



EUROPEAN COMMISSION

EuropeAid - Development and Co-operation Directorate-General

Directorate General for Development and Cooperation - EuropeAid
Main missions of DEVCO Directorates & Units

Version of 18/11/2013 on the basis of the edited and translated version of 21/12/2012

Contents

Our Mission	3
Deputy Director General Policy and Thematic Coordination (Dir. A, B & C)	4
Deputy Director General Geographic Coordination (Dir. D, E, F, G & H)	5
01 – Internal Audit Capability	6
02 – General Coordination	7
03 –Budget Support and Public Finance Management	9
04 – Interinstitutional Relations	12
05 – Communication and Transparency	14
06 – Quality and results	15
07 – Fragility and Crisis Management	17
08 – Evaluation	18
Taskforce for an enhanced dialogue with International Organisations	20
Task Force "Overseas Countries and Territories"	21
Adviser to the Deputy Director General for Geographic Coordination	23
Directorate A – EU Development Policy	24
A1 – Policy and Coherence	25
A2 – Aid and Development Effectiveness and Financing	27
A3 – International Development Dialogue	28
Directorate B – Human and Society Development and Directorate C – Sustainable Growth and Development	30
B1 – Governance, Democracy, Gender, Human Rights, B2 – Civil Society, Local Authorities, B3 – Employment, Social Inclusion, Migration, B4 – Education, Health, Research, Culture and B5 – Instrument for Stability, Nuclear Safety, C1 – Rural Development, Food Security, Nutrition, C2 – Climate Change, Environment, Natural Resources, Water, C4 – Private Sector Development, Trade, Regional Integration, C5 – Energy, C6 – Infrastructures, Networks	33
C3 – Financial Instruments	41
Directorate D – East and Southern Africa and ACP Coordination, Directorate E – West and Central Africa, Directorate F – Neighbourhood, Directorate G – Latin America and Caribbean, Directorate H – Asia, Central Asia, Middle East/Gulf and Pacific	44
D1 – Geographical Coordination Southern Africa & Indian Ocean, D2 – Geographical Coordination East Africa, E1 – Geographical Coordination Central Africa, E2 – Geographical Coordination West Africa, F1 – Geographical Coordination Neighbourhood East, F2 – Geographical Coordination Neighbourhood South, G1 – Geographical Coordination Latin America and Caribbean, H1 – Geographical Coordination Asia and Pacific and H2 – Geographical Coordination Central Asia, Middle East/Gulf, Asia Regional Programmes	46
D3 - ACP Planning and Horizontal Coordination	51
D4 – Africa-EU Partnership and African Peace Facility	53
E3 – Regional Programmes Sub-Saharan Africa and ACP wide, F3 – Regional Programmes Neighbourhood East, F4 – Regional Programmes Neighbourhood South, G2 – Regional Programmes Latin America and Caribbean, and H2 – Geographical Coordination Central Asia, Middle East/Gulf, Asia Regional Programmes	55
B6 – Finance, Contracts, Audit, E4 – Finance, Contracts, Audit, F5 – Finance, Contracts, Audit, G3 – Finance, Contracts, Audit H3 – Finance, Contracts, Audit and R5 – Finance, Contracts, Audit	58
Directorate R - Resources in Headquarters and in Delegations	62
R1 – Planning and Budget	63
R2 – Audit and Control	65
R3 – Legal Affairs	67
R4 – Human Resources	69
R6 – Information Technology and Infrastructure	70
R7 – Training, Knowledge Management, Document Management	72
Task Force "Centre of Gravity"	75

Our Mission

Within the European Commission, EuropeAid is the Directorate-General responsible for formulating EU development policy and defining sectoral policies in the field of external aid, in order to reduce poverty in the world, to ensure sustainable economic, social and environmental development and to promote democracy, the rule of law, good governance and the respect of human rights. EuropeAid also fosters coordination between the EU and the Member States on development cooperation and it also ensures the external representation of the European Union in this field.

By supporting concrete assistance actions in Europe's eastern and southern Neighbourhood, Europeaid aims furthermore to support reform and democratic consolidation, to strengthen the prosperity, stability and security of, to project EU values and policies in this region, and to contribute to developing the special relationship of the EU with its Neighbouring countries.

EuropeAid is responsible (either on its own or together with the European External Action Service) for the multiannual programming of the external aid instruments.

EuropeAid is responsible for implementing the European Union's external aid instruments¹ which are financed by the European Budget and the European Development Fund. In this context, it ensures a high quality and impact of aid, the swift implementation of projects and programmes and the visibility of European aid.

Our role

Within the European Commission, EuropeAid promotes coherence between the European Union's development policy and its other internal and external policies.

EuropeAid coordinates dialogue on development with non-EU bilateral donors, emerging economies and with international organisations in order to present, on the one hand, a united European positions and on the other hand ensure that the Commission contributes to negotiations in international development fora. Moreover, it enters into dialogue on development issues with non-state actors with whom it defines and implements cooperation measures.

As outlined in the Communication "An Agenda for change"², EuropeAid will direct more funds to countries most in need, in line with the particular importance the EU recognises for supporting development in its own Neighbourhood and in Sub-Saharan Africa. EuropeAid will also focus on fewer sectors to deliver better results and higher impact. It will also set up a results framework to improve its reporting on results.

EuropeAid implements cooperation policy in a devolved way through EU 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 for the programmes implemented.

EuropeAid aims at being a learning organisation promoting the capitalisation of knowledge and expertise

EuropeAid implements an information and communication policy in order to raise awareness among EU citizens and partner countries regarding the action taken by the EU to support development.

¹ The European Neighbourhood and Partnership Instrument (ENPI), the Financing Instrument for Development Cooperation (DCI), the financial instrument for the promotion of democracy and human rights worldwide (EIDHR), the Instrument for Stability "2nd component" (IfS) and the Instrument for Nuclear Safety Cooperation (INSC), but excluding humanitarian aid, the Instrument for Pre-accession Assistance (IPA), the Financing instrument for cooperation with industrialised and other high-income countries and territories (ICI), macro-financial assistance, CFSP and the Instrument for Stability "1st component".

² COM(2011) 637 final

Deputy Director General Policy and Thematic Coordination (Dir. A, B & C)

The main missions of the Deputy Director General are to:

- support the Director General in all his functions, replace the Director General when absent and represent the Directorate General whenever necessary.
- contribute to the definition and coordination of the Sectoral Development Policies and Thematic Programmes and ensure progress on the Policy Coherence for the Development Agenda.
- supervise and provide guidance on strategic matters to the directorates in charge of EU Development Policy (Dir A), Human and Society Development (Dir B), and Sustainable Growth and Development (Dir C).
- together with the other Deputy Director General, ensure coordination between geographical and sectoral/thematic directorates.
- supervise and provide guidance on DEVCO inter-institutional relations and relations with the ACP group of States
- coordinate with all International Financial Institutions (IFIs), s/he develops a coherent strategic approach by DEVCO to the World Bank, IFC, IMF and other financial institutions and development agencies.
- pay particular attention to the creation of new and innovative financial instruments that will ensure the engagement of the private sector in growth and jobs investment in developing countries.
- lead on the International Development dialogue.
- supervise and provide guidance on communication issues.
- supervise and provide guidance on how to enhance the quality of EU development cooperation as well as its management at all stages of the project and programme cycle and supervise the development of an DEVCO results measurement framework.
- contribute to the establishment of a smooth and sustainable working relation with EEAS at DEVCO and Commission level, in its role of representative of all Commission services.

Deputy Director General Geographic Coordination (Dir. D, E, F, G & H)

The main missions of the Deputy Director General are to:

- support the Director General in all his functions, replace the Director General when absent and represent the Directorate General whenever necessary.
- contribute to the definition and coordination of the general development policy design and ensure progress of the Policy Coherence for Development agenda.
- in particular, provide guidance on strategic matters to the geographical directorates (D, E, F, G, H).
- together with the other Deputy Director General, ensure coordination between sectoral/thematic and geographical directorates.
- at the level of the Directorate General, contribute to ensuring the coherence between policy and resources, in particular supervise regular workload assessments and the development of efficiency saving strategies as well as the permanent optimisation of aid delivery mechanisms.
- contribute to the establishment of a smooth and sustainable working relation with EEAS at DEVCO and Commission level, in its role of representative of all Commission services.
- Supervise and provide guidance on the definition of the policy framework for cooperation with countries in fragile or crisis situations and on the tools to effectively and coherently manage major crisis situations;
- Supervise and provide guidance on the planning and implementation of evaluations, the dissemination and implementation of the conclusions of evaluations and the improvement of the evaluation methodologies.
- 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.

01 – Internal Audit Capability

The mission of the Internal Audit Capability (IAC) is to provide independent, objective assurance and consulting services designed to add value to and improve the operations of the Directorate General (DG) and of Delegations (in the areas of the DG's competence). The IAC helps the DG accomplish its objectives by bringing a systematic, disciplined approach in order to evaluate and make recommendations for improving the effectiveness of the internal governance, risk management and control processes. Thereby it promotes a culture of efficient and effective management within the DG. The IAC also provides internal audit services to the Service for Foreign Policy Instruments (FPI) in line with the Service-Level Agreement.

02 – General Coordination

Coordination of general interest topics for all of DEVCO at the Director General's request

- Following up the Directorate-General's activities for each of the major files and priorities under development, and in particular: ensuring that the table of follow-up of priorities is up-to-date, reviewing the progress of work with the Directors' assistants, notifying the Director General of important issues and ensuring regular follow-ups in management.
- Preparing the Director General's participation in the DEVCO annual staff seminar and working together with the other DEVCO organisers (R7, 05, the Director General's assistants) to ensure that the event is staged properly.
- Preparing the DEVCO Management and Middle-Management seminars.
- Preparing the following internal seminars: EuropeAid Days Seminar, DEVCO Management and Middle-Management seminars, together with the other DEVCO organisers (Directorate R and DG/DDGs assistants) to ensure that the events are staged properly.
- Preparing contributions to ad-hoc topics and participating in inter-service working groups.
- Contributing to requests regarding the visibility of DEVCO's activities.
- Coordinating the preparation of the Director General's presentations

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

- Leading on DEVCO's position within the External Relations family and its relations with the EEAS.
- Ensuring the ongoing supervision of relations between DEVCO and the EEAS, the point of contact for matters of principle to be raised with the EEAS; identifying any problems and ensuring that DEVCO has a coordinated position.

DEVCO's methods and organisation strategies

- Contributing to defining DEVCO's general organisation principles notably by establishing and updating the Mission Statement of DG DEVCO and ensuring that their implementation is monitored by the services involved.
- Leading on the simplification of processes within DEVCO
- Analysing future scenarios and developing relevant recommendations on DEVCO's organisation, its methods and operating procedures, at the Director General's request, in collaboration with the services concerned.
- Contributing to the strategic planning cycle documents (MP, AAR and EAMR) produced by Directorate R.
- Coordinating the preparation of the Commission's annual work programme for the DG and ensuring that the database for the interinstitutional proposals 'agenda planning' is up-to-date.
- Contributing to the organisation of the Delegations (financial circuits, simplification, relations between Headquarters and Delegations, follow-up of verification missions , etc) and ensuring that the control authorities' recommendations on these issues are followed up.
- Contributing to audit report responses (ECA and IAS) in coordination with Directorate R regarding issues of organisation.
- Notifying DEVCO staff of major developments in terms of organisation and methods.

Follow-up of the budgetary and legal framework developments related to the new external financing instruments (EFIs) 2014-2020 for the implementation of external aid

- Coordinating DEVCO's position in the framework of MFFs and in this context also providing the TF secretariat and supporting DEVCO's Director General and the Commissioner for Development.

- Ensuring DEVCO’s position is coordinated on all the issues linked to the implementation of the current basic regulations or to the future development thereof, in particular: regulation content, financial framework, interinstitutional agreements, budgetary structure and details of implementation (delegated acts, multiannual programming, annual action plan, comitology, eligibility, etc).
- Ensuring coordination for drafting basic regulations and for their negotiation under co-decision.
- Lead the negotiation of EFIs on horizontal issues and of the DCI.

Coordination of briefings speeches correspondence, and e-Greffe applications supporting the Cabinets

- Coordinating the production of briefings for the Commissioner for Development, the Commission President, the HR/VP and other Commissioners³.
- Drafting speeches for the Commissioner for Development, the Commission President and other Commissioners.
- Coordinating replies to correspondence for the Commission President and other Commissioners.
- Performing legislative coordination (e-Greffe) duties.
- Coordinating the preparation of the Director General’s presentations.

Information systems strategy and coordination of the needs of the DEVCO information systems users

- Ensuring the implementation of business governance for DEVCO information systems.
- Preparing the IT Steering Committee’s meetings and making the secretariat available for them.
- Participating in the preparation of the annual IT schéma directeur in order to set the business priorities for the development of information systems.
- Chairing the Change Management Board meetings.
- Providing the roles of Process Coordinator and Data Coordinator.
- Collaboration in the development of management information systems regarding the systems for which it is the designated 'system owner'.
- Ensuring that business process models are up-to-date.

³ Except for briefings regarding institutional meetings within the EP, Council and Joint EU-ACP institutions which are coordinated by DEVCO 04

03 –Budget Support and Public Finance Management

Our mission is to contribute to the formulation of the EU development policy on budget support and public finance, including fiscal and tax policies and to provide thematic support on public finance management, transparency and oversight of the budget, domestic revenue mobilisation, macro-economic and fiscal policy stability analysis and to provide strategic orientations in these areas to inform the EU development policy, design and implementation of regional/country strategies in coordination with the concerned DEVCO directorates and/or EEAS.

Budget Support

- To formulate the EU development policy on budget support and provide strategic orientation for programming, design and implementation.
- To 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.
- To develop, monitor and support implementation of a Risk Management Framework for budget support operations, in collaboration with unit 06 to ensure coherence with the overall Risk Management Framework being developed within the context of PPCM guidance.
- To 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, PFM and other issues related to the unit's mandate.
- To process and analyse data on budget support operations received from geographic 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.
- To coordinate the EU budget support technical experts group and develop and monitor the implementation of the "EU coordinated approach on Budget Support".
- To participate in internal EC working groups on budget support related issues (e.g. evaluation).
- To 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.
- To prepare, organise the Budget Support Steering Committee meetings and the follow-up of the BSSC decisions and to provide the Secretariat of the BSSC.
- To provide analysis and reporting on budget support programmes, risk management framework and results.
- To monitor the Risk assessment framework.

Public Finance

- To formulate the EU development policy on Public Finance Management (PFM), Fiscal Transparency and Accountability, including follow-up and support to PEFA, INTOSAI and other similar instruments, and provide strategic orientation for programming and implementation.
- To formulate the EU development policy on "Tax and Development" and provide strategic orientation for programming and implementation.
- To follow-up on issues related to domestic revenue mobilisation, including from natural resources, and fair and transparent tax systems.
- To represent the Commission on the Extractive Industry Transparency Initiative (EITI) board.
- To follow-up and provide strategic orientation on issues related to debt relief and debt management.
- To assess and provide analytical input on the fiscal impact of trade agreement negotiations with developing countries, including EPA, in coordination with the relevant services.

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

Macroeconomic and Fiscal Analysis

- To analyse global macroeconomic and fiscal trends relevant to the EU development objectives and policy formulation.
- To provide macroeconomic and fiscal analysis input into the relevant country/regional strategy and programming, as well as on budget support programmes for Africa, the European Neighbourhood, Asia, Central Asia, Pacific, Latin America and Caribbean regions.
- To assess progress, in coordination with DG ECFIN and IMF, on macro-economic stabilisation, fiscal policy, domestic revenue mobilisation and public financial management, growth prospects and to provide analytical input into the relevant strategy and programming and budget support programmes.
- To monitor and assess the impact of economic exogenous shocks on the macro-economic and fiscal stability of partner countries and to assist with the design of shock absorbing mechanisms and responses.
- To monitor the evolution of international financial and commodity markets.
- To continue to promote networking and to 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.
- To deal with innovative financing for development, with the contribution of unit C3 (Financial instruments).
- To manage the interface with the SG on impact assessment and provide methodological and economic analysis support, where appropriate, to other DEVCO units when they have to draft an impact assessment.

Support to Geographic Directorates, Delegations and Regional Teams

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

- To support the preparation and implementation of road-maps for budget support programmes.
- To support the identification, formulation and implementation processes (including mission when necessary) of budget support programmes and of projects relating to PFM, domestic revenue mobilisation and statistics.
- To participate in the BSSC and provide assurance on the policy coherence of the formulation and implementation of budget support programmes
- To contribute to the improvement of Quality support systems and tools (QSG, monitoring, PCM platform, etc.) in relation to budget support issues.
- To 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.
- To contribute to the review of Identification and Action Fiches/draft TAPs and support the finalisation of TAPs and financing agreements.
- To advise on eligibility assessments and disbursement conditions at the time of payment.
- To review country specific thematic reports such as IMF or PEFA reports.
- To comment on EAMR reports.

- To organise and provide training to Commission staff (HQ and Delegations) on budget support and related issues through regional workshops and dedicated training events, and to contribute to issues related to budget support in sector-specific training, at the request of thematic services, or in relation to PPCM trainings, at the request of unit 06.

04 – Interinstitutional Relations

To coordinate and manage DEVCO's relations with the other European Institutions, (except the Court of Auditors) and with the national parliaments of the EU Member States and to provide the secretariat of the DEVCO Examination Committees for the implementation of the various financial instruments.

Relations with the Council

- To organise and maintain relations and contacts with the Council and Representations of Member States and organise, prepare and follow-up meetings.
- To 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).
- To contribute on interinstitutional relations related to DEVCO's position within the RELEX family and relations with the EEAS led by DEVCO/02.
- To liaise closely with Council Presidencies and coordinate the preparation of future Presidencies.
- To represent the Commission as appropriate at the Council working groups on development co-operation (CODEV) and ACP relations (ACP) 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.
- To 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

- To 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.
- To represent the Commission as appropriate at Plenary and Committee sessions (including BUDG and CONT).
- In particular, to facilitate relations with BUDG and CONT on all matters pertaining to the Budget and Discharge process, as far as expenditure related to DG DEVCO's mission is concerned, in close collaboration with Directorate R and DG BUDG. For the Discharge process, to oversee the process, handle briefings and questions on matters outside the responsibility of Directorate R, and finalise all briefings and answers to the questions for submission to, respectively, the development Commissioner's Cabinet and DG BUDG.
- To ensure the follow-up to resolutions and all the procedures related with the European Parliament and joint institutions.
- To manage the centralised coordination of replies to oral and written Parliamentary Questions addressed to DG DEVCO (or linked with DG DEVCO)

Relations with National Parliaments

- To coordinate the information requested by national parliaments under the Lisbon Treaty.
- To 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

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

DEVCO and the Commission's relations with the ACP Group of States and the ACP-EU joint institutions

To maintain relations and contacts with the ACP Secretariat and the ACP-EU institutions, ACP Embassies and ACP/EU Economic and Social Actors in accordance with the Cotonou Agreement.

- To prepare, coordinate, and ensure follow-up to meetings of the ACP-EU Council, ACP-EU Committee of Ambassadors, ACP-EU Joint Parliamentary Assembly Plenary and Committee sessions, to contribute to the preparation of ACP-EU Development Finance Co-operation Committee in association with DEVCO D3 and to represent the Commission as appropriate.
- To liaise with other Directorates-General on issues relevant to the ACP-EU Partnership Agreement with a view to co-ordinating a coherent Commission position on ACP relations. To lead reflections within the Commission on ACP-EU relations post 2020; to co-chair, with the EEAS, the ISG on ACP-EU relations post Cotonou.

To ensure the smooth functioning of the secretariat of the committees managed by DEVCO for the implementation of the various financial instruments

- To ensure, in coordination with the services, the smooth functioning and running of the committees in conformity with the applicable rules on procedures and to ensure the availability of the necessary logistics.
- To report on the work and deliberations of the committees and monitor the adoption of programmes, strategy papers and draft measures.
- To assist the chair and the committees in any given matter including the drafting/amending of internal rules of procedure.
- To ensure the harmonisation and coordination of the committees' work through consultations, the application of the internal rules and the planning of meetings.
- To follow-up on, assist in and report on the evolution of the EU legal framework in relation to the committees and the implementing rules, in cooperation with the Secretariat General.
- To ensure the participation of the Member States at committee proceedings according to the applicable rules as well as ensuring that they receive information in a timely manner.
- To ensure that the European Parliament and the Council receive information in a timely manner according to the applicable rules and agreements.
- To represent and manage coordination with the SG, other services, DGs and institutions and the EEAS on issues relating to Comitology.

General external relations issues

- To ensure the role of WebDor and RegExp correspondent for DEVCO.

05 – Communication and Transparency

To ensure the effective dissemination of information regarding the EU development policy and its implementation, as well as of the results and impact of EU development cooperation. To coordinate EuropeAid's visibility activities targeting European citizens, partner countries and other stakeholders in order to raise awareness of the EU's leading role in the donor community and in order to put development cooperation in the wider context of the EU's external policy. In particular, the tasks of the Unit are:

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

- to communicate EU development cooperation and policy on the basis of input from units in EuropeAid;
- to produce press materials and liaise with the Spokesperson Services of Commissioners Piebalgs and Füle on behalf of EuropeAid;
- to promote EU development cooperation in a transparent way through media relations, including social media, activities, campaigns and events such as the EU Development Days;
- to promote and ensure the production of stories from the field relating to EC managed projects and programmes;
- to raise awareness of development and cooperation issues amongst European citizens, including operating the Info Point with its different activities, responding to messages sent to the DEVCO INFO mailbox and liaising with EC representations in Member States and EU Member States.

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

- to implement the EuropeAid communication strategy and the related annual communication action plan, including actions related to the European Year for Development 2015;
- In collaboration and coordination with other units, to design and implement an internal communication plan with the objective to develop a culture of communication across EuropeAid and including Delegations;
- to manage the preparation and publication of an Annual Report on the EU's development policies and their implementation;
- to develop, maintain, coordinate and edit a wide range of high quality information and communication tools, including DEVCO internet and intranet sites;
- to provide support to the Cabinet for certain communication tools such as the Commissioner's website;
- to provide support and guidance to EuropeAid's units on communication activities, including events and publications;
- to monitor and strengthen the mainstreaming of EU visibility;
- to coordinate information and communication activities inside EuropeAid through the network of communication correspondents, with the EEAS and delegations as well as line DGs in particular DG COM;
- to manage communication budget lines, sub-delegated to the Unit;
- to collaborate in the development of management information systems as regards the systems for which it is designated 'system owner'.

06 – Quality and results

To enhance, in collaboration with other services, the quality of EU development cooperation as well as its management at all stages of the project and programme cycle in order to contribute to maximising the impact of EC development cooperation, through developing and updating the appropriate methodologies, approaches, systems and IT tools and to coordinate the development of a EuropeAid results measurement framework, in particular:

In relation to the overall project and programme cycle management process) To provide guidance and training in relation to the use of project and programme cycle management methodologies, and to promote related knowledge sharing

To update the overall methodologies for the project and programme cycle management (PPCM) based on an integrated programme cycle management concept and to promote their use. To design activities to promote and disseminate the related guidance documents and tools for Delegations and HQ staff.

- To support guidance and training on thematic methodologies and approaches in collaboration with other units
- To promote and support capacity development in projects and programmes, as per the aid effectiveness commitments and the operationalisation of the Technical Cooperation Reform.
- To ensure the development, maintenance and management of EuropeAid’s corporate collaborative knowledge sharing platform Capacity4Dev.
- To manage the “Tools and Methods” series for methodological documents.

b) To coordinate the corporate results agenda

- To coordinate, associating geographic and thematic units and units 08 and R1, the development of a EuropeAid results measurement framework and related instructions, guidance and other tools.
- As part of this, organize the activities of the EU Expert group on results

c) To develop IT tools for managing information, monitoring and reporting along the programme cycle for which the unit is designated 'system owner'.

- To develop relevant modules for an integrated IT management tool (PCM platform) providing information on projects and programmes and related management processes and activities throughout the project cycle from multi-annual programming until project and programme evaluations.
- To develop and manage an interactive Geographic Information System (GIS) providing succinct information on projects and programmes throughout the project cycle in combination with the mapping and reporting functions specific to the tool.

d) Contribute to updating rules and procedures by Unit R3 on issues relevant to or impacting on technical quality of delivery

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

In relation to the programming process and documents

- To draft, in coordination with the other services and EEAS, the programming instructions/guidelines for country, regional and thematic multi-annual programming documents to be prepared by HQ and Delegations and to monitor the programming process.
- To organise and coordinate the quality assurance process for country, regional and thematic programming documents through the iQuality Support Group, and to analyse the outcome of the programming process.

In relation to the identification and formulation of projects and programmes

- To coordinate, supervise and analyse the Quality Support process which, through the regular organisation of Quality Support Groups, aims to assist the operational services and Delegations to ensure the quality of design for projects and programmes.
- To update Quality Support systems, tools and methodologies.

In relation to the monitoring and evaluation of projects and programmes

- To define and promote the use of a methodology and its online application for internal monitoring of and reporting on projects and programmes covering the different implementation modalities.
- To further develop and update the methodology for and coordinate the overall system of external Results Oriented Monitoring (ROM), implemented through the geographic and thematic directorates, and - to draft instructions to ensure coherence and appropriate articulation between ROM and project and programme evaluations.
- To contribute with other services concerned to analyse ROM and project evaluation data.

In relation to aforementioned tasks

- To coordinate the overall management of the Evaluation budget line and to manage the implementation of budget credits of the Evaluation budget line and the credits of the equivalent contribution by the EDF to the activities managed by the unit, including the management of the related service contracts, for which the unit is the sub-delegated authorising officer.
- To engage in and work with other services, EU institutions, EU Member states (including networks such as those for aid practitioners) and other development partners on quality of aid delivery methodologies and approaches and on results measurement frameworks
- To participate in the drafting of responses to queries and reports from the Council, the European Parliament and the European Court of Auditors under the coordination of the competent services.

07 – Fragility and Crisis Management

Our mission is to define the policy framework for cooperation with countries in fragile or crisis situations and to provide the necessary support, guidance and tools to effectively and coherently manage major crisis situations and deal with countries in fragile situations.

Policy

To formulate the EU development policy on fragile and crisis situations in a medium term perspective as well as in response to global or regional events and changing contexts:

- to formulate policy orientations for cooperation with countries in fragile or crisis situations and to address the security and development nexus, in coordination with other services (including on programming);
- to promote a coherent and effective "Whole of EU" approach to crisis and fragile situations, for EU instruments and policies in synergy with EEAS, CSDP, Member States, and cooperation with outside bodies (United Nations, regional organisations...);
- to contribute to knowledge management, analysis and dissemination of lessons learned, on the basis of the evaluation and forward-looking work conducted by the EU;
- to develop and maintain partnerships with relevant international players, including the UN System, the World Bank, regional organisations, bilateral donors and the OECD.

Support in managing crises and addressing fragility

To coordinate geographical and thematic DEVCO directorates as well as working with other relevant Commission services and the EEAS and providing support to develop and apply harmonised approaches and ensure coherence between the instruments and their consistence with EU policies:

- to develop guidance and tools to effectively address situations of crisis and fragility through external aid, keeping state-building as the central objective;
- to act as a focal point in DEVCO on actions and interventions in countries in fragile or crisis situations and facilitate coordination with ECHO, FPI, EEAS (including CMPD, CPCC, EU MS, SitCen, CSDP actions...), the UN System and continental and regional bodies (AUC, etc.) with the collaboration of all other Directorates/Units concerned;
- to provide support when necessary to EU Delegations dealing with major crisis and fragility situations, in coordination with geographic and thematic directorates and the EEAS;
- to act as a focal point and network with those internal and external stakeholders concerned by the fragile or crisis situation in order to better organise Prevention and Preparedness strategies as well as Response and Recovery, including Transition (LRRD);
- to coordinate the update of the list of countries in a crisis situation for the purposes of the Financial Regulation and its Implementing Rules;
- to co-chair (with ECHO) the Inter-service Group on Transition (former LRRD) and participate in ISG and relevant task forces for crisis management;
- to make sure that the overall policies on fragility and crisis management are consistent with the Disaster Risk Reduction managed by Unit C2.

08 – Evaluation

To co-ordinate, monitor and report on the evaluation activities of the Directorate-General; to enhance the communication and implementation of the conclusions and recommendations; to monitor the implementation of the recommendations; to improve the methodologies; to manage the planning and implementation of evaluations of strategies, programmes, and implementation modalities;; and to work in partnership with development partners and other stakeholders.

To ensure the evaluation of the results of sector, thematic, regional or country policies and programmes, and of implementation modalities of external aid.

- To prepare and promote an evaluation policy setting out the key principles and procedures for the evaluation of EU development co-operation. To prepare and submit the multi-annual and annual work programmes of the unit for approval by Commissioner for Development, in agreement with the Vice-President/High Representative for External Relations, and with the Commissioners responsible for the European Neighbourhood and for Humanitarian Aid.
- To supervise the implementation of the evaluations, with the involvement of relevant stakeholders, ensuring that the final reports meet the required quality.
- To manage the contractual procedures, in particular the specific EVA framework contracts, in accordance with the applicable rules and in association with the competent financial and contractual unit.

To develop instruments allowing judgment to be made on the results of external aid policies and programmes

- To develop the necessary skills and carry out the methodology improvements required to obtain useful, good quality and on-time evaluations at HQ and partner country levels.
- To provide methodological support to HQ services and Delegations in charge of evaluations of projects, programmes and other actions; to support the exchange of information on the management and results of evaluations in order to improve lesson-learning.
- To contribute to the reform of the monitoring and evaluation systems of DG DEVCO as a whole.
- To contribute to the formulation of evaluation policies and practices at Commission level.

To disseminate the conclusions and recommendations of the evaluations, and promote and monitor their implementation

- To ensure that the main conclusions and recommendations of the evaluations are known and to manage the procedures in order to monitor their implementation by the relevant services.
- To promote the use of evaluation results in policy and project development across DG DEVCO, other Commission Services and in EEAS.
- To ensure the distribution inside and outside the Commission, especially within the European Parliament and Member States, of the results of the evaluations.
- To take part in the iQSG.

To report as appropriate to the Commissioners and to Management on the conclusions and recommendations of the evaluations

- To keep them informed of the progress of the evaluation work programme;
- To provide a comprehensive briefing on the conclusions and recommendations;
- To assist them as necessary in deciding on follow-up.

To engage in and promote good relations with regard to evaluation methodologies within the Commission, with EU Member States and with other development partners

- To organise regular meetings of the Evaluation services of the Member States.

- To participate in the Secretariat-General's evaluation network and DAC Network on Development Evaluation.
- To update information on the evaluations of key development partners, such as EU Member States and the World Bank, and encourage joint evaluations where appropriate.
- To contribute, in coordination with Unit 05 to better communication and information sharing, and improve the understanding and visibility of EU development co-operation.
- To participate, in co-ordination with Units 04 and R2, in preparing replies for the Council, the European Parliament and the European Court of Auditors.

To manage information systems

- To collaborate in the development of management information systems as regards the systems for which it is designated 'system owner'.

Taskforce for an enhanced dialogue with International Organisations

The Taskforce will only deal with International Financial Institutions (IFI), notably the IMF, the World Bank Group and the three Regional Development Banks (RDB): African Development Bank (AfDB), Inter-American Development Bank (IADB) and Asian Development Bank (ADB).

To develop a platform for a more structured dialogue with the IFIs at senior management level on key development policy priorities and frameworks

- Establishing a DEVCO-wide taskforce to create enhanced dialogue with IFI, with the assistance of other services of the Commission and the EEAS.
- Preparation of and participation in/follow up of high level meetings, e.g. Annual and Spring meetings of the WB and the IMF.
- Close coordination, notably with DEVCO A3 and all other DEVCO services having relations with the IFIs as well as the services in ECFIN.
- Coordinating briefings and speeches for the Commissioner and the Director General on IFI matters not falling under the specific responsibility of the other services of DEVCO.
- On the basis of an analysis of the existing frameworks with the IFIs, the elaboration of a strategy document outlining the key priorities of the Commission in its relations with the IFIs for the period 2012-2020.
- Monitoring and analysis of major policy developments at the World Bank, IMF and Regional Development Banks.
- Proposals to Management concerning the revision of the existing Commission-IFI relations, including the expansion or refocusing of existing partnerships and the development of new ones with the IFIs.
- Establishing a system of regular monitoring of Commission initiatives and actions with and for the IFIs.
- Providing systematic feedback to all Commission and EEAS services concerned on key issues arising from Taskforce-led discussions with IFI counterparts.
- Maintaining regular contact with the staff in EU delegations in charge of following up on IFI matters, i.e. Washington (IMF, World Bank group, IADB), Tunis (AfDB), Manila (ADB).
- Maintaining and expanding on high-level policy dialogues with relevant counterparts in IFIs.
- Participation in high-level meetings between Commission and IFI management, as appropriate.

To promote the identification of joint actions and intervention frameworks in areas of mutual interest in close coordination with other DEVCO services

- Identification of possible areas of intervention where joint actions and common frameworks address policy priorities and development concerns in both the EU and the IFI.
- Ensuring consultation with MS on Taskforce-initiated measures in relation to the IFI.
- Ensuring the systematic follow up of intervention frameworks and joint actions agreed between EU/COM and IFI.
- Reporting to Management and informing all relevant Commission and EEAS services on progress in any of these initiatives.

To formulate, coordinate and promote Commission and EU positions on development issues in IFIs

- Ensure cooperation with MS on IFIs related matters, both in Brussels and in Washington, including through the EU delegation in Washington. Pursue opportunities for stronger EU coordination on RDBs through the use of similar mechanisms.
- Encourage more effective EU coordination among the European shareholders at the IFIs in order to enhance the EU voice within the institutions.

Task Force "Overseas Countries and Territories"

To 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)*

- Devising and formulating the legislative and regulatory proposals regarding the methods and procedures for the implementation of the association, in close cooperation with the Geographic Directorates involved.
- Formulating the financial and budgetary proposals for OCT-EU cooperation and leading relevant discussions with the Commission's services, in close cooperation with the Geographic Directorates involved.
- Participating in the definition – by the Directorates-General involved – of the level and methods of the OCTs participation in European horizontal programmes and lines (taking into account the OCTs and their participation in the European programmes and horizontal budget lines which they are eligible for, such as the Research Framework Programme, environment programmes, etc).
- Ensuring the general coordination of all the Commission's Directorates-General on OCT issues and chairing the Commission's OCT Interservice group.
- Organising and chairing 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).
- Organising and leading the bilateral contacts with the OCTs and the Member States to which they are linked, in close cooperation with the Geographic Directorates involved.
- Assuming primary responsibility for relations and contacts with other European institutions regarding OCT issues (Council groups and committees, EP commissions or Intergroups, etc).

To programme European aid for all OCTs

- Programming the European instruments planned for the OCTs (budget line for Greenland, EDF for the others), in close cooperation with the Geographic Directorates involved.
- Coordinating, finalising and revising the OCT strategic documents (in coordination with the Geographic Directorates and the Delegations).
- Preparing, launching and finalising, in close collaboration with the Geographic Directorates involved, the procedures for the adoption of Commission decisions regarding OCT-EU cooperation (approval of Programming documents financing decisions and decisions for the allocation of reserve-B to the OCTs).
- Organising and coordinating the work of the Commission's services in the framework of mid-term reviews and ex-post evaluations of the programmes.
- Providing guidelines to the OCTs on other policies, coordinating and supervising 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, etc).

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

General activities:

- Contributing to the preparation of the Directorate-General's contributions to ABM (Activity Based Management).
- Being involved with the analysis and follow-up of the management plans and reports from the EAMR and JAR Delegations (External Assistance Monitoring Report and Joint Activity Report) which are led by the Geographic Directorates involved.

- Being involved with the preparation of the sub-delegated authorising officer's reports to the delegated authorising officer for the OCTs, based on the delegations' reports.
- Contributing to the preparation of the OCT contribution to the Annual Activity Report and the EDF Financial Management Report, in association with the Geographic Directorates involved.
- Being involved with and participating in the regional seminars organised by the Geographic Directorates involved (e.g. DEVCO D, E, G and H).

Inter-service activities

- Coordinating DEVCO's response and/or contribution to the inter-service consultations organised by the other DGs concerning OCTs.
- Representing DEVCO at the:
 - Outermost Regions Inter-service Group (chaired by DG REGIO);
 - Arctic Inter-service Group (chaired by the EEAS);
 - EDF/ERDF Task Force for creating instruments in the framework of regional cooperation between the Outermost Regions (OR) – OCT and ACP (chaired by DG REGIO).
 - Participating to all meetings organised in the context of the Memorandum of Understanding signed between DEVCO and REGIO.

Adviser to the Deputy Director General for Geographic Coordination

The mission of the Adviser is to provide - in line with his competences and experiences - analysis and political/strategic advice to the Director General, the Deputy Director General and the Management of DEVCO on any file of political or thematic nature, in particular on geographic aspects, that involves DG DEVCO:

- assist the DDG in the implementation of the EU's Development and Cooperation policy
- in accordance with the priorities defined by the DDG, participate in the elaboration and follow-up of strategic, political or thematic initiatives and programmes, in collaboration with the units and services concerned
- advise the DDG on his activities according to his priorities
- at the request of the DDG and/or the Management, negotiate on behalf of DEVCO and to represent the Directorate General in internal and external high-level meetings, conferences, working groups and fora, including with the IFIs
- at the request of the DDG and/or the Management, ensure the representation of the Directorate General in the framework of intra- and inter- institutional relations, vis-à-vis third countries, international bodies and institutions
- coordinate and ensure the chair of Task force(s) for specific files in accordance with the priorities and responsibilities of the Directorate General and the Deputy Director General.

Directorate A – EU Development Policy

Directorate A is in charge of providing analysis and policy formulation within DG DEVCO on development issues, including general orientations, policy coherence for development, economic analysis, aid effectiveness, financing for development and international development dialogue. The Directorate seeks to engage with think tanks and researchers in order to inform its policy proposals. It also ensures the representation in international *fora* on development issues, and coordinates relations with Member and non-EU States.

Our mission is to:

- formulate strategic orientations for the EU development policy on the basis of internal and external experience, analysis and research, to provide economic analysis in view of the formulation of evidence-based policy and to develop a forward-looking vision for the international and European development agendas as well as to promote and coordinate Policy Coherence for Development;
- contribute to European integration through policy development and oversight in the Financing for Development and Aid and Development Effectiveness, as well as through coordination of the relations with Member States, accession countries and countries of the European Free Trade Association in the area of development policy;
- maximise the impact of the EU as an effective international development actor in and with international organisations⁴, informal groupings such as the G8 and G20 and non-EU states, both DAC members and emerging economies;
- 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 .

⁴ Except for the IFIs and MDBs which are the responsibility of the Task Force for an Enhanced Dialogue with International Organisations, for the duration of the Task Force

A1 – Policy and Coherence

Our mission is to formulate strategic orientations for the EU development policy on the basis of internal and external experience, economic analyses and research, 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.

Strategic orientations for development policy

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

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

Policy Coherence for Development

- To coordinate and mobilise the expertise of sector and geographical units in DG DEVCO and other Commission/EEAS services to implement the Policy Coherence for Development obligation in the EU (EU institutions and Member States).
- To promote PCD in the Impact Assessment process by strengthening guidelines and approaches and mobilising sector and geographic expertise To lead the preparation and monitoring of the Commission's Policy Coherence for Development strategic orientations work programme and the biennial EU Policy Coherence for Development report.
- To represent the Commission participation in the wider policy debate on Policy Coherence for Development with EU institutions, Member States, international organisations and other stakeholders, and to contribute to awareness-raising, gathering and dissemination of knowledge data and methodologies to promote evidence-based Policy Coherence for Development.

MDGs and Post-2015 framework,

To formulate a long term vision for the international framework for poverty elimination and sustainable development post-2015, including through the preparation of policy Communications.

- To formulate EU policy and ensure Commission representation in the wider policy debate, including with EU institutions, Member States, international organisations and other stakeholders.
- To coordinate reviews of EU support to the MDGs;
- To provide policy inputs to UN post-2015 processes

Research for Development Policies

To mobilise research on development in support of evidence based EU policy-making:

- to promote and manage research work including the management of the European Report on Development process, (analytical and policy work, coordination with Member States, consultation and communication)

- to promote networking with academics and research centres, in Europe and in partner countries;
- to develop short/medium term analytical work to inform specific aspects of policy;
- to manage an expert group/platform for regular policy dialogue with researchers;
- to coordinate the priority setting of the Study Facility for DEVCO;

A2 – Aid and Development Effectiveness and Financing

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

Financing for Development and Sustainable Development

- To lead policy development on the Financing for Development process and overall financing strategy for sustainable development following Rio+20 and post 2015, in close cooperation with other DEVCO and Commission/EEAS services and to foster a joint EU and Member States policy.
- To lead work and representation on the review of the ODA definition in close association with units A3 and R1.
- To ensure Commission participation in the wider policy debate, including with EU institutions, Member States, international organisations and other stakeholders.
- To coordinate the monitoring of the commitments of the EU and its Member States on financing for development through the annual EU accountability report to the Council, including supporting the preparation of the Council's annual ODA report to the European Council.

Aid and Development Effectiveness

- To 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.
- To lead policy development on aid and development effectiveness in the European Union (EU institutions and Member States), based on commitments made and implementation frameworks; formulate, coordinate and monitor EU policies.
- To provide support in DG DEVCO and to other Commission/EEAS services for the implementation of aid and development effectiveness commitments and promote the dissemination of good practices.
- To lead on joint programming and division of labour (policy, methodology and support to DEVCO services), transparency and mutual accountability, and contribute to the work of other DEVCO units leading on the overall programming process, the use of country systems, untying, capacity development and the results agenda.

Relations with Member States, accession countries and EFTA countries

- To coordinate the relations with EU Member State administrations on development policy formulation and implementation, including the preparation and follow-up of the meetings of EU Development Directors General.
- To provide information and analysis on Member States' development policies, notably for meetings of the Commissioner and the Director-General with their counterparts.
- To coordinate the relations with accession countries and with EFTA countries in the area of development policy.
- To organise support activities for the new and future EU Member States to enhance their capacities in development policy and cooperation.

A3 – International Development Dialogue

Our mission is to coordinate Commission and EU positions on development related issues in the framework of the UN, OECD, G8 and G20, to promote development dialogue and contacts as established with non EU DAC members and to engage with emerging economies on the global development agenda.

United Nations

- To 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.
- To ensure appropriate Commission follow-up to international conferences on development and in particular follow-up to the Rio+20 conference.
- To promote the overall implementation of Strategic Partnership Agreements with UN AFPs⁵, to 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.
- To represent the Commission at CONUN and in political dialogue meetings on UN issues and prepare and coordinate Commission positions accordingly.
- To represent DG DEVCO in the UN Interservice Group
- To maintain regular contacts with EU delegations in UN sites on development related matters and follow all relevant negotiations in the field of development

OECD

- To manage all aspects of relations with the OECD of relevance to development, in particular with the Development Assistance Committee (DAC) and its subsidiary bodies⁶ and the Development Centre and promote EU policies, interests and role in this context.
- To coordinate Commission and EU input 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.
- To manage the Commission's participation in DAC Peer Reviews and their follow-up.
- To contribute to the work of the OECD in all fields of relevance for development cooperation, including, in particular, the global strategy and engagement with non-DAC donors.
- To organise, as appropriate, EU-coordination in Brussels to prepare common EU positions and to exchange information with Member States.
- To maintain regular contacts with Commission's DAC delegate based in Paris
- To represent DG DEVCO at the OECD Inter Service Group chaired by DG TRADE.

G8 and G20

- To coordinate Commission and EU positions on development issues in the work of the G8, including inputs to new initiatives by the rotating G8 Presidencies.
- To prepare briefings for the G8 Foreign Affairs Sous Sherpa (FASS) and the G8 Sherpa ahead of their meetings on development related issues, as well as for the G8 Summit and the G8 development ministers meeting, when organised by the rotating presidency.
- To coordinate inputs and actively participate in the G8 accountability exercises, aiming at mapping the progress of G8 development related commitments.

⁵ Responsibility for the implementation of each SPA lies with the appropriate sectoral unit.

⁶ With the exception of the Working Party on Aid Effectiveness, which is the responsibility of DEVCO A2, and of the Working Party on Evaluation, which is the responsibility of DEVCO 08.

- To represent DG DEVCO at interservice meetings on G8 matters.
- To coordinate Commission and EU positions on the G20 Development Agenda, in particular related to the Development Working Group (DWG)
- To ensure that G20 Development work is consistent, as far as is practicable, with relevant EU policies and strategies.
- To support the SG in their Sherpa and Summit work and to provide briefings for effective COM participation in all G20 development activities.

Non EU DAC members and emerging economies

- To 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.
- To coordinate Commission dialogue and contacts with other non EU DAC members such as Japan, South Korea Canada, and Australia in the field of development policy and development cooperation.
- To follow, analyse and provide advice on policy developments in these countries.
- To provide briefings/speeches/inputs for Commission representatives participating in Summits, ministerial and high level meetings with these countries.
- To maintain regular contacts with these countries' Missions to the EU as well as with the EU Delegations in their capitals, in particular Washington,
- To represent DG DEVCO in the EU-US, and as appropriate other inter-service groups such as EU-Japan and EU-Canada
- To monitor, analyse and provide advice on emerging economies' development assistance policies, notably China, Brazil and India.

To engage, with those countries through contacts at service level and as appropriate, in particular to collaborate on global development issues and share lessons in developing countries

Others

- To coordinate relations with other international organisations/bodies or groupings (e.g. Commonwealth, OIF, CPLP) and, as appropriate, with non-institutional actors on global development issues.

Directorate B – Human and Society Development and Directorate C – Sustainable Growth and Development

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

A. Formulate sectoral policies in their respective fields of competence

For Directorate B: Governance (including the security and justice systems), Gender, Democracy and Human Rights, Civil Society and Local Authorities, Employment, Social Inclusion and Migration, Education, Health, Research and Culture. Moreover, it contributes to the development of sectoral approaches in areas linked to international security challenges and nuclear security.

For Directorate C: Rural Development, Food Security and Nutrition, Climate Change, Green economy, the Environment, Natural Resources and Water, Private Sector Development, Trade and Regional Integration, Energy, Infrastructures and Networks, Innovative Financial Instruments.

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

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

Directorate B contributes to the preparation of multiannual programming for the European Instrument for Democracy and Human Rights, the Instrument for Stability (Article 4) and the Cooperation Instrument in the field of Nuclear Security Both Directorates lead in the programming of thematic instruments and jointly for the GPGC of the DCI.

B. 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 for Stability (Article 4), the Cooperation Instrument in the field of Nuclear Security, the Non-state Actors and Local Authorities thematic programme, the Investing in People thematic programme and the Migration and Asylum thematic programme and as from 2014 the Global Public Goods and Challenges thematic programme (of the DCI) for two components "human development" and "migration and asylum".

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 as from 2014 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, they:

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

In addition, they carry out the following missions:

- participating in the preparation of the Annual Policy Statement and the Management Plan, and preparing the sub-delegated authorising officer's report for the delegated authorising officer for the Directorate;
- consolidating the devolution process, including the supervision of operational sections and finance and contracts in Delegations;
- cooperating with the Geographic Directorates for the implementation of operations coordinated control systems;
- by coordinating 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.
- providing 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
- maintaining and strengthening 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 Geographic Directorates.

C. Develop thematic guidance, training and the dissemination of information, ensure the quality support and quality assurance process of sectoral operations implemented by the Geographic Directorates.

- Developing methodological instruments, and exploring innovative thematic approaches.

- Coordinating thematic networks and platforms.
- Managing the implementation of studies financed by the Study Facility (in coordination with their F&C Units) on their own.
- Ensuring the dissemination of information by organising workshops, seminars and e-learning. To organise and provide training to Commission staff (HQ and Delegations) in the area of competence through regional workshops and dedicated training events, and to contribute to budget support on issues related to sector-specific training upon request.

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

B1 – Governance, Democracy, Gender, Human Rights, B2 – Civil Society, Local Authorities, B3 – Employment, Social Inclusion, Migration, B4 – Education, Health, Research, Culture and B5 – Instrument for Stability, Nuclear Safety, C1 – Rural Development, Food Security, Nutrition, C2 – Climate Change, Environment, Natural Resources, Water, C4 – Private Sector Development, Trade, Regional Integration, C5 – Energy, C6 – Infrastructures, Networks

To 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.
- Coordinate policy proposals with line DG's, Member States and, where appropriate, with other donors, including with regard to existing or emerging global initiatives or to the external dimension of internal policies notably on Policy Coherence for Development (PCD).
- Assist, where relevant, geographic Directorates, the EEAS, Member States and, where appropriate, line DGs in the negotiation of agreements with developing countries directly impacting external assistance under the themes covered by the unit (e.g. trade negotiations, fishing agreements, climate change, biodiversity, etc).
- Contribute to the definition and the setting up of new thematic financial instruments/programmes within the MFF.
- Assist in the thematic and where appropriate geographic evaluations.

To 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 EuropeAid 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.

To manage thematic programmes and EDF Facilities, where relevant

- Draft thematic strategy papers, multi-annual and annual programming documents.
- Ensure appropriate coordination with geographic Directorates, other thematic units, line DG's, Member states and, where appropriate, with other donors.

- Liaise with line DGs and other services to ensure appropriate integration of external dimension of internal policies while respecting DEVCO development cooperation policy, mandate and priorities,
- Lead on the identification and formulation of specific actions to implement the programming documents.
- Draft the guidelines, publish and evaluate the global calls for proposals.
- Ensure the implementation of the specific actions and related monitoring and evaluation.
- Ensure the implementation of the administrative, financial and contractual responsibilities for the operational units related to the above activities.
- Contribute to the preparation of the APS and EU budget as well as to the budgetary process and procedures during the year of budget implementation.
- Contribute, together with the competent financial/contractual unit, the Geographical 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.
- Assist upon demand Delegations in sector policy dialogues.

To 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 Geographical Directorates on the basis of an indicative agreed work plan, and in particular:

- Contribute to programming documents to ensure sector policies, methodologies and perspectives are taken into account.
- Contribute to the identification and formulation of the specific actions (which remain the primary responsibility of EU Delegations) to ensure coherence of approaches and respect of sector policies, methodologies and perspectives.
- Contribute to the improvement of the Quality Support systems and tools (programming guidelines, iQSG and oQSG, monitoring, PCM platform, 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.

To provide thematic guidance and training & knowledge sharing

Develop operational guidance and practical tools:

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

Sector and thematic training and dissemination:

- Ensure the appropriate dissemination of 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 stake holders related to sectors and thematic issues.

Manage information systems

- Collaborate in the development of management information systems as regards the systems for which it is designated 'system owner'⁷.

Specific to Unit B1

Unit B1 will ensure the quality support, policy coherence and elaboration of tools and methodologies on Good Governance, 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 program), This implies, inter alia, establishing, implementing and reporting on the multiannual programming and the annual management of the "European Instrument for Democracy and Human Rights" (with the exception of EU Election Observation Missions), and the "Gender equality (under Investing in people)" programme, as well as assistance and advice on the programming, design and implementation of projects and programmes in the area of competence of the Unit B1

Specific to Unit B2

Unit B2 is in charge engaging with civil society organisations and local authorities as well as supporting decentralisation and local development and local governance. The unit is also charged with activities in the area of Development Education and Awareness Raising (DEAR) with a view to mobilize support among European citizens on development issues. In all areas, this implies policy work, guidance, methodological support, communication, knowledge management and training. The Unit is charged with primarily providing quality support and assurance in its areas of competence to geographical directorates, including the national and regional operations managed by Delegations. The unit is responsible for the multiannual programming and management of the thematic programme "Non state actors and local authorities in development" as well as of preparing its successor programme, for the period 2014-2020. Additional tasks include: the setting-up of the Policy Forum on Development, a policy dialogue space bringing together representative organisations of the Civil society and Local Authorities from the EU and Partner countries, and EU institutions to ensure their efficient involvement in EU development policies; Besides, the Unit provides also a follow-up of decentralised cooperation activities led by EU Local Authorities.

Unit B2 will develop and implement an overall framework ensuring, through a structured dialogue with representative organisations of the Civil society and Local Authorities from the EU and Partner countries, their efficient involvement in EU development policies and programmes including in the context of the aid effectiveness agenda. The unit is also tasked with decentralised cooperation with Local Authorities and the decentralisation sector policy. It develops and supports Development Education and Awareness Raising (DEAR) among European citizens on development issues. The unit will act as one stop shop and reply to requests for information from Civil society organisations and local authorities when it concerns the NSA-LA thematic programme or an overall sector issue linked to the unit field of responsibilities, dispatch information requests from these actors to the services concerned when the requests relate to other issues. The unit will ensure the interface with individual Civil society organisations and local authorities, their representative organisations, networks; process) any relevant information using a dedicated tool (CISOCH ensuring an efficient working relation.

Specific to Unit B3

Unit B3 will be in charge of Employment, Social Cohesion and Migration, including but not limited to:

A) 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)

⁷ Units C5, B2 and B5

social inclusion, including for specific groups such as youth and people with disability. The unit will represent Director B in ETF Board with respect to VET policy and the Torino process.

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

The unit will liaise with DGs EMPL and HOME to ensure appropriate integration of external dimension of internal policies while respecting DEVCO development cooperation policy, mandate and priorities. The unit will ensure the overall management of the thematic programmes on Migration/Asylum and the part of the Investing in People programme related to employment social inclusion and protection and as from 2014 the Global Public Goods and Challenges programme dealing with the above areas, covered by B3. The unit will contribute to the EU development cooperation policy in relevant areas of EU policy such as trade and private sector development, resilience, fragile states, policy coherence for development, post-2015 Agenda. The unit will contribute and/or participate to relevant international or global events, mechanisms and fora (e.g. Social Protection Inter-Agency Board, International Labour Conference, Global Forum for Migration and Development, International Conference on Population and Demography, etc.) depending on resources available.

Specific to Unit B4

Unit DEVCO B4 is in charge of the education, health, culture and research sectors. Regarding quality support and quality assurance the main focus will be on: (1) for Education : strengthening comprehensive education systems from early childhood development to tertiary education; improving equity of access to and quality of education, according to the needs of the country, in coordination with B3 on TVET and employment, to ensure coherence, in a lifelong learning perspective; (2) for Health: Supporting national health policies, plans and strategies: strengthening health systems (human resources for health, access to medicines, financing, management and regulation) through policy dialogue and financial support at country level, support on a global level to complement the health specific programme: For better and more equitable health outcomes; (3) for Culture: strengthening and supporting Governments and non-state actors in their capacity to protect, manage and develop material and immaterial cultural heritage, cultural diversity, creative industries, intercultural dialogue, as well as other cultural expressions; (4) for Research: promoting research and technological development in partner countries. The unit is also responsible for the overall management of the Investing in People (IiP) programme and the direct management of the lines related to B4 sectors, as well as for the preparation and implementation of its successor programmes under the DCI Global Public Goods and Challenges Programme. This also includes ensuring Board presence and follow up of global and regional initiatives in education (e.g. GPE, International Teacher Task Force, ADEA) and health (e.g. GFATM, GAVI).

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

Specific to Unit B5

Unit B5 will focus its attention on work related to the Instrument for Nuclear Safety Cooperation (INSC) and to the long term actions financed by the Instrument for Stability (IfS), related to Art 4.1 and 4.2 of the IfS Regulation. Art. 4.3 covers the short term actions related to crisis preparedness and the peace building partnership, which are being managed by FPI.

- This unit's work will include the formulation of strategic orientations and carrying out relevant analysis, managing the identification, preparation and implementation of the actions. On mentioned scopes, the unit will work in coordination with EEAS, line DGs, Member States and relevant Member

States' organisations, partner countries and, where appropriate, with other donors, with regard to existing or emerging global initiatives.

- For IfS, the scope of the actions may include, but is not limited to, fighting and protecting against the risk linked to threats of chemical, biological, radiological and nuclear materials and technologies; strengthening the response capacities of non-EU member countries to global and transregional threats, cross-border threats such as countering violent extremism and organised crime, including the illicit trafficking of small and light weapons, drugs and human beings and threats to critical infrastructure and public health. For implementation of the actions, the Expert Support Facility is an effective and flexible tool for making available Member States' security expertise. The Unit is also the focal point for anti-mining issues.
- For INSC, the scope includes: improving nuclear safety, particularly in terms of the regulatory framework; the safe transport, treatment and disposal of radioactive waste; the remediation of former nuclear sites and the protection against ionising radiation given off by radioactive materials; and emergency preparedness (accident prevention as well as reaction in the event of an accident).
- Unit B5 is the coordinator for the activities of DG DEVCO with IAEA, and JRC and also for the relations between DEVCO and UNODC
- Unit B5 represents DG DEVCO on sectorial security issues as maritime security, aviation security, counter terrorism and cybercrime.

Specific to Unit C1

Unit DEVCO C1 will be in charge of “rural development, food security and nutrition”, including but not limited to:

- Food and Nutrition Security – Sustainable Agriculture: Development and implementation of the policies: right to food and the four pillars of food security (availability, access, utilisation (including nutritional adequacy of food intake) and stability (including crisis prevention and management).
- Resilience: Lead support to regional initiatives (AGIR, SHARE) based on the 2012 communication on resilience.
- Programming: Financial allocation and programming of Food Security Thematic Programme (FSTP) and commodity based instruments (sugar and banana).
- Thematic support: This support could be related to thematic issues (rural economy and livelihoods; agriculture sector and value chain development; crop, livestock and fish products, agriculture commodities, price volatility, access to land, sector and global governance, research and innovation; sanitary and phyto-sanitary; bio energies. The support will include biofuel for its crop and land dimension while C5 deals with technologies for utilisation and wider energy policy aspects. Forest and forest products are not covered by C1.
- Commodities: Formulation, coordination and promotion of EU positions in the International Commodity Boards responsible for coffee, cocoa and cotton.
- Representation of the Commission in the Council: Represent the Commission as appropriate at Council working parties on Commodities and FAO Coordination.
- Representation of the EU in the Rome based agencies: Formulation, coordination and promotion of EU positions on rural development, food security and nutrition issues in CFS, FAO, IFAD and, in liaison with DG ECHO, WFP. Instruct the EU delegation in Rome on these matters and represent the EU in FAO and IFAD.
- G8/G20: In close cooperation with DEVCO A3, formulate Commission and EU positions on rural development, food security and nutrition issues, in consultation within DEVCO and in coordination with other DGs and the EEAS. Contribute to G8 and G20 accountability exercises.

Specific to Unit C2

In this context, unit DEVCO C2 will be in charge of “Climate Change, Environment, Natural Resources, Water”, and aspects of Green Economy related to environmental protection and investment in natural capital”. Unit C2 will be the entry point on development issues vis-à-vis UNFCCC, UNEP, UNCBD, UNISDR and UNCCD.

Unit C2 is responsible for the management and implementation of the ENRTP budget line and the Water Facility. In the MFF 2014-2020, the unit will be responsible for the following priority areas under the new thematic instrument, GPGC: environmental sustainability, climate change, green economy, forestry, biodiversity and ecosystem services and sustainable water management.

C2's responsibilities include:

Climate actions (Climate Resilience and Adaptation, Climate Mitigation and Low Emission Strategies, Climate Finance, Disaster Risk Reduction): (a) participation in negotiations on global issues related to climate (Finance, Adaptation and Capacity building); (b) support Disaster Risk Reduction mainstreaming and follow up of EU implementation plan; (c) provide guidance on the mainstreaming of climate change in all instruments; (d) implementation of climate related thematic programmes.

Environment actions: (a) global environmental governance, (b) support to MEAs, (c) chemicals and toxic waste, (d) link environment-poverty, (e) mainstreaming of environment into development cooperation.

Green Economy actions (Rio+20 follow-up on green economy). Promote in the EU development cooperation the dimension of green economy that encourages protection of the environment and investing in sustainable management of natural capital as an important engine for growth in development countries, thus contributing to poverty reduction: This will be done in strong collaboration with unit C4, B3 and 03. Development and provision of related trainings.

Forest actions (Forest Law Enforcement Governance and Trade, Sustainable Forest Management, Reducing Emissions from Deforestation and Forest Degradation): (a) co-lead, with DG ENV, the implementation of the EU Action Plan on Forest Law Enforcement Governance and Trade (FLEGT), in close cooperation with Member States; (b) negotiate, on behalf of the European Union, FLEGT Voluntary Partnership Agreements with developing countries in Africa and Central and South America; (c) support Delegations for the implementation of FLEGT VPAs; (d) support initiatives to strengthen forest governance and to promote forestry and sustainable forest management; (e) coordinate DEVCO's support to the REDD+ process (Reduce Emissions from Deforestation and Forest Degradation).

Biodiversity and Ecosystem Services actions (Biodiversity negotiations and finance, support to protected areas, mainstreaming biodiversity and livelihoods in development strategies): (a) participate in the biodiversity negotiations under the CBD for global issues (Resource Mobilization, Aichi targets, ABS, Biodiversity and Development); (b) support global initiatives promoting biodiversity and ecosystem services protection, and enabling civil society to participate in and benefit from conservation in the world's most critical ecosystems; (c) coordinate with line DGs, Member States and partners, with regard to global biodiversity strategies.

Water and sanitation actions (Access to water, Sanitation, Integrated Water Management): (a) represent the Commission on issues related to Water in developing countries, (b) support global initiatives improving sustainable access to safe drinking water and basic sanitation, including behaviour change and hygiene education programmes, water saving techniques, waste water management, water quality and pollution; (c) support the initiatives for shared water resources among riparian countries; knowledge sharing and best practices for integrated water resources management at national and trans-boundary levels; and (d) support for Water Diplomacy and the Water-Energy-Agriculture nexus.

Unit C3 - see page 41

Specific to Unit C4

In this context, Unit DEVCO C4 is responsible for the following policy and thematic areas : “Private sector, Trade and Regional Integration”, including but not limited to : 1) private sector development and competitiveness (business enabling environment, public-private partnerships, business development

services, access to finance and microfinance, corporate social responsibility/innovative business models, investment promotion, non-agricultural and non-energy raw materials); 2) trade policy and legislation, trade and development, aid for trade, trade and customs related issues, in particular trade facilitation, quality infrastructure; 3) regional economic integration.

From 2014; manage the DCI GPGC thematic programme in the field Human Development – “Growth, jobs and Private sector Engagement”.

In close coordination with DG TRADE, EEAS, coordinate DEVCO’s contributions to multilateral trade negotiations and support Geographic Directorates who coordinate DEVCO’s input in bilateral trade negotiations at regional or country level.

In close cooperation with DEVCO’s thematic and geographical units, coordinate reflection and initiatives on the role of private sector in development.

Specific to Unit C5

Unit C5 "Energy" is in charge of the management of the development and co-operation policies in the area of energy and the support and guidance to delegations and other services within DEVCO as well as the implementation of a portfolio of projects/programmes in the energy thematic area.

The areas of activities are the external dimension of the EU energy policy as well as global initiative such as Sustainable Energy for All, in particular:

- increased access to modern and sustainable energy services in the most affordable conditions;
- improved energy security and reliability of supplies; and
- improved sustainability of energy systems through energy efficiency measures
- increased mobilisation of renewable energy sources, in synergy with climate change policies.
- In particular, Unit C5 is responsible for:
 - i) Developing and guide the formulation of policy and strategy orientations and guidelines in the field of energy in good co-ordination with other Services and partners notably through the participation to international cooperative initiatives;
 - ii) Supporting activities aiming at enhancing the application and mainstreaming of such policies in developing countries
 - iii) Following Energy Access in the framework of "Sustainable Energy for All"
 - iv) Analysing, evaluating, negotiating and finalising financial proposals for projects to be cofinanced by the ACP - EU Energy Facility.
 - v) Managing and monitoring the process of selection of the projects and programmes and to ensure compliance with the prevailing rules and regulations
 - vi) Ensuring overall follow up of activities related to Power sector, geothermal technologies and Southern Africa
 - vii) Representing the Commission vis-à-vis representatives of the Member States, other countries, institutions, public/private organisations and civil society concerning issues of relevance to the policy and work of the unit, in particular regarding energy, and of the directorate if needed.
 - viii) Negotiating on behalf of the Commission with Member States, third countries, donor institutions and organisations.

Specific to Unit C6

Unit DEVCO C6 will be in charge of “Infrastructure, networks”, especially in Africa, including but not limited to:

- **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).
- **Transport services** (passengers and freight transportation), infrastructure for regional integration and trade facilitation (one stop border posts, axle load control and weighing bridge stations).
- **Urban development:** urban mobility (city rails, urban road networks), urban infrastructures. Commission's focal point for policy elaboration and implementation follow up related to urban development matters in developing countries. Unit C6 is responsible for the elaboration of the cooperation policy and its coordination with other Commission services including DG REGIO. It promotes EU urban development policy and priorities within international organisations such as UNHABITAT, UNDP, UNOPS, Cities Alliance, International development banks and Trust Funds.
- **Satellite and Information & Communication Technologies (ICT).** Commission's focal point for EU cooperation for development policy related to satellite and ICT issues. Unit C6 is responsible for promoting EU sector related policies within international organisations and coordinating with other Commission services including DG RESEARCH, CNECT and TRADE. Unit C6 tasks include support to 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.
- **Infrastructure international networks & programmes and general infrastructure coordination.** Unit's specific roles under this task include:
 - focal point for the coordination and operationalizing of the Reference Group (RG) for Infrastructure within the Joint Africa-Europe Strategy (JAES) regarding infrastructure.
 - G8 and G20 actions on infrastructure: Entry point to formulate – under the overall coordination of DEVCO A6 - DEVCO positions on infrastructure matters in consultation with other thematic units such as DEVCO C/2, C/3 or C/5.
 - International Organisations and expert 'platforms and networks' for infrastructure development in developing countries including the Sub-Saharan Transport Programme for Africa (SSATP) and the Infrastructure Consortium for Africa (ICA).

The unit is involved in all EU **Investment facilities** (AIF, NIF, AIF, IFCA, IFPacific, LAIF and CIF) for domains of transport, urban development and ICTs; In this context, the Unit's core task is related to the thematic assessment of proposed interventions and related advise to the respective DEVCO hierarchy.

C3 – Financial Instruments

Promotion, coordination and management of innovative financial instruments of the External Relations portfolios in the regions covered by DEVCO

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

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

Manage and coordinate different DEVCO external financial instruments

- Management of secretariats of all DEVCO regional blending facilities in coordination with geographic directorates, e.g. organisation of meetings, drafting of documents, relations with stakeholders; Operational management of the EU contribution to the EU-Africa Infrastructure Trust Fund (ITF) for the relevant AO geographic directorate,
- Screening of blending projects in cooperation with geographic and thematic services, EU delegations and the competent services (EEAS, line DGs) and monitoring of the implementation of these projects.
- Rationalisation of procedures and rules of the blending instruments (alignment).
- Coordination of dissemination, communication and visibility activities.
- Operational management of other external financial instruments such as GEEREF, ACP IF, etc.

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

- Preparation of financing decisions on blending instruments, support to geographic directorates.
- Overall steering in close coordination with geographic Directorates and EU delegations of:
 - o Preparation and negotiation of legal commitments implementing decisions of facilities.
 - o Negotiation of MoUs, framework agreements, mutual reliance agreements, etc. with EFIs.
 - o Monitoring and co-ordination, at instrument level, of project implementation.
- Advice to geographic and thematic services and EU delegations on:
 - o Negotiations and implementation agreements with EFI even if outside scope of blending facilities.
 - o Financial instrument modalities, such as interest rate subsidies, first loss tranches, etc.

Coordinate relations with EIB and other multi- and bilateral finance institutions. Engage in and promote relations within the Commission and other EU institutions, MS, and other partners

- Manage EU platform for blending in external cooperation with ECFIN, ELARG and EEAS.

- Follow-up on overall implementation of agreements and activities of EIB and other European multilateral and bilateral finance institutions as well as management of delegated EU funds.
- Manage and coordinate, in close consultation with geographic/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.
- Formulation of the framework for structured dialogue with the different European partners in order to ensure programmatic co-ordination and policy coherence in applying innovative financial instruments.
- Coordination of inter-service consultations in DEVCO related to the “Article 19 procedure” on EIB activities (consultation with geographic directorates, EU delegations and other services).
- Contribute on blending related aspects to:
 - o Sector/thematic dialogue at regional or continental level.
 - o Preparation of the next Multiannual Financial Framework.
 - o Negotiations of agreements with third countries directly impacting external assistance.
 - o Drafting of responses to queries on financial instrument related matters from the Council, the European Parliament and the European Court of Auditors
- Represent EuropeAid in *fora* related to financial instruments, and strive for coordinated EU positions.
- Coordinate the preparation of the position on issues covered by the unit that are discussed in the relevant Council Working Groups or Committees and at the European Parliament, participate, represent DEVCO, and, when appropriate, the Commission, and ensure appropriate reporting.

To coordinate all Trust Funds with IO, function as a focal point and report on work with IO

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

To provide guidance and training

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

Contribute to the quality management process

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

- Assist in evaluations as appropriate.

Directorate D – East and Southern Africa and ACP Coordination, Directorate E – West and Central Africa, Directorate F – Neighbourhood, Directorate G – Latin America and Caribbean, Directorate H – Asia, Central Asia, Middle East/Gulf and Pacific

In the framework of DEVCO's general mission:

- In the framework of multiannual programming:
- Taking responsibility for the role of sub-delegated authorising officer for cooperation programmes financed by the EDF or budget lines for: East and Southern Africa, Directorate D; West and Central Africa, Directorate E; Neighbourhood, Directorate F; Latin America and the Caribbean, Directorate G; Asia, Central Asia and the Pacific, Directorate H;
- Promoting 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;
- Planning the implementation of multiannual programming, including guidelines and instructions to Delegations on the identification and appraisal phases;
- Managing the geographized thematic programmes and projects in coordination with Directorates B and C;
- Ensuring coordination in the implementation of operations and putting financing in place; promoting methodological coherence and quality assurance in collaboration with Directorates A, B and C; and supporting the Delegations with devolved projects and programmes throughout the operations cycle in order to ensure the desired results and impact;
- Supervising the devolved management, in particular by making use of the regular reports prepared by the Delegations;
- Promoting the visibility of Community aid in the geographic area concerned.
- Participating in the preparation of the Management Plan, and preparing 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.
- Consolidating the devolution process, including the supervision of the operational sections and finance and contracts in Delegations.
- Implementing 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.
- Strengthening the analysis and follow-up by country and by region, and in particular developing an understanding of each country and region, and contributing to the development of multiannual programming and to the preparation of the corresponding documents (Strategy Papers, Multiannual Indicative Programmes, etc.) in the context of the methods agreed upon with the EEAS.
- By coordinating with the EEAS and other Commission's services, 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.
- Managing and strengthening 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 harmonising, as far as possible, collaboration methods in cooperation with Directorates B and C.
- Coordinate the preparation of the position on issues covered by the Directorate that are discussed in the other EU institutions, and in particular at the Council and the European Parliament, participating, representing DEVCO, and, when appropriate, the Commission, and ensuring appropriate reporting.

- Researching, promoting and implementing approaches and experiences for strengthening partnerships with the recipient states.

D1 – Geographical Coordination Southern Africa & Indian Ocean, D2 – Geographical Coordination East Africa, E1 – Geographical Coordination Central Africa, E2 – Geographical Coordination West Africa, F1 – Geographical Coordination Neighbourhood East, F2 – Geographical Coordination Neighbourhood South, G1 – Geographical Coordination Latin America and Caribbean⁸, H1 – Geographical Coordination Asia and Pacific and H2 – Geographical Coordination Central Asia, Middle East/Gulf, Asia Regional Programmes

To plan, coordinate and supervise the devolved or non-devolved activities of the Geographic Directorate

General activities:

- Coordination and development of the Directorate’s Management Plan⁹.
- Analysis and follow-up of the Management Plans and the Delegations’ reports (EAMR and JAR), preparation of the consolidated responses (in collaboration with the thematic Directorates and Directorate A)¹⁰.
- Preparation, coordination and consolidation of 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 Units¹¹.
- Preparation and consolidation of the Directorate’s contribution to the Annual Activity Report and periodic reports to the Group of RELEX Commissioners, in coordination with the Finance, Contracts and Audit Unit and the Centralised Operations Units¹².
- Preparation of contributions to the risk register updates¹³.
- Coordinate preparation of the position for the fixed-day meetings, DEVCO management meetings and other meetings with horizontal agendas.
- Coordinate, in cooperation with EEAS and the Delegations, the preparation of the programming documents for the countries under the unit’s responsibility. Collaborate with the regional programmes’ units in the preparation of the regional programming documents.
- Contribution to the thematic multiannual programming, including “sugar” and “bananas” for the area concerned, in conjunction with the delegations and the “Regional Programmes” Units and Directorates B and C¹⁴.
- Coordination 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.
- Programming and implementation of the Disaster Risk Reduction Plan in coordination with Unit C2.
- Evaluation; Internal audit; Inspection; Court of Auditors; European Parliament: Contribution to the various briefings, working groups, replies relevant to geographical evaluations, inspections & audits in collaboration with the focal point for the Directorate.

⁸ Particularity of Directorate G: the Caribbean also includes the OCTs of the region.

⁹ For H1 and H2 according to their geographical responsibility, H1 prepares the consolidated AMP. For Directorates D and E, coordination is carried out by Unit D3. For Directorate F, coordination is carried out by Unit F5.

¹⁰ For H1 and H2 according to their geographical responsibility

¹¹ Particularity of Directorates D and E: Unit D3. Particularity of Directorate F: coordination carried out by Unit F5. Particularity of Directorate G: Unit G1 for delegations, Unit G2 for the Directorate’s Units. Particularity of Directorate H: H1 prepares the consolidated SDAO with input from H2 and H3.

¹² Particularity of Directorate D and E: Unit D3. Particularity of Directorate F: coordination carried out by Unit F5. Particularity of Directorate H: H1 prepares the consolidated SDAO with input from H2 and H3.

¹³ Particularity of Directorate H: coordinated by H1.

¹⁴ Particularity of Directorate H: H1 is involved.

Development Cooperation Policy

- Contributing to defining development policies with regards to the region and relevant horizontal activities as well as to defining/ reviewing the financial instruments.¹⁵
- Ensuring the coherence of the development policy in place for those countries under its responsibility, including in response to changing situations. Ensuring coordination and complementarity of the development initiatives with those of other bilateral and multilateral donors active in the region.
- Contribution and participation in internal reflections on orientations for sector and development policies and operational guidance¹⁶.
- Where appropriate, participation in the thematic networks of the DG and in debates on methodology and intervention instruments with a view to developing sector expertise linked to specific programmes managed by the unit.
- Cross-cutting issues: Ensure mainstreaming and implementation of relevant EU policies (Coherence; Aid effectiveness; Technical cooperation reform; Gender; Environment, climate change, biodiversity, resilience etc.).
- Coordinating 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 reporting¹⁷.
- Participation when relevant in the PSC, Council, and EP meetings, representing DEVCO.
- Development and updating of briefings and speeches based on possible contributions from other units at the Directorate¹⁸.
- Preparation of replies to external information requests addressed to the members of the College and to the Commission's services and regarding the geographic area concerned, based on possible contributions from the other units at the Directorate.
- Coordination and preparation of replies to questions from the European Parliament and other institutions, based on possible contributions from the other units at the Directorate.
- Coordination and contribution to the interservice consultations organised by the other Directorates, thematic DGs or the EEAS.
- Representation of the Directorate at interservice meetings.

Organisation of the Delegations

- Coordination and contribution to both the development and the approval of organisation charts.
- Management of staff working in operations sections in delegations (annual appraisal, training, mobility, career development, job description). Providing input to workload assessment; advice on staff allocation, rotation exercises, participation in selection panels. Advice on the Head of Delegation mission statements.
- Coordination and organisation of the monitoring missions involved in checking the conformity of the operational sections' management systems and finance and contracts in Delegations.

Planning and supervision of the cooperation measures in line with the principles and commitments for aid effectiveness

¹⁵ Particularity of Directorate F: negotiation of the ENI regulation

¹⁶ Particularity of Directorate F: Coordinate with sectoral DGs on the different issues covered by the agreements with these countries, in particular for approximation and regulatory convergence.

¹⁷ – Particularity of Directorate F: Contribute and follow up on specific European Neighbourhood Policy tasks, including Cooperation Committees and Cooperation Councils, Subcommittees and Association Agreement Agendas, as well as to the ENP multilateral dimension.

¹⁸ Particularity of Directorates D and E: intervention of Units D3/D1/D2/E1/E2 according to the nature of the file

- Geographical programming with Directorates A, B, C, units 03 and 07 concerning development and thematic policies, with unit D3 for EDF-ACP programmes, with unit 06 for the participation in the iQSG process, the monitoring of the programming process and the analysis of programming outcomes, and with the EEAS according to the Working Arrangements.
- Thematic Programming - contribution to the programming exercise in coordination with the relevant DEVCO Directorates, B and C in line with the “EU development policy”.
- Planning (from pipeline to decisions including sugar and banana programmes as well as geographically focused interventions from thematic programmes but excluding the long-term Instrument for Stability), coordination (including co-operation and project quality support) and supervision of all activities concerning the cooperation with the Region and, in this context, coordination with the EEAS desks and line DGs and instructions to the EU delegations. Contribute to the planning of thematic programmes under the responsibility of Directorates B and C. Preparation of a 24-month, multiannual dynamic calendar for the appraisal phases and formulation of projects and programmes, on a proposal from the delegations and/or the “Regional Programmes” Unit¹⁹.
- Supervision of the identification and formulation phases of projects and programmes, prepared by the delegations and/or the “Regional Programmes” Units, in line with the aid effectiveness principles, including for the Technical Cooperation (technical cooperation backbone strategy).
- Coordination, with Directorates B and C, units 03 and 07 of the requests from delegations and the “Regional Programmes” Unit for support actions and missions to assist in identification and formulation work²⁰.
- Ensuring the quality of cooperation measures, according to the geographical responsibility, in coordination with the thematic specialists of Directorates B and C, units 03 and 07 as well as with the sectoral DGs.
- Manage the secretariat of the Quality support group of the Directorate, participate in the Quality support process and ensure that the conclusions of the Quality support process are integrated into the financing proposals²¹. Reporting on and evaluation of the documents submitted to the quality support system for the Geographic Directorate, according to the geographical responsibility (in coordination with the delegations via videoconference when possible).
- Coordinate and contribute to discussions on financing proposals on blending between the different stakeholders (DEVCO, EIB, other donors, partner countries and regions, Member States, private sector...)
- Regarding the Investment Facilities:
 - Assessment of initiatives and participation 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.).
 - Verification of 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 Geographical Directorate as SDAO²².
- Coordination of cooperation measures with MSs, as well as with multilateral financial institutions (WB, IMF, EIB, IDB, etc.) and with other international donors²³.

¹⁹ Particularity of Directorates D and E: Unit D3 for coordination and Units D1/D2/E1/E2 for preparation. Particularity of Directorate H: the consolidated pipeline table is managed by H1 with input from H2.

²⁰ Particularity of Directorate H: overall coordination by H1.

²¹ Particularity of Directorate H: H1 coordinates QSG planning; all other aspects of the QSG process are carried out by H1 or H2 according to their responsibilities.

²² Particularity of Directorate H: H2.

²³ Particularity of Directorate H: H1 and H2 according to their responsibility.

Coordination and finalisation of the decision-making procedures

- Planning the annual work plans with Unit 06 “Quality and Results” and Unit 04 “Interinstitutional Relations”²⁴.
- Verification of the “sugar” and “bananas” thematic multiannual programming, finalised by the delegations. Presentation of these programmes to the iQSG and launch and follow-up of the interservice consultations for their approval. Presentation of the multiannual programming to the DCI Committee²⁵.
- 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. Checking the coding and the “Gestope” and “Respoke” visas by the delegations and/or the “Regional Programmes” Units²⁶.
- Delivery of the Annual Action Plan projects, which have been finalised by the delegations and/or the “Regional Programmes” Units, to Unit 04 “Interinstitutional Relations” for their submission to the corresponding management committee²⁷.
- Actively supporting the Geographical Director who acts as chair of the Management Committee with the Member States and as a possible replacement for the Director to carry out this task, in coordination with Unit 04 “Interinstitutional Relations” and the EEAS.
- Reporting, at the Director’s discretion, if the Delegations are unavailable, on the Annual Action Programme projects submitted to the management committees, with the support of Directorates B and C, at the Director’s discretion.
- Launch and follow-up of 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 Unit²⁸.
- Coordination and follow-up of 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

- Definition, supervision and use of the reporting and monitoring instruments (tableaux de bords), supervision and periodic verification of their results (CRIS and EAMR).
- Supervision and management of the “Result Oriented Monitoring (ROM)” contract for the region concerned, including the dissemination of ROM reports, conclusions and recommendations for the Directorate, in addition to their availability on the Directorate-General’s ROM website²⁹.
- Participation in country/region evaluations, as well as, if relevant, in evaluations by sectors, in coordination with Directorates B and C.

Specifically for budget support

- Support the Delegations, where appropriate, in the preparation of BS programmes, in particular in the negotiations of the implementation modalities (matrix, indicators, timetable, tranches and technical assistance) of a programme. Involving 03 and/or Directorates B and C when required. Ensure coherence with policy guidelines.

²⁴ Particularity of Directorates D and E: coordination by Unit D3. Particularity of Directorate H: H1 with input from H2.

²⁵ Applicable to Directorates D, E, G and H (H1)

²⁶ Particularity of Directorates D and E: coordination by Unit D3. Particularity of Directorate H: ISCs launched by H1, all other aspects of the preparation and follow-up carried out by H1 and H2 according to responsibility.

²⁷ Particularity of Directorates D and E: coordination by Unit D3. Particularity of Directorate H: coordinated by H1.

²⁸ Particularity of Directorates D and E: coordination by Unit D3. Particularity of Directorate H: coordinated by H1.

²⁹ Particularity of Directorate H: H1.

- Make proposals for the agenda and prepare briefings and files for the meetings of the Budget Support Steering Committee (BSSC) in relation to programmes covered by the unit in question.
- Assess progress in implementation on the basis of regular reports prepared by the delegation as well as through participating in coordinated supervision/review missions.
- Assess requests and supporting documents and analysis for tranche release assessments submitted by Heads of Delegations from the region under the unit's geographical responsibility with a view to advising the Director on disbursement of tranches; assessments to be made taking into account inputs from 03 and/or Directorates B and C when needed. Following a positive decision by the Director, informing the Head of Delegation that the payment circuit should be completed in line with the steps and criteria established by DEVCO and verifying that these have been complied with.

Communication, information and visibility³⁰

- Contributing to improved visibility, information and evaluation of the results from the cooperation activities in the geographic area, and coordinating external communication actions run by the Directorate and its internal communication.
- Development and updating of the Directorate's communication media: website, brochures, newsletter, press releases, etc.
- Consolidation of the Directorate's contribution to the annual report³¹.
- 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 05 and in the framework of DEVCO's communication strategy.

Unit 05 correspondent for all of the work on the Geographic Directorate's cooperation activities³²

³⁰ Particularity of Directorates D and E: coordination by Unit D3.

³¹ Particularity of Directorate H: H1 with input from H2.

³² Particularity of H: H1.

D3 - ACP Planning and Horizontal Coordination

Coordination and follow-up of multiannual programming for cooperation with the ACP countries and regions, intra-ACP cooperation and implementation costs from the EDF

- Prepare the multiannual financial framework for the 11th EDF, in coordination with the “MFF task force” and Unit 02.
- Represent the Africa ~~CP~~ Geographic Directorates in the processes to elaborate and review the general documents related to programming and the Directorates in charge of the Caribbean and Pacific regions with regard to the specific aspects relating to the cooperation with ACP countries within the framework of the Cotonou Agreement
- Preparing, in accordance with the comprehensive programming guidelines, the methodological documents (specific guidelines for the ACP, presentations, briefings, analysis and decision-making models) for the multiannual programming and reviews, in coordination with the relevant services of DEVCO and the EEAS, in accordance with the working arrangements between the Commission and the EEAS.
- Coordinating the multiannual programming process with the other units of the Directorates D and E, the other Directorates in charge of ACP countries and regions and the relevant EEAS departments, in accordance with the working arrangements between the Commission and the EEAS. Provide quality support on the programming documents for Directorates D and E.
- Managing the EDF reserves and allocations, in accordance with the working arrangements between the Commission and the EEAS: preparing the Commission’s decisions, managing the allocations in ABAC and regularly preparing the reserve and allocations situation. Reprogramming of STABEX funds.
- Preparing and updating, in coordination with Unit R1, the programming tables for EDF support expenditures, including EDF interests and other EDF revenue.
- Contributing to the interpretation and, if necessary, the modification of legal bases regarding the ACP-EU partnership, and to the thinking on post-Cotonou in coordination with Units R3 and 02.
- For general issues regarding ACP programming, representing DEVCO at the EDF Committee, the Council’s ACP group, the Parliament’s committees and the ACP-EU institutions.

General coordination of EDF activities

- Preparing the annual report on the EDF’s financial management.
- Contributing to the definition of the structure of DEVCO’s Annual Management Plan for the EDF component, in coordination with Unit R1.

Horizontal activities for Directorates D and E (Sub-Saharan Africa/intra-ACP)

General activities:

- Upon requests of the Directors D and E, prepare strategic analyses on horizontal/thematic topics, by using the available sectorial competences available in units of Directorates D and E, including for the preparation of Management meetings. Coordination and preparation of the Management Plan of the Directorates D and E.
- Analysis of EAMR of Delegations and of Headquarters units more specifically the issues linked to aid effectiveness, monitoring, aid visibility, forecasts and the Stabex cash balance.
- Analysis and follow-up of reports on Stabex, coordination of the closure of the Stabex programmes
- Preparation, coordination and consolidation of the reports of the sub-delegated authorising officers’s to the delegated authorising officer and to the Thematic Directors for the Directorates D and E based on reports from the Delegation and the Units from these Directorates.
- Coordination and contribution to the interservice consultations organised by the other Directorates or the DG.

- Devolution follow-up: participation in missions for supervising the conformity of operational sections' management systems and finance and contracts in Delegations.
- Establishing and updating, based on forecasts from the delegations and the Units of the Directorates D and E, of a 24-month and multiannual dynamic calendar for the appraisal and formulation phases of projects and programmes (*pipeline*).
- Coordination and consolidation of the forecasts for commitments, contractualisation and payments, prepared by the delegations and other Units of the Directorates D and E.
- Preparation of budgetary requests (coordination of budgetary fiches in the framework of the preliminary draft general budget), management of credits and preparation of transfer requests or supplementary or amending budgets, preparation of budgetary forecasts in coordination with delegations and geographical units at HQ, analysis of financial execution for Directorates D and E as well as ensuring the function of budgetary correspondent for these two Directorates.
- Contribution to the preparation of communications on the EDF's finances, in coordination with Unit R1.
- Supervision and management of the Result Oriented Monitoring (ROM) contract for the region concerned, including the dissemination of ROM reports, conclusions and recommendations for the Directorates, in addition to making them available via the DG's ROM website.
- Secretariat of the Quality Support Group for the Directorates D and E.
- Coordination of the representation of DEVCO and Commission's services at the Africa group of the Council (COAFR), participation to the meetings and reporting.
- Liaison with the Task Force for an Enhanced Dialogue with International Organisations and Unit R6
- Coordination of communication and visibility activities for the Directorates D and E and the delegations in conjunction with Unit 05, in the framework of DEVCO's communication strategy.
- Development and updating of the communication media of the Directorates D and E: website, brochures, newsletter, press releases, etc.
- Consolidation of the Directorates D and E contribution to the annual report.

Preparation and finalisation of the decision-making procedures:

- Planning of the annual work plans with Unit 06 "Quality and Results" and Unit 04, in charge of "Management Committees".
- Launch and follow-up of the interservice consultations for the approval of the Annual Action Plans, other new measures, and riders to financing agreements or on-going decisions prepared by the delegations and/or the Units of the Directorates D and E; coordination with the DGs consulted.
- Transmission to Unit 04, in charge of "Management Committees" of the Annual Action Plans, other new measures, or riders requiring the opinion of these Committees (as finalised by the delegations and/or the Units of the Directorates D and E) for their submission to the corresponding management committee.
- Launch and follow-up of the Commission's decision-making procedures relating to the Annual Action Plans or other new measures, or riders, as finalised by the delegations and/or the Units of the Directorates D and E.
- Preparation of the financing agreements or amendments, follow-up of their signatures and granting of the GESTO 80 visa in CRIS, when necessary.
- Follow-up of the global commitment of the Study Facility.

D4 – Africa-EU Partnership and African Peace Facility

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

- Ensure the effective participation of Commission DGs and Services concerned, and coordinate the inputs of DG DEVCO and other Commission DGs in the implementation of the JAES and its successive Action Plans. Follow-up cross-cutting issues such as institutional questions, working methods, resources. Program and Manage related financial programmes.
- 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 non-State Actors, the AUC, and African and international partners.

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

- Coordinate the Commission's relations with the AUC and AU, and its participation in the broader EU-Africa political and policy dialogue.
- Prepare, organise and coordinate the EC-AUC College-to-College, EU-AU Joint Task Force and contribute to other meetings at the political (Africa EU Summits) and technical level.
- Coordinate the Commission's inputs into contacts, dialogue and cooperation with 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.
- Commission HQ Focal Point and Geographic coordinator for the EU Delegation to the AU in Addis Ababa:
 - Ensure HQ coordination, supervision and feedback for the Delegation's management of operations. 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 all EU cooperation programmes and institutional support activities to the AU;
 - Follow-up the devolution process and devolved projects managed by the Delegation to the AU under the EDF and other EU instruments;
 - Management of staff in the Delegation's Operations Section (training, mobility, career development).

African Peace Facility (APF) - Programming, Management and Implementation

- Contribute to Strategic Programming (Concept Notes and Multi-annual Action Programs), to political dialogue with African partners, and to EU-internal policy discussions in various 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 Steering Ctte., workshops and seminars for specific APF programs and projects, fact-finding missions, etc.
- 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 organize financial audits and possible recovery orders).
- Manage the Service Contract with GIZ for the APF Expert Pool to provide technical assistance in the field of Peace and Security to African partners.

- Organise reporting, global evaluations and audits.
- Prepare the annual APF report.
- Prepare briefings to COM hierarchy on APF issues and inputs to EEAS briefings.
- Promote complementarity between APF actions and other initiatives in the area of Peace and Security and contribute to the definition and implementation of comprehensive EU approaches (Somalia, CAR, etc).
- Contribute to the implementation of the JAES in the field of Peace & Security and advance work on innovative financing mechanisms.

DCI Pan-African Program (PAP) - Programming, Management and Implementation

- 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 PAP (AAPs, identification and formulation of programs and projects (including coordinated follow up of the studies) with the Addis AU Delegation, with EEAS, with line DGs and EU institutions involved , Comitology, financing decisions, etc.).
- Identify African and other implementing partners.
- Initiate and lead the joint programming process with Member States.
- Ensure the sound implementation of the PAP programmes (prepare contractual documentation, manage financial agreements & follow contribution agreements, ensure a follow up and monitor on-going actions in a coordinated way with line DGs and EU institutions involved)
- Organise reporting, global evaluations and audits, and technical assistance.
- Promote coherence and complementarity between PAP and other financial instruments (EDF intra-ACP and Regional programmes, ENI-South, DCI-thematic budget lines, etc.).
- Ensure coordination with other EU actors (CSO, business organisations, think tanks...) and other international bilateral and multilateral stakeholders in the areas of policy dialogue, programming and the implementation of the Pan African Programme.

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

- Promote the visibility of JAES and APF and contribute to outreach activities, through the management of targeted communication activities (website, brochures, newsletter, press releases, journalists seminar), in coordination with communication experts from DEVCO, COM, EEAS and the Addis Delegation.
- Stimulate the policy debate on Africa EU relationship (organise seminars, follow the academic debate, participate in Think Tank activities,..).
- Contribute to general and specific briefings, EP questions, and other external information requests to Commissioners and Management, as well as to annual activity and progress reports etc.

Maritime security and anti-piracy

- Act as geo-coordinator for the Maritime Security regional programmes
- Contribute to Commission initiatives and policy making in this area
- Contribute to briefings on maritime security, EP questions, and other external information requests to Commissioners and Management, as well as to annual activity and progress reports

E3 – Regional Programmes Sub-Saharan Africa and ACP wide, F3 – Regional Programmes Neighbourhood East, F4 – Regional Programmes Neighbourhood South, G2 – Regional Programmes Latin America and Caribbean³³, and H2 – Geographical Coordination Central Asia, Middle East/Gulf, Asia Regional Programmes

Coordination of the programming work on issues regarding regional programmes and centralised management

- Coordinating, in cooperation with the EEAS, the geographic 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.
- Coordinating with other donors in the field, in particular EU, the programming and subsequent implementation of regional actions, ensuring complementarity and division of labour.
- Maintain dialogue with, and participation of civil society at all stages of programming and implementation of regional actions as well as provide for capacity reinforcement of civil society actors to this end.

Managing the full project and programme cycles (annual programming and follow-up of the implementation) for non-devolved operations

- Identification and appraisal of 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
 - Ensuring 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 geographic coordination units;
 - Ensuring the quality of cooperation measures, according to their regional geographic 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.
 - Reporting 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.
 - Management of implementation activities of projects and programmes in line with applicable standards of sound financial and operational management; Checking, 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.;
 - Drawing-up terms of reference, managing the preparation of the necessary documents for the invitations to tender and calls for proposals, the participation in evaluation committees, if necessary participating in negotiations with the bodies concerned in the framework of the negotiated procedures; managing the appraisal and evaluation of grant proposals presented by third parties;
 - Preparing, recording and signing the decision to award contracts or issue grants and contracts, including consecutive amendments, in accordance with the financial circuits Following 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;

³³ Particularity of Directorate G: the Caribbean also includes the Caribbean OCTs and Greenland, Saint Pierre and Miquelon, Saint Helena, Ascension, Tristan da Cunha and the Falkland Islands.

- 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, checking that the activities foreseen in the contract comply with the invoices issued by the contractors.
- Evaluation: organising and sending the mid-term and final evaluation missions for the projects; contracting the evaluation missions of the projects; ensuring the dissemination of the assessment results and drawing lessons from them for future projects.
- Technical closure of the commitments and validation of the decommitments in accordance with the financial circuits.

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

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

General missions

As regards investment facilities:

- Verification of financing decisions and legal commitments of regional actions prepared by Unit C3, in cooperation with EU Delegations, in view of their finalisation and signature by the Geographical Directorate as SDAO;
- To participate in the technical and financial examination of regional projects submitted by the finance institutions in cooperation with Unit C3, EU Delegations and the competent services (EEAS, line DGs, etc.) and to oversee implementation when they have a regional scope.
- Contribute to the work (appropriate responses and interaction) with the other service involved, the EEAS and European institutions, such as the European Parliament or the Court of Auditors (for the latter in collaboration with the finance and contracts unit) for the files within the unit's responsibility.
- Participate in the management committees and the different working groups within the Council, in coordination with the EEAS, preparation of the briefings, whenever necessary.
- Contribution to general and geographic development and cooperation policy documents.
- Contribute through the information correspondent(s) of the Directorate to communication and visibility activities of the Directorate in coordination with unit 05 (intranet and internet sites, press releases, project visibility, speakers, annual reports, etc.).
- Participation, 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 E3:

- Regional programmes mentioned in the mission statement for unit E3 refer to the Intra-ACP envelope.
- In accordance with the responsibilities of the Authorising Officer, for all programmes managed by DEVCO/E3, ensure adequate participation of the unit as DEVCO representation in all relevant steering organs, or contribution to the preparation of the position to be taken by DEVCO representatives.
- Operational relations with the Cotonou Institutions (ACP Secretariat, CDE, CTA, and Joint Parliamentary Assembly):
 - Assist the ACP Secretariat, CDE and CTA in the implementation of EDF financed operations. Contribute to the development and promotion of an institutional relationship between the EU and the Cotonou Institutions under the lead of 04.

- As is the case of the operational structures of an EU Delegation; accompany and control the ACP secretariat in its role as Regional Authorising Officer for the intra-ACP programme.

Particularities for Unit F3 and F4

- Prepare and implement regional actions set in the framework of the ENP, closely complementing the bilateral assistance provided to the individual countries of the Neighbourhood, as a means to promote sustainable development in the region, including through the opportunities available in sharing relevant EU experiences in key policy areas.
- Participate in the design and implementation of regional policy processes within the Neighbourhood. Contribute to the development of strategies towards closer cooperation between and among countries of the Neighbourhood East (DEVCO/F3) and South (DEVCO/F4), support and take part in dialogue within relevant regional or sub regional fora to this end.
- Ensure coordination with line DGs in the formulation and consolidation of the multiannual programming documents, by ensuring, in particular, the compatibility with the thematic programmes as well as in the design of projects and programmes in their respective field of expertise.
- Support Delegations in project implementation where bilateral assistance programmes are centralised. In accordance with internal procedures, checking that the activities implemented comply with the contract.

Particularities of Unit G2:

Specifically for budget support:

- In association with the OCT Task Force:
- Prepare budget support programmes with the government of the OCT, including the negotiations of the implementation modalities (matrix, indicators, timetable, tranches, and technical assistance) of a programme. Involving 03 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 03 and/ or Directorates B and C when requested by the Geographical Directorate. Following a positive decision by the Director complete the payment circuit in line with the steps and criteria established by DEVCO and verify that these have been complied with.
- Support and carry out operational management in the framework of bilateral cooperation with a number of graduated countries in Latin America (currently Argentina, Venezuela, Chile), 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.

B6 – Finance, Contracts, Audit, E4 – Finance, Contracts, Audit, F5 – Finance, Contracts, Audit, G3 – Finance, Contracts, Audit H3 – Finance, Contracts, Audit and R5 – Finance, Contracts, Audit

Ensure sound financial management of the operations under the responsibility of the relevant (geographic, thematic or horizontal) Directorate involved, and in particular:

Ensure the conformity of financing decisions, including action fiches, 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, checking 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 checking the availability of funds.

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

- In collaboration with the Operational Units (geographic coordination units, units in charge of regional programmes, thematic units and the Delegations), verification and financial validation of the global commitments and decommitments and of the financial closure of projects;

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

For all projects:

- Carrying out contractual functions entrusted to headquarters: processing 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, processing waiver/cancellation requests based on files prepared by the delegations or centralised management unit.

For non-devolved projects:

- Verification of call for tenders files and calls for proposals and their compliance with the regulations and guidelines in force.
- Verification of contracts' legal issues and compliance with regulations, guidelines and models.
- Organisation, secretariat and chair of the evaluation committees for calls for tenders and calls for proposals.
- Initiation and financial verification of individual commitments following calls for tenders or the negotiated procedure.
- Recording the bank details in the third party file for the financing recipients, as well as in the legal entities file.
- Preparation of the VAT exemption forms, when necessary.
- Recording of accounts, initiation, financial verification and authorisation of payments, recovery orders and estimates of amounts receivable.
- Financial monitoring of individual commitments, in particular expired and sleeping commitments, and monitoring of regular clearing of pre-financing.

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

- Coordination of measures for reducing the "Reste à liquider" (RAL) of each Directorate.
- In conjunction with Unit R1, 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.

- Drafting budget and contract reports for the Directorate and in cooperation with Unit R1, which sets the reporting standards.
- Reporting and analysing on dormant or old commitments and advising on preventive measures to avoid recreating the burdens of the past.
- Reporting on payment delays and late payment interest due

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

- Support and advice for operational units and Delegations (Finance and Contracts Sections) on financial and contractual issues for the implementation phase of the projects and programmes, including participating in expert missions in the field.
- Provide the helpdesk service through the use of a mailbox for the Delegations and the Directorate units, and by consulting Unit R3 for any questions regarding the interpretation of texts requiring this unit's opinion.

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

- Contribute to drafting of manuals of procedure and instructions on contractual and financial issues, which are prepared and updated by Unit R3. Disseminate information to operational units and Delegations dependent of the unit.
- Contribute to drafting of instructions on audits, and internal controls, which are prepared and updated by Unit R2. Disseminate information to operational units and Delegations dependent of the unit.
- Establish training schemes and activities for the regional networks of the finance and contracts sections.
- Collaborate to the development of management information systems, regarding the systems for which the unit is the designated 'system owner'.

Ensure the respect of financial and contractual procedures in delegations through verification missions (only for the geographic FCA units)

- Participation in devolution and verification missions in collaboration with the geographic coordination unit to cover contractual and financial issues.

In coordination with the Delegations when relevant, draw up an audit plan for the Directorate and monitor its implementation

- Coordinate and consolidate the audit plans prepared by the Delegations, and prepare an annual audit programme to be carried out under the direct responsibility of the headquarters.
- Contract (or carry out) the audit missions in accordance with the annual audit plan, issue appropriate recommendations and manage the monitoring of the implementation of these recommendations.
- Report on the implementation of the audit plan.
- Disseminate audit recommendations.

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

- Provide advice or, if necessary, prepare draft letters or plans of action (Unit R3, Legal Service, Ombudsman, etc.).
- Participate in technical meetings and interservice consultations.

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

Ensure the Directorate’s interface with audit and control bodies (Court of Auditors, IAS, IAC, 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 04, ensure the follow-up of the discharge and the replies to parliamentary questions.

Manage CRIS support

- Manage access and permission for the Delegations and the relevant Directorate.
- Take responsibility for the role of User Service Manager and provide support for the users at headquarters and in Delegations. Participate in the committees for User Service Managers.
- Provide training, explanations and promote the use of the system in the Directorate and in the Delegations.
- Participate in reflection groups for the improvement or creation of new functions for the CRIS information system.

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 geographic FCA units)

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

Specifically for Unit B6

- System owner for the development of the IT application PROSPECT
- System owner for PADOR and CRIS Call for Proposals

Specifically for Unit E4

- Management of the training contract for EDF procedures for all ACP countries.
- The preparation of budgetary requests (coordination of budgetary fiches in the framework of the preliminary draft general budget), the management of credits and preparation of transfer requests or supplementary or amending budgets, the preparation of budgetary forecasts in coordination with delegations and geographical units at HQ, the analysis of financial execution for Directorates D and E as well as ensuring the function of budgetary correspondent for these two Directorates are done by unit D3 in coordination with unit E4.

Specifically for Unit F5

Ensure financial coordination of the Cross-Border Cooperation programme

Specifically for Unit H3 for the Malaysian Delegation:

- Monitoring of the overall commitments and decommitments, as well as the financial closure of projects in collaboration with the delegation;
- Participation in drawing up the EAMR (verification and validation of the payment and commitment forecasts).

Specifically for Unit G3

- Carry out Finance, Contract and Audit operations in the framework of bilateral cooperation with a number of graduated countries (currently Argentina, Chile and Venezuela), in the transitional period of phasing-out, including: management of calls for tender, calls for proposals and negotiated

procedures (where applicable); financial initiation and verification of individual commitments; financial initiation, verification and authorization of payments and recovery orders; management of audit plans, corresponding audits and audit recommendations; reporting (EAMR); follow-up of CoA/IAS/IAC, OLAF, Ombudsman cases; general monitoring and support to Delegations.

Specifically for Unit R5:

Responsible as FCA Unit for the Resources Directorate (DEVCO R) as well as the 'EU Development Policy' Directorate (DEVCO A), the units 01 to 08 and the Task Force for an enhanced dialogue with international organisations.

Responsible for the following horizontal financial and contract files: management of horizontal framework contracts, publication of calls for tenders/proposals, the publication of recipients, the financial management of the DG's administrative expenditures and the setting up of the EU Trust Fund general framework. Manages administratively horizontal framework contracts including the procedures for the procurement leading to the award of these framework contracts:

- Manages a link with the selected companies at the framework contract level.
- Provides statistics on the use of framework contracts.
- Advisory role in cases of disagreements on the interpretation of the rules relating to the framework contracts.
- Responsible for the role of Helpdesk and provides training on the use of these framework contracts.
- Manages the updating of the relevant Internet pages and is responsible for the role of service manager for the CRIS framework contract module.

Manages the system for the publication of calls for tenders / proposals:

- Manages the user Helpdesk.
- Publishes all documents related to calls for tenders / proposals on the DEVCO website.
- Manages the interface with the OPOCE.
- Manages the updating of relevant Internet pages and is responsible for the role of service manager for the CRIS publication module.

Manages the publication of recipients of EU Funds according to the provisions of the Companion:

- Coordination of the publication of recipients for all DEVCO services (including through the FTS system).
- Ensures coherence between DEVCO and FTS publications.
- Ensures that quality checks (in particular regarding confidential data not to be published) have been done by services of the responsible AOSD.
- Manages the updating of the relevant internet pages
- Definition of the publication rules on DEVCO website and verification of their application

Financial management of the DG's administrative expenditures including DEVCO's subsidy to the EAC Executive Agency's operating budget

Contributes to the preparatory work that will enable the creation of the EU Trust Funds:

- Main contact point and secretariat for the management of the future Trust Funds

Directorate R - Resources in Headquarters and in Delegations

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

In particular, Directorate R is responsible for the timely and effective programming and reporting of DEVCO's activities through the use of the various tools of the "SPP cycle" (Strategic Planning and Programming)³⁴. It manages the overall budget cycle including the discharge procedure. It promotes sound financial management through audit and control and the provision of legal advice and procedural guidelines. It also provides legal advice on all other issues beyond financial and contractual matters.

Directorate R is responsible for the policy design and management of Human Resources in Headquarters and Delegations, in close cooperation with other Commission services and the EEAS. Moreover, it sets up and implements a training strategy and promotes knowledge sharing. 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 08 and the Task Force responsible for dialogue with International Organisations.

More specifically, the tasks of Directorate R are:

- to coordinate the implementation of the Strategic Planning and Programming cycle (Annual Activity report and the Annual Management Plan);
- to manage the annual budgetary process and , in cooperation with 04, the discharge procedure;
- to manage sub-delegations and closely monitor the use of European Development Fund (EDF) and Budget funds;
- to support an efficient implementation of the internal control standards, continuous improvement of the quality of audits, and review of implementing partners;
- to provide legal advice and assistance, including on institutional questions, litigation issues and Ombudsman inquiries. In addition, to define and simplify DEVCO's general framework for financial and contractual operations;
- to implement the Human Resources policy of DG DEVCO Headquarters and Delegations;
- to provide the information systems necessary for the accomplishment of the DG mission as well as the support thereof;
- to manage office infrastructures and supplies;
- to define the strategic learning and development framework for the DG and to identify, manage and evaluate learning activities for DEVCO staff in Headquarters and in Delegations;
- to develop a comprehensive Knowledge Management approach and activities;
- to apply Commission archiving and document management policy (e-Domec) within the Headquarters and delegations and to monitor and support its use;
- to ensure coherence on financial and contractual issues in the DG, and ensure the transparency of DEVCO's activities in this area as appropriate (publication on the internet of relevant information such as tenders, beneficiaries, etc.);
- coordinate the preparation of the position on issues covered by the Directorate that are discussed in the other EU institutions, and in particular at the Council and the European Parliament, participating, representing DEVCO, and, when appropriate, the Commission, and ensuring appropriate reporting.

³⁴ Except the DEVCO contribution to the "Commission Work Program" which is covered by Unit 02.

R1 – Planning and Budget

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

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

To define and implement DEVCO's budgetary framework for financial operations, both for the EU budget and the EDF

- Participation in the development of financial frameworks, both for the budget and the EDF.
- To coordinate the DG's participation in budget programming
- Coordination and drawing up of 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.).
- To ensure the availability of credits for commitments and payments by means of transfers between budget lines, the global transfer or Amending budgets.
- Coordination of changes in the budget nomenclature, including budget remarks (for the budget) or the chart of accounts (for the EDF)
- To ensure the coordination of different budgetary procedures (carry-over of credits, forecast and explanations for the implementation plan and of the financial management report).
- To produce reports on the state of the implementation of the budget lines and the EDF, together with an analysis by budget line and the proposal of remedial actions in case of deviations from the plan or insufficient payment credits
- To draw up Council conclusions and Communications to the Council concerning the EDF treasury and the calls for contributions from the Member States.
- To manage the monitoring and reporting on the DEVCO portfolio.
- Participation in discharge process for DEVCO R1 related issues (accounting, indicators..).

To support the use of accrual accounting and establish the annual accounts

- To be responsible for the accounting correspondent role (internally and for BUDG).
- to draw up instructions and guidance for accounting procedures (accounting instructions and manuals, closure note, accounting quality plan);
- To be responsible for the establishment of annual accounts for the DG (Budget and EDF).
- To establish a quality accounting plan.

Financial reporting

- To elaborate financial statistics and reporting.

- To provide ad-hoc statistics reports to other units of the DG, other DGs and for external use (Parliament, civil society, etc.).
- To 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.
- To provide technical expertise to other DEVCO units on issues related to ODA statistics and reporting.
- To draft EU-internal financial reports and statistics for the OECD/DAC and to manage DEVCO's representation at the OECD/subgroup on statistics.
- To define a tool in order to automatize the production of standard reports.

To manage security access to systems for sub-delegated authorising officers

- To carry out the definition and management of the system for financial and contractual sub-delegations.
- To manage security access in ABAC.
- To manage security access to DG BUDG's data warehouse and first level support to DEVCO users. (Local Data Warehouse Management).

Programming and follow up the use of administrative expenditures

- To coordinate the requests from DEVCO services regarding administrative appropriations (global envelope, ex-BA lines, EDF and transfer agreements) and to offer allocations on administrative appropriations to management.
- Management and distribution of mission and Presto appropriations to DEVCO units.
- Follow-up the use of the administrative appropriations, so as to ensure an optimal level of implementation.
- 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).
- Financial management of the commitments on administrative budget lines: personnel at Headquarters and in Delegations (funds to be paid to EEAS), missions, training, grants to EAC Executive Agency etc.
- Responsible for the Commission Decision regarding the EDF devolution expenditure.

To manage information systems

- Collaboration on the development of management information systems regarding the systems for which it is the designated 'system owner' (i.e. most of CRIS modules, on-line application of the EAMR, forecasting system).
- Supervision within the DG of the implementation of new procedures decided on by DG BUDG, as far as CRIS and ABAC are concerned (Local ABAC Coordinator).
- Study and implement a new system for financial forecasting.

To develop and implement a quality plan for budgetary and accounting data

- Development of an action plan to improve data quality and coherence in the budget and accounting management systems.
- Development of supervisory tools for data quality and the definition of regulations to avoid inconsistencies.
- Coordination of different services' actions to improve data quality.

R2 – Audit and Control

To contribute to the legal and regular use of external aid through the promotion of sound financial management, and in particular: to support the efficient functioning of the internal control system, through the consistent implementation of the internal control standards, continuous improvement of the quality of audits (methodology and guidance), and review of implementing partners; to oversee and coordinate relations with key internal control stakeholders (European Court of Auditors, OLAF (Anti-Fraud Office), IAS (Internal Audit Service), APC (Audit Progress Committee), internal control bodies of partner International Organisations).

To achieve its mission R2 does:

Support the efficient functioning of the internal control system in EuropeAid

- Monitors the implementation of internal control standards within EuropeAid HQ and Delegations, in relation with the EEAS and increases awareness about internal control issues.
- Organises risk analysis and maintains an up-to-date risk register.
- Coordinates, collects all supporting elements – including SMART indicators - and drafts the parts of the Annual Activity Report related to the Management and Internal Control systems and Assurance.
- Coordinates transactional ex-post control (methodology, guidance, sample extraction, drafting of the annual report, network).
- Provides support and assistance in EWS related matters (Early Warning System) to other HQ Units and to Delegations.

Provide methodological support, guidance and training to DEVCO HQ and Delegations on audit issues

- Establishes guidelines for the preparation, supervision, execution and follow-up of audits, including standard terms of reference and templates for reports.
- Establishes guidance for audit planning, prepares the Audit Plan based on contributions from the operational directorates, and monitors its implementation.
- Organises and delivers training related to external audit, moderates the external audit network in EuropeAid.
- Manages the audit framework contract.
- Initiates development (specifications and methodology) of the information system related to audit (CRIS-AUDIT).
- Collaborates in the development of management information systems regarding the systems for which it is the designated 'system owner'.
- Prepares the revision of the terms of reference of verification mission

Develop and implements methodologies to ensure standards of financial management when entrusting the implementation of EU projects to International Organisations, national agencies, and beneficiary countries

- Develops the methodology for compliance assessment of international organisations, Member States' development agencies and national entities in the context of joint, delegated and decentralised management.
- Carries out or coordinates compliance assessments.
- Carries out or coordinates verification missions to International Organisations.
- Liaises with international organisations on issues related to verification.

Oversees and coordinates DEVCO relations with key internal control stakeholders e.g. the European Court of Auditors, the Anti-Fraud Office (OLAF), the Internal Audit Service and the Audit Progress Committee, monitoring the implementation of their recommendations

- Coordinates DEVCO relations with the European Court of Auditors: providing the Court with any type of information it may request, or referring such requests to the relevant services; examining incoming reports and correspondence, issuing requests for contributions, reviewing and consolidating the drafts provided and ensuring that draft replies are provided to the deadlines, attending various meetings to discuss the draft replies, as well as the contradictory meetings with the Court, in collaboration with DG BUDG.
- Updates the database (RAD) on DEVCO's implementation of recommendations from the Court of Auditors, the Parliament and the Council in the context of the discharge procedure. R2 coordinates the discharge procedure inside the whole Directorate R. Ensures the overall coordination and reporting on OLAF cases related to DEVCO's operations. If need be, manages specific audits to follow-up on OLAF cases.
- Elaborates and monitors DEVCO's anti-fraud strategy.
- Provides methodological support and advice to operational Directorates in their relations with control bodies.

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

- Prepares DEVCO positions on key issues raised by the Court of Auditors and the IAS.
- Supports the Commissioners and Senior Management on internal control and audit issues, including the discharge procedure. R2 contributes to the discharge procedure, which is coordinated by Unit 04. R2 takes responsibility for briefings and questions within Directorate R's responsibility. R2 also manages DEVCO's Directorate Discharge Correspondents Network.
- Provides regular overview reports to Management on the implementation of audit recommendations concerning DEVCO, OLAF cases and other internal control and audit issues.
- Proposes orientations for DEVCO's internal control strategy.

R3 – Legal Affairs

To provide legal advice and assistance, including on institutional questions, legislation, litigation issues and Ombudsman inquiries

To define and simplify DEVCO's general framework for financial and contractual operations

Moreover, to support the FPI in those activities

To define and simplify DEVCO's general framework for financial and contractual operations

- Drafting of legal texts on contractual, legal and financial issues.
- Follow-up of the revisions of the Financial Regulation and Rules of Application and defence of DEVCO's interests in these processes.
- Definition of financial systems, setting-up and updating of financial procedures and financial circuits; setting-up and updating of Guides on contractual and financial procedures including on management modes and standardised documents in these fields.
- Harmonisation, improvement of cooperation and working methods with third countries, International Organisations and bilateral donors (or their implementation agencies), in particular as regards the co-financing, negotiation of framework agreements and the establishment of contract models.
- Updating of rules and standards for the presentation of financing proposals and financing agreements, in collaboration with Unit 06 for the parts where Unit 06 is acting as the owner of the documents concerned (such as the models for the TAPs annexes to financing agreements).
- Management of empowerment procedures and related sub-delegations in the framework of the College's decision-making powers.
- Collaboration in the development of management information systems, regarding the systems for which it is the designated 'system owner'.
- Follow-up of the reporting on derogations and negotiated procedures;
- Management of DEVCO's "Finance, contracts and legal" internet and intranet websites.
- Provision of training courses on financial and contractual procedures.
- Updating of daily allowances ("per diem").

To provide legal advice and assistance, including on institutional questions, legislation, litigation issues and Ombudsman inquiries

- Provision of advice on issues such as:
 - Inter-institutional relations and external representation;
 - legal matters in relation to the implementation of programmes, projects and actions;
 - the application, of the Financial Regulation and Rules of Application;
 - legal aspects related to the preparation and interpretation of legislation;
 - the contractual, legal and financial compliance of guides and manuals prepared by other DEVCO services;
 - the drafting and execution of procedures and contracts, in particular on cases that require the interpretation of provisions or where conflicts of interpretation cannot be solved;
 - the interpretation of the various instructions and templates of agreements produced by the unit;
 - derogation requests from the Directorates (related to tenders, contracts and grants) where appropriate;

- claims by contractors, suppliers and consultants with regard to any financial compensation which might be due following the execution, suspension or termination of a contract, at the request of the Directorates;
 - dispute resolution consisting of the evaluation of claims and mediation (good office procedure) between contracting authority (where this is not the Commission) and claimant with a view to achieving a settlement;
 - arbitration and mediation procedures between the recipient state authorities and the claimant.
- Follow-up of case law and assessment as to the potential repercussions on DEVCO's activities.
 - Assistance to Legal service in cases of claims filed with the Court of Justice, General Court and National Courts.
 - Management of files investigated by the Ombudsman.
 - Management of complaints lodged under the provisions of the “Code of Good Administrative Behaviour” and representation of DEVCO in the working group on the “Code of Good Administrative Behaviour”.
 - Help-desk for questions relating to legal issues and financial and contractual procedures.
 - Knowledge-management activities on all the above issues to ensure consistency of application and interpretation across DEVCO
 - Leading the network of DEVCO contract, finance and audit units (UFCA) including ELARG and FPI
 - Unit R3 represents DEVCO in the RUF (Financial Units Network) and its sub-groups in close co-operation with unit R1 and Finance contracts and audits units (UFCA).
 - Unit R3 represents DEVCO at the Financial Instruments Inter-service Expert Group (FIIEG) together with unit C3

R4 – Human Resources

- Unit R4 is responsible for the implementation of DG DEVCO’s Human Resources (HR) policy in the Headquarters and for the management of DG DEVCO staff in the European Union's Delegations, in line with the arrangements in force between the Commission and the EEAS.
- Unit R4 also provides administrative support on human resources to the FPI on the basis a Service Level Agreement and we define and coordinate the implementation of DEVCO's business continuity plan.
- Unit R4 aims to ensure the optimal use of DEVCO's human resources in line with its political priorities and we provide a key contribution to strategic workforce planning decisions both for HQ and Delegations. For this purpose, we carry out regular workload assessments and evaluations.
- Unit R4 is managing the main HR processes for DEVCO staff, from recruitment to appraisal, promotion and certification and from equal opportunities, rights and obligations to working conditions, in accordance with the staff regulations and related implementing rules. Unit R4 also manages the annual rotation exercise for officials and the mobility for contract agents posted in Delegations.
- Unit R4 provides a substantial contribution to the works of the Commission's internal coordination committee for the Management of Commission's resources in Delegations (COMDEL) and to the preparation of discussions and decisions at the level of EUDEL (Steering Committee for Delegations).

R6 – Information Technology and Infrastructure

Unit R6 contributes to achieving DG DEVCO missions by providing the following services: IT governance, development and maintenance of the information systems, IT and telecommunications infrastructure, technical and office support, IT security, management of movable and immovable asset infrastructure and management of supplies.

Implement IT governance

- To implement IT governance according to the guidelines set out by the Commission and to ensure consistency with business governance. IT governance is based on the clear definition of the roles and responsibilities within the DG.
- To draw up and implement the IT Master Plan based on the priorities set out by the ITSC (IT Steering Committee).
- To implement the technical and organisational directives issued by the Commission's services (DG Informatics, Security Directorate, etc.) in the context of its role as *Information Resources Manager* (IRM).
- To document procedures by following the internal control standards and IT audits' recommendations.

Develop and maintain the information systems

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

Develop and maintain IT and telecommunications infrastructure

- To provide a standard office work environment for all the DG staff.
- To manage the IT and telecommunications resources, as well as the access rights, in accordance with the rules and standards in force at the Commission.
- To supervise the inventory of hardware assets and software licences.

Ensure user support

- To monitor the helpdesk service to the users responsible for the tackling of incidents related to IT resources (hardware and software). This service is provided by ITIC (IT Infrastructure Consolidation).
- To provide a helpdesk service to the users of DEVCO information systems.
- To provide and manage training and information to the users for the correct use of office tools.
- To provide training and documentation for the systems for which it manages the development.
- To provide advice on training in information technologies, in collaboration with the unit in charge of planning the DG training.

Implement IT security

- To apply the recommendations of the Security Directorate (DG HR).
- To ensure the implementation of hardware and software to protect IT resources and to guarantee the continuity of services.

Manage IT budgets

- To plan, execute and manage the follow-up of the budgets allocated to telecommunications and information technologies.
- To prepare and follow-up on the service provider contracts and the requests for external development.

Manage office infrastructures and supplies

- To implement policies established by the OIB in the DG, seeking to achieve the optimal use of infrastructure facilities between several buildings; to develop internal policies related to the management of other private resources.
- To act as an intermediary between the OIB and DEVCO, ensuring DEVCO's needs are met; communication and discussion of policies and internal procedures with the OIB and their transmission to all Directorates within DEVCO.
- To manage different IT tools related to office space and resources allocation; planning, organisation and follow up of the office moves.
- To provide an environmentally friendly logistics support service to the staff.
- To ensure an effective management of office supplies, meeting rooms and inventoried assets.

R7 – Training, Knowledge Management, Document Management

Unit R7 defines the strategic learning and development framework for the DG corresponding to the evolving policies and skills gaps. It identifies, manages and evaluates learning activities for DEVCO staff in Headquarters and in Delegations.

The unit also defines the DG's comprehensive knowledge management (KM) strategy, addressing the identified challenges and thus facilitating that DEVCO meets its objectives. The multi-disciplinary KM strategy provides best use of the institution's knowledge. It relates to processes by which knowledge is created, acquired, stored, accessed, validated, disseminated and applied as well as the supporting cultural and technological foundations. DEVCO R7 designs yearly KM action plans and monitors its implementation. Based on its yearly action plans, R7 develops and carries out activities supporting KM capacity development in DEVCO.

In these areas, the unit shares best practices and cooperates with other donors and multilateral organisations, including within the multi-donor network Learn4dev.

In the area of document management the mission of the unit is to apply the Commission's archiving and document management policy (e-Domec) within the DG (and FPI) and Delegations and to monitor and support its use.

The unit coordinates and provides support for the implementation of Commission's policies in the areas of access to documents by the citizens, data protection and local security.

It also serves as DEVCO EMAS (Eco-Management and Audit Scheme) focal point, promoting awareness actions and campaigns, including the maintenance of the DEVCO EMAS webpage..

As the Information and Communication Correspondent for DEVCO/R it develops and advises on communication products and activities, supports web users and contributes to the implementation of DEVCO's communication strategy.

Unit R7 is the main point of contact with DGT (DG Translation), managing the operational aspects of translation flows and covering the particular cases of translations required by the DG and which are not included in the general framework defined in Communication SEC(2006) 1489. To this end, R7 is in charge of annually updating the SLA (Service-Level Agreement) with the DGT on translation needs based on the annual translation forecasts compiled from the DEVCO units' contributions. Advising on the translation procedure.

Focal point of the DG for Training and Learning

- To define a strategic learning and development framework in coordination and with contributions of the HR unit and other Directorates of the DG.
- To assess the training implications of new strategic and policy decisions.
- To assess training needs and define priorities by means of surveys and assistance in developing individual training plans.
- To prepare and coordinate the overall annual training programme for the DG, including the definition of content and delivery methods.
- To implement training activities: validation of individual proposals, arrangements for planning, including registration in SYSLOG, reservation of rooms and equipment, preparation and introduction of trainers.
- To develop e-learning approaches and to design and make available new technological training and learning means.
- To manage the general training budget of the DG.
- To coordinate local training in Delegations with EEAS.
- To mediate, to define external training and to manage resources within the framework, as defined by DG HR.

- To organise promotional activities and publicity for training courses.
- To organise post-training evaluations, and feedback.
- To represent DEVCO in the Learn4Dev multi-donor training network.

Focal point of the DG for Knowledge Management

- To develop a comprehensive Knowledge Management approach and strategy addressing the challenges identified and to define a Knowledge Management programme in close collaboration with other Directorates managing tools for their area of activity. To support the Senior Management in monitoring its implementation, using the agreed results framework.
- To identify, coordinate and initiate Knowledge Management activities. Support Knowledge Management capacity development within DEVCO and transfer of knowledge as well as organisational learning.
- To contribute to the promotion and support of virtual communities of practice for knowledge sharing.
- To promote best practices in Knowledge Management, drawing on experience of other institutions and DEVCO. Promote importance of Knowledge Management for organisational development and performance.
- To promote knowledge sharing and institutional-learning working culture as well as collaborative working methods in particular the EuropeAid's corporate knowledge sharing platform Capacity4Dev. .

Document management

- To promote and to monitor DG DEVCO & Delegations' use of the archiving and document management policy of the Commission (e-Domec)
- To define rules for the use of ARES and supervise its implementation in DEVCO
- To provide ARES users with training and ARES helpdesk support
- To develop and update the filing plan and the archive schedule for DEVCO.
- To promote knowledge of e-Domec rules as well as of DEVCO specific rules (e.g. Companion, chapter 13) in Delegations and to monitor compliance.
- To provide training and develop appropriate training tools for Delegations.
- To ensure cooperation with the EEAS, SG and other DGs within the External Relations family on document management policies in Delegations
- To manage DEVCO's Central Archives
- To collect, arrange, store and appraise all the official files closed by the units.
- To ensure DEVCO's compliance with the legal and administrative requirements regarding the preservation of files in the Commission.
- To register and to attribute incoming mail in ARES
- To dispatch mail, including registered mail

Focal point of the DG for access to documents, data protection and local security.

- To assist staff in HQ and in Delegations concerning public requests for access to documents and to manage the related GESTDEM database.
- To promote awareness and provide assistance within DEVCO concerning personal data protection rules and to ensure that DEVCO's systems are notified to the Commission Data Protection Officer.
- To ensure the roles of CIS-Net administrator and Coordinator of translation requests
- To manage the CIS-net database, attribute incoming ISC to the relevant DEVCO units and provide technical advice to users in DEVCO.

Act as the local security officer

- To promote awareness and provide assistance within DEVCO and in Delegations on handling of classified information.
- To handle personal security clearance requests for DEVCO staff and for Delegations (Commission staff).
- To ensure the role of registry control officer for classified information and to manage the NCN (New Cypher Network) system, including the reception and distribution of COREU and Cipher documents.

Follow-up of building access requests for staff not covered by the staff regulations.

Task Force "Centre of Gravity"

Coordination as a Centre of Gravity for the Delegations – relations with the EEAS

- Development and implementation of the interservice procedures and agreements between the Commission and the EEAS in the framework of the management of resources in Delegations.
- Organisation and secretariat of the COMDEL, the Commission's internal coordination committee for the management of Commission Resources in in Delegations (reference C(2012)7200).
- Coordination of DEVCO's and of external relations DGs' positions and representation at the EUDEL steering committee for Delegations chaired by the EEAS and with representatives of the Commission for the management of Delegations (reference JOIN(2012)8).

Staff policy (TF in cooperation with R4)

To ensure coherence in the management of the Commission staff in delegations, in coordination with the DEVCO Directorates involved, the other Commission services involved and with the EEAS.

- To coordinate the management of staff in Delegations with the different Commission services and with the EEAS (including consultations and information of the different services involved).

Coordination of relations with the EEAS regarding management and resources in Delegations

- Coordination of the briefings and follow-up of the meetings between DEVCO and the EEAS at Director-General and Chief Executive Officer level.