



EUROPEAN COMMISSION
Directorate-General for International Cooperation and Development

Directorate-General for International Cooperation and Development
Main missions of Directorates and 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 policy in a wider framework of international cooperation, adapting to the evolving needs of partner countries. DG DEVCO plays a leading role in implementing the 2030 Agenda of the United Nations and its Sustainable Development Goals (SDGs) in EU international cooperation and development policy, and coordinates actions to implement the 2017 European Consensus on Development. This encompasses two main strands of work, first in terms of policy setting, second in terms of implementation and financial management.

DG DEVCO ensures cooperation with partner countries at different stages of development to cover the specific needs of these countries, including during the transition periods between low income countries and upper middle income countries.

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

DG DEVCO is responsible for formulating the European Union development cooperation policy and sectoral policies in order to reduce poverty in the world, to ensure sustainable economic, social and environmental development and to promote and support peace and security, democracy, the rule of law, good governance and the respect of human rights, notably through external cooperation. 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 leads the Multi-annual Financial Framework exercise in the field of external action, coordinating other External Relations services. It is responsible, together with the European External Action Service, for the multiannual programming of external financing instruments. This is increasingly done jointly with Member States' programming of their bilateral assistance.

DG DEVCO is in charge of implementing the European Union's external financing instruments¹ financed by the general budget of the Union 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.

Our Role

DG DEVCO is responsible for designing and implementing European international cooperation and development. Within the European Commission, DG DEVCO promotes coherence between the European Union's development cooperation policy and its other internal and external policies.

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

¹ The Development Cooperation Instrument (DCI), the European Instrument for Democracy and Human Rights Worldwide (EIDHR), the Instrument contributing to Stability and Peace (IcSP) long term objectives and the Instrument for Nuclear Safety Cooperation (INSC), but excluding humanitarian aid, the European Neighbourhood Instrument (ENI), the Instrument for Pre-accession Assistance (IPA), the Partnership Instrument (PI), macro-financial assistance, CFSP and the IcSP short term objectives.

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 seeks to target funds to countries most in need. This is in support of the EU and its Member States' commitment to provide 0.15%-0.20% of GNI as Official Development Assistance (ODA) to Least Developed Countries (LDCs) in the timeframe of the 2030 Agenda. DG DEVCO focuses on delivering better results and higher impact of its actions. It has also developed a results framework to improve its reporting on results.²

DG DEVCO implements cooperation policy 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 strategy in order to raise awareness among European Union citizens and partner countries regarding European Union action to support sustainable development and progress toward the SDGs.

DG DEVCO finds itself working 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.

² 20/7/2016 (ref. SWD(2016) 255)

Deputy Director-General Coordination (Directorates D, E, F, and G)

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.
- Together with the other Deputy Director-General, contribute to the definition, coordination, coherence and implementation of international cooperation and development policy and ensure coordination between directorates.
- 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.
- Support the Director-General in the smooth and sustainable working relations with EEAS and other Commission services.
- Supervise and provide guidance on strategic matters to the Directorates in charge of EU-Africa Relations, East and Southern Africa (Dir. D), West and Central Africa (Dir. E), Asia, Central Asia, Middle East/Gulf and the Pacific (Dir. F) and Latin America and Caribbean (Dir. G).
- 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.

Deputy Director-General Coordination (Directorates B, C, R, and 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.
- Together with the other Deputy Director-General, contribute to the definition, coordination, coherence and implementation of international cooperation and development policy and ensure coordination between directorates.
- 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.
- Support the Director-General in the smooth and sustainable working relations with EEAS and other Commission services.
- Supervise and provide guidance on strategic matters to the Directorates in charge of People and Peace (Dir. B), Planet and Prosperity (Dir. C), Resources (Dir. R) and the Task Force Knowledge, Performance and Results.
- Oversee the functioning of new and innovative financial instruments that will ensure the engagement of the private sector and leveraging investment in developing countries.

Unit 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, and in particular: ensure the elaboration and follow-up of the DEVCO Work Programme, gathering the main DEVCO initiatives, notifying the Director-General of important issues and ensure regular follow-ups in management meetings;
- Prepare and follow up the meetings of the DEVCO Strategic Steering Committee and EU Trust Fund Boards;
- 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;
- Ensure regular coordination with the SG;
- Prepare contributions to ad-hoc topics and participate in inter-service working groups of horizontal nature;
- Prepare and follow-up the meetings of EU Directors-General for Development, in cooperation with Directorate A which is in charge of contractual matters;
- Support and advise on inter-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

- Coordinate DEVCO's position within the External Relations family and its relations with the EEAS on horizontal issues;
- Ensure the ongoing supervision of relations with DG NEAR, the FPI and the EEAS, act as the point of contact for matters of principle to be raised, identify any problems and ensure that DEVCO has a coordinated position. Coordinate DEVCO's answer to ISCs and other consultations launched by DG NEAR, FPI and the EEAS for documents of a general nature where a specific Directorate/Unit on DEVCO cannot be in the lead;
- Coordinate the preparation and follow-up to the meetings of the Commissioners' Group on External Action (CGEA).

DEVCO's methods and organisation strategies

- Contribute to defining DEVCO's general organisation principles, notably by establishing and updating the Mission Statement, and ensure that their implementation is monitored by the services involved;
- Analyse future scenarios and develop 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 Corporate Management/strategic planning cycle documents produced by Directorate R;
- Coordinate the preparation of the contribution of the DG to the annual Commission Work Programme and ensure that the corporate database for the inter-institutional proposals 'Decide Planning' (former 'Agenda Planning') is up-to-date;

- Be the focal point for the better regulation agenda (e.g. Impact Assessments and Stakeholders Consultations);
- Contribute to audit report responses (European Court of Auditors, Internal Audit Service) led by Directorate R regarding issues of organisation;
- Notify DEVCO staff of major developments in terms of organisation and methods.

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 Members of the Commission.
- 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 units on the preparation of files in the Commission decision-making process.
- Verification and submission of files for adoption by the Commission (eGreffé = Decide Decision) and their follow-up.
- Intermediate between DGT and DEVCO/FPI for the validation of translation requests (eGreffé).
- Intermediate between SG and DEVCO/FPI on the decision-making process.

GRI meetings

- Coordinate DG DEVCO's input to the GRI (interface with relevant DEVCO units, other services, as well as with the Cabinet)
- Represent DEVCO in the Pre-GRI meetings.

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. Coordinate briefings for the Commissioner's and DG's interaction with the Presidencies.
- Represent the Commission as appropriate at the Council working group on development cooperation (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 at Plenary and Committee sessions when appropriate and manage the overall coordination of DEVCO representation in the EP and committees where relevant.
- 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. Regarding the Discharge process, oversee the overall process, handle briefings and questions on matters outside the responsibility of Directorate R. Based on the inputs received, finalise all briefings and answer the questions submitted to the Cabinet of the Commissioner for International Cooperation and Development and those submitted to DG BUDG.
- Ensure the coordination of follow-up to resolutions and all the procedures related to the European Parliament and joint institutions.
- Manage the centralised coordination of replies to petitions, 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 coordination of 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 correspondent for DG DEVCO towards SG.B2 with regards to the "Register of Expert Groups".

Unit 02 – Communication

Ensure the effective dissemination of information regarding EU development cooperation 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 cooperation 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 cooperation 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 Members of the College;
- Promote EU development cooperation in a transparent way through media relations, including social media, activities, campaigns and corporate events such as the European 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 Commission 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;
- Co-Manage the Communication and Information Facility (from the Support Expenditure of the EDF) with Unit D3
- 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'.

Task Force Knowledge, Performance and Results

The Task Force Knowledge, Performance and Results is composed of three units (03, 04, 05) whose work programmes cover systemic issues and corporate processes vital to ensure coherence, result, quality and additionality of the work of DG DEVCO as a whole.

The Task Force impacts two main areas of the implementation cycle by:

- Developing methodological tools, results monitoring and reporting, management information systems, training components and Data Hub. To this end, it develops and disseminates guidelines and methodologies to ensure the policy-relevance and quality of implemented actions, information systems to increase effectiveness, efficiency and transparency, and knowledge management and learning strategies aiming to promote a facilitating organisational culture and to provide DEVCO staff with the know-how required for their tasks. These tools and methodologies underpin our policies and procedures. A major undertaking in this domain is the development of the new operational information system OPSYS, which also serves as a Commission-wide pilot.
- Ensuring 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 evaluations carried out locally by the EU Delegations, in order to continuously feed back into policy formulation and action design.

Unit 03 – Knowledge, Statistics and Data Hub

The overall mission of the Unit is to act as a dynamic focal point within DG DEVCO, forming a broad repository of knowledge, data and to providing the relevant context for international cooperation and development policy actions.

In this way the Unit facilitates and contributes to evidence-based policy making and actions-design in the frame of the EU's international cooperation and development.

The Unit leads on knowledge management strategies for DEVCO as a learning organisation. Training development and programming for Commission and EEAS staff and other implementation partners involved in implementing DEVCO actions is also part of the Unit's core business.

The Unit is furthermore charged with a cross-thematic and-geographic strategic approach in development cooperation in the areas of science, research, technology and innovation and with maximising its structuring impact on economic and societal development in partner-countries.

The Unit contributes to and follows-up on knowledge management-related initiatives at Commission level and with other development organisations, in particular the multi-donor network Learn4Dev. The Unit manages the newly constituted "DEVCO Academy".

It also manages the European Expert Network (EEN) to support and stimulate DEVCO's policy thinking and debate through external academic study reports on pertinent questions from the political level and management across the DG.

The Unit manages the EDF Study and Service Facilities within the framework of the EDF support expenditure.

In close cooperation with DG RTD and relevant DEVCO Units and EU Delegations, the Unit seeks to ensure that key international thematic development topics are adequately addressed in the EU research funding programmes and its results contribute to tangible impact in development countries.

In this thematic context, the Unit develops and manages the intra-ACP Programme on research, innovation and skills under the EDF, i.e. funding programmes and actions aimed at structuring impacts on research and innovation eco-systems in the ACP regions.

For the period 2018-2020 this concerns three strands: 1. A Research and Innovation Hub for sharing good practices and information on research and innovation; 2. A Research and Innovation Policy Support Facility in order to provide ACP member countries' authorities at their request with independent high-level expertise, analysis, advice and technical support to ameliorate research and innovation eco-systems; 3. An Innovation Pilot Fund for proposals to facilitate the development of a more conducive environment for research and innovation and related skills.

The Unit interacts with and draws on relevant knowledge and research departments within the EU institutions (Aside from DEVCO, examples includes: research and external relations "families" of Commission services, the JRC Knowledge Centres, ESTAT, EPSC, EEAS, EPRS, STOA at the European Parliament and the inter-institutional European Strategy and Policy Analysis System (ESPAS). They also draw on other international and major national organisations active in development cooperation policy and actions (UNDP, World Bank, OECD, USAID, etc.). Likewise, the Unit actively maintains relations with leading academia and think tanks worldwide.

For its mission the Unit draws on knowledge, statistics and data in the relevant fields from internal and external sources and makes its products available across the DEVCO organisation (including EU Delegations) and where appropriate for the wider community of development cooperation policy makers and practitioners.

In this context the Unit is to set up and operates a Data Hub Pilot, providing a single online gateway to DEVCO's intranet with a categorisation of and links to the most relevant internal and external statistics and datasets, as well as basic guidance to their use. The Data Hub would also manage a virtual network of data and statistics contact points in all policy-, thematic- and geo-units across DEVCO.

The Unit provides assistance to the Dir R interface with DG Translation (DGT), managing the operational aspects of some translation flows and covering some specific domain-related translations required by DEVCO. The Unit also assists in the annual update of the Service-Level Agreement with DGT based on annual translation forecasts compiled from DEVCO Units.

Unit 04 – Results, Evaluation and Business Processes

The mission of unit 04 is to enhance the quality of EU development cooperation as well as its management at all stages of the project and programme cycle through the development and updating of methodological guidance, through the coordination of the implementation of DG DEVCO's monitoring and reporting systems on results, through the coordination of the business side of the corresponding IT tools, in particular OPSYS, and through the steering, coordination, monitoring and reporting on the evaluation activities of the Directorate-General.

More in particular, the tasks of the unit are to:

Act as Programme Coordinator for OPSYS

As Coordinator of the OPSYS Programme, carry out the following roles:

- Programme management coordination:
 - Carry out strategic planning, monitoring and implementation;
 - Provide support to OPSYS governance bodies and their decision-making process;
 - Ensure the secretariat of the OPSYS Management Board, the OPSYS Project Steering Committees for Track 1 (Results and Monitoring), Track 2 (Contracts and Procurement) and Track 3 (Programming, Actions and Decisions).
 - Manage and chair Domain User Groups (DUGs) and Key Contributors User Groups (KUGs).
 - Coordinate the interaction of OPSYS with other IT systems, in particular in the context of the phasing out of CRIS.
- Business Management and Business Process Coordination:
 - Liaise with DG DEVCO, DG NEAR, FPI, other actors at Headquarters and EU Delegations for business needs definition and testing;
 - Manage business processes (including tooling and business architecture), terminologies and their harmonisation; make proposals to the Project Steering Committees in case of lack of consensus;
 - Follow up on testing of IT solution with users.
- Single focal point for the IT Supplier:
 - Provide business requirements to DG DIGIT and organise testing jointly;
 - Decide go/no go regarding intermediate deliverables;
 - Propose go/no go to the Project Steering Committees regarding deliverables before roll-out.
- Change Management:
 - Plan and coordinate user training and awareness-raising for testing and roll-out;
 - Identify business improvements and propose changes accordingly.

Manage the business governance of DEVCO's information systems.

- Prepare meetings of the IT Steering Committee and act as its secretariat.

- Coordinate the preparation of the Business Schéma Directeur in order to set the business priorities for the development of information systems, ensure the consistency of the IT development of all of DEVCO's systems, and ensure respect of priorities and deadlines.
- Map and maintain a repository of the main business processes and promote harmonisation, including with the corporate level.
- Manage the interactive Geographic Information System project (GIS).

Coordinate the Results Agenda and provide internal support on results issues.

- Coordinate the implementation of DEVCO's results measurement framework and related instructions, guidance and other tools, including the drafting of the annual Results Report.
- Coordinate DEVCO's position with respect to the use of SDG indicators within DEVCO's monitoring and reporting systems and liaise with Eurostat in this respect.
- Provide support to EU Delegations and DEVCO HQ Units with respect to quality issues in relation to results and indicators at all stages of the project cycle, including in policy documents, programming documents, individual action documents (notably in the context of the Quality Review Groups), as well as project documents.
- Organise the activities of the EU Expert Group on Results.
- Work with other services, EU institutions, EU Member States and other development partners on quality of aid delivery methodologies and on results measurement frameworks.
- Participate in the drafting of responses to queries and reports regarding results issues from the Council, the European Parliament and the European Court of Auditors.

Support the identification, formulation and monitoring of projects and programmes.

- Coordinate the Quality Support Process through the regular organisation of Quality Review Groups together with Unit 01; update Quality Support systems and methodologies;
- Coordinate and monitor the system of external Results Oriented Monitoring (ROM), implemented through the Development Coordination and Thematic Directorates, and define and update the methodology for ROM.
- Contribute to the analysis of ROM and other project monitoring and reporting data.
- Contribute to methodologies and tools for other internal monitoring and reporting systems.

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 based on an integrated programme cycle management concept and promote their use.
- Provide guidance and training on thematic methodologies in collaboration with other Units concerned.
- Support the mainstreaming of methodological issues and the result agenda in procedural documents (e.g. DEVCO Companion).
- Ensure the maintenance, management and promotion of DG DEVCO's corporate collaborative knowledge sharing platform Capacity4Dev.
- Manage the "Tools and Methods" series of methodological documents.

Manage budget lines and other administrative and budgetary aspects related to the tasks of the unit.

- Manage the OPSYS budget and related contracts with consultants and intra muros staff.
- Manage contractual relations with DG DIGIT in its role of IT Supplier.
- Coordinate the management of the DEVCO part of budget line 21.08.01 for evaluation, monitoring and audit activities and of the EDF support expenditure allocation for monitoring and evaluation.
- Manage the implementation of appropriations relevant to the specific activities managed by the Unit, including the management of related service contracts.

Steer, coordinate, monitor and report on the evaluation activities of DG DEVCO.

- Develop and update evaluation methodologies at all levels.
- Set out the procedures for evaluation planning, management and dissemination both for strategic evaluations and for evaluations of interventions.
- Monitor the quality, utility and independence of evaluation work.
- 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 implement annual evaluation work programmes.
- Support EU cooperation staff in conducting high-quality evaluations of interventions, in particular through the Evaluation Support Service (ESS) and related methodological and technical support and training.
- Manage and moderate the network of Evaluation Correspondents in Delegations and HQ.
- Disseminate the conclusions and recommendations of evaluations and promote effective uptake for policy-making, programming, implementation and accountability purposes, in conformity with the "Evaluation first principle".
- Report to the Commissioner and to DG DEVCO Management on the evidence and proposed actions of evaluations. Promote good relations with regard to evaluation methodologies within the Commission, with EU Member States and with other development partners and partner countries, including joint work with the EEAS, DG NEAR and other services involved in EU external action.
- Organise and chair regular meetings of the Evaluation Services of the Member States (EU Expert Group) and participate in the Secretariat-General's evaluation network and the OECD-DAC Network on Development Evaluation.
- Encourage joint evaluations with development partners and partner countries where appropriate, and support the strengthening of an evaluation culture in partner countries.

Unit 05 – 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, including with Unit A6, in charge of EDF allocations in ABAC.
- 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-envelope) 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 External Assistance Monitoring Report (EAMR) 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, DEVCO.E, DEVCO.F and DEVCO.G).

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

Directorate A – International Cooperation and Development Policy

Directorate A is in charge of providing analysis and policy formulation within DG DEVCO on global development and international cooperation issues. This covers in particular (i) Sustainable Development Goals, policy and coherence (ii) development financing and effectiveness and relations with EU Member States, (iii) budget support, public finance management, domestic revenue mobilisation and relations with (iv) International Organisations and development dialogue with other donors as well as (v) Civil Society Organisations and foundations. It ensures the representation in international *fora* on development issues.

Directorate A also follows up the budgetary and legal framework developments related to the Multi-annual Financial framework, in particular for the implementation of external aid and it coordinates the multi-annual programming of External Financing Instruments under DG DEVCO responsibility.

The Directorate's mission is to:

- Ensure the policy follow-up of the 2030 Agenda for Sustainable Development, in particular the implementation of the new European Consensus on 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 the EU development cooperation 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;
- Formulate strategic orientations for EU international cooperation;
- 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 cooperation policy;
- Maximise the impact of the EU as an effective international development actor in and with international organisations (in particular the United Nations), International Financial Institutions (IFIs), informal groupings such as the G7 and G20 and non-EU states (DAC members);
- 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;
- Design and follow-up of the EU policy on Civil Society Organisations (CSO) and foundations and develop and monitor key EU initiatives supporting civil society and its mainstreaming within other EU instruments;
 - Follow up budgetary and legal framework developments related to the Multi-annual Financial framework (MFF), in particular matters related to external action and to the External Financing Instruments (EFIs), including the EDF, for the implementation of external aid, and coordinate the multi-annual programming of External Financing Instruments under DEVCO responsibility.

Unit A1 – SDGs, Policy and Coherence

The Unit's mission is to formulate strategic orientations for the EU development cooperation 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 development cooperation policy, in relation to the 2030 Agenda the Sustainable Development Goals (SDGs) in development cooperation policy, including the 2017 European Consensus for Development.

2030 Agenda 2030, SDGs and the new European Consensus on Development

- Formulate strategic orientations for the implementation through development cooperation policy of the 2030 Agenda and the new European Consensus on Development and other relevant policy documents.
- Ensure consistency of major initiatives in DEVCO with the policy framework provided by the SDGs and the new Consensus, including in the future MFF.
- Support the implementation of SDGs throughout all external financing instruments
- Support DEVCO's work to fully implement the new Consensus through appropriate strategic guidance and advice, including on innovative aspects of the Consensus (e.g. interlinkages between SDGs).
- Promote coordinated implementation of the Consensus between EU institutions and the Member States.
- Promote in-depth analyses on how inequality hampers the achievement of the EU's development cooperation objectives and formulate strategic orientation for EU international cooperation for tackling the drivers of Inequality.
- Formulate strategic orientations for EU international cooperation with more advanced developing countries.
- Provide policy inputs to all relevant UN processes related to the implementation of the 2030 Agenda and the new Consensus, as well to other relevant international processes.
- Coordinate DEVCO contribution to the overarching initiative coordinated by the Secretariat-General for the implementation of SDGs through internal and external policies.
- Coordinate input by EU institutions and MS and steering the formal adoption process of the joint synthesis report on implementation of the Consensus, including the impact of their actions in support of the 2030 Agenda in developing countries, as a contribution to EU reporting to the UN High Level Political Forum (HLPF).
- Contribute to the discussion and work on SDGs indicators led by the UN and EUROSTAT,
- Promote the outreach on the new Consensus, and the EU development cooperation policy at large, both internally and externally (Member States, partner countries, civil society, private sector, general public);

Strategic orientations for development cooperation policy

- Formulate the EU development cooperation 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 cooperation policy framework.

- Formulate strategic orientations for development cooperation policy and prepare, where relevant, Communications and other policy documents (e.g. Green papers, Staff Working Documents);
- Formulate EU policy and ensure Commission representation in the wider policy debate, including with EU institutions, Member States, International Organisations and other stakeholders;
- Develop policy and economic and policy analysis (internally and/or supported by external studies) on new and emerging trends in support of evidence-based policy formulation;
- Organise relevant events/discussions on EU development cooperation policy;
- Provide key policy inputs for major European and International debates (e.g. the EDDs);
- Provide substance and orientations for briefings and speeches on development cooperation policy;
- Contribute to sector and thematic policy with a view to ensuring consistency with the general development cooperation policy framework especially when new initiatives are being considered.

Policy Coherence for Development

- Coordinate and mobilise the expertise of Thematic and Coordination Units in DG DEVCO and other Commission/EEAS services to promote Policy Coherence for Development (PCD) in the EU in support of partner countries to achieve SDGs;
- Coordinate the informal expert group of MS on PCD;
- Support thematic units contributing to the Impact Assessment and Inter-service Consultation processes on PCD issues in order to better take into account the impact of EU's policies on developing countries;
- Monitor the strategic orientations and priorities of PCD in the framework of the implementation of the 2030 Agenda and the European Consensus on Development, as part of the broader policy coherence for sustainable development;
- Coordinate reporting on PCD issues (EU PCD report and Delegations reporting);
- 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.

Unit A2 – Development Financing and Effectiveness, Relations with Member States

The Unit contributes to European integration through policy development and monitoring 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 cooperation 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 and co-chair the task force on TOSSD 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 including 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 services/EEAS 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. Lead on policy development and support new initiatives in the area of joint implementation;
- 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 cooperation 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 cooperation policy;
- Organise support activities for the new and future EU Member States to enhance their capacities in development cooperation policy and cooperation.

Unit A3 – International Organisations and Development Dialogue with Other Donors

The Unit's mission is to coordinate Commission and EU positions on development related issues in the framework of the UN, OECD, World Bank/IMF/international financial institutions, G7 and G20, to promote development dialogue and cooperation as established with non EU DAC members.

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 AFPs³, 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 Inter-services 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. 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, graduation/transition of countries 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 World Bank, IMF, etc.

- Formulate, coordinate and promote Commission and EU positions on development issues in IFIs (except for regional FIs under the responsibility of respective Geographic Directorates);

³ Responsibility for the implementation of each Strategic Partnership Agreement lies with the appropriate sectoral Unit.

- Promote structured dialogue with IFIs on key development cooperation policy priorities and frameworks.
- Prepare and participate in/to ensure follow up of high level meetings, e.g. Annual and Spring meetings of the World Bank and the IMF.
- Prepare the World Bank Group (WBG) 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.
- Maintain regular contact with the staff in EU Delegations in charge of following up on IFI matters, i.e. Washington (IMF, World Bank Group - WBG).
- Maintain regular contact with the WBG Office in Brussels and the IMF office in Paris.
- Lead on dialogue with the Islamic Development Bank (or others IFIs whose interventions are of a global nature).

G7 and G20

- Coordinate Commission positions on development issues in the work of the G7 and G20 in particular under the G20 Development Working Group (DWG).
- Prepare briefings for the G7 Foreign Affairs Sous Sherpa (FASS), the G7 Sherpa and the G20 Sherpa and Finance tracks ahead of their meetings on development related issues, as well as for the G20, G7 Summits and the G7 development ministers meeting.
- Coordinate inputs and actively participate in the G7 accountability exercises, aiming at mapping the progress of G7 development related commitments and at the meetings of the G20 Development Working Group (DWG).
- Represent DG DEVCO at inter-service meetings on G7 and G20 matters.
- Contribute to ensuring synergies and coherence of G7 and G20 work on development issues with relevant EU policies and strategies, contributing to the EU's visibility in G7 and G20 work on development matters.

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, Australia, in the field of development cooperation 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. Represent DG DEVCO in Country Team Meetings on these countries.

DEVCO engagement with other donors

- Coordinate DEVCO's overall exchanges with development partners from a global level perspective.

- Facilitate knowledge-sharing and identification of best practices for monitoring, analysing and engaging other donors between geographic Directorates.
- Support geographic Directorates in bilateral and regional development dialogues and contacts especially in relation to the Agenda 2030 and SDGs.

Others

- Coordinate and report on DEVCO's approach and funding to International Organisations and advise on opportunities to cooperate with new international partners.
- Coordinate relations with International Organisations/bodies or groupings such as the Commonwealth, the OIF (Organisation Internationale de la Francophonie) and the CPLP (Community of Portuguese Language Countries) and, as appropriate, with non-institutional actors on global development issues.

Unit A4 – Budget Support, Public Finance Management, Domestic Revenue Mobilisation

The Unit's mission is to contribute to the formulation of the EU development cooperation 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. It also provides strategic orientations in these areas to inform the EU development cooperation 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 cooperation 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.
- Monitor and support the implementation of the 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) including DRM 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 Commission 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, e.g. through an annual state of play on trends and results achieved.
- 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.

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

- Formulate the EU development cooperation policy on PFM, Fiscal Transparency and Accountability, including input, follow-up on and support to PEFA and other similar instruments. Provide strategic orientation for programming and implementation. Represent the Commission in the PEFA Steering Committee.
- Formulate the EU development cooperation 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 in the TADAT Steering Committee and other topical trust funds steering committees.
- Follow-up and provide strategic orientation on issues related to debt relief and debt management.
- Follow-up on international initiatives and provide 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 and the 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.
- 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.

- Coordinate with IFIs (IMF, WB, and 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.

Unit A5 – Civil Society Organisations, Foundations

Unit A5 is responsible for a structured dialogue and specific partnership with civil society in external relations, as actors of development and democratic governance. It concentrates its work in two main aspects, as follows:

Design and implement EU policy on Civil Society Organisations (CSO) as enshrined in the European Consensus on Development and the Commission's Communication "The roots of democracy and sustainable development: Europe's engagement with Civil Society in external relations":

- Continue to strengthen CSO's participation, enabling environment and capacity as both actors and implementers of development cooperation policy;
- Explore and develop an enhanced dialogue and possible partnership(s) with foundations;
- Ensure EU structured dialogue with civil society through the Policy Forum on Development and other inclusive multi-stakeholder dialogue fora;
- Strengthen EU partnerships, in particular strategic framework partnership agreements with CSOs, for the implementation of the European Consensus;
- Coordinate with other actors and represent the EU in the relevant Donors Group and other stakeholders' Groups on CSOs.

Develop and monitor EU initiatives supporting civil society and its mainstreaming within other EU instruments:

- Ensure, together with Unit C5, the coordination of the negotiation of the thematic programme CSO-Local Authorities (LA), notably its multiannual indicative programmes, in cooperation with other relevant units;
- Ensure the translation of EU policies into country strategies through the supervision and monitoring of EU country roadmaps for the engagement with civil society;
- Coordinate and communicate the work on civil society in external relations with all external services of the EU and with Member States.

Unit A6 – Coordination and Programming of External Financing Instruments

Follow-up the budgetary and legal framework developments related to the Multi-annual Financial Framework, in particular matters related to external action, and to the External Financing Instruments (EFIs), including EDF, for the implementation of external aid, and coordinate the multi-annual programming of EFIs under DEVCO responsibility.

Multi-annual Financial Framework and External Financing Instruments

- Lead the Multi-annual Financial Framework exercise in matters related to external action, including the issue of EDF budgetisation, ensuring coordination within DEVCO and with other relevant Commission services and the EEAS.
- Coordinate the drafting and negotiation under the applicable legislative procedures of the Commission's proposals for EFIs for the next Multi-annual Financial Framework period within DEVCO and with other relevant Commission services and the EEAS.
- Lead the drafting and negotiation of legal proposal(s) replacing the existing DCI, as well as the Internal Agreement and the Regulation implementing the 11th EDF, with the EEAS and the support of DEVCO relevant services.
- Coordinate DEVCO's position on all the issues linked to the implementation of the current EFIs or to the future development thereof, in particular concerning interpretation of Regulations contents, overall financial framework, inter-institutional agreements, financial structure and overview of their implementation (delegated acts, multiannual programming, annual action plan, comitology, eligibility, etc.).

Multi-annual programming

- Coordinate the multiannual programming of EFIs and its reviews within DEVCO and with the EEAS, other external relations DGs and other Commission services. This includes drafting of programming instructions/guidelines for geographic and thematic multi-annual programming process and documents to be prepared, support to geographic and thematic services, monitoring of the process, quality screening, coordination for the annual debate on the EP scrutiny of the EDF and for the strategic dialogues with the European Parliament for EFIs under DEVCO responsibility, and classification of original EDF programming documents.
- Lead the programming mid-term review of the DCI and of the 11th EDF, within DEVCO and with other relevant Commission services and the EEAS, as well as the end-of-term review for the 11th EDF.
- Coordinate and manage the EDF reserves and allocations including reprogramming in accordance with the working arrangements between the Commission services and the EEAS, as well as with ECHO. This includes drafting of instructions notes and guidelines as well as provision of regular state of play. This also includes support to exogenous shocks, in liaison with the Unit "Resilience, fragility" (B2).
- Coordinate and monitor the allocation of DCI geographic non-allocated funds within DEVCO and with the EEAS.
- Monitor the priorities and allocations at multiannual programming level in cooperation with the Unit in charge of Planning, Budget and Reporting (R1), including verification of data quality.
- Contribute to the work on joint programming led by the Unit in charge of Development Financing and Effectiveness (A2).

- Coordinate DEVCO Units involved in the framework of the MoU with DG REGIO on enhancing EDF-EDRF projects.
- Prepare and update, in coordination with the Unit in charge of Planning, Budget and Reporting (R1), the programming tables for EDF support expenditures, including EDF interests and other EDF revenues. Prepare specific action programmes when needed.

Directorates B and C – People and Peace; Planet and Prosperity

Formulate sectoral policies in their respective fields of competence.

For Directorate B: Gender Equality, Human Rights and Democratic Governance, Resilience, Fragility, Migration, Employment, Social Protection, Culture, Education, Health and Security, Moreover, Directorate B contributes to the development of sectoral approaches in areas linked to global and trans-regional threats and emerging threats, security and nuclear safety.

For Directorate C: Rural Development, Food Security and Nutrition, Environment, Natural Resources, Water, Investment and Innovative Financing, Private Sector, Trade, Cities, Local Authorities, Digitalisation and Infrastructures, Sustainable Energy and Climate Change.

In collaboration with the DEVCO Directorates, and as relevant with the Commission's other services and the EEAS, they:

- Prepare the sectoral policy framework;
- Strengthen the analysis and follow-up of each topic;
- Prepare the sectoral or thematic policy documents (Communications, Staff Working Documents);
- Prepare and implement the multiannual programming of thematic programmes under the Development Cooperation Instrument (DCI), the EIDHR (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.
- Coordinate the preparation of the position on thematic issues covered by the Directorate that are discussed in other EU institutions, and in particular at the European Parliament and Council, participating, representing DEVCO, and, when appropriate, the Commission, and ensuring appropriate reporting.
- Lead or assist, where relevant, other 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).
- Mainstream cross-cutting issues such as Gender and Climate/Environment and operationalise the Right-Based Approach

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 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 Development Education and Awareness Raising programme component (DEAR) of the 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").

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;
- Ensure that the thematic programmes managed by Directorates B and C are aligned and mutually reinforcing the impact of geographic programmes managed by Directorates D, E, F, and G.
- 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 and cooperation 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 other Directorates.

- Develop methodological instruments, and explore innovative thematic approaches.
- Coordinate thematic networks and platforms.
- Manage the development of studies and methodological guidance, in coordination with Finance and Contracts Units, as well as with the Quality and Results and Knowledge Management Units.
- 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.
- Provide sectoral support to Directorates and Delegations primarily via remote support, support missions and quality assurance in the framework of the Quality Review Group (QRG) and the Budget Support Steering Committee (BSSC).
- Operationalise the mainstreaming of cross-cutting issues and the Right based Approach

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).

- 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.

Units B1, B2, B3, B4, B5, C1, C2, C3, C4, C5, C6 and C7 - Gender equality, Human Rights and Democratic Governance; Resilience, Fragility; Migration, Employment; Security, Social Protection; Culture, Education, Health; Security, Nuclear Safety; Rural Development, Food Security, Nutrition; Environment, Natural Resources, Water; Investment and Innovative Financing; Private Sector, Trade; Cities, Local Authorities, Digitalisation, Infrastructures; Sustainable Energy, Climate Change; Coordination of the EIP Secretariat and Blending Facilities

There are core missions common to all above units listed below as well as specific ones listed further.

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 financing 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 and EDF intra-ACP programmes and EDF Facilities, where relevant

- Draft thematic strategy papers, multi-annual and annual programming documents and contribute in this respect to the intra-ACP programme.
- 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.
- Liaise with the Secretariat of the African, Caribbean and Pacific Group of states in relation to the implementation of the intra-ACP programmes.
- Draft the guidelines, publish and evaluate the global calls for proposals, and procurement.
- 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 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.
- Programme and organise the use and implementation of the administrative credits.
- Upon demand, assist 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 or other thematic units 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, QRG, 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 and 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 05 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'⁴.

Specific to Unit B1 - Gender Equality, Human Rights and Democratic Governance

Unit B1 ensures the quality support, policy coherence and elaboration of tools and methodologies on Good Governance (Rule of Law, Justice and 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 and the Children" components (GPGC) of the DCI, 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. Unit B1 also has the overall responsibility of the Spotlight Initiative launched in 2017. Furthermore, Unit B1 will be the entry point for youth-related aspects in close coordination with other Units of the Directorate responsible for the relevant thematic scope.

Unit B1 is also responsible for the programming (under the coordination of Unit A5) and implementation of the Development Education and Awareness Raising (DEAR) component of the CSO/LA programme of the DCI.

⁴ Units A5, C5 and B5

Specific to Unit B2 - Resilience, Fragility

Unit B2 focuses its attention in contributing to sustainable development and peace by mainstreaming conflict sensitivity, peace-building and resilience approaches into the EU policy for cooperation with countries affected by crisis and/or fragility(ies) and on providing support, guidance and tools aimed at facilitating the transition of partner countries from fragility to resilience and/or from conflict to peace.

Furthermore, it seeks to ensure effective and coherent action by the European Union to prevent conflicts, to help partner countries recover from major crises and to graduate from fragility to resilience.

As DG DEVCO's single unit dedicated to processes, policies and tools concerning the transition from fragility to resilience or from conflict to peace, the Unit B2's work includes the following a set of activities:

- Mainstreaming conflict sensitivity, peacebuilding and resilience into policies, strategies and concepts of EU development cooperation notably in fragile and conflict-affected contexts;
- Management of the support to exogenous shock in coordination with other relevant units.
- Developing, maintaining and coordinating DG DEVCO's work and partnerships with DG ECHO, DG NEAR, FPI, other line DGs, EEAS relevant structures (PRISM, SECPOL, CMPD, CPCC, EUMS), Member States and relevant international players, including the UN System, the World Bank Group, International and European Financial Institutions, regional organisations, bilateral donors on issues related to fragility, resilience, conflict prevention, conflict sensitivity, peacebuilding and Statebuilding;
- Assisting other units in DEVCO on any transversal issue in fragile and conflict-affected contexts, including but not limited to gender, climate, security, inter-cultural and inter-religious dialogue as well as promotion of private sector investments, and thus working towards coherent policies and better organisation of prevention and preparedness strategies, as well as response and recovery;
- Leading within DG DEVCO on the follow-up and implementation of the EU's resilience approach and the EU's Comprehensive/Integrated Approach to conflicts and crises.
- Coordinating work on the humanitarian-development-peace/security nexus;
- Carrying out/participating in/advising on relevant analyses (in particular conflict analyses, early warning system, post disaster needs assessment (PDNA) and recovery and peace-building assessments (RPBA) in fragile and conflict-affected contexts, developing guidance and tools, thereby "operationalising" the key principles for engagement in fragile situations "on the ground".
- Providing support to EU Delegations in fragile and conflict-affected contexts in programming, project identification and formulation and contributes actively to reference groups for strategic evaluations of EU cooperation in these countries (or regions).
- Organising designated thematic sessions and contributing to pre-posting trainings and seminars for EU staff appointed to EU Delegations based in fragile and conflict-affected countries; participating in CSDP pre-deployment trainings and other courses and external events (e.g. with NATO, ESDC) upon request.
- Representing DG DEVCO in the CSDP Lessons Learned Working Group chaired by the EEAS and in crisis management exercises.

- Coordinating the annual update of DG DEVCO's list of countries under crisis situations for the purposes of the Financial Regulation and its Implementing Rules.
- Serving as the EEAS counterpart in DG DEVCO for the Early Warning System and ensuring input from DG DEVCO is provided and considered in all phases of the Early Warning System.
- Contributing to the OECD/DAC's International Network on Conflict and Fragility (INCAF) and the International Dialogue for Peacebuilding and Statebuilding (IDPS); ensuring that EU policies and practice are being fed into these international fora, and that findings and lessons learned in the international context are being disseminated among colleagues in both head-office and Delegations. (The IDPS is a tri-partite partnership between members of INCAF, the G7+ countries which self-identified as being affected by fragility and conflict or in transition situations and the Civil Society Platform for Peacebuilding and Statebuilding (CSPPS). The IDPS' purpose is to improve current policies and practices related to fragility, conflict prevention and/or resilience in situations of fragility and conflict).

Specific to Unit B3 - Migration, Employment

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

- Employment and Social cohesion 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 groups (youth) and vulnerable groups such as people with disability, 4) the integration within EU development cooperation of the fight against raising social and economic inequalities.
- 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 management, legal and labour mobility, addressing irregular migration, the fight against human trafficking and smuggling, integrated border management, as well as addressing forced displacement, 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 strengthen the mainstreaming of migration and mobility, as well as employment and the reduction of inequalities with other sector policies and programmes under EU development cooperation. 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, and vocational education and training, 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, migration and asylum, resilience, fragile states, policy coherence for development, 2030 Agenda, etc. 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, United Nations' Global Compacts on Migration and Refugees, migration dialogues etc.).

Specific to Unit B4 - Culture, Education, Health

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

- 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.
- 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, influence of key global health initiatives to align and complement the geographic and other programmes for universal health coverage (UHC 2030): For a rights-based approach to better and more equitable health outcomes, including SRHR.
- For Culture: strengthening the socio-economic impact of culture through the promotion of cultural and creative industries' contribution to economic growth, and intercultural dialogue as means for multi-pluralism, peacebuilding, conflict prevention and reconciliation, supporting governments and non-state actors in their capacity to protect, manage, develop and promote cultural diversity, tangible and intangible cultural heritage and freedom of cultural expressions.

The unit is also responsible for preparation and implementation of its programmes under the DCI Global Public Goods and Challenges Programme and the intra-ACP strategy. This includes ensuring Board presence and follow up of global and regional initiatives in education (e.g. Global Partnership for Education and Education Cannot Wait) and health (e.g. Global Fund, the Global Alliance for Vaccines and Immunisations (GAVI), the World Health Organisation (WHO), the United Nations Fund for Population Activities (UNFPA)).

The Unit also ensures that development-related education, health and culture aspects of global policies are appropriately considered through working with the line DGs in charge (e.g. for culture and education: EAC / Erasmus+, Creative Europe programme, for health: SANTE / World Health Assembly and WHO, ECHO for health security and LRRD, TRADE for trade-related aspects of access to medicines, RTD for research and innovation on in support of development cooperation policy objectives), and through work with the related UN agencies (UNESCO, UNICEF, WHO, UNFPA etc.). In the same context the Unit leads on the interaction with the related sector departments of major development partners (EU MS, WB, UNICEF, etc.) and take care of the training, information and raising awareness of the Culture focal points in the EU Delegations to act as point of reference and entry for the aspects of cultural cooperation and cultural dimension of development.

Additionally, the Unit will be in charge of activities ensuring the contribution of sport to the European Consensus on Development given the sector's strong potential to contribute to smart, sustainable and inclusive growth and new jobs and considering its positive effects on social inclusion, education and training as well as public health.

Specific to Unit B5 - Security, Nuclear Safety

Unit B5 is the lead service within DEVCO for issues relating to security and nuclear safety.

The unit provides policy and thematic support on all issues linked to security and nuclear safety while also managing financing instruments (Instrument for Nuclear Safety Cooperation (INSC) and Article 5 of the Instrument contributing to Stability and Peace (IcSP)). In addition,

the unit also manages security targeted projects funded under other DEVCO managed instruments.

Security covers all aspects of broader Security Sector Reform as well as specific matters such as counter terrorism; prevention of violent extremism; terrorist financing and money laundering; organised crime including cyber-crime; protection of critical infrastructures, including maritime and cyber security; security threats emanating from climate change as well as environmental crime, chemical, biological, radiological and nuclear, technologies and incidents and risk mitigation.

The Unit in line with the EU policy promotes nuclear safety worldwide. It does not promote nuclear energy which remains a national decision. Nuclear safety is meant to ensure that the use of nuclear safety is done according to the best international standards and in particular up to EU standards and that the entire chain of fissile material - from extraction to waste management is safe. It also covers the nuclear material safeguards which remains a corner stone of the non-proliferation regime.

- This Unit's work includes the formulation of strategic orientations and carrying out relevant analysis to support DEVCO engagements in the area of security and nuclear safety, as well as managing the identification, preparation and implementation of actions under its responsibility. 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, protecting against and building capacities to mitigate the risk linked to threats of chemical, biological, radiological and nuclear materials, knowledge 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 threats to critical infrastructure and public health. A new priority is related to climate change and security. Support measures will notably include Security Sector Reform (SSR), capacity building for law enforcement, border guards, judiciary, intelligence and other relevant services.
- 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; emergency preparedness (accident prevention as well as reaction in the event of an accident) and the establishment and strengthening of efficient nuclear materials safeguards.
- Unit B5 is the coordinator for the activities of DG DEVCO related to security and nuclear safety with International Atomic Energy Agency (IAEA), JRC, United Nations Office on Drugs and Crime (UNODC), International Science and Technology Centre (ISTC), Science and Technology Centre in Ukraine (STCU), and other activities related to sectorial security issues such as maritime security, aviation security, counter terrorism and cyber security and capacity building in support of security and development (CBSD).
- Unit B5 also represents the European Commission in the PMG Council Working Group and DEVCO in the COTER Working Group and at the G7 Nuclear Safety and Security Group. It represents the European Commission at the European Bank for Reconstruction and Development for the management of nuclear safety related funds and accounts.

Specific to Unit C1 - Rural Development, Food Security, Nutrition

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, in order to reach the targets endorsed by the Commission, support the Scaling Up Nutrition (SUN) Movement.
- Resilience: food crisis prevention and management including the lead to support the Global Network for Food Crises, AGIR and SHARE.
- Sustainable Agriculture: environmental sustainability, access to land, research and innovation; Global Alliance for Climate Smart Agriculture.
- Agricultural Growth: value chain development, sustainable financing (blending), 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, including support in designing interventions in food nutrition and agriculture that allow women to change their lives.
- 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).
- Coordination of the issues related to 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.
- G7/G20: In close cooperation with Unit A3, formulate Commission and EU positions on rural development, food security and nutrition issues, in consultation within DG DEVCO and in coordination with other DGs and the EEAS. Contribute to G7 and G20 accountability exercises.
- Coordinate and lead issues on CTA matters.
- Coordinates the implementation of actions in food, nutrition and agriculture with a global nature (e.g. CGIAR, SUN, Rome based Agencies, CTA).

Agriculture includes also livestock, fisheries and aquaculture.

Specific to Unit C2 - Environment, Natural Resources, Water

Unit C2 promotes the environmental dimension of the new sustainable development agenda, across the 17 SDGs and notably in the following thematic areas: environment, biodiversity, ecosystems and wildlife, forests, land, green economy, chemicals and waste, and water. Therefore, Unit C2's work focuses primarily on SDG 6 (Water and Sanitation), SDG 12 (sustainable consumption and production), SDG 14 (oceans and seas ecosystems), SDG 15 (terrestrial ecosystems) and SDG 13 (climate change). It also significantly contributes to all other SDGs, through mainstreaming. 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 and CLIMA, it contributes to the external dimension of the Union environment policies, notably by supporting international negotiations processes under UN Convention to Combat Desertification (UNCCD), Convention on International Trade in Endangered Species (CITES) 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); assess and monitor forest resources; (c) promote sustainable investments in the forest sector; (d) address the drivers of deforestation (including Reduce Emissions from Deforestation and forest Degradation - REDD+).
- 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.

- Water:
 - Supporting action for 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;
 - Supporting initiatives for watershed management and for shared water resources among riparian countries; knowledge sharing and best practices for integrated water resources management at national and trans-boundary levels;
 - Promote the Nexus approach for water-energy-agriculture-ecosystems and related actions.
- Sustainable land management: minimising 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 - Investment and Innovative Financing

Promote, coordinate and manage innovative financial instruments of the External Relations portfolios in the regions covered by DEVCO, including the European Fund for Sustainable Development (EFSD) Guarantee.

Design, formulate and promote the increased use of investment and innovative financing

- Formulate the general framework for guarantee and blending instruments in conformity with EU policies, relevant strategy documents and other programming documents.
- Front office for:
 - Conception, promotion, formulation and implementation of innovative financing with different partners, including guarantee instruments.
 - Coordination of policy proposals on innovative financing with relevant stakeholders, including other DG's, MS and EFIs.
 - Stronger involvement of partner countries.
- Focal point for:
 - Initiatives of other DEVCO services or DGs on investment and innovative financing related issues, including particularly the EFSD Guarantee.
 - 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.

- Ensure overall steer for the implementation of the European Fund for Sustainable Development Guarantee.
- Manage the implementation steps of the EFSD Guarantee.
- Coordinate with the Guarantee Technical Assessment group (GTAG).

- Operational management of other external investment and innovative financing of Global Energy Efficiency and Renewable Energy Fund (GEEREF) and the ACP IF.

Put into action and supervise decisions of the governing bodies of external investment and innovative financing.

- Support Development Coordination Directorates, and EU Delegations:
 - Contribute and provide advice for negotiation of MoUs, framework agreements, guarantee agreements, mutual reliance agreements, etc. with EFIs.
 - Monitoring and coordination at instrument level.
- Advise Development Coordination and Thematic services and EU Delegations:
 - Negotiate and implement agreements with EFIs
 - Investment and innovative financing modalities, such as guarantees, 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.

- Follow-up on overall implementation of activities of EIB and other European multilateral and bilateral finance institutions as well as other multilateral finance institutions 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 coordination and policy coherence in applying investment and innovative financing.
- Follow up relations with the African Development Bank and other regional as well as national development banks in the context of guarantees and blending.
- Contribute on guarantee and 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 investment and innovative financing, 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.

Provide guidance and training

- Develop and coordinate guidance material related to the use of investment and innovative financing 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.

Specific to Unit C4 - Private Sector, Trade

Unit C4 is responsible for the following policy and thematic areas: "Private Sector, Trade", 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), steering the Third Pillar of the External Investment Plan, as well as engaging in structured dialogue with the private sector (notably through the Sustainable Business For Africa platform);
- Improving the effectiveness and impact of EU aid for trade in the context of the updated EU Aid For Trade Strategy, 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;
- Coordinating issues related to the Extractive Industry Transparency Initiative (EITI) and follow-up on issues related to natural resource management.

Manage the part of 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 (except the sub-component on "Increased access to finance" that is implemented through blending and other innovative financial instruments).

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

Specific to Unit C5 - Cities, Local Authorities, Digitalisation, Infrastructures

Unit C5 is in charge of the management of the development and cooperation policies in the areas of Cities, Local Authorities Digitalisation for Development and Infrastructures. 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 Cities sub-sector includes megacities, the implementation of the New Urban Agenda, urban mobility (city rails, urban road networks), urban infrastructures, slum upgrading and more generally, all other urban development matters. The Unit is responsible for:

- Acting as DG DEVCO focal point for policy elaboration, implementation and follow up of actions related to urban development in partner countries;
- 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 such as migration, gender equality, energy, climate change, resilience and environment;
- Promoting EU urban development cooperation policy and priorities within International Organisations such as UN HABITAT, UNDP, UNOPS, Cities Alliance, International Financing Institutions and Trust Funds;
- Engaging in the formulation/appraisal and implementation of related interventions, including through blending.

The **Local Authorities sector** has a threefold and intertwined mandate.

- Policy. It ensures the design and follow-up of policies and represents the Commission in the relevant institutions and fora, in particular on:
 - Local authorities (LAs) as actor and operator of development cooperation 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.
- 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 LAs;
 - Programmes on decentralisation, local development and local governance,
 - As a permanent interface with LAs.
- Operational Implementation. It deploys, implements, monitors and reports programmes, framework partnership agreements (FPAs) and projects related to:
 - The LA thematic line of the Development Cooperation Instrument (DCI)
 - The Development Education and Awareness Raising programme (DEAR) dedicated to the mobilisation of EU citizens for development issues and global challenges.

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 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 operationalising 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
- (f) Promoting digitalisation for development.

Specific to Unit C6 - Sustainable Energy, Climate Change

Unit C6 "Sustainable Energy, Climate Change" is in charge of the management of the international cooperation and development policies related to sustainable energy and climate change contributing to low-carbon climate resilient inclusive development and growth, to strengthened climate governance and to the implementation of the UN Paris Agreement on Climate change and the Sendai Framework on Disaster Risk Reduction. 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 and climate policy and contribute to the attainment of SDG 7 and SDG 13. In particular the Unit's work focuses on three main challenges:

- Address energy poverty by contributing to 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 and market 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" whilst maximising multiple benefits and synergies between energy and other sectors including in the agriculture-water-energy nexus and Climate Smart Agriculture or in the energy-digital nexus, and promoting sustainable energy as an enabler for all SDGs;
- 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 DG 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 and the UN Paris Agreement on Climate Change.

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:

- Support the integration of climate change (mainstreaming) in all EU development cooperation policies and plans and 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 2030 Agenda and 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, local authorities 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.

Specific to Unit C7 - Coordination of the EIP Secretariat and Blending Facilities

Unit C7 is in charge of the implementation, coordination and management of the External Investment Plan (EIP): an innovative Commission flagship initiative managed jointly by DG DEVCO and DG NEAR. This initiative aims to support investment in our partner countries in Africa and the EU Neighbourhood region, to strengthen our partnerships and contribute to achieving the Sustainable Development Goals, helping address some of the root causes of migration.

- The Unit tasks include the management of the Africa and Neighbourhood Platforms, which collectively form the European Fund for Sustainable Development (EFSD).
- In addition to the EFSD, the Unit will also manage other Regional Blending Facilities (Africa, Asia, Central Asia, Caribbean, Latin America and Pacific) using blending and financial instruments.
- Unit C7 work in close coordination with unit DEVCO.C3 implementing the EFSD Guarantee, unit DEVCO.C4 responsible for the Pillar 3 of the EIP and with DG NEAR (in particular Unit NEAR.A4).
- Within the framework of the EIP and the Regional Blending Facilities, the Unit will also manage the relations with various main stakeholders such as Member States, development banks and multilateral organisations as well as relations with the European External Action Service, the European Parliament, the EU Delegations in our Partner Countries and other Commission's DGs.
- The Unit is also involved in the financial technical assessment of blending operations/proposals including the assessment of financing conditions.
- The Unit carries out the monitoring, evaluation and impact framework for traditional blending operations and coordinate with Unit DEVCO.C3 for the monitoring and evaluation of new operations under the EFSD guarantee taking into account the work-streams on risk monitoring, indicator reporting and guarantee agreement drafting.
- Unit C7 is in charge of the EIP outreach and visibility activities both internally and externally including the creation and management of a dedicated web-portal. The tasks of the Unit also include the design and delivery of several training programmes dedicated to the EIP including the blending instruments and the EFSD Guarantee in cooperation with Unit DEVCO.C3.

Directorates D, E, F and G: EU-Africa Relations, East and Southern Africa; West and Central Africa; Asia, Central Asia, Middle East/Gulf and the Pacific; Latin America and Caribbean

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: EU-Africa Relations, East and Southern Africa, Directorate D; West and Central Africa, Directorate E; Latin America and Caribbean, Directorate G; Asia, Central Asia, Middle East/Gulf and the Pacific, Directorate F;
- 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 and 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 ex-post 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. 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 aiming to achieve the objectives of the Development policies as defined in DEVCO's mission.
- 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 as well as 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 and representing DG 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.
- Have lead responsibility for relations with more advanced developing countries in their respective geographic area, as well as Financial Institutions with regional scope (e.g. Asian Development Bank, Asian Infrastructure Investment Bank, Inter-American Development Bank, etc.) and for contacts with Departments of International Financial Institutions in connection with their activities in the geographical area.

Units D1, D2, D3, E1, E2, F1, F2, G1 – Southern Africa, Indian Ocean; Eastern Africa, Horn of Africa; Central Africa; Western Africa; Middle East/Gulf, Central Asia, South Asia; East Asia, South-East Asia, and the Pacific; Latin America and the Caribbean⁵

Ensure overall coordination and coherence of policy in the countries and regions under their responsibility.

- 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 cooperation 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.
- Ensure mainstreaming and implementation of cross cutting issues (Development effectiveness; gender; climate change, resilience, conflict sensitivity, 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.
- Develop and update briefings and speeches, prepare replies to external information requests, to questions from the European Parliament and other institutions.
- Coordinate and contribute to the consultations organised by the other Directorates, DGs or the EEAS. Represent the Directorate at interservice meetings.

Plan, coordinate and supervise the devolved or non-devolved activities of the Directorate General in the countries and regions under their responsibility

General activities:

- Coordinate and develop the Directorate's Management Plan.
- Analyse and follow-up the Management Plans and the Delegations' reports (EAMR), prepare the consolidated responses (in collaboration with other Directorates).
- 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.
- 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.

⁵ Particularity of Directorates G and F: respectively the Caribbean and the Pacific also include the OCTs of the region.

- Prepare contributions to the risk register updates.
- Coordinate, in cooperation with EEAS and the Delegations, the preparation of the programming documents. Collaborate with the regional programmes' Units in the preparation of the regional programming documents.
- Contribute to the thematic multiannual programming, including "sugar" and "bananas" for the area concerned
- 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.
- Programme and implement the Disaster Risk Reduction Plan in coordination with Unit C2 and B2.
- Evaluation; Internal audit; Inspection; Court of Auditors; European Parliament; contribution to the various briefings, working groups, replies relevant to geographical evaluations, inspections and audits in collaboration with the focal point for the Directorate.

Organisation of the Delegations

- Coordinate and contribute to both the development and the approval of organisation charts.
- 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. Provide input on the Head of Delegation mission letters.
- Participate in supervision missions involved in checking the conformity of the operational sections' management systems, finance and contracts in Delegations.

Plan and supervise programming

- Ensure geographical programming with other Directorates, the monitoring of the programming process and the analysis of programming outcomes, and with the EEAS according to the Working Arrangements.
- Contribute to thematic Programming led by Directorates B and C.
- Ensure planning (from pipeline to decisions), coordination and supervision of all activities concerning the cooperation with the region and, in this context, coordination with the EEAS and line DGs and instructions to the EU Delegations.
- Prepare a 24-month, multiannual dynamic calendar for the appraisal phases and formulation of projects and programmes.
- Supervise the identification and formulation phases of projects and programmes.
- Coordinate, with other Directorates, the requests for support actions and missions to assist in identification and formulation work.
- Ensure the quality of cooperation measures, according to the geographical responsibility, in coordination with the other Directorates as well as with the sectoral DGs.
- Participate in the quality review process and ensure that the conclusions are integrated into the financing proposals.

- 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...).
- 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 SDAO.

Coordinate and finalise the decision-making procedures

- Plan the annual work plans with Unit 05 "Quality and Results" and Unit R5.
- 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.
- 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 Director who acts as chair of the Management Committee and as a possible replacement for the Director to carry out this task, in coordination with Unit R5 and the EEAS.
- 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.
- 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 bord"/dashboards), supervise and verify periodically their results (CRIS and EAMR).
- Prepare and follow-up the yearly OPTIMUS exercise in close cooperation with FCA units.
- Contribute to improve the quality of projects & programmes using efficiently the "Result Oriented Monitoring" (ROM) tool.
- 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 and together with A4, in the preparation of BS programmes, in particular in the negotiations of the implementation modalities (matrix, indicators, timetable, tranches and technical assistance).

- 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 Delegation 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, together with Unit 02, 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.
- Ensure 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.

Specific to Unit D2 – Eastern Africa, Horn of Africa and Units E1 & E2 – Central/Western Africa on the EU Trust Funds

Unit E1 manages the Bêkou Trust Fund for the Central African Republic.

Unit 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 organisation 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 Organisations, civil society organisation 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 Delegations 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, together with Unit 02, a communication strategy and framework for the EU Trust Fund;
- Prepare interim, 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 and Contracts team in E3 providing the financial and contractual support for actions submitted to the Operational Committee.

Specific to Unit D3 – EU-Africa, African Peace Facility

Commission's Focal Point for EU-Africa issues

- Coordinate the representation of DG DEVCO and all other Commission's services at the Africa working group (COAFR) 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 to 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.
- 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 Pan-African 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 cooperation 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.

EU Delegation to the AU

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;
- 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 supervision missions involved in checking the conformity of the operational sections' management systems, finance and contracts in the Delegation.

African Peace Facility (APF) - Programming, managing and implementing

- 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 (such as the EU Integrated Approach to Conflicts and Crisis) 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 and Security and advance work on innovative financing mechanisms.

DCI Pan-African Programme (PanAf) - Programming, managing and implementing

- 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, EEAS, line DGs and EU institutions involved, represent the Commission in the relevant Committees and 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.

Commission's Focal Point for ACP institutions, policy processes and institutional support

- Coordinate the representation of DG DEVCO and all other Commission's services at the ACP working party of the Council. This includes participation for all related meetings such as preparatory with EEAS/EU presidency and SGC, preparatory internal to DG DEVCO as well as reporting consolidation.
- Contribute to 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.

- 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.
- 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 BENE⁶.

Intra ACP programme

- Programme / coordinate intra-ACP programme and ensure coherence with i) PANAF and ii) African NIPs/RIPs and follow up of the priorities and budget implementation of the MIP at macro level. (NB: Thematic Strategies and single actions remain with the thematic Directorates/Units);
- Liaise with ACP Secretariat for general issues related to the implementation/revision of the Intra-ACP MIP;
- Programme and manage the intra-ACP reserve (considering the interaction with ACP Group in terms of co-decision), in coordination with A6 (in charge of allocations in ABAC).

Negotiations for the Post 2020 partnership with ACP countries

- Under the responsibility and steer of the Head of the Post-Cotonou Task Force (Head of Unit D3):
- 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 drafting the directive for the negotiation mandate on the Post-2020 partnership with the ACP group of States and its approval by the Council.
- 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.
- Under the responsibility of the negotiator, conduct and coordinate the negotiations for the Commission services.

Communications, Public relations and Visibility

- Promote the visibility of JAES, the APF, the PANAF and the ACP related activities, 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 Delegations to AU and to ACP countries.

⁶ The management of the TCF COM is now aligned to the management of the TCF BENE: Unit DEVCO.D3 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.

- Co-Manages the Communication and Information Facility (from the Support Expenditure of the EDF) with Unit 02.
- Stimulate the policy debate on Africa EU relationship and ACP (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.

Specific to Units F1, F2, and G2 – Middle East/Gulf, Central Asia, South Asia; East Asia, South-East Asia and the Pacific; Regional Operations Latin America & Caribbean

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 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

- 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 for tender and calls for proposals, participate 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 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 investments:
 - In collaboration with EU Delegations, financial institutions and partner countries, identify investment priorities that should be supported by EU grant funds, and contribute to the formulation of corresponding projects;
 - Prepare financing decisions and legal commitments for regional investment facilities in cooperation with Unit C3. Verify financing decisions and legal commitments of non-blending investment projects prepared by EU Delegation;
 - In cooperation with Unit C3, EU Delegations and the competent services (EEAS, line DGs, etc.), participate in the technical and financial examination of regional and bilateral investment projects submitted by the finance institutions;
 - Participate in the technical and financial examination of projects concerning the covered regions and funded under thematic investment facilities.
 - Entertain relations, including a strategic dialogue, with multi-lateral development banks having a regional focus, notably Asian Development Bank (ADB), Asian Infrastructure Investment Bank (AIIB).

- 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 06 Unit:
 - 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 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 whether 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.

Units D4 and G3 – Regional Sector Policy Analysis

Objective

The global objective of ReSPA Units is to improve coherence between policies and programmes. Their specific objective is to improve the quality and impact of EU aid by ensuring geographical relevance of sectoral and thematic initiatives (policies, instruments and programmes), appropriate sectoral and thematic focus of geographical programmes, as well as coherence, consistency and complementarity between national, regional and thematic projects and programmes.⁷

This is achieved through proactive facilitation of teamwork between DG DEVCO's thematic and geographical services, through the accumulation and management of geographically relevant sectoral knowledge, and through direct involvement in quality assurance processes.⁸

Geographical Coverage

Unit D4 serves both Directorates covering Africa (D and E).

Unit G3 serves the Directorates covering Asia and the Pacific (F) and Latin America and the Caribbean (G).

Tasks

- Contributing to the (re-)formulation/review/preparation of sectoral and thematic policies, instruments, programmes, action documents, and calls for proposals to ensure regional concerns and priorities are reflected. This requires involvement in the earliest stages, close collaboration with both thematic and geographical units, and formal inclusion in visa circuits and quality assurance forums.
- Contributing to bi-lateral and regional programming and the preparation of specific initiatives in the framework of MIPs/NIPs/RIPs by ensuring appropriate sectoral focus and effective complementarity with thematic programmes. This also requires involvement in the earliest stages, close collaboration with both thematic and geographical units as well as with the Unit in charge of the coordination of programming (A6), and formal inclusion in visa circuits and quality assurance forums.
- Managing geographically relevant sectoral knowledge and making it available to both thematic and geographical directorates in order to feed into programming processes and to provide information in response to ad-hoc requests. This requires the accumulation of knowledge, data, analysis and knowledge sharing, including through contacts with international and regional organisations and development agencies, line DGs, EU Delegations and EU agencies and collaboration with DEVCO units dealing with evaluation and results.
- Representing geographical directorates in internal and external fora to present/discuss sector issues.

⁷ The units will focus on a range of sectors in line with priorities for the regions they cover, considering that in the following fields: public finance management/domestic revenue mobilisation, resilience and fragility, migration, security and nuclear safety, sectoral units are already assuming a coordination role, RESPA units work in support when necessary.

⁸ In principle the RESPA units will not be involved in programme formulation after documents have been approved by the BSSC, SSC, Investment Platform, or EUTF boards, but they must be fully consulted as part of the QRG process.

Units B6, E3, F3, and R5 – Finance and Contracts

Ensure sound financial management of the operations under the responsibility of the relevant (Development Coordination, thematic or horizontal) Directorates 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.

Participate in the quality review process concerning financial aspects, in particular 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 financial aspects and appropriate implementation modalities.

Ensure the accounting records and financial validation of the global commitments and decommitments⁹ for all the projects of the Directorate(s) concerned.

- In collaboration with the operational Units (Geographic 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 projects¹⁰.

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 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.

⁹ Decommitments and closures for non-devolved operations only

¹⁰ Decommitments and closures for non-devolved operations only

- Initiate and ensure financial verification of individual commitments following calls for tenders and calls for proposals 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.
- 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.

Budgetary correspondent for the directorates under their responsibility

- 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. Also, monitor the implementation of the yearly budget and ensure the follow up of different financial issues.

Ensure support 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 Directorates Units, and by consulting Unit R3 for any questions regarding the interpretation of texts requiring this Unit's opinion.
- Participate in the Contracts, Finances and Audits Unit network meetings (chaired by Unit R3)

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.
- Contribute to the revision of the draft and pre-final audit reports submitted by the external auditors, namely of the audit recommendations, for non-devolved projects.
- Contribute to training schemes and activities for the regional networks of the finance and contracts sections.
- Collaborate on 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 supervision missions.

- In coordination with geographic units, coordinate and organise the supervision missions involved in checking the conformity of the operational sections' management systems, finance and contracts in Delegations.

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

- Provide advice or, if necessary, prepare draft letters in coordination with the Unit R3.
- 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 ABAC LPM and management of CRIS accesses

- ABAC correspondent for the relevant Directorate(s)
- Manage access and permission for the Delegations and the relevant Directorate.
- 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 FC units).

Internal management tools

- Contribute to improve the quality of projects and programmes using efficiently the "Result Oriented Monitoring" (ROM) tool.

Specifically for Unit B6

- Finance and Contracts Unit responsible for Directorates B and C and Unit A5 (thematic programmes)
- 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 and reports from Geographic Directorates on thematic operations.
- Organise the Quality Review Group meetings under the responsibility of Directorate B and C and Unit A5 (thematic programmes)

Specifically for Unit E3

- Finance and Contracts Unit responsible for Directorates D and E including Trust Fund Africa.

- Manage the current training contract for EDF procedures for all ACP countries.
- Coordinate Directorates D and E assignments/contributions to incoming inter-service consultations.

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.
- Contribute to the preparation of communications on the EDF finances, in coordination with Unit R1.
- Coordinate, consolidate and verify forecasts for commitments, contractualisation and payments, including follow-up and analysis of Key Performance Indicators, 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 Review Group for Directorates D and E.

Coordinate decision-making procedures

- Launch and follow-up of the interservice consultations for the approval of the Annual Action Programmes/measures and substantial amendments under the responsibility of Directorates D and E and EDF Intra ACP.
- Transmit to Unit R5 (comitology) the above-mentioned AAPs/measures/amendments for opinion of the relevant committees.
- Launch and follow-up the Commission's decision-making procedure for above mentioned AAPs/measures/amendments.
- Prepare the financing agreements or amendments, follow-up their signatures and grant the "GESTO 80" visa in CRIS.

Specific to Unit F3

- Finance and Contracts Unit responsible for Directorates F and G including Trust Fund for Columbia
- Carry out Finance and Contracts operations in the framework of bilateral cooperation with a number of graduated countries (currently Argentina, Chile, Uruguay 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; closures, follow-up of audit recommendations; reporting (EAMR); follow-up of CoA/IAS/IAC, OLAF, Ombudsman cases; general monitoring and support to Delegations.

Directorate R – Resources

The overall objective of the Directorate is to ensure the provision of the necessary resources for the sound functioning of DEVCO both in headquarters and in EU 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 Corporate Management/"SPP cycle" (Strategic Planning and Programming).¹¹ 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 EU 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 05.

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 Corporate Management/Strategic Planning and Programming cycle (Annual Activity report and Management Plan), as well as the associated DEVCO reporting;
- Manage the annual budgetary process and, in cooperation with Unit 01, the discharge procedure;
- Support the use of accrual accounting, establish the annual accounts, define and implement a quality plan for budgetary and accounting data;
- Manage sub-delegations and define the process of security access to ABAC and CRIS;
- Monitor the use of European Development Fund (EDF) and Budget funds;
- Ensure the financial and statistical reporting;
- Support an efficient implementation of the internal control standards, continuous improvement of the quality of audits, and review of implementing partners;
- Implement audits and verification plans related to HQ operations;
- Oversee and coordinate DEVCO relations with key internal control stakeholders (European Court of Auditors, Internal Audit Service, Audit Progress Committee);
- Coordinate the relations with OLAF and manage the antifraud strategy of DG DEVCO;

¹¹ Except the DEVCO contribution to the "Commission Work Programme" which is covered by Unit 01.

- Coordinate and ensure harmonisation of supervision missions of Delegations;
- Provide legal advice and assistance in relation to the legislative framework of the Union's development cooperation and associated institutional questions thereto;
- Define and simplify DEVCO's general framework for financial and contractual operations;
- Ensure the follow-up of pre-litigation cases in coordination with the sectoral finance and contracts units;
- Provide legal advice in relation to arbitration procedures between the recipient State and the claimant;
- Assist Legal Service in relation to litigation before the European Court of Justice and national courts and tribunals;
- Manage files investigated by the Ombudsman;
- Act as HR Business Correspondent for the Directorate-General;
- Act as 'Centre of Gravity' for the management of resources in Delegations;
- Manage the system of deployable staff to EU Delegations as well as HQ 'floaters';
- Ensure the function of Local Security Officer within DG DEVCO;
- 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;
- Provide the information systems necessary for the accomplishment of the DG mission as well as the support thereof (user support IT security Contribute to the implementation of the OPSYS programme);
- Apply Commission archiving and document management policy (e-Domec) within the Headquarters and Delegations and monitor and support its use;
- Ensure sound financial management of the operations under the responsibility of the 'Resources' Directorate, the 'International Cooperation and Development Policy' Directorate (DEVCO A) and Units 01 to 05;
- Ensure the transparency of DG DEVCO's activities in the financial and contractual area as appropriate (publication of relevant information such as tenders, beneficiaries, etc. on the internet);
- Provide the secretariat of the DEVCO Examination Committees for the implementation of the various financing instruments;
- Programme and follow up the use of administrative expenditures.

Unit R1 – Planning, Budget, Reporting

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

- Coordinate the production process of DEVCO's Strategic and Management Plans;
- 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;
- Coordinate the preparation of the EAMR of the Heads of Delegation and of the Sub-Delegated Authorising Officers (SDAO) reports of the DEVCO Directors;
- Coordinate the preparation and drafting of the Directorate-General's 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 for the general budget, the EDF and the EU Trust Funds:

- Participate in the development of financial frameworks for the general budget, the EDF and the EU Trust Funds;
- 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 for the financial management report);
- Produce reports on the state of the implementation of the budget lines, the EDF and the EU Trust Funds, 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...);
- Represent DG DEVCO in the RUF (Financial Units Network) and its sub-groups in close cooperation with Unit R3 and finance and contracts units (UFC).

Support the use of accrual accounting, establish the annual accounts, define and implement a quality plan for budgetary and accounting data:

- 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 Trust Funds);
- Establish and implement the annual quality accounting plan.
- Develop supervisory tools for data quality and the definition of regulations to avoid inconsistencies;
- Coordinate different services' actions to improve data quality and financial management;
- Monitor the Key Performance Indicators of the DG and report regularly to Management.

Financial and statistical reporting:

- Manage the DEVCO Data Warehouse (both at technical and functional level);
- Elaborate financial statistics and reporting including dashboards;
- Ensure the role of Data Coordinator;
- 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.

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;
- Verify that access rights granted in ABAC by the Directorates are in line with the sub-delegations granted and inform Directorates of any inconsistencies;
- Report annually the result of the monitoring to the Director-General together with an exhaustive report of all sub-delegations existing in the system.
- 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: staff 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/EAMR HQ, forecasting system BPC);
- Supervise within the DG the implementation of new procedures decided on by DG BUDG, as far as ABAC are concerned (Local ABAC Coordinator).

Unit 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), also to 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 framework in DG DEVCO.

- Implement the new Commission Internal Control Framework.
- Monitor the observance of internal control principles within DG DEVCO HQ and Delegations, in coordination 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 and collect all supporting elements, and draft the parts of the Annual Activity Report related to the Management, Internal Control systems and Assurance.
- Implement and follow up on the RER study, and ensure the integration of its results into the Annual Activity Report.

Provide methodological support and guidance on audit and verification of expenditure issues. Ensure planning of audits and verifications of expenditure, and implement audits and verification plans related to HQ operations.

- Establish guidelines for the preparation, supervision, execution and follow-up of audits and verifications of expenditure, including standard terms of reference and templates for reports.
- Establish guidance for audit and verification of expenditure-planning, and prepare the Audit and Verification Plan based on contributions from the operational Directorates and Delegations.
- Implement planned audits and verifications of expenditure of operations 'owned' by DEVCO HQ services.
- Assess training needs related to external audit and verification of expenditure. Coordinate training in line with identified needs. Moderate the external audit network in DG DEVCO.
- Manage the audit framework contract.
- Ensure the functioning of the information system related to audit and verification of expenditure.

Regarding the particular situation in Delegations and the difficulties in applying a centralised approach in the immediate term, the following transition is envisaged:

1. In the short term (2 to 3 years): audits and verifications at Delegation-level will still be carried out by Delegations in close liaison with staff at DEVCO.R2. Correspondents at the centralised audit function will follow the implementation of each audit/verification.
2. Within this initial period, the use of resources and expected future resource needs will be analysed in order to prepare the transition to step 3.
3. Regional audit cells will be created in certain Delegations in order to concentrate resources. These audit cells, directly attached to DEVCO.R2, will be in charge of the implementation of the respective audits and verifications in collaboration with the Delegations concerned. This will be taken forward in line with the outcome of analysis to be conducted for each region.

Provide methodological support and guidance on compliance assessments of third parties required as a prerequisite for operations under indirect management and the EFSD.

- 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.
- Provide information on compliance assessments to the services concerned in DEVCO and other Commission services.
- Liaise with International Organisations and Member States on issues related to verification.

Oversee and coordinate DEVCO relations with key internal control stakeholders:

The European Court of Auditors:

- Act as a focal point for the relations between DG DEVCO and the European Court of Auditors.
- Ensure that all targeted services are informed of the audit plan of the Court concerning the financial and compliance audits (for the Annual Reports of the Court), and the performance audits (the Special Reports).

- Handle specific requests of the Court.
- Coordinate and monitor the overall coherence of replies to the audit findings and audit observations of the Court on behalf of DG DEVCO or the Commission when DG DEVCO is attributed the role of lead DG.
- Participate in audit meetings along the audit process (kick-off/pre-Clearing Letter/pre-adversarial/adversarial) in order to provide methodological support and advice to the concerned services.
- Coordinate the replies to the Inter-Service Consultations launched by DG BUDG on audit-related issues.
- Defend DEVCO's positions in the framework of the annual report of ECA and Special Reports.

The European Parliament and the Council:

- Provide input on the internal control aspect in the frame of the annual discharge procedure (i.e. compile briefing, replies to the Parliamentary questions, etc.).

The Internal Audit Service (IAS) and the Audit Progress Committee:

- Facilitate relations between IAS and DEVCO services by supporting and providing guidance during all phases of the audit process to make audit activities progress smoothly.
- Handle IAS requests and coordinate the answers.
- Organise and participate in audit meetings (opening/kick-off/findings validation/final).
- Coordinate and monitor the overall coherence of replies to audit findings, draft reports and action plans.
- Coordinate issues related to the Audit Progress Committee.

Follow-up of recommendations

- Coordinate the reply to recommendations from the Court of Auditors and the Internal Audit 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 'TeamCentral'). 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 DG DEVCO.

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

Prepare DG 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 DG DEVCO, OLAF cases and any other internal control and audit issues.
- Propose orientations for DG DEVCO's internal control strategy if necessary.

Coordinate and ensure harmonisation of supervision of Delegations.

- Ensure harmonisation, coordination of, and reporting on the various parts of the system of supervision missions to Delegations, the implementation of which remains the responsibility of the relevant Units/Directorates.
- Coordinate DG DEVCO replies to draft reports following inspections of Delegations by the EEAS.

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 Delegation 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, Corporate Management/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.

Unit R3 – Legal Affairs

- Provide legal advice to the Directorate-General.
- Provide legal advice and assistance in relation to the legislative framework of the Union's development cooperation and associated institutional questions thereto.
- Define and simplify DG DEVCO's general framework for financial and contractual operations, including the related guides and templates.
- Coordination of litigation, arbitration and Ombudsman procedures are centralised within R3. With respect to pre-litigation questions, a two-layer system is implemented; the sectoral finance and contract units remain in the lead for pre-litigation issues with support of R3 upon request. Where pre-litigation involves horizontal questions with an impact on the contractual framework or the PRAG, R3 takes the lead in providing legal advice.
- Support DG NEAR and FPI in some of those activities in line with the respective Service Level Agreement.

Provide legal advice and assistance in relation to the legislative framework of the Union's development cooperation and associated institutional questions thereto

- Provide legal advice on the interpretation of the legal framework applicable to the Union's development cooperation policy, including institutional aspects and external representation aspects associated thereto;

- Provide legal advice on programming and implementation of the Union's development assistance programmes and measures;
- Provide legal advice on the status of the entities eligible for indirect management under the Financial Regulation;
- Management of complaints and inquiries regarding the application of EU law by MS in DEVCO's field of responsibility (CHAP)
- Represent DG DEVCO in the GICE (Groupe Interinstitutionnel sur les Compétences Externes).

Litigation, arbitration, Ombudsman and pre-litigation, helpdesk

- Assist Legal Service in relation to litigation before the European Court of Justice and national courts and tribunals;
- Assessment of case law and its potential impact on the European Union's development cooperation policy;
- Provide legal advice in relation to arbitration procedures between the recipient State and the claimant;
- 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;
- Pre-litigation in coordination with the sectoral finance and contracts units, i.e. UFCs remain in the lead for pre-litigation with support of R3 upon request, except where it involves horizontal questions with an impact on the contractual framework or the PRAG, R3 takes the lead in the legal analysis to the responsible AODS;
- Manage files investigated by the Ombudsman;
- Manage complaints lodged under the provisions of the 'Code of Good Administrative Behaviour' and represent DG DEVCO in the working group on the 'Code of Good Administrative Behaviour';
- Help-desk for questions relating to the interpretation of the legal framework and financial and contractual procedures in coordination with the sectoral finance and contracts units;
- Focal point for data protection - assistance to staff in HQ and in EU Delegations; awareness raising; DG DEVCO's systems notifications to the Commission Data Protection Officer;
- Provide legal advice on the handling of complaints under Regulation 1049/2001 (access to documents) with unit R4 in the lead for the registry and dispatch of these complaints in DG DEVCO.

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

- Provide legal support to the revisions of the Financial Regulations and advocate DG DEVCO's interests in these processes;
- Draft and update the template for financing decisions/AAP individual or special measure, including the interpretative framework (in collaboration with Unit 05);
- Draft and update standard contractual templates applicable to EU external actions, direct and indirect management, and financial instruments;

- Provide advice on the application of the templates (published PAGO DA manual);
- Draft and update Guides on contractual and financial procedures, including guides on management modes and standardised documents in these fields (notably PRAG and Companion);
- Negotiate framework agreements with international organisations, IFIs and Member States' agencies defining the objectives and principles of the cooperation in the budgetary implementation in order to ensure a coherent application of the contractual templates in a second step;
- Manage empowerment procedures and related sub-delegations in the framework of the College's decision-making powers;
- Provide advice on derogation/exception requests and negotiated procedures;
- Provide advice on the requests for new or for renewal of the crisis declarations;
- Update daily allowances ('per diem');
- Provide training on financial and contractual procedures;
- Knowledge-management activities on all the above issues to ensure consistency of application and interpretation across DG DEVCO;
- Collaborate in the development of management information systems, regarding the systems for which it is the designated 'system owner';
- Manage DG DEVCO's 'Finance, contracts and legal' internet and intranet websites;
- Represent DG DEVCO at the Financial Instruments Inter-service Expert Group (FIIEG) together with Unit C3;
- Represent Directorate R in the Network on international organisations / international financial institutions (IFIs);
- Lead the network of DEVCO finance, contract and audit Units (UFC), including DG NEAR and FPI;

Providing assistance on contractual aspects related to OPSYS Track 2.

- OPSYS Track 2 'Contract and procurement' specifically addresses the award and implementation of legal commitments (i.e. all types of procurement, grant and delegation agreements). Within DG DEVCO, unit 05 is chef de file for the overall OPSYS-project;
- Participation in user groups, Key expert groups and Steering Committee, provide advice in relation to contract processes, procedures and templates laid down in PRAG and Companion, and ensure the required update where necessary;
- Evaluate the PRAG/FR-consistency of the proposed solution, in consultation with DG DEVCO's UFCs and its sister-units in DG NEAR and FPI.

Unit R4 – Information Technology, Document Management

Unit R4 contributes to achieving DG DEVCO's missions by providing IT services (including legacy and coordination with ITIC as regards communication and office support) and Document Management:

Implement IT governance

- Implement IT governance according to the guidelines set out by the Commission and ensure consistency with business governance related to the OPSYS programme, and DIGIT and DEVCO IT systems;
- 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);
- Develop and implement document procedures by following internal control standards and IT audit recommendations.

Develop and maintain Information Systems

- Provide the analysis, development, tests, go live, integration, management and maintenance of the information systems supporting policy, missions and operations at the DG;
- Establish appropriate methodologies to ensure the quality and reliability of the information systems throughout their life cycle.

Contribute to the implementation of the OPSYS programme

- Manage data and data transfer between current and future systems from technical perspective;
- Provide IT expertise and advice to OPSYS Business Managers.

Ensure user support

- The IRM team liaises with ITIC (IT Infrastructure Consolidation) service of DG DIGIT, which is responsible for tackling the incidents related to IT resources (hardware and software); it manages the tasks that are not managed by the ITIC service;
- Provide support to users of DEVCO's information systems (DEVCO Application Support);
- Develop and provide training and end user documentation for DEVCO Information Systems (DEVCO Application Knowledge Base), including e-learning material;
- Provide advice on training in information technologies in the framework of Change Management Activities to Business Managers;
- Communicate to users of DG DEVCO's Information Systems on availability of systems, new features, etc.

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.

Ensure the function of Local Security Officer within DG DEVCO.

- Promote awareness and provide assistance within DG DEVCO and EU Delegations on the 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, Cipher and INTCEN documents;
- Follow-up building access requests for staff not covered by the staff regulations.

Document management

Unit R4 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. It provides administrative support to the FPI on document management on the basis of a Service Level Agreement.

Unit R4 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 DG DEVCO and for mail dispatch.

Unit R4 engages in document management in order to:

- Promote and monitor Headquarters and 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 Headquarters and Delegations;
- Provide ARES users with training and ARES helpdesk support;
- Develop and update the filing plan and the archive schedule for DG 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 (IT rationalisation in the Commission and use of the common repository for documents handled by local systems);
- Ensure cooperation with the EEAS, SG and other external action DGs on document-management policies in Delegations;
- Manage DG DEVCO's Central Archives (intermediate archives of DG DEVCO) and promote best practices regarding compliance with legal and administrative requirements regarding the preservation of files;
- Register and attribute incoming mail in ARES, and provide logistical support for the mail rooms in DG DEVCO;
- Register and attribute requests for access to documents received from the public;
- Assign incoming Inter-Services Consultations to the relevant DEVCO Units and provide technical support to DEVCO users in the role of database administrator of Decide-Consultation.

Unit R5 – Finance, Centre of Gravity, HR Business Correspondent

Unit R5's mission is to:

- Ensure sound financial management of the operations under the responsibility of the 'Resources' Directorate DEVCO.R, Directorate DEVCO.A) and Units 01 to 05;
- Act as 'Centre of Gravity' for the management of resources in Delegations;
- Act as HR Business Correspondent for the Directorate-General;
- Provide the secretariat of the DEVCO Examination Committees for the implementation of the various financing instruments (see point 4 for details);
- Manage the system of deployable staff to EU Delegations as well as HQ 'floaters'.
- Provide other logistics support.

1) Finance and Contracts role – Specific to Unit R5

In addition to the common FC core tasks of FC Units B6/E3/F3/R5 (see page 64 to be updated if required), Unit R5 is also responsible for: following horizontal financial and contract files, managing horizontal framework contracts and 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 procurement that lead to the award of these framework contracts, aims 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 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 OP;
- 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 services administered through the FTS system);
- Ensure coherence between DEVCO and FTS publications;
- Ensure that quality checks (in particular regarding confidential data that is not to be published) have been conducted by the services of the responsible AOSD;
- Manage the update of the relevant internet pages;

- Define the publication rules on the 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) To act as 'Centre of Gravity', and conduct resource management and coordination responsibilities assigned to DG DEVCO with regard to Commission staff posted in Delegations, by ensuring:

- 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 Delegations (reference C(2012)7200);
- Coordination of the positions of DG DEVCO's and other external relations, 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);
- Coordination of the management of Commission staff in Delegations, in coordination with the relevant DEVCO Directorates, other Commission services involved and the EEAS;
- Coordination of briefings and follow-up to meetings between DG DEVCO and the EEAS at Director-General and Chief Executive Officer level.

3) To act as HR Business Correspondent, focusing on strategic, sensitive or organisational HR issues for the Directorate-General by setting the strategic HR priorities for the Directorate-General by:

- Aligning HR corporate policies and implementation to local needs;
- Assisting the Director-General in taking key HR decisions;
- Contributing to substantial HR decisions relating to DG staff and organisational issues;
- Liaising with the HR AMC.4 (Account Management Centre) Unit to ensure that those decisions are duly implemented.

4) The role of the management of the secretariat of the committees for the implementation of the various external aid financing instruments is to:

- Ensure, in coordination with Commission 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, application of internal rules and planning of meetings;
- Follow-up on, assist in and report on the evolution of the EU legal framework in relation to the committees and implementing rules, in collaboration with the Secretariat General;

- Ensure the participation of Member States at committee proceedings according to the applicable rules as well as ensure that they receive information in a timely manner;
- Ensure that the European Parliament and the Council receive information in a timely manner according to applicable rules and agreements;
- Represent and manage coordination with the SG, other services, DGs, 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 Delegation 'floaters' (currently 3 FCA and 2 OPS colleagues) as well as the available HQ 'floaters';
- For Delegation floaters: initiate process and rank requests from geographical Directorates asking for temporary support missions notably in order to bridge staff gaps and maintain financial circuits;
- Prepare Directorate R decisions on the assignment of deployable staff in Delegations.

6) Other logistics support

- To act as the DEVCO contact point for the reservation of meeting rooms;
- To act as Single Point of Contact (SPOC) for OIB related issues (office allocation, infrastructure and supplies);
- To act as the DEVCO EMAS (Eco-Management and Audit Scheme) focal point, promoting awareness actions and campaigns, including the maintenance of the DEVCO EMAS webpage.