies to ensure the quality and reliability of the information systems throughout their life cycle.

Ensure user support

– monitor the helpdesk service to the users responsible for the tackling of incidents related to IT resources (hardware and software). This service is provided by ITIC (IT Infrastructure Consolidation).

– provide a support service to the users of DEVCO's information systems.

– provide training and documentation for the systems for which it manages the development.

– provide advice on training in information technologies, in collaboration with the Unit in charge of planning the DG trainings.

Implement IT security

– apply the recommendations of the Security Directorate (DG HR).

Manage IT budgets

– plan, execute and manage the follow-up of the budgets allocated to telecommunications and information technologies.

– prepare and follow-up on the service provider contracts and the requests for external development.