



EUROPEAN COMMISSION

EuropeAid - Development and Co-operation Directorate-General

Directorate General for Development and Cooperation - EuropeAid

Main missions of DEVCO Directorates & Units

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Overall mission statement

La Direction générale du développement et de la coopération - EuropeAid a été créée le 3 janvier 2011 au sein de la Commission européenne. Elle résulte du regroupement de la Direction générale du Développement et des relations avec les Etats d'Afrique, des Caraïbes et du Pacifique et de l'Office de coopération EuropeAid. Elle est responsable de la définition de la politique de développement et de sa mise en œuvre.

Notre Mission

Au sein de la Commission européenne, EuropeAid est la Direction générale chargée de la formulation de la politique de développement de l'UE et de la définition des politiques sectorielles dans le domaine de l'aide extérieure, en vue de réduire la pauvreté dans le monde, d'assurer un développement durable et de promouvoir la démocratie, la paix et la sécurité.

EuropeAid est chargée (seule ou conjointement avec le Service européen d'action extérieure) de la programmation pluriannuelle des instruments d'aide extérieure qu'elle met en œuvre.

EuropeAid est responsable de la mise en œuvre des instruments d'aide extérieure de l'Union européenne¹ financés à partir du Budget européen et du Fonds européen de développement. Dans ce contexte, elle assure un niveau élevé de qualité et d'impact de l'aide, une mise en œuvre rapide des projets, et la visibilité de l'aide européenne.

Notre Rôle

EuropeAid est le point de référence unique au sein de la Commission pour la formulation de la politique de développement de l'Union européenne (à partir des dispositions pertinentes des Traités) et du "Consensus européen pour le développement". Dans ce contexte, EuropeAid rassemble l'UE, les États membres et les autres acteurs de l'Union autour de valeurs, d'objectifs et de priorités communes.

EuropeAid promeut au sein de la Commission européenne la cohérence entre les autres politiques de l'Union et la politique de développement.

EuropeAid coordonne le dialogue sur le développement avec les bailleurs de fonds bilatéraux hors Union, avec les économies émergentes et avec les organisations internationales, en vue de présenter des positions européennes unies. Elle assure la contribution de la Commission aux négociations menées dans les enceintes internationales sur le développement. Elle conduit également un dialogue sur le développement avec des acteurs non-étatiques et définit et met en œuvre des actions de coopération avec eux.

EuropeAid met en place des stratégies et des instruments de développement sectoriel en coordination avec les États membres. Dans ce contexte, elle travaille en étroite collaboration avec les autres Directions générales de la Commission afin d'assurer la prise en compte de la dimension externe des politiques internes.

EuropeAid poursuit les objectifs définis par les instruments d'aide extérieure adoptés par le Conseil et le Parlement européen. A cette fin, elle est responsable de toutes les phases du cycle des

¹ Instrument européen de voisinage et de partenariat (IEVP), Instrument de financement de la coopération au développement (ICD), Instrument de financement pour la promotion de la démocratie et des droits de l'homme dans le monde (IEDDH), Instrument de stabilité « 2e volet » (IfS) et Instrument relatif à la coopération en matière de sûreté nucléaire (INSC) et à l'exception de l'aide humanitaire, de l'Instrument d'aide de préadhésion (IAP), de l'Instrument financier de coopération avec les pays industrialisés et les autres pays et territoires à revenu élevé (IPI), de l'assistance macro-financière, de la PESC et de l'Instrument de stabilité « 1er volet »

opérations: programmation, identification, instruction, préparation des décisions de financement, mise en œuvre, monitoring et évaluation.

Sous l'autorité du Commissaire en charge de la Politique de développement ou du Commissaire en charge de la Politique de voisinage, EuropeAid travaille en liaison avec le Service européen d'action extérieure pour l'établissement des programmations pluriannuelles, et notamment : les allocations financières par pays et par région, les documents de stratégie par pays et par région, les programmes indicatifs nationaux et régionaux.

EuropeAid définit et met en œuvre les programmes d'aide extérieure en respectant les principes sur l'efficacité de l'aide, et notamment le rôle central des Etats partenaires dans la définition et la mise en œuvre des politiques et activités de développement.

EuropeAid coordonne son action avec l'ensemble des Etats membres de l'Union en vue notamment d'accroître la complémentarité de ses programmes avec ceux des Etats membres.

EuropeAid met en œuvre la politique de coopération de façon déconcentrée à travers des Délégations de l'Union. À cet effet, elle définit, met en place et gère les systèmes de gestion, de supervision, d'appui et de contrôle nécessaires pour assurer le plus haut niveau de régularité, de qualité, d'impact et de visibilité des programmes mis en œuvre.

EuropeAid met en œuvre une politique d'information et de communication pour mieux faire connaître aux citoyens de l'Union et des pays partenaires les actions entreprises par l'UE en faveur du développement.

List of abbreviations

ABAC	Accrual Based Accounting
ABM	Activity Based Management
ACP	Africa, the Caribbean and the Pacific
AMP	Annual Management Plan
AO	Authorising Officer
APF	African Peace Facility
APS	Annual Policy Strategy
AU	African Union
AUC	African Union Commission
BUDG	DG Budget
COAFR	Council's working party on Africa
COBU	Commission des Budgets
COCOBU	Commission du Contrôle Budgétaire
CODEV	Council's working party on Development Cooperation
CONUN	Council's working party for the United Nations
COREPER	Comité des représentants permanents
CRIS	Common Relex Information System
DAC	Development Assistance Committee
DCI	Development Cooperation Instrument
DEVCO	DG for Development and Cooperation - EuropeAid
DGT	DG Translation
EACEA	Education, Audiovisual and Culture Executive Agency
EAMR	Evaluation and External Assistance Monitoring Report
EC	European Commission
ECA	European Court of Auditors
ECFIN	DG Economic and Financial Affairs
ECHO	European Commission Humanitarian Office
ECOSOC	Economic and Social Council
EDF	European Development Fund
EEAS	European External Action Service
EFTA	European Free Trade Association
EIDHR	European Instrument for Democracy and Human Rights
EMAS	Eco-Management and Audit Scheme
EPSO	European Personnel Selection Office
EU	European Union
FED	Fonds Européen de Développement
FPI	Foreign Policy Instrument
FTS	Financial Transparency System
GICE	Groupe Interservice Compétences Extérieures
IAC	Internal Audit Capability
IAP	Instrument d'Aide de Préadhésion
IAS	Internal Audit Service

ICD	Instrument de Financement de la Coopération au Développement
IEDDH	Instrument de Financement pour la Promotion de la Démocratie et des Droits de l'Homme dans le monde
IEVP	Instrument Européen de Voisinage et de Partenariat
IFIs	International Financial Institutions
IfS	Instrument de Stabilité / Instrument for Stability
IMF	International Monetary Fund
INSC	Instrument for Nuclear Safety Cooperation
IPI	Instrument Financier de Coopération avec les Pays Industrialisés et les autres pays et territoires à revenu élevé
iQSG	interservice Quality Support Group
IRM	Information Resources Manager
ISG	Inter-service Group
JAES	Joint Africa-EU Strategy
MDGs	Millennium Development Goals
MFF	Multiannual Financial Framework
MS	Member States
OECD	Organisation for Economic Cooperation and Development
OIB	Office for Infrastructure and Logistics in Brussels
OLAF	Anti-Fraud Office
OPOCE	Office des publications officielles des Communautés
oQSG	operational Quality Support Group
PADOR	Potential Applicant Data Online Registration
PCD	Policy Coherence for Development
PESC	Politique Etrangère et de Sécurité Commune
PFM	Public Finance Management
PPCM	Project and Programme Cycle Management
PSC	Political and Security Committee
PTOM	Pays et territoires d'outre-mer
RH	Ressources Humaines
ROM	Results Oriented Monitoring
SDAO	Sub-Delegated Authorizing Officer
SEAE	Service Européen d'Action Extérieure
SG	Secretariat-General
SPP	Strategic Planning and Programming
STABEX	Système de Stabilisation des Recettes d'Exportation
UE	Union Européenne
UN	United Nations
WB	World Bank

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 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 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 de thèmes d'intérêt général pour l'ensemble de DEVCO à la demande du Directeur général

- Suivre les activités de la Direction Générale pour chacun des grands dossiers/priorités en cours de développement et notamment: assurer la mise à jour de l'outil de suivi, faire le point sur l'avancement des travaux avec les assistants des Directeurs, alerter le Directeur Général sur les sujets importants, assurer un suivi régulier en Management.
- Préparer la participation du Directeur Général au séminaire annuel du personnel DEVCO et travailler en liaison avec les autres organisateurs de DEVCO (R7, B4, assistants du Directeur Général) pour assurer la mise en place de l'événement.
- Préparer les séminaires du Management et du Middle-Management de DEVCO.
- Préparer des contributions sur des thèmes ad hoc et participer à des groupes de travail interservices.
- Contribuer à la demande à la visibilité des activités de DEVCO.

Positionnement de DEVCO au sein de la Famille des Relations Extérieures et relations avec l'EEAS

- Contribuer à la définition des principes généraux définissant le positionnement de DEVCO au sein de la Famille des Relations Extérieures et les relations avec l'EEAS.
- Assurer une veille continue sur les relations DEVCO/EEAS, le point de contact pour les questions de principe à traiter avec l'EEAS; identifier tout problème et assurer une position coordonnée de DEVCO.

Stratégies d'organisation et modes de faire de DEVCO

- Contribuer à la définition des principes généraux d'organisation de DEVCO et assurer le suivi de leur mise en œuvre par les services concernés.
- Analyser des scénarios futurs et développer des recommandations pertinentes sur l'organisation de DEVCO, ses modes de faire et ses schémas de fonctionnement, à la demande du Directeur Général, en collaboration avec des services concernés.
- Contribuer aux documents du cycle de planification stratégique (MP, Annual Activity Report, EAMR) produits par la Direction R.
- Coordonner pour la DG l'exercice annuel de préparation du programme de travail de la Commission et assurer la mise à jour de la base des données des propositions interinstitutionnelles 'agenda planning'.
- Contribuer aux travaux sur l'organisation des Délégations (circuits financiers, simplification, relations Siège / Délégation, formation des nouveaux Chefs de Délégation, missions de vérification etc.) et assurer le suivi des recommandations des instances de contrôle en la matière.
- Contribuer aux réponses aux rapports du contrôle (ECA et IAS) en coordination avec la Direction R quant le sujet concerne des questions d'organisation.

- Informer le personnel de DEVCO sur les grandes évolutions en matière d'organisation et modes de faire.

Suivi de l'évolution du cadre budgétaire et juridique de la mise en œuvre de l'assistance extérieure

- Coordonner la position de DEVCO dans le cadre des MFF et dans ce contexte: assurer le secrétariat de la TF et appuyer le Directeur Général de DEVCO et le Commissaire au développement.
- Assurer une position coordonnée de DEVCO sur l'ensemble des sujets liés à la mise en œuvre des règlements de base actuels ou à leur évolution future et notamment : contenu des règlements, budgétisation du FED, cadre financier, accords interinstitutionnels, structure budgétaire, modalités de mise en œuvre (actes délégués, programmation pluriannuelle, plan d'action annuel, comitologie, éligibilité, déliement de l'aide...).
- Assurer la coordination de la rédaction des règlements de base.
- Suivre et proposer au Management les opérations de coopération déléguée (délégations et transferts) identifiées par les services.

Coordination des briefings, des réponses au courrier, procédures e-greffe en appui au Directeur général et aux Cabinets

- Rédiger les discours pour le Président et le Commissaire.
- Coordonner la production de briefings pour le Président, le HR/VP et les Commissaires.
- Coordonner les réponses aux courriers du Président et du Commissaire.
- Assurer la fonction de coordonnateur législatif (e-greffe).
- Coordonner la préparation des présentations du Directeur général.

Stratégie des Systèmes d'information et coordination des besoins des utilisateurs des systèmes d'information de DEVCO

- Assurer la mise en œuvre de la gouvernance Business des Systèmes d'Information de DEVCO.
- Préparer les réunions du IT Steering Committee et en assurer le secrétariat.
- Participer à l'établissement du Schéma Directeur informatique annuel afin de fixer les priorités du business pour les développements des systèmes d'information.
- Présider les réunions du Change Management Board.
- Assurer les fonctions de Process Coordinator et de Data Coordinator.
- Collaboration in the development of management information systems as regards the systems for which it is designated 'system owner'.
- Assurer la mise à jour des modèles des processus métier.

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 on enhanced dialogue with IFI, with the association 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 A.4 and all other services of DEVCO 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, 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 towards 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, Inter-American Development Bank), Tunis (African Development Bank), Manila (Asian Development Bank).
- Maintaining and deepening 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 services of DEVCO

- Identification of possible areas of intervention where joined-up actions and common frameworks respond to policy priorities and development concerns in both the EU and the IFI.
- Ensuring consultation with MS on Taskforce-initiated measures towards IFI.

- Ensuring 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

- On the basis of a review of the current process of engaging with EU MS in IFIs, propose to Management effective forms of dialogue and engagement with MS.
- Regular briefing of MS on objectives, initiatives and frameworks agreed with the IFI, both in Brussels (CODEV, etc) and in Washington (Executive Directors), including through the EU delegation in Washington.
- Encourage more effective EU coordination among the European shareholders at the IFIs in order to enhance the EU voice within the institutions.
- Step up Brussels and Washington-based EU coordination on IMF and World Bank development-related issues.
- Pursue opportunities for stronger EU coordination on regional development banks through the use of similar mechanisms.

Directorate A – EU Development Policy

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

Our mission is to:

- formulate strategic orientations for the EU development policy on the basis of internal experience and of external analyses and research, and to develop a forward looking vision for the international and European development agendas;
- contribute to the formulation of the EU development policy on public finance, including fiscal and tax policies, and budget support and to provide economic analysis and strategic orientations to inform the EU development policy, design and implementation of regional/country strategies in coordination with the concerned DEVCO directorates and/or EEAS;
- contribute to European integration through policy development and oversight in the areas of Policy Coherence for Development, Financing for Development and Aid 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 organisations², informal groupings such as the G8 and G20 and non EU states, both DAC members and emerging economies;
- define the policy framework for cooperation with countries in situation of fragility or crisis and to provide support, guidance and tools to manage effectively and coherently major crisis situations and deal with countries in situation of fragility.
- to represent DG DEVCO at the ISG on External Relations (in coordination with Directors B and R. The decision who will participate is taken on a case by case basis).

² Except for the IFIs and Multilateral Development Banks which are the responsibility of the Task Force for and Enhanced Dialogue with International Organisations, for the duration of the Task Force

A1 – Policy Formulation

Our mission is to formulate strategic orientations for the EU development policy on the basis of internal experience and of external analyses and research, including consultation with relevant services in DEVCO, and to develop a forward looking vision for the international and European development agendas.

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:

- to formulate strategic orientations for development policy and to prepare, where relevant, Green papers and Communications;
- 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 with policy evaluations and with forward looking and research work.

Consistency of geographical programmes with EU development policy

In coordination with geographical DEVCO/EEAS services to ensure the consistency between the geographic multiannual programming and the EU development policy framework:

- to provide the development policy input into the relevant programming guidelines and region specific strategies;
- to contribute to the analysis of the adherence of country strategies to development policy guidelines;
- to contribute to the analysis of the outcome of the programming process and to the analytical grid and criteria to be used (per type of countries, per type of instruments, per sectors and area, MDGs,...) in line with the current development policy.

MDGs and Post 2015, coherence of sector and thematic development policy

To develop a long term vision for the international development agenda post 2015, to coordinate MDG reviews and contribute to policy making ensuring coherence between sector and thematic initiatives and the EU development policy framework :

- to contribute to sector policy making with a view to ensuring consistency with the general development policy framework especially when new initiatives are being considered;
- to coordinate reviews on EU support to the MDGs;
- to elaborate EU proposals on the post 2015 international agenda for development;

Research network

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

- to manage the European Report on Development process, including the analytical and policy work, coordination with Member States, the organisation of workshops /conferences and the operational management of the programme;
- to pursue and consolidate networking with academics and research centres, in Europe and in partner countries with a view to providing relevant inputs for DEVCO activities;
- to establish and manage an expert group/platform for regular policy dialogue between researches and the Commissioner.
- to coordinate the priority setting of the Study Facility for DEVCO; to manage the studies financed through the Study Facility (with support of R8 for the financial and contractual management) for the Unit's own purposes.

A2 – Economic Analysis, Public Finance, Budget Support

Our mission is to contribute to the formulation of the EU development policy on public finance, including fiscal and tax policies, and budget support and to provide economic analysis and strategic orientations to inform the EU development policy, design and implementation of regional/country strategies in coordination with the concerned DEVCO directorates and/or EEAS.

Economic Analysis

- To analyse global economic trends and regulatory mechanisms relevant for the EU development objectives and policy formulation.
- To provide economic analysis input into the relevant country/regional strategy, programming and implementation for Africa, the European Neighbourhood, Asia, Central Asia, Pacific, Latin America and Caribbean regions.
- To monitor and assess the impact of exogenous shocks on macro-economic and financial stability of partner countries and assist with the design of responses.
- To follow-up on the evolution of international financial and commodity markets.
- To maintain networking and participate in debates on international and development economic issues with bilateral and multilateral organisations, 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 ensure 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 elaborate an impact assessment.

Public Finance

- To formulate the EU development policy on Public Finance Management (PFM) and Accountability and provide strategic orientations for programming and implementation.
- To formulate the EU development policy on "Tax and Development" and provide strategic orientations 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 follow-up and provide strategic orientations on issues related to debt relief and debt management.
- To assess and provide analytical input on fiscal impact of trade agreements negotiations with developing countries, including European Partnership Agreement, in coordination with the relevant services.
- To maintain networking and participate in forums regarding public finance issues with bilateral and multilateral organisations, academic and research centres.

Budget Support

- To formulate the EU development policy on budget support and provide strategic orientations for programming, design and implementation.
- To prepare and disseminate 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 and on the methodology for related performance measurement.
- To develop a Risk Management Framework for budget support operations, in collaboration with unit B1 to ensure coherence with the overall Risk Management Framework being developed within the context of PPCM guidance.
- To assess progress, in coordination with DG ECFIN and IMF, on macro-economic stabilisation, including fiscal policy, domestic revenue mobilisation and public financial management and provide analytical input into the relevant strategy and programming.
- 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.
- To process and analyse data on budget support operations received from geographic and financial units on amounts programmed, committed and disbursed in budget support (general and sector, in each geographical area), and on 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 maintain networking 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.

Support to operational Directorates and Delegations

- To assist and give advice on the programming, design and implementation of budget support operations.
- To support the preparation of road-maps for budget support programmes.
- To support the identification and formulation processes (including mission when necessary) of budget support programmes and of projects relating to PFM and statistics.
- To contribute to the improvement of Quality support systems and tools (QSG, monitoring, PCM platform, etc.) in relation to budget support issues.
- To participate to the Quality Support process in order to provide assurance on the application of methodologies and tools in the design of budget support and related programmes.
- To review Identification and Action Fiches/draft Technical and Administrative Provisions and support the finalisation of the Technical and Administrative Provisions 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 Public Expenditure and Financial Accountability (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 contribute on budget support and related issues to sector specific training, on request of thematic services, or in relation to PPCM trainings, on request of unit B1.

A3 – Coherence of EU Policies for Development, EU Aid Effectiveness

We contribute to European integration through policy development and oversight in the areas of Policy Coherence for Development, Financing for Development and Aid 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.

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 lead the preparation and monitoring of the Commission's Policy Coherence for Development work programme and the biennial EU Policy Coherence for Development report.
- To ensure the Commission participation in the wider policy debate on Policy Coherence for Development with EU institutions, Member States, international organisations and other stakeholders, and contribute to awareness-raising, gathering and dissemination of knowledge data and methodologies to promote evidence-based Policy Coherence for Development.

Financing for development

- To lead the policy development on the overall Financing for Development agenda, in close cooperation with other DEVCO and Commission/EEAS services and foster a joint EU and Member States Financing for Development policy.
- To ensure the Commission participation in the wider policy debate on Financing for Development, 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 Official Development Assistance report to the European Council.

Aid effectiveness

- To influence international policy on aid effectiveness, coordinate EU positions for this purpose and ensure representation of the European Union in relevant *fora*, including the Working Party on Aid Effectiveness hosted by the OECD/DAC.
- To lead policy development on aid effectiveness in the European Union (EU institutions and Member States), based on commitments taken 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 effectiveness commitments and promote dissemination of good practices.
- To lead on methodology for 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 use of country systems, untying, capacity development and managing for results.

Relations with Member States, accession countries and EFTA countries

- To coordinate the relations with EU Member States 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.

A4 – International Development Dialogue

Our mission is to maximise the impact of the EU as an effective international development actor in and with international organisations³, informal groupings such as the G8 and G20 and non EU states, both DAC members and emerging economies.

United Nations

- To formulate, coordinate and promote 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 instruct/prepare instructions for EU delegations in UN sites on development related matters and follow all relevant negotiations in the field of development.
- To promote the overall implementation of Strategic Partnership Agreements with UN AFPs⁴ and assess, along with the appropriate 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 (or enable the director to do so as appropriate) and prepare and coordinate Commission positions accordingly.
- To represent DG DEVCO in the UN Interservice Group (or enable the director to do so as appropriate).

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 bodies⁵ and the Development Centre.
- To formulate instructions for the Commission's DAC delegate and promote Commission and EU positions on development at the OECD.
- To ensure coherent input is prepared on a timely basis 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 organise, as appropriate, EU-coordination in Brussels to prepare common EU positions and to exchange information with Member States.
- To ensure the Commission participates as appropriate in the DAC's subsidiary bodies, to maintain up to date information on the Commission's representatives in these bodies and ensure that relevant information on the work of these bodies is circulated to those concerned.

³ Except for the IFIs and Multilateral Development Banks which are the responsibility of the Task Force for and Enhanced Dialogue with International Organisations, for the duration of the Task Force.

⁴ Responsibility for the implementation of each Strategic Partnership Agreement lies with the appropriate sectoral unit.

⁵ With the exception of the Working Party on Aid Effectiveness, which is the responsibility of DEVCO A3, and of the Working Party on Evaluation, which is the responsibility of DEVCO B2.

- To ensure regular contacts and information exchange between DEVCO senior management and the DAC Chair and the Development Cooperation Director.
- To manage the Commission's participation in DAC Peer Reviews and their follow-up.
- To monitor the work of the OECD in other fields of relevance to development cooperation, including in particular the global strategy and engagement with non-DAC donors.
- To represent DG DEVCO at the OECD Inter Service Group chaired by DG TRADE.

G8

- To formulate, coordinate and promote Commission and EU positions on development issues in the work of the G8, building on extensive consultations within DEVCO and with other DGs and the EEAS.
- To shape the Commission's position on and contributions 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 with their G8 counterparts 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.
- To represent DG DEVCO at interservice meetings on G8 matters.

G20

- To formulate, coordinate and promote Commission and EU positions on the G20 Development Agenda, in particular related to the Development Working Group which implements the G20 Multi Year Action Plan on Development.
- To support director DEVCO A's participation in the Development Workgroup meetings/represent the Commission/DEVCO at Development Workgroup meetings.
- To support the SG in their Sherpa and Summit work.
- To provide briefings by liaising with other DEVCO Units and other Commission DGs and the EEAS as appropriate in order to ensure effective COM participation in all G20 development activities.
- To ensure that the outcome of COM G20 work is a set of G20 activities which make a tangible contribution to development in the Low Income Countries.
- To ensure that G20 Development work is consistent, as far as is practicable, with relevant COM policies and strategies and to seek to avoid the creation of new unfunded G20 mandates and initiatives.

Non EU states – traditional donors

- To formulate, coordinate and promote Commission and EU policies for engagement with traditional donors (DAC members) notably the USA, and as appropriate other donors such as

Canada, Japan, South Korea 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 for Commission representatives participating in Summits, ministerial and high level meetings with these countries.
- To ensure overall coordination of the EU-US Development Dialogue, including preparing the annual ministerial and regular Senior Level meetings and coordination and consultation vis-à-vis EU Member States on all issues under the dialogue.
- To follow the work of the three EU-US Technical Working Groups on the MDGs, Food Security and Climate Change⁶.
- To maintain regular contacts with these countries' Missions to the EU as well as with the EU Delegations in their capitals, in particular Washington, and the External Action Service.
- To represent DG DEVCO in the EU-US, and as appropriate other Inter-Service Groups such as EU-Japan and EU-Canada

Non EU states – emerging economies

- To monitor and analyse emerging economies' development assistance to other developing countries and monitor, analyse and provide advice on relevant policy developments in these countries, notably China.
- To provide briefings/speeches to Commission representatives participating in summits and conferences with or concerning these partners.
- To follow the relevant country team meetings, and promote triangular cooperation with emerging economies.
- To follow and contribute to international debates on South South Cooperation (SSC)

General external relations issues

- To also cover the overall political relations with all other IO (besides the UN and the OECD).
- To provide input and advice to the directorate/unit in DEVCO responsible for representing DG DEVCO at the ISG on External Relations.
- To provide input and advice to the directorate/unit in DEVCO responsible for representing DG DEVCO at the GICE (Groupe Interservice Compétences Extérieures).
- to monitor the implementation of the Lisbon Treaty's provisions on coordination of policies on development cooperation of EU and Member States when dealing with international organisations and provide input to the lead directorate/unit in DG DEVCO.
- To collaborate in the development of management information systems as regards the systems for which it is designated 'system owner'.

⁶ Responsibility for the Technical Working Groups lies with DEVCO A1 for the MDGS, with DEVCO C1 for food security and with DEVCO C2 for climate change

A5 – Fragility and Crisis Management

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

Policy

To formulate the EU development policy on fragility 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 situation of fragility or crisis and addressing 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 evaluation and forward looking work conducted by 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 crisis and addressing fragility

To coordinate geographical and thematic DEVCO directorates as well as with other relevant Commission services and the EEAS and provide support to develop and apply harmonised approaches and ensure coherence between the instruments and 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 situation of fragility or crisis and facilitate coordination with ECHO, FPI, EEAS (including Crisis Management and Planning Department, Civilian Planning and Conduct Capability, EU MS, Joint Situation Centre, Common Security and Defence Policy 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 situations of major crisis and fragility, in coordination with geographic and thematic directorates and the EEAS;
- to act as a focal point and network with internal and external stakeholders concerned by the situation of fragility or crisis 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 under crisis situation for the purposes of the Financial Regulation and its Implementing Rules;
- to co-chair (with ECHO) the Interservice Group on Transition (former "Linking Relief, Rehabilitation and Development (LRRD)") and participate in ISG and task forces relevant for crisis management.

- to make sure that the overall policies on fragility and crisis management connect with the Disaster Risk Reduction managed by Unit C2.

Directorate B –Quality and Impact

The overall objective of the Directorate is to contribute to the quality and impact of EC development cooperation and to its understanding and visibility, including through the coordination of the inter-institutional relations in the area of EU development policy.

The Directorate provides services and guidance to the other entities in DG DEVCO, other Commission Services and EEAS in the fields of its competence. In the area of communication it also supports the Commissioners responsible for Development and for Neighbourhood, their Cabinets and their spokespersons. To achieve these tasks it implements its share of a number of budget lines. The more specific tasks related to its competences are:

- To enhance 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 development and updating of appropriate methodologies, approaches, practices, systems and IT tools and to coordinate the development of a DEVCO results measurement framework.
- To manage the planning and implementation of evaluations of country, regional and thematic strategies and programmes, and of implementation modalities, to promote dissemination and implementation of the conclusions and recommendations and to develop and improve the evaluation methodologies.
- 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 ensure the secretariat of the Management Committees managed by DEVCO for the implementation of the various financial instruments.
- To ensure effective communication of EU development policy, as well as of the implementation, the results and the impact of EU development cooperation and to coordinate DEVCO's visibility activities aimed at 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.
- To represent DG DEVCO at the ISG on External Relations (in coordination with Directors A and R. The decision who will participate is taken on a case by case basis).

B1 – Quality of Delivery Systems

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 development and updating of appropriate methodologies, approaches, systems and IT tools and to coordinate the development of an EuropeAid results measurement framework, in particular:

In relation to the overall project and programme cycle management process

- To update the overall methodologies for the project and programme cycle management (PPCM) based on an integrated programme cycle management concept and promote their use.
- To promote and support Capacity Development in development cooperation, projects and programmes, as per the aid effectiveness commitments, notably through the support to operationalisation of the Technical Cooperation Reform and the collaborative Capacity4Dev platform.
- To coordinate the development, updating and improvement of quality support systems and tools,
- To develop an integrated IT management tool (PPCM platform) with a view to cover all phases of the project/programme management cycle supporting quality and results oriented preparation and implementation of projects and programmes..
- To coordinate, associating geographic and thematic units as well as the units responsible for Evaluation and External assistance monitoring reporting (EAMR), the development of an EuropeAid results measurement framework.
- To develop and manage an interactive Geographic Information System (GIS) providing information on projects and programmes throughout the project cycle.
- To coordinate and manage the implementation of budget credits, including the management of the related service contracts, for which B1 is the sub-delegated authorising officer and to coordinate the overall management of the related budget lines.

In relation to the programming process and documents

- To draft, in coordination with the other services and EEAS, the programming guidelines for country, regional and thematic multi-annual programming documents to be prepared by HQ and Delegations and to monitor the programming process.
- To organize 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 oQuality 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 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 draft instructions to ensure coherence and appropriate articulation between ROM and project and programme evaluations.
- To contribute with other services concerned to the analysis of ROM and project evaluation data.

To provide guidance and training in relation to the use of PPCM methodologies and to support exchanges on other thematic methodologies and approaches

- To design activities to promote and disseminate PPCM related guidance documents and tools for Delegations and HQ staff.
- To ensure the development, maintenance and management of the collaborative platform Capacity4Dev with a view to promote and support knowledge sharing.
- To manage the "Tools and Methods" series for methodological documents.

To engage in and work with other services, EU institutions, EU Member states and other development partners on quality of aid delivery methodologies and approaches and on results measurement frameworks

- To contribute to better information sharing and coordination on aid delivery systems and results measurement frameworks, notably through groups and networks on the Capacity4Dev platform and by contributing to networks such as for aid practitioners.
- 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.
- To collaborate in the development of management information systems as regards the systems for which it is designated 'system owner'.

B2 – Evaluation

To manage the planning and implementation of evaluations of strategies, programmes, and implementation modalities; to enhance the communication and implementation of the conclusions and recommendations; to improve the methodologies; 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 submit the multi-annual and annual work programmes of the unit for approval by the Vice-President/High Representative responsible for External Relations, and by the Commissioners responsible for European Neighbourhood Policy and Development.
- To supervise the implementation of the evaluations, with the involvement of relevant stakeholders, ensuring the final reports meet the required quality.
- To manage the contractual procedures in accordance with the applicable rules and in association with the competent financial and contractual unit.

To develop the instruments allowing judgment of the results of external aid policies and programmes

- To develop the necessary skills and improve the methodology required to obtain useful and good quality evaluations in time.
- To provide methodological support on request to HQ services and Delegations in charge of evaluations of projects, programmes and other actions.
- 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 manage the procedures 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 communication inside and outside the Commission, especially with 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 on evaluation methodologies within the Commission, with EU Member States and with other development partners

- To participate in the DAC Working Party on 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 B4 to better communication and information sharing, and improve the understanding and visibility of EU development co-operation.
- To participate, in co-ordination with Units B/3 and R/2, 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'.

B3 – 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 ensure the secretariat of the Management Committees managed by DEVCO for the implementation of the various financial instruments.

Relations with the Council

- To organise and maintain relations, co-ordination and contacts with the Council and Representations of Member States and organise, prepare and follow-up meetings.
- To ensure coordination of DEVCO inputs and presence in COREPER, PSC, and ministerial meetings (informal Development ministers, Foreign Affairs Council, Foreign Affairs/Development segment et al), and represent DEVCO in SG's Interservice Group of External Relations.
- To liaise closely with Council Presidencies and coordinate preparation of future Presidencies.
- To represent the Commission as appropriate at Council working groups on development co-operation (CODEV) and ACP relations (ACP) and ensure overall coordination of DEVCO representation on behalf of the Commission in specific geographical and thematic Council working groups in the field of external relations.

Relations with the European Parliament and national Parliaments

- To organise and maintain relations, co-ordination and contacts with European Parliament (including Joint Parliamentary Assembly ACP-EU) and national Parliaments and organise, prepare and follow-up meetings.
- To represent the Commission as appropriate at the European Parliament's Plenary and Committee sessions (including COBU and COCOBU).
- To draft positions for submission to other institutions, review contributions of other services, and approve texts for Parliamentary debates; ensure centralised coordination of replies to oral and written Parliamentary Questions addressed to DEVCO (or DEVCO in association) and FPI, ensuring quality, coherence and adherence to rules of procedure.
- To ensure follow-up of correspondence and procedures pertaining to contacts with national Parliaments.

Relations with Economic and Social Committee and Committee of the Regions

- To prepare and follow-up meetings of the Economic and Social Committee and Committee of the Regions on issues of development cooperation.

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

Organise and maintain relations, co-ordination and contacts with ACP Secretariat and ACP-EU institutions, ACP Embassies and ACP/EU Economic and Social Actors.

- To prepare and follow-up meetings of the ACP-EU Council, ACP-EU Committee of Ambassadors, ACP-EU Joint Parliamentary Assembly Plenary and Committee sessions, ACP-

EU Development Finance Co-operation Committee and 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 co-ordinate participation of Commission services in the Council's ACP Group on political, economic, financial, trade and development.

To ensure the smooth functioning and 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 ensure 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 harmonisation and coordination of committees' work through consultations, application of the internal rules and planning of meetings.
- To follow-up, assist and report on the evolution of the EU legal framework in relation with the committees and of the implementing rules, in cooperation with the Secretariat general.
- To ensure timely information and participation of the member states at committees' proceedings according to the applicable rules.
- To ensure timely information of the European Parliament and the Council according to the applicable rules and agreements.
- To represent and ensure coordination with the SG, other services, DG's and institutions and the EEAS on issues relating to Comitology.

General external relations issues

- To ensure WebDor and RegExp correspondent for DEVCO.

B4 – Communication and Transparency

To ensure effective communication of EU development policy, as well as on the implementation, the results and the impact of EU development cooperation. To coordinate EuropeAid's visibility activities aimed at 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 transparency of EU development policy and of EU development cooperation

- to communicate all aspects of EU development cooperation and policy to stakeholders;
- 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, activities, campaigns and events such as the EU Development Days;
- to promote and ensure the production of success stories 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 DEVCO INFO mailbox and liaising with EC representations in Member States;
- to develop joint communication activity with MS to promote the EU development policy.

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

- to design and implement a communication strategy and the related EuropeAid annual communication action plan;
- to lead the development of a communication culture across EuropeAid;
- 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 site. In particular, to lead the development of the new DEVCO intranet in collaboration with unit R7, and to ensure with R7 its editorial management.;
- to provide support to the Cabinet on some 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 line DGs;

- to manage communication budget lines, subdelegated to the Unit;
- to collaborate in the development of management information systems as regards the systems for which it is designated 'system owner'.

Directorate C – Sustainable Growth and Development and Directorate D - Human and Society Development

Dans le cadre de la mission générale de DEVCO, les Directions C et D :

A. formulent les politiques sectorielles dans leurs domaines de compétence respectifs

Pour la Direction C: Développement rural, Sécurité alimentaire et Nutrition, Changement climatique, Environnement, Ressources Naturelles et Eau, Développement du secteur privé, Commerce et Intégration régionale, Energie, Infrastructures et réseaux;

Pour la Direction D: Gouvernance y compris systèmes de sécurité et justice, Genre, Démocratie et Droits de l'Homme, Société Civile et Autorités Locales, Emploi, Inclusion Sociale et Migration, Éducation, Santé, Recherche et Culture. Elle contribue également au développement d'approches sectorielles dans les domaines liés aux défis sécuritaires internationaux et la sécurité nucléaire.

En collaboration avec les Directions géographiques de DEVCO et le cas échéant les autres services et Directions Générales de la Commission et le SEAE, elles:

- établissent le cadre de politique sectoriel;
- renforcent les analyses et le suivi par thème ;
- préparent des documents de politique sectorielle ou thématique (Communication, SWD);
- préparent et mettent en œuvre les programmations pluriannuelles des programmes thématiques sous ICD.

La Direction D contribue à la préparation des programmations pluriannuelles de l'Instrument européen pour la Démocratie et les Droits de l'Homme, l'Instrument de Stabilité (article 4), Instrument de Coopération dans le domaine de la Sécurité Nucléaire.

B. assurent la gestion des instruments et programmes thématiques qui relèvent de leurs domaines de compétence respectifs dans le cadre des programmations pluriannuelles

Pour la Direction C: Programmes thématique sécurité alimentaire et « Facilité alimentaire », Programme thématique Environnement et Ressources Naturelles, incluant l'Energie, Facilités ACP-UE Eau et Energie;

Pour la Direction D: Instrument européen pour la Démocratie et les Droits de l'Homme, Instrument de Stabilité (article 4), Instrument de Coopération dans le domaine de la Sécurité Nucléaire, Programme Thématique acteurs Non Etatiques et Autorités Locales, Programme Thématique Investir dans les ressources Humaines, Programme Thématique Migration et Asile.

A ce titre, elles:

- assurent la gestion et en particulier la responsabilité d'ordonnateur subdélégué pour les instruments, programmes thématiques et facilités dont elles sont responsables;
- promeuvent une gestion efficace et efficiente de chacun des programmes tout au long du cycle des opérations, de l'identification à l'évaluation finale, depuis le Siège, pour les opérations gérées par le Siège, ou au travers des Délégations pour les opérations déconcentrées;
- contribuent ou assurent la programmation pluriannuelle des instruments et de programmes thématiques précédemment cités;

- planifient la mise en œuvre des programmations pluriannuelles, y compris les orientations et instructions aux Délégations relatives aux phases d'identification ou d'instruction en accord avec les Directions géographiques;
- assurent la gestion de programmes/projets thématiques non déconcentrés en coordination avec les Directions géographiques;
- assurent la coordination de la mise en œuvre des opérations et la mise en place des financements ; promouvoir la cohérence méthodologique et l'assurance qualité en collaboration avec les Directions Géographique; et appuyer les Délégations pour les projets / programmes déconcentrés tout au long du cycle des opérations en vue d'en assurer les résultats et l'impact voulus;
- supervisent la gestion déconcentrée notamment en exploitant les reportings réguliers établis par les Délégations et par les Unités de Gestion Centralisée;
- supervisent le "ROM" pour les projets et programmes gérés par leur direction respective. La Direction D assure la coordination et la gestion du contrat "ROM" pour le compte des deux directions et assurent la dissémination des rapports, conclusions et recommandations ROM;
- promeuvent la visibilité des aides communautaires dans la zone géographique concernée.

Elles remplissent également les missions suivantes:

- participer à la préparation de l'Annual Policy Statement et de le Management Plan, et établir le rapport de l'Ordonnateur subdélégué à l'ordonnateur délégué pour la Direction;
- consolider le processus de déconcentration y compris la supervision du fonctionnement des sections opérationnelles et finances-contrats en Délégation;
- coopérer avec les Directions Géographiques pour la mise en œuvre de systèmes de contrôle coordonnés des opérations;
- assurer la coordination avec le SEAE et les services de la Commission afin de renforcer la cohérence des interventions externes ("PCD");
- assurer et renforcer les relations avec les Etats membres, notamment à travers la présidence des comités de gestion, les autres bailleurs et les partenaires de la société civile, afin notamment d'assurer cohérence et complémentarité, y inclus la mise en œuvre de cofinancement, et autant que de possible harmoniser les modes de faire en collaboration avec les Directions Géographiques.

C. Développent la guidance thématique, la formation et la diffusion des connaissances et participent au processus d'appui qualité des opérations sectorielles mises en œuvre par les Directions géographiques.

- Développer les outils méthodologiques.
- Coordonner les réseaux thématiques.
- Gérer la mise en œuvre des études financés sous la Study Facility (en coordination avec leur Unités F&C) pour leur propre compte.
- Assurer la diffusion des connaissances par l'organisation d'ateliers, séminaires, e-learning.
- Le premier appui thématique aux Délégations devra être assuré par les Directions Géographiques. Cependant, les Directions DEVCO/C et DEVCO/D apporteront un appui sectoriel aux Directions Géographiques à leur demande dans les cas où ceci s'avérerait nécessaire, ainsi que dans le cadre des oQSG, pour les phases de programmation, identification et instruction des projets.

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, D1 – Governance, Democracy, Gender, Human Rights, D2 – Civil Society, Local Authorities, D3 –Employment, Social Inclusion, Migration, D4 – Education, Health, Research, Culture and D5 – Instrument for Stability, Nuclear Safety

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.
- Identify best practices and lessons learnt from the past.
- 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).
- 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 a better 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.
- Contribute to the improvement of EU and other donor practices by promoting Aid effectiveness principles like the harmonisation, alignment and coordination and the division of labour and supporting the development and use of indicators assisting 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 towards coordinated EU positions and speaking with one voice as between Commission and Member States.
- Where EU financial contribution is provided to global initiatives, participate 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.
- Lead on the identification, formulation of specific actions to implement the programming documents.
- Draft the guidelines, publish and evaluate the global calls for proposals.
- Ensure implementation of the specific actions and related monitoring and evaluation.
- Ensure the implementation of the administrative, financial and contractual responsibilities for 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.
- Program and organize 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

Although thematic support shall in the first place be mainly provided through the expertise available within Geographical Directorates, Thematic Units shall intervene upon requests from Geographical Directorates on the base of an indicative agreed work plan, and in particular:

- To contribute to programming documents to ensure their taking into account of sector policies, methodologies and perspectives.
- To contribute to the identification and formulation of the specific actions ensuring their taking into account of sector policies, methodologies and perspectives.
- To contribute to the improvement of the Quality Support systems and tools (programming guidelines, iQSG and oQSG, monitoring, PCM platform, etc.).
- To participate to the Quality Support process in order to provide assurance on the application of sector policies, methodologies and tools in the preparation of programming documents, projects and programmes.

To provide thematic guidance and training & knowledge sharing

To develop operational guidance and practical tools:

- Develop and formulate sector specific methodologies, approaches and practical tools., including notably defining relevant indicators to measure effectiveness of development assistance and

reinforcing sector performance monitoring in order to ensure a more result oriented development assistance.

- Set up and coordinate thematic networks, including inter-services Groups, and using notably collaborative platforms with designated thematic coordinators.

Sector and thematic training and dissemination:

- Ensure appropriate dissemination of guidance documents and tools to Delegations and HQ staff.
- Coordinate development and implementation of trainings 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.

To manage information systems

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

Spécifique à l'Unité C1

In this context, unit DEVCO C1 will be in charge of "rural development, food security and nutrition", including but not limited to: 1) rural economy and livelihoods; 2) agriculture sector and value chain development; 3) crop, livestock and fish products (excluding forest), agriculture commodities, price volatility, access to land, sector and global governance, research and innovation; 4) sanitary and phyto-sanitary and One Health; 5) 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); 6) for bio-energies (including bio-fuels) dealing in particular with issues related to crops and land – while C5 deals with technologies for utilisation, wider energy policy aspects and sustainability criteria; 7) financial allocation and programming of commodity-based instruments (sugar and bananas) while country programming and their implementation is the responsibility of geographical directorates; 8) responsibility for EU positions on development issues vis-à-vis Rome based agencies (Food and Agriculture Organisation, International Fund for Agricultural Development and liaison with ECHO on World Food Programme).

Spécifique à l'Unité C2

In this context, unit DEVCO C2 will be in charge of "Climate Change, Environment, Natural Resources, Water", including but not limited to: Climate Resilience and Adaptation, Climate Mitigation and Low Emission Strategies, Climate Finance, Green Economy, Forests, Biodiversity, Access to water, Sanitation, Integrated Water Management, Biodiversity, Mainstreaming of Climate and Environment.

The Unit will be the entry point on development issues vis-à-vis United Nations Framework Convention on Climate Change, United Nations Environment Programme, United Nations Convention on Biological Diversity.

The Unit is responsible for the management of the ENRTP and the Water Facility.

Participate in international negotiations for Climate Change:

⁷ Unit C5, D2 and D5

- Represent the EuropeAid, the EC or the EU in international negotiation cycle.
- Support DG CLIMA in the EU coordination and International negotiation cycle for issues relevant for EuropeAid (International Finance, Forestry).
- Represent the Commission or the EU on issues related to Adaptation, in accordance with the overall guidance provided by DG CLIMA.

Manage the Disaster Risk Reduction, including the implementation plan and related programming tasks on intra-ACP.

Spécifique à l'Unité C4

In this context, Unit DEVCO C4 will be in charge of "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 or energy raw materials); 2) trade policy and legislation, trade and development, aid for trade, trade and customs related issues, in particular trade facilitation, intellectual property rights, quality infrastructure; 3) regional economic integration.

Spécifique à l'Unité C5

To manage thematic programmes (as well as the EDF Energy Facility) in the following domains:

- increased access to modern energy services in the most affordable conditions;
- improved energy security and reliability of supplies; and
- improved sustainability of energy systems through energy efficiency measures and the increased mobilisation of renewable energy sources, in synergy with climate change policies.

Spécifique à l'Unité C6

In this context, Unit DEVCO C6 will be in charge of "Infrastructure, networks", specially in Africa, including but not limited to : 1) 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). 2) Transport services (passengers and freight transportation), infrastructure for regional integration and trade facilitation (one stop border posts, axle load control and weighing bridge stations). 3) Urban development: urban mobility (city rails, urban road network), urban buildings. 4) Information and Communication technology (ICT) and 5) Infrastructure International networks and programmes such as: Sub Saharan Africa transport Programme (SSATP), Infrastructure Trust Fund (ITF), Infrastructure Consortium for Africa (ICA), G8/G20 action on infrastructure.

Spécifique à l'Unité D1

Unit D1 will ensure the external dimension of democratic Governance (i.e. Governance and Rule of Law including justice and security), Democracy (electoral assistance and EIDHR program), Gender (women's role in development, women's rights, minorities' at large, LGBT' and children's rights) and Human Rights (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), establishing, implementing and reporting on the multiannual programming and the annual management of the "Gender equality (under Investing in people)" programme.

Spécifique à l'Unité D2

Unit D2 will develop and implement a global 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 frame of the aid effectiveness agenda. The unit is also tasked with Local Authorities decentralised cooperation and decentralisation sector policy. It develops and supports Development Education and Awareness Raising (DEAR) of European citizen on development issues. The unit will act as one stop shop and reply to request of information from Civil society organisations and local authorities when it concerns the Non State Actors-Local Authorities (NSA-LA) thematic programme or a global sector issue linked to the unit field of responsibilities, dispatch information requests from these actors to the responsible services for what relates to other issues. The unit will ensure the interface with individual civil society organisations and local authorities, their representative organisations, networks; put through a dedicated tool (Civil Society Helpdesk) any relevant information ensuring an efficient working relation. The unit is in charge of establishing the multiannual programming for and to manage the thematic programme "Non state actors and local authorities in development".

Spécifique à l'Unité D3

Unit D3 will be in charge of "Employment, Social Cohesion and Migration, including but not limited to: 1) employment, vocational training, social dialogue, social protection and social inclusion including for specific groups such as youth and people with disability and b) Migration including legal and labour migration, fight against irregular migration, border management, link between migration and development as well as Asylum and International Protection. The unit will ensure the overall management of the thematic programmes on Migration/Asylum and the part of the Investing in People programme dealing with the above areas covered by D3.

Spécifique à l'Unité D4

Unit DEVCO D4 will be responsible for the education, health, culture and research sectors. The main focus will be: (1) for Education : strengthening comprehensive education systems to provide better learning, knowledge and skills : basic, secondary and professional education up to higher education according to the needs of the country, in coordination with D3 on TVET and employment, to secure 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, complementary to health specific programme support from the global level: For better and more equitable health outcomes; (3) for Culture: strengthening and supporting Governments and non state actors in their capacity to protect and 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 D4 sectors.

Spécifique à l'Unité D5

- Unit D5 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 peace building partnership, which are being managed by FPI.
- This unit's work will include 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, 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 response capacities of non-EU member countries to global and transregional threats, cross-border threats such as terrorism and organized crime, including the illicit trafficking of 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.
- For INSC, the scope includes: improving nuclear safety, particularly in terms of regulatory framework or management of nuclear plant safety (design, operation, maintenance, decommissioning); 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).

C3 – Financial Instruments

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

To design, formulate and promote increased use of innovative financial instruments in the field of external cooperation

- Front office for the conception, promotion, formulation and implementation of financing tools (risk subordination and guarantee mechanisms, equity instruments, public private partnerships, blending...) with the different partners, using good practices and lessons learnt from the past, as available.
- Formulation of the general framework of the implementation modalities of blending instruments such as the Neighborhood Investment Facility Framework Arrangement, in conformity with EU policies, relevant strategy documents and other programming documents, principles of project cycle management and good practices of EU aid management.
- Cooperation with private sector in the context of innovative financial instruments to increase private finance and close market gaps in close cooperation with Unit C4 in this area.
- Promotion of actions to improve the investment climate and business environment in the partner countries.
- Identification of options for a stronger involvement of partner countries.
- Focal point for the issue of recording blending activities as Official Development Assistance ("DACability").
- Reflect on multi-dimensional criteria to establish grant component in loan-grant blending, taking into account risk assessment and the wide variety of sectors and of policy and economic contexts in low and middle income countries in different regions
- Draft proposals for Commission Communications, staff working documents and briefings and other policy related documents, such as specific blending guidelines.
- Coordinate policy proposals with relevant stakeholders as appropriate, including other DG's, Member states, financial institutions, or other donors.
- Focal point for specific regional or thematic investment initiatives such as climate financing (e.g. Green Climate Fund) and corresponding coordination with relevant institutions.
- Focal point for new initiatives of other DEVCO services or DGs on innovative financial instruments related issues such as the internal EU equity and debt platforms.
- Contribute to programming documents and related programming guidelines to ensure their taking into account of financial instruments, and to the identification and formulation of the specific actions to implement programming documents, as appropriate.

To manage and coordinate the different DEVCO blending instruments of the External Relations portfolios

- Management of the Secretariat of all DEVCO investment facilities (such as Neighbourhood Investment Facility (NIF), Latin-America Investment Facility (LAIF), Investment Facility for Central Asia (IFCA), Asia Investment Facility (AIF), Caribbean Investment Facility (CIF),

Pacific Investment Facility (PIF) and possible others) according to the rules in force and in full coordination with the Chair of each Board. Organisation of strategic and operational Boards and of Finance Institutions Group meetings, drafting of minutes and key documents, relations with members and observers of the Boards, etc.

- Operational management of the EU contribution into the EU-Africa Infrastructure Trust Fund (ITF) for the relevant AO geographic directorate, including coordinating and ensuring the Commission's role and positions in the framework of the Infrastructure Trust Fund.
- Elaboration, in close collaboration with the geographical and thematic services concerned, of eligibility criteria within the different regional facilities and of specialised windows (e.g. Climate Change Windows).
- Technical and financial examination of projects submitted by the finance institutions in cooperation with geographic and thematic services, EU delegations and the competent services (EEAS, line DGs, etc.) 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 (intranet and internet sites, press releases, project visibility, annual reports, internal trainings, etc.), directly or in cooperation with concerned services in HQ and Delegations.

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

- Preparation of financing decisions of blending instruments, for the relevant Support to relevant AO geographic directorates.
- Operational management of risk capital and TA facilities, such as the Facility for Euro-Mediterranean Investment and Partnership, the Global Energy Efficiency and Renewable Energy Fund and the ACP Investment Facility. Support to the relevant C/F units of geographic/thematic services as regards asset management of EU budget funds used for equity operations.
- In view of the specialized nature of the projects and in order to ensure consistency of approach across the regional instrument, preparation and negotiation of legal commitments (financing agreements with partner countries and agreements with finance institutions) implementing the decisions of the governing bodies of the DEVCO investment facilities, in full cooperation with the relevant AO geographic Directorates and the EU delegations that will be in charge of managing them after deconcentration.
- Negotiation of overarching memoranda of understanding, framework agreements, mutual reliance agreements or any other agreement, as may be required, with the European finance institutions, in cooperation with relevant services in HQ and EU Delegations when applicable.
- Overall monitoring and co-ordination at instruments' level of project implementation in cooperation with EU delegations and organisation of deconcentration of files to EU delegations.
- Advisory services to geographic and thematic services and EU delegations to negotiate and implement agreements with European Finance Institutions funded even outside the scope of the existing blending instruments in order to ensure consistency with approaches agreed in the framework of the blending instruments.
- Focal point within DEVCO for financial instruments modalities, such as interest rate subsidies, first loss tranches, etc.

Coordinate relations with the European Investment Bank (EIB) and other European multilateral and bilateral finance institutions. Engage in and promote relations within the Commission and with other EU institutions, Member States, and other development partners

- Coordinate the preparatory work to launch the EU platform for external cooperation and development.
- Assure the functioning of the EU platform for external cooperation and development.
- Follow-up of the overall implementation of agreements (such as Memorandum of Understanding European Investment Bank / European Bank for Reconstruction and Development / COM) and of the activities of the European Investment Bank (EIB) and other European multilateral and bilateral finance institutions (European Bank for Reconstruction and Development, Council of Europe Development Bank, Nordic Investment Bank, Agence Française de Développement, Kreditanstalt für Wiederaufbau, European Development Financing Institutions, etc.) and information on the management of EU funds attributed to the European finance institutions.
- Ensuring and co-ordinating, in close consultation with geographic/thematic services, the participation of DEVCO in the Steering Committees on cooperation between the EIB and the Commission in the regions covered by the EIB external mandate, and other committees set-up in the framework of institutional relations with the European finance institutions.
- 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.
- Contribute to the sector/thematic dialogue at regional or continental level in relation to the innovative financial instruments aspects.
- Contribute to the coordination and harmonisation of donor practices with respect to innovative financial instruments.
- Focal point for blending related activities, as part of the implementation of the Aid effectiveness principles.
- Coordination of interservice consultations in DEVCO related to the "Article 19 procedure" on EIB activities (consultation with geographic directorates, EU delegations, other services).
- Focal point for blending in the framework of the next Multiannual Financial Framework.
- Assist where relevant geographic/thematic services, the EEAS and other DGs in the negotiation of agreements with developing countries directly impacting external assistance under the themes covered by the unit.
- Represent EuropeAid in *fora* related to financial instruments, and strive for coordinated EU positions.
- Participate in the drafting of responses to queries on financial instruments related matters from the Council, the European Parliament and the European Court of Auditors.

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

- Function as a focal point for IO by taking over the operational coordination with all IO (UN/OECD, WB/IFC and other IO) in coordination with relevant services. This includes

maintaining the overview of the funds channelled to all IO, the management of the client connection system, the organisation of annual meetings etc., the participation in the 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 the annual statistics on work with IO and elaborate reports on trust funds in coordination with relevant services.

To provide guidance and training

- Develop and design practical tools for operational use in the field of financial instruments, notably relevant indicators to measure effectiveness of development assistance through financial instruments and tools for performance monitoring in view of results orientation.
- Set up and coordinate networks for knowledge exchange and operational guidance, including through Cap4Dev.
- Prepare guidance documents, training modules, and other tools in the field of financial instruments for Delegations and HQ staff.
- Coordination of dissemination, communication and visibility activities (intranet and internet sites, press releases, project visibility, annual reports, internal trainings, etc.), directly or in cooperation with relevant services in HQ and Delegations.
- Contribute to communication, information sharing and coordination (within DEVCO and with EEAS, Delegations and where appropriate line DGs, with EU/MS and the Council), 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 (QSG, monitoring, PCM platform, etc.)
- Participate to the Quality Support process with respect to the appropriate application of policies, methodologies and tools related to financial instruments.
- Assist in evaluations as appropriate.

Directorate E – Sub-Saharan Africa and Horizontal ACP Matters, Directorate F – Neighbourhood, Directorate G – Latin America and Caribbean, Directorate H – Asia, Central Asia and Pacific

Dans le cadre de la mission générale de DEVCO:

- Dans le cadre des programmations pluriannuelles:
 - assurer la responsabilité d’ordonnateur subdélégué pour les programmes de coopération financés sur le FED ou les lignes budgétaires en faveur de: l'Afrique subsaharienne, direction E; le Voisinage: direction F; l'Amérique latine et les Caraïbes: direction G; l'Asie, l'Asie centrale et le Pacifique: direction H;
 - promouvoir une gestion efficace et efficiente de chacun des programmes tout au long du cycle des opérations, de l’identification à l’évaluation finale, depuis le Siège, pour les opérations gérées par le Siège, ou au travers des Délégations pour les opérations déconcentrées ;
 - planifier la mise en œuvre des programmations pluriannuelles, y compris les orientations et instructions aux Délégations relatives aux phases d'identification ou d'instruction ;
 - assurer la gestion de programmes/projets thématiques géographisés en coordination avec les Directions C et D
 - assurer la coordination de la mise en œuvre des opérations et la mise en place des financements; promouvoir la cohérence méthodologique et l'assurance qualité en collaboration avec les Directions B, C et D; et appuyer les Délégations pour les projets / programmes déconcentrés tout au long du cycle des opérations en vue d’en assurer les résultats et l’impact voulus ;
 - superviser la gestion déconcentrée notamment en exploitant les reportings réguliers établis par les Délégations ;
 - promouvoir la visibilité des aides communautaires dans la zone géographique concernée.
- Participer à la préparation du Management Plan, et établir le rapport de l’Ordonnateur subdélégué à l’ordonnateur délégué pour la Direction et à l’ordonnateur subdélégué correspondant pour les programmes thématiques des Directions C et D.
- Consolider le processus de déconcentration y compris la supervision du fonctionnement des sections opérationnelles et finances-contrats en Délégation.
- Mettre en œuvre un système de contrôle coordonné des opérations pour la zone concernée, notamment en développant des outils de supervision de la gestion déconcentrée en Délégation, en mettant en œuvre un système de contrôle ex-post des transactions financières, en gérant un système d'audits directs du Siège ou via les Délégations, et en assurant de bonnes relations avec les instances de contrôle, en liaison avec les unités horizontales responsables au Siège.
- Renforcer les analyses et le suivi par pays et région, et notamment développer la connaissance pays et région et contribuer à l'élaboration des programmations pluriannuelles et à l'établissement des documents correspondants (Strategy Papers, Multi-annual Indicative Programmes...) dans le cadre des modalités qui sont convenues avec le SEAE.
- Assurer la co-ordination avec le SEAE et les services de la Commission afin de renforcer la cohérence des interventions externes ("PCD").

- Assurer et renforcer les relations avec les Etats membres, notamment à travers la présidence des comités de gestion, les autres bailleurs et les partenaires de la société civile, afin notamment d'assurer cohérence et complémentarité, y inclus la mise en œuvre de cofinancement, et autant que de possible harmoniser les modes de faire en collaboration avec les Directions C et D.
- Rechercher, valoriser et opérationnaliser des approches et expériences de renforcement de partenariat avec les Etats bénéficiaires.

E1 - Planning ACP and Horizontal Coordination

Coordination et suivi de la programmation pluriannuelle de la coopération avec les pays et régions ACP, de la coopération intra-ACP et des dépenses de mise en œuvre du FED

- Contribuer à la définition du cadre financier pluriannuel post 10^{ème} FED, en coordination avec la « task force MFF ».
- Préparer, en cohérence avec les lignes directrices globales de programmation, les documents méthodologiques (lignes directrices spécifiques aux ACP, présentations, briefings, analyses, modèles de décision) pour la programmation pluriannuelle et les revues, en coordination avec les divisions compétentes du EEAS, conformément aux « working arrangements » entre la Commission et le EEAS.
- Coordonner le processus de programmation pluriannuelle avec les autres unités de la Direction, les autres Directions en charge de pays et régions ACP et les divisions compétentes du EEAS, conformément aux « working arrangements » entre la Commission et le EEAS.
- Gérer les réserves et allocations FED conformément aux « working arrangements » entre la Commission et le EEAS : préparer les décisions de la Commission, gérer les allocations dans ABAC, établir régulièrement la situation des réserves et des allocations.
- Etablir et mettre à jour, en coordination avec la R1, les tableaux de programmation de l'enveloppe des dépenses d'appui du FED, y compris les intérêts du FED et d'autres recettes du FED.
- Contribuer à l'interprétation et au besoin l'adaptation des bases légales concernant le partenariat ACP-UE, en coordination avec les unités R/3 et 02.
- Pour les questions générales liées à la programmation ACP, représenter DEVCO dans le Comité du FED, le groupe ACP du Conseil, les commissions du Parlement, les institutions ACP-UE.

Coordination générale d'activités au titre du FED

- Préparer le rapport annuel sur la gestion financière du FED.
- Contribuer à la définition de la structure du Plan de Gestion Annuel de DEVCO pour la composante FED, en coordination avec l'unité R1.

Coordonner ou effectuer les activités horizontales de la Direction (Afrique Subsaharienne/intra-ACP)

Activités générales:

- Coordination et élaboration du Plan de Gestion de la Direction.
- Analyse des rapports des Délégations (EAMR, Rapports annuels STABEX), plus particulièrement les aspects liés à l'efficacité de l'aide, le monitoring, la visibilité de l'aide, les prévisions, les soldes de trésorerie du Stabex.
- Préparation, coordination et consolidation des rapports de l'Ordonnateur sub-délégué à l'ordonnateur délégué pour la Direction sur base des rapports des délégations et des unités de la Direction.

- Coordination et contribution aux consultations interservices à l’initiative d’autres Directions ou DG.
- Suivi de la déconcentration : participation aux missions de supervision de la conformité des systèmes de gestion des sections opérationnelles et finances-contrats en Délégation.
- Etablissement et mise à jour sur base des prévisions des délégations et des unités de la Direction d'un calendrier dynamique de 24 mois et multi annuel des phases d’instruction et formulation des projets / programmes (pipeline).
- Coordination et consolidation des prévisions d’engagement, contractualisation et paiements préparées par les délégations et les autres unités de la Direction.
- Contribution à la préparation des communications sur la trésorerie du FED, en coordination avec l’unité R1.
- Supervision et gestion du contrat de « Result Oriented Monitoring (ROM) » pour la région concernée, y compris la dissémination des rapports, conclusions et recommandations ROM pour la Direction au-delà de leur mise a disposition via le site ROM de la Direction générale.
- Secrétariat du Quality Support Group de la Direction.
- Point focal pour le COAFR.
- Coordination des activités de visibilité et de communication pour la Direction et les délégations en liaison avec l'unité B4 et dans le cadre de la stratégie de communication de DEVCO.
- Consolidation de la contribution de la Direction au rapport annuel.
- Elaboration et mise à jour des supports de communication de la Direction: site WEB, brochures, newsletter, press releases, etc...

Coordination et finalisation des procédures de décision (Afrique Subsaharienne/intra-ACP):

- Planification avec les unités B1 « Qualité des systèmes d’acheminement » et B3 en charge des "Comités de gestion" des calendriers annuels des travaux.
- Lancement et suivi des consultations interservices pour l’approbation des Plans d'Actions Annuels et d’autres mesures, préparées par les délégations et/ou les unités de la Direction.
- Transmission à l'unité B3 en charge des "Comités de gestion", en vue de la soumission au comité de gestion correspondant, des projets de Plans d'Actions Annuels ou d’autres mesures, finalisés par les délégations et/ou les unités de la Direction.
- Lancement et suivi des procédures de décisions de la Commission relatives aux Plans d'Actions Annuels ou d’autres mesures, finalisés par les délégations et/ou les unités de la Direction.
- Préparation des conventions de financement ou avenants, suivi de leur signature et visa gestope dans CRIS.
- To follow up the overall commitment of the Study Facility.

E2 – Geographical Coordination East and Southern Africa, E3 – Geographical Coordination West and Central 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 Directorate H

Planifier, coordonner et superviser les activités, déconcentrées et non déconcentrées, de la Direction géographique

Activités générales:

- Coordination et élaboration du Plan de Gestion de la Direction (Management Plan)⁸.
- Analyse et suivi des Plans de gestion et des rapports des Délégations (EAMR, Joint Activity Report), préparation des réponses consolidées (avec la collaboration des Directions thématiques et la Direction A)⁹.
- Préparation, coordination et consolidation des rapports de l'Ordonnateur sub-délégué à l'ordonnateur délégué pour la Direction sur base des rapports des délégations et des unités de la Direction¹⁰.
- Préparation et consolidation de la contribution de la Direction au Rapport Annuel d'Activité et des rapports périodiques destinés au Groupe des Commissaires RELEX en coordination avec l'unité contrat, finances et audit et les unités d'opérations centralisées¹¹.
- Preparation of contributions to the risk register updates¹².
- Coordinate preparation of the position for the jour fixe 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 aux programmations pluriannuelles thématiques, incluant "sucre" et "bananes" pour la zone considérée, en liaison avec les délégations, les Unités « Programmes régionaux » et les Directions C et D¹³.
- Coordination et suivi de la mise en œuvre de la coopération avec les pays ou les organisations régionales de la zone géographique concernée, en conformité avec l'Accord interservices (Working arrangements) entre la Commission et le SEAE.

⁸ For H1 and H2 according to their geographical responsibility, H1 prepares the consolidated AMP. Pour la Direction E la coordination est assuré par l'unité E1. Pour la Direction F la coordination est assurée par l'unité F5.

⁹ For H1 and H2 according to their geographical responsibility.

¹⁰ Particularité Direction E: l'unité E1. Particularité Direction F: coordination assurée par l'unité F5. Particularité Direction G: l'unité G1 pour les délégations, l'unité G2 pour les unités de la Direction. Particularity of Directorate H : H1 prepares the consolidated SDAO with inputs from H2 and H3.

¹¹ Particularité Direction E: l'unité E1. Particularité Direction F: coordination assurée par l'unité F5. , Particularity of Directorate H : H1 prepares the consolidated SDAO with inputs from H2 and H3.

¹² Particularity of Directorate H: coordinated by H1.

¹³ Particularity of Directorate H: H1 is concerned.

- Programmation et mise en œuvre du Disaster Risk Reduction Plan en coordination avec l'Unité 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 focal point for the Directorate.

Development Co-operation Policy

- Contributing to defining development policies with regards to the region and horizontal, relevant for the region as well as to defining/ review of the financial instruments.
- Ensuring the coherence of development policy towards countries under its responsibility, including in response to changing situations.
- Contribution and participation in internal reflections on orientations for sector and development policies and operational guidance.
- 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 implementation of relevant EU policies (Coherence; Aid effectiveness; Technical cooperation reform; Gender; Environment, etc.).
- Coordinate the preparation of the position on geographical issues discussed in the relevant Council Working Groups or Committees, participating and representing DEVCO, and, when appropriate, the Commission.
- Participation when relevant in the PSC, Council, and European Parliament meetings, representing DEVCO.
- Elaboration et actualisation de briefings et de discours sur base des contributions éventuelles des autres unités de la direction¹⁴.
- Participation in the HQ-to-HQ dialogues with the beneficiary countries of the region, as well as other donors (bilateral and multilateral).
- Préparation des réponses aux demandes d'information externes concernant la zone géographique concernée adressées aux membres du Collège et aux services de la Commission sur base des contributions éventuelles des autres unités de la direction.
- Coordination et préparation des réponses aux questions du Parlement Européen et des autres institutions sur base des contributions éventuelles des autres unités de la direction.
- Coordination des et contribution aux consultations interservices à l'initiative d'autres Directions, DG thématiques ou EEAS.
- Représentation de la Direction dans des réunions interservices.

Organisation des Délégations

- Coordination et contribution à l'élaboration et l'adoption des organigrammes.

¹⁴ Particularité E: intervention des unités E1/E2/E3 selon la nature du dossier

- Management of staff working in operations sections in delegation (training, mobility, career development, job description). Provide inputs to workload assessment; advice on staff allocation, rotations exercises, participation in selection panels. Advice on the Head of Delegation mission statements.
- Coordination et organisation des missions de vérification de la conformité des systèmes de gestion des sections opérationnelles et finances-contrats en Délégation.

Planification et encadrement des actions de coopération en ligne avec les principes et engagements relatifs à l'efficacité de l'aide (aid effectiveness)

- Geographical programming in collaboration with Directorates A, C, D concerning development and thematic policies, with unit E1 for EDF-ACP programmes, with unit B1 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 relevant DEVCO Directorates C & D 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 long-term Instrument for Stability), coordination (including co-operation and project quality support) and supervision of all activities concerning the cooperation with (Region) and in this context coordination with the EEAS desks and line DGs and instructions to the EU delegations.
- Ensure 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 in the financing proposals¹⁵.
- Etablissement sur proposition des délégations et/ou de l'Unité « Programmes régionaux » d'un calendrier dynamique de 24 mois et multi annuel des phases d'instruction et formulation des projets / programmes¹⁶.
- Coordination avec les Directions C et D des demandes des délégations et de l'Unité «Programmes régionaux » d'actions/missions d'appui, en support aux travaux d'identification et de formulation¹⁷.
- Regarding the Investment Facilities:
 - Verification of financing decisions and legal commitments of bilateral actions prepared by Unit C3, in cooperation with relevant services (EU Delegations), in view of their finalization and signature by the geographical Directorate as SDAO¹⁸.
 - To be associated to 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.).
- Encadrement des phases d'identification et de formulation des projets / programmes, préparées par les délégations et/ou les unités «Programmes régionaux », en ligne avec les principe de

¹⁵ Particularity of Directorate H : H1 coordinates QSG planning, all other aspects of the QSG process are ensured by H1 or H2 accordingly to their responsibilities.

¹⁶ Particularité Direction E: l'unité E1 pour la coordination et les unités E2/E3 pour l'établissement. Particularity of Directorate H : the consolidated pipeline table is managed by H1 with inputs from H2.

¹⁷ Particularity of Directorate H: overall coordination by H1.

¹⁸ Particularity of Directorate H: H2.

l'efficacité de l'aide (aid effectiveness) y inclus pour la Coopération Technique (backbone strategy of technical cooperation).

- Coordination opérationnelle des actions de coopération avec les Etats Membres ainsi qu'avec les institutions financières multilatérales (Banque Mondiale, Fond Monétaire International, Banque Européenne d'Investissements, Banque Interaméricaine de Développement, etc..) et avec les autres donateurs internationaux¹⁹.

Coordination et finalisation des procédures de décision

- Planification avec les unités B1 "Qualité des systèmes d'acheminement " et B3 "Relations interinstitutionnelles" des calendriers annuels des travaux²⁰.
- Vérification des programmations pluriannuelles thématiques "sucre" et "bananes", finalisées par les délégations. Présentation de ces programmes à l'iQSG et lancement et suivi des consultations interservices pour leur approbation. Présentation des programmations pluriannuelles au Comité DCI²¹.
- Coordination et vérification des fiches d'identification et d'action ainsi que des Programmes d'Actions Annuels des actions de coopération en vue de leur transmission au Quality Support Group de la Direction.
- Rapporteur et appréciation, pour la Direction géographique, according to the geographical responsibility, des documents soumis au système d'appui à la qualité (lorsque possible en lien avec les délégations via vidéoconférence).
- Assurer, en relation avec leur responsabilité géographique, la qualité des actions de coopération en coordination avec les spécialistes thématiques des Directions C et D, ainsi qu'avec les DG sectorielles.
- Lancement et suivi des consultations interservices pour l'approbation des Programmes d'Action Annuels, finalisés par les délégations et/ou les unités « Programmes régionaux». S'assurer de l'encodage et des visas « gestope » et « respope » par les Délégations et/ou les unités « Programmes régionaux»²².
- Transmission à l'unité B3 " Relations interinstitutionnelles ", en vue de la soumission au comité de gestion correspondant, des projets de Programmes d'Action Annuels, finalisés par les délégations et/ou les unités « Programmes régionaux»²³.
- Support actif au Directeur Géographique qui assure la présidence du Comité de Gestion avec les Etats Membres et remplacement éventuel du Directeur pour assurer cette tâche, en coordination avec l'unité B3 « Relations inter-institutionnelles »et le SEAE.
- Rapporteur, sur décision du Directeur, en cas d'empêchement des Délégations, des projets de Programmes d'Action Annuels soumis aux comités de gestion, avec l'appui des Directions C et D sur décision du Directeur.

¹⁹ Particularity of Directorate H: H1 and H2 according to their responsibility.

²⁰ Particularité Direction E: coordination par l'unité E1. Particularity of Directorate H : H1 with inputs from H2.

²¹ Applicable aux Directions E, G et H (H1).

²² Particularité Direction E: coordination par l'unité E1. Particularity of Directorate H : ISCs launched by H1, all other aspects of the preparation and follow up ensured by H1 and H2 according to responsibility.

²³ Particularité Direction E: coordination par l'unité E1. Particularity of Directorate H : coordinated by H1.

- Lancement et suivi des procédures de décisions de la Commission relatives aux Programmes d'Action Annuels finalisées par les délégations et/ou les unités « Programmes régionaux » en liaison avec l'unité financière²⁴.
- Coordination et suivi de la préparation, par les délégations et/ou les unités « Programmes régionaux », des conventions de financement et de leur signature et des demandes ultérieures d'avenants en liaison avec l'unité financière.
- Contribution aux négociations des accords de partenariat, European Partnership Agreements et autres, en coordination avec les services concernés.

Suivi des activités et résultats

- Définition, supervision et activation des instruments de reporting et de monitoring (tableaux de bord) et supervision et vérification périodique des résultats en découlant (CRIS, EAMR).
- Supervision et gestion du contrat de « Result Oriented Monitoring (ROM) » pour la région concernée, y compris la dissémination des rapports, conclusions et recommandations ROM pour la Direction au-delà de leur mise à disposition via le site ROM de la Direction générale²⁵.
- Participation à la réalisation et/ou au suivi des évaluations pays et régions, ainsi que le cas échéant sectorielles en coordination avec les Directions C et D.

Spécificité relative à l'appui budgétaire

- Support the Delegations, where appropriate, in the preparation of budget support programmes, in particular in the negotiations of the implementation modalities (matrix, indicators, timetable, tranches, technical assistance) of a programme. Involving A2 and / or Directorates C and D when required. Ensure coherence with policy guidelines.
- 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 A2 and/ or Directorates C and D when requested by the Geographical Directorate. 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 verify that these have been complied with.

Communication, information and visibilité²⁶

- Contribuer à une meilleure visibilité, connaissance et appréciation des résultats des activités de coopération de la zone géographique et coordonner les actions de communication externe gérées par la direction et la communication interne de la direction.
- Elaboration et mise à jour des supports de communication de la Direction: site WEB, brochures, newsletter, press releases, etc.
- Consolidation de la contribution de la Direction au rapport annuel²⁷.

²⁴ Particularité Direction E: coordination par l'unité E1. Particularity Directorate H: coordinated by H1.

²⁵ Particularity of Directorate H: H1.

²⁶ Particularité Direction E: coordination par l'unité E1.

- Relations publiques et interventions extérieures.
- Correspondant information/communication pour la Direction en charge de coordonner les activités de visibilité et de communication pour la Direction et les délégations en lien avec l'unité B4 et dans le cadre de la stratégie de communication de DEVCO.
- Correspondant de l'unité B3 pour l'ensemble des travaux relatifs aux activités de coopération de la Direction géographique²⁸.

²⁷ Particularity of Directorate H : H1 with input from H2.

²⁸ Particularity of H: H1.

E4 – Africa-EU Partnership and African Peace Facility

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

- Ensure the effective participation of all Commission DGs and Services, and coordinate the inputs of DG DEVCO and other line-DGs into the implementation of the JAES and its successive Action Plans.
- Lead on the design of a future Pan-African instrument.
- Follow-up the implementation of the JAES Action Plan, in particular cross-cutting issues such as institutional questions, working methods, resources, etc.
- Steer the Commission's inter-service Task Force on Africa, and act as Commission's JAES Focal Point for the EEAS, EU Member States and non-State Actors, the AUC, and African and international partners.
- Manage and implement the JAES Technical Support Mechanism.

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, including in the G8/G20 context.
- Prepare, organize and coordinate the EC-AUC College-to-College, EU-AU Joint Task Force and other meetings at the political and technical level.
- Coordinate the Commission's inputs into contacts, dialogue and cooperation with other Pan-African institutions and policy initiatives such as the Pan-African Parliament (PAP), African Development Bank (AfDB), New Partnership for Africa's Development (NEPAD) and the African Peer Review Mechanism (APRM), bodies of the Africa Governance Agenda (AGA), etc.
- Commission HQ Focal Point and Geographic coordinator for the EU Delegation to the AU in Addis Ababa:
 - Ensure HQ coordination, supervision and feedback for Delegation's management of Operations. 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 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

- Lead and coordinate the operational programming 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 contractual documentation, manage contribution agreements, monitor on-going actions) and organise global evaluation and audits.
- Promote complementarity between APF actions and other initiatives in the area of Peace and Security (P&S), and develop the APF as a transitional tool towards the stability instrument.
- Contribute to the implementation of the JAES and its thematic P&S action plan, and advance work on innovative financing mechanisms.

Peace, Security and Development – thematic support, policy definition and coherence

- liaise with the competent actors in DEVCO, other Commission DGs and the EEAS.
- contribute to EU programming and sector policy at continental and regional level in Africa.
- contribute to the definition of relevant policies, programmes and projects, in close cooperation with geographic and thematic Units of DG DEVCO.
- strengthen coherence between EU instruments (APF/Regional Indicative Programmes/IfS).
- represent DEVCO in relevant international fora, such as G-8 Africa Clearing House, Economic Community of West African States P3, etc.
- Security-Development nexus: -follow thematic policies/support: Counter-terrorism, Mine Action, Small Arms, Border co-operation, Organised Crime, Weapons of Mass Destruction/Chemical, Biological, Radiological, and Nuclear (WMD/CBRN) related initiatives. Security Sector Reform, Disarmament, Demobilisation and Re-integration; -Co-ordinate with other competent thematic services, initiatives in the areas of crisis management, conflict prevention, peace-making, peace building, stabilisation, post-conflict in Africa.

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

- Promote the visibility JAES and APF and contribute to outreach activities, through presentations and interventions as well as production and updating of communication support (website, brochures, newsletter, press releases, etc.), in close cooperation with communication experts from DEVCO, COM, EEAS and Addis Delegation.
- Contribute to general and specific briefings, European Parliament questions, and other external information requests to Commissioners and Management, as well as to annual activity and progress reports etc.

To this end, Unit DEVCO E4 will establish working arrangements with other DEVCO services, Commission DGs and the EEAS involved in the implementation of the JAES and the APF.

E5 – 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 Directorate H

Coordination des travaux de programmation pour les aspects relatifs aux programmes régionaux et à gestion centralisée

- Coordination en coopération avec le SEAE, les unités géographiques et les Délégations, de l'élaboration et à la consolidation des documents de programmation pluriannuelle en assurant notamment la compatibilité avec une gestion déconcentrée des programmes et projets, ainsi qu'avec les programmes thématiques.

Gérer le cycle complet des projets et programmes (programmation annuelle et suivi de la mise en œuvre) pour les opérations non-déconcentrées

- Identification et instruction des projets et des programmes dans le cadre d'un dialogue continu avec les pays bénéficiaires et/ou leurs représentants et les Délégations :
 - rapporteur, pour la Direction géographique, des documents soumis au QSG; assurer la prise en compte des recommandations;
 - assurer la préparation des Programmes d'Action Annuel (comprenant les fiches d'action, le memorandum à la Commission, le projet de décision de la Commission et la fiche d'impacte budgétaire) et leur finalisation suite aux consultations interservices lancées par les unités de coordination géographique;
 - assurer, en relation avec leur responsabilité géographique régionale, la qualité des actions de coopération en coordination avec les spécialistes thématiques des Directions C et D, ainsi qu'avec les DG sectorielles.
 - Rapporteur, si nécessaire, des projets de Programmes d'Action Annuels soumis aux comités de gestion, avec l'appui des Directions C et D.
- Conduite des actions de mise en œuvre des projets et des programmes:
 - s'assurer que sont remplies toutes les conditions nécessaires au démarrage du projet: institutionnelles, budgétaires, personnel, logistique, études environnementales, etc.;
 - assurer l'élaboration des termes de référence, la préparation des documents nécessaires aux appels d'offres et aux appels à proposition, la participation aux comités d'évaluation, éventuellement la participation aux négociations avec les organismes concernés dans le cadre des procédures négociées; assurer l'instruction et l'évaluation des propositions de subventions présentées par des organismes tiers;
 - élaborer, encoder et signer la décision d'attribution des marchés ou d'octroi de subventions et les contrats, y compris les avenants consécutifs, en conformité avec les circuits financiers;
 - suivre, en collaboration avec les Délégations, l'avancement de la mise en œuvre du projet: approbation ou éventuellement rédaction des plans de travail, révision des rapports d'avancement aussi bien techniques que financiers, monitoring, vérification de la mise en œuvre et du respect des règles et procédures communautaires;

- en accord avec les procédures internes, vérifier la conformité des actions faisant l'objet des contrats avec les factures émises par les contractants.
- Evaluation: organiser et envoyer des missions d'évaluation à mi-parcours et finales des projets; mandater des missions d'évaluation des projets; assurer la diffusion des résultats des évaluations et en tirer des leçons pour les projets futurs.
- Clôture technique des engagements et validation des dégagements en conformité avec les circuits financiers.

Rechercher une déconcentration accrue des programmes non encore déconcentrés

- Examen systématique des possibilités, dès la phase de programmation, de déconcentrer la gestion des programmes non déconcentrés vers les Délégations.

Missions générales

- 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 finalization and signature by the Geographical Directorate as SDAO;
 - To be associated to 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.).
- Programme and implement the Disaster Risk Reduction Plan in coordination with Unit C2.
- Contribuer aux travaux (réponse et interaction appropriées) avec les autres services concernés, l'EEAS et les institutions européennes telles que le Parlement européen ou la Cour des Comptes (pour cette dernière, en collaboration avec l'unité contrats-finances) pour les dossiers du ressort de l'unité.
- Participer aux Comités de gestion ainsi qu'aux différents groupes de travail au sein du Conseil en coordination avec l'EEAS, préparation des briefings le cas échéant.
- Contribution aux documents généraux de politique de développement et de coopération.
- Contribute through the information correspondent(s) of the Directorate to communication and visibility activities of the Directorate in coordination with unit B4 (intranet and internet sites, press releases, project visibility, speakers, annual reports, etc.).
- Participation with designated focal points in the thematic networks of the DG organized by the thematic units in order to develop sectoral expertise linked to the specific programmes managed by the unit.

Particularités de l'unité E5:

- Regional programmes mentioned in the mission statement for unit E5 includes the Intra-ACP envelop.
- In accordance with the responsibilities of the Authorizing Officer, for all programmes managed by DEVCO/E, ensure adequate participation of the Directorate in DEVCO representation in all relevant steering organs, or contribution to the preparation of the position to be taken by DEVCO representatives.

- Following relations with the Cotonou Institutions (ACP Secretariat, Centre for the Development of the Enterprise, Centre technique de coopération agricole et rurale, and Joint Parliamentary Assembly):
 - Assist the ACP Secretariat, the Centre for the Development of the Enterprise and the Centre technique de coopération agricole et rurale in their ongoing institutional transformation process and also support the strengthening of their capability to interact with the EU.
 - Contribute to the development and promotion of an institutional relationship between the EU and the Cotonou Institutions in coordination with B3.

C7 – Finance, Contracts, Audit, D6 – Finance, Contracts, Audit, E6 – Finance, Contracts, Audit, F5 – Finance, Contracts, Audit, G3 – Finance, Contracts, Audit and H3 – Finance, Contracts, Audit

Assurer la bonne gestion financière des projets sous la responsabilité de la direction géographique ou sectorielle concernée et notamment:

Assurer la conformité des décisions de financement y compris des fiches d'action, des conventions de financement et avenants éventuels avec les règles contractuelles et financières en vigueur

- Dans le cadre réglementaire fixé et dans le respect des considérations de précision et de rigueur indispensables à une saine gestion, vérification de la cohérence, des aspects légaux et de la compatibilité avec la réglementation en vigueur des fiches d'action et conventions de financement– et leurs modifications – du point de vue financier et contractuel ainsi que vérification de la disponibilité des crédits.

Assurer l'enregistrement comptable et la validation financière des engagements et dégagements globaux pour l'ensemble des projets de la direction géographique ou sectorielle concernée

- En collaboration avec les Unités Opérationnelles (unités de coordination géographique, unités chargées des programmes régionaux, unités sectorielles et les Délégations), vérification et validation financière des engagements et dégagements globaux et de la clôture financière des projets;

Réaliser les opérations à caractère financier et contractuel pour les projets non déconcentrés, y compris la gestion des appels d'offres et appels à propositions ainsi que les fonctions dévolues au siège en matière contractuelle

Pour tous les projets:

- Réalisation des fonctions dévolues au Siège en matière contractuelle: traitement des dérogations et accords préalables sur base d'un dossier préparé par la Délégation (à l'exclusion des cas relevant d'une décision par le Chef de délégation) ou par l'unité de gestion centralisée, traitement des demandes de renoncations / annulations sur base de dossiers préparés par les délégations ou unité de gestion concentrée.

Pour les projets non déconcentrés:

- Vérification des dossiers d'appels d'offres et appels à propositions et leur conformité avec la réglementation et les guides en vigueur.
- Vérification des aspects légaux des contrats et compatibilité avec la réglementation, les guides et modèles.
- Organisation, secrétariat et présidence des comités d'évaluation des appels d'offres ou appels à proposition.
- Initiation et vérification financière des engagements individuels suite à appel d'offres ou suite à procédure négociée.
- Enregistrement de la signalétique bancaire dans le fichier tiers des bénéficiaires de financement ainsi que dans le fichier des entités légales.

- Préparation, si nécessaire, des formulaires d'exonération de TVA.
- Enregistrement comptable, initiation, vérification financière et ordonnancement des paiements, ordres de recouvrements et prévisions de créances.
- Suivi financier des engagements individuels et notamment suivi des préfinancements.

Suivre les aspects budgétaires / financiers ainsi que l'exécution y compris le monitoring du reste à liquider (RAL), reste à contracter (RAC), reste à Recouvrir (RAR)

- Coordination des mesures relatives à la diminution du reste à liquider (RAL) pour la zone géographique et les programmes thématiques.
- En liaison avec l'unité R1, établissement des demandes budgétaires (coordination des fiches budgétaires dans le cadre de l'avant-projet de budget (APB), gestion des crédits et préparation des demandes de transfert ou de budget supplémentaire ou rectificatif, établissement des prévisions budgétaires en collaboration avec les délégations et l'unité de gestion centralisée, analyses relatives à l'exécution financière.
- Elaboration des reportings budgétaires et contractuels pour la Direction et en coopération avec l'unité R1, qui établit les standards de reporting.
- Prise des mesures visant à traiter les engagements dormants et anciens et conseils pour l'élaboration de mesures préventives pour éviter la formation d'un nouveau poids du passé.

Assurer l'appui, la formation et conseil aux unités opérationnelles, unités thématiques et aux Délégations sur tous les aspects financiers et contractuels

- Appui et conseil aux unités opérationnelles, unités thématiques et aux Délégations (Sections Contrats/Finances) sur les aspects financiers et contractuels pour la phase de mise en œuvre des projets / programmes, notamment en participant à des missions d'expertise sur le terrain.
- Assurer une fonction de help-desk au travers d'une mailbox fonctionnelle pour les Délégations et les unités de la Direction et le lien avec l'unité R3 pour toute question d'interprétation des textes requérant l'avis de cette unité.

Diffuser les bonnes pratiques au sein des délégations et harmoniser les modes de faire en matière financière et contractuelle et proposer et mettre en œuvre toute action de nature à contribuer à l'amélioration de la gestion

- Aide à l'élaboration et diffusion de manuels de procédures et notes d'instructions en matière contractuelle et financière dont l'établissement et les mises à jour sont assurées par l'unité R3.
- Aide à l'élaboration et diffusion de notes d'instructions en matière d'audit, contrôle ex-post et contrôle interne dont l'établissement et les mises à jour sont assurées par l'unité R2.
- Mise en place d'actions de formation et animation de réseaux régionaux des sections contrats/finances, le cas échéant.
- Collaboration in the development of management information systems as regards the systems for which it is designated 'system owner'.

Assurer le contrôle transactionnel ex-post

- Assurer le système de contrôle ex-post des transactions financières depuis le siège ou sur le terrain par des missions de contrôle, sur base d'une méthodologie commune à l'ensemble de

DEVCO définie et coordonnée par l'unité R2 et assurer le reporting des résultats de la Direction.

- Prendre mesure (instructions, recommandations, missions d'audit) visant à approfondir les observations du contrôle ex-post et à corriger les dysfonctionnements constatés.

Assurer le respect des procédures financières et contractuelles en délégation par le biais des missions de vérification

- Participation aux missions de vérification / déconcentration en collaboration avec l'unité de coordination géographique pour couvrir les aspects contractuels et financiers.

En coordination avec les délégations, élaborer un plan d'audit pour la Direction et effectuer le suivi de sa mise en œuvre

- Coordination et consolidation des plans d'audit établis par les Délégations, ainsi qu'établissement du programme annuel d'audit à effectuer sous la responsabilité directe du Siège.
- Mandater (ou effectuer) des missions d'audit conformément au programme annuel d'audit, émettre les recommandations adéquates et assurer un suivi de la mise en œuvre des recommandations.
- Assurer le reporting concernant le suivi du plan d'audit.

Assurer un support contractuel et juridique pour les dossiers litigieux et précontentieux ainsi que les cas de suspicions de fraudes

- Donner des avis ou, le cas échéant, préparer les projets de lettre ou d'actions (avocats, Ombudsman...).
- Participer aux réunions techniques et aux consultations interservices.
- Assurer et coordonner les relations avec les services de l'Office de Lutte anti-fraude OLAF en collaboration avec l'unité R2.

Assurer l'interface de la direction envers les instances d'audit et de contrôle (Cour des Comptes, IAS, IAC...)

- Assurer et coordonner les relations avec la Cour des Comptes et autres instances de contrôle en collaboration avec l'unité R2.
- Assurer un suivi des rapports de la Cour des Comptes et des autres instances de contrôle et des réponses aux observations en collaboration avec la R2.
- En collaboration avec la B3 suivi de la décharge et réponse aux questions parlementaires.

Assurer le support CRIS

- Gérer les accès / permissions pour les Délégations et la Direction géographique.
- Assurer la responsabilité d'User Service Manager et le support aux utilisateurs du siège et en délégation. . Participer aux comités des User Service Managers.
- Assurer les formations, la promotion et l'explication du système au sein de la direction et en délégation.

- Participer aux groupes de réflexion sur l'amélioration ou la création de nouvelles fonctionnalités du système d'information CRIS.

Participer aux procédures de sélection et assurer le suivi des évaluations annuelles (REC) des fonctionnaires des sections finances / contrats, audit en délégation (pour les UFC géographiques uniquement)

Assurer des actions coordonnées entre les unités contractuelles et financières des directions géographiques et thématiques vis-à-vis des délégations en matière reporting et de suivi.

Participer aux réunions du réseau des unités Contrats/Finances/Audit.

Spécifique à l'unité C7

- Ensure secretariat of Quality Support Group for the programmes managed by the Directorate
- Clôturer le programme ECIP (European Community Investment Partners) d'une manière efficace en tenant compte de l'âge du programme et du besoin impérieux de fermer ce programme dans le plus bref délai.
- Organisation, secrétariat et présidence des comités d'évaluation des appels d'offres ou appels à proposition, y compris les « pooling mechanisms »

Spécifique à l'unité D6

To manage and digest information provided by civil society partners as potential applicants

- Ensure secretariat of Quality Support Group for the programmes managed by the Directorate
- Establish PADOR as the compulsory data input module for applicants for EC funding.
- Exploit the data contained in PADOR to improve knowledge about potential applicants and reinforce their capacities.
- Use information contained in PADOR to allow for a more efficient classification of applicants and increased transparency.

Spécifique à l'unité E6

- Gestion du contrat de formation aux procédures FED pour tous les pays ACP.

Spécifique à l'unité H3 pour la délégation de Malaisie

- Initiation financière des engagements et dégagements globaux ainsi que la clôture financière des projets en collaboration avec la délégation;
- Participation à l'établissement de l'EAMR (vérification et validation des prévisions de paiement et d'engagement).

Task Force "Overseas Countries and Territories"

Définir, animer, actualiser l'association des 25 PTOM à l'Union européenne (*mise en œuvre de la Partie IV du Traité sur le Fonctionnement de l'Union européenne - TFUE*)

- Concevoir et formuler, en coopération étroite avec les Directions géographiques concernées, les propositions législatives et réglementaires relatives aux modalités et à la procédure de la mise en œuvre de l'association.
- Formuler, en coopération étroite avec les Directions géographiques concernées, les propositions financières et budgétaires concernant la coopération UE-PTOM et mener les discussions appropriées avec les services de la Commission.
- Participer à la définition - par les Directions générales concernées - du niveau et des modalités de participation des PTOM aux lignes et programmes horizontaux européens (prise en compte et participation des PTOM aux programmes européens et lignes budgétaires horizontaux auxquels ils sont éligibles tels que le Programme cadre recherche, programmes environnement, etc.).
- Assurer la coordination générale de l'ensemble des Directions générales de la Commission pour les questions liées aux PTOM et présider le Groupe interservices PTOM de la Commission.
- Organiser et présider les réunions partenariales entre les services de la Commission, les PTOM et les quatre Etats membres auxquels ils sont liés (Forum annuel PTOM-UE, réunions mensuelles tripartites et Groupes de travail).
- Organiser et conduire, en coopération étroite avec les Directions géographiques concernées, les contacts bilatéraux avec les PTOM et les Etats membres auxquels ils sont liés.
- Exercer la responsabilité première des relations et contacts avec les autres Institutions européennes pour les questions liées aux PTOM (groupes et comités du Conseil, commissions ou intergroupes Parlement Européen, etc.).

Programmer l'aide européenne en faveur de l'ensemble des PTOM

- Programmer, en coopération étroite avec les Directions géographiques concernées, les instruments européens prévus pour les PTOM (ligne budgétaire pour le Groenland, FED pour les autres).
- Coordonner, finaliser et réviser les Documents stratégiques PTOM (en coordination avec les Directions géographiques et avec les Délégations).
- Organiser et coordonner les travaux des services de la Commission dans le cadre des revues à mi-parcours et des évaluations ex-post des programmes.
- Formuler les orientations en faveur des PTOM dans les autres politiques, coordonner et veiller à la cohérence des actions et initiatives de la Commission pouvant représenter un intérêt et/ou avoir un impact sur l'association de l'UE avec les PTOM (p.ex. Changement climatique, énergies renouvelables, biodiversité, négociations commerciales, intégration régionale, douanes, etc.).

Planifier, coordonner et superviser les activités de la Direction générale liées aux PTOM (y compris les activités relatives à la mise en œuvre de l'aide en faveur des PTOM)

Activités générales

- Coordonner la préparation des contributions de la Direction générale à l'ABM (Activity Based Management).
- Analyser et suivre les plans de gestion et les rapports des Délégations EAMR et JAR (External Assistance Monitoring Report et Joint Activity Report) en coordination avec les unités géographiques concernées, qui sont les chefs de file.
- Contribuer aux rapports de l'Ordonnateur sub-délégué à l'ordonnateur délégué pour les PTOM des Caraïbes, de l'Atlantique et des programmes régionaux tous PTOM sur la base des rapports des délégations.
- Préparer la contribution relative aux PTOM pour l'élaboration du Rapport Annuel d'Activité et le EDF Financial Management Report en coordination avec les unités géographiques concernées.
- Contribuer à l'organisation et participer aux séminaires régionaux (en coordination avec les unités géographiques appropriées (p.ex DEVCO.E2, H1, H2)

Activités Interservices

- Coordonner la réponse de DEVCO et/ou contribuer aux consultations interservices à l'initiative d'autres DG en lien avec les PTOM.
- Représenter DEVCO au:
 - Groupe interservices "Régions ultrapériphériques" (présidé par la DG REGIO);
 - Groupe interservices "Arctique" (présidé par EEAS);
 - Groupe opérationnel "FED-Fond Européen de Développement Régional" pour l'articulation des instruments dans le cadre de la coopération régionale entre Régions ultrapériphériques (RUP) – PTOM et ACP (présidé par DG REGIO).

Mettre en œuvre l'aide européenne concernant les programmes non-déconcentrés pour les PTOM

Planifier et encadrer les actions de coopération

- Etablir le calendrier dynamique multi annuel des phases d'instruction et de formulation (sur proposition des délégations pour les PTOM non-isolés).
- Répondre aux demandes des délégations de missions d'appui en support aux travaux d'identification et de formulation dans les PTOM.
- Encadrer les phases d'identification et de formulation des projets / programmes (préparées par les délégations pour les PTOM non-isolés).

Coordonner et finaliser les procédures de décision

- Préparer, lancer et finaliser les procédures en vue de l'adoption par la Commission de décisions relatives à la coopération entre l'UE et les PTOM (décisions d'adoption des Documents Uniques de Programmation, décisions de financement et décisions d'allocation de la réserve-B pour les PTOM).
- Préparer (pour les PTOM isolés) et finaliser les conventions de financement et leurs avenants.

Décaisser l'aide

- Evaluer les demandes de paiement, préparer la décision de l'Ordonnateur sub-délégué et le cas échéant contribuer à la finalisation du circuit de paiement par les chefs de Délégation.

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 good functioning of DEVCO both in the Head Office and in Delegations.

In particular, Directorate R ensures timely and effective programming and reporting of DEVCO's activities through the various tools of the "SPP cycle"²⁹. 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 Head Quarters and Delegations, in close cooperation with other Commission services and the EEAS. Moreover, it puts in place and implements a training strategy and promotes effective internal communication and 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 but also to Directorates A and B and units 01, 02, the Task Force and the FPI (according to the service level agreement).

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 discharge procedure;
- to represent DG DEVCO at the ISG on External Relations (in coordination with Directorate A and B. The decision who will participate is taken on a case by case basis)
- to manage subdelegations and closely monitor the use of 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 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 and enhance the development of an effective internal communication culture across DEVCO;
- to apply Commission archiving and document management policy (e-domec) within the DG and delegations and to monitor and support its use;

²⁹ Except DEVCO contribution to the "Commission Work Program" which is covered by Unit 02.

- to ensure coherence on financial and contractual aspects in the DG, and ensure transparency of DEVCO activities in this area as appropriate (publication on the internet of relevant information such as tenders, beneficiaries, etc.).
- to coordinate DEVCO response to the inspection reports concerning the Delegations.

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

- Coordonner la participation de la DG à l'exercice de programmation budgétaire.
- Coordonner le processus d'élaboration du Management Plan de DEVCO.
- Coordonner la préparation et la rédaction de l'Annual Activity Report du Directeur général et de sa Déclaration annuelle.
- Assurer l'interface avec les services horizontaux (SG, BUDG) en la matière, via notamment la participation aux réunions du réseau ABM/SPP.

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

- Participation à l'élaboration des cadres financiers aussi bien pour le budget que pour le FED.
- Responsable de la coordination et du suivi de l'ensemble du cycle budgétaire au sein de la DG.
- Coordination et établissement du Projet de Budget dans le cadre général de la DG ainsi que du suivi de la procédure budgétaire (lectures au Conseil et au Parlement Européen, procédure de conciliation).
- To arrange the availability of credits for commitments and payments, including the transfers between budget lines and the global transfer.
- To ensure the co-ordination of different budgetary procedures (carry-over of credits, establishment of the implementation plan and of the financial management report).
- To produce monthly reports on the state of implementation of the budget lines and EDF, monitoring and analysis of the execution of the budget and EDF and proposal of remedial actions in case of deviations from plan.
- To ensure the communications to the Council concerning the EDF calls for contributions to the Member States.
- To ensure the monitoring and reporting on the portfolio of DEVCO
- Coordination et suivi de la décharge (en collaboration avec l'unité R2).

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

- To ensure the accounting correspondent role (internally and for BUDG).
- To support to the accrual accounting within the DG: accounting instructions and manuals for the DG, accounting helpdesk for authorising officers,
- To ensure the establishment of annual accounts for the DG (Budget and EDF).
- Mise en place d'un plan de qualité comptable.

Financial reporting

- To elaborate financial statistics and reporting.
- To define statistical tools for the DG
- 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) for the OECD and the Annual external activity report of the European Community and the development of standards for reporting.
- To draft EU-internal reports and statistics for the OECD/DAC and to ensure DEVCO representation at the OECD/subgroup on statistics.

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

- To ensure the definition and management of the system for financial and contractual sub-delegations.
- To manage the security access in ABAC.
- To manage security access to BUDG's warehouse and first level support to the DEVCO users. (Local Data Warehouse Management).
- To collaborate in the development of management information systems as regards the CRIS modules for which it is designated 'module owner'

To programme and follow up the use of administrative expenditures

- Coordonne les demandes des différents services concernant des crédits administratifs (y compris lignes ex-BA et FED) et propose au management des allocations sur les crédits administratifs.
- Gestion des crédits mission et Presto.
- Assure the follow-up and management of allocations for budget lines relating to administrative expenditure.

To manage information systems

- Collaboration in the development of management information systems as regards the systems for which it is designated 'system owner'.
- Supervision within the DG of the implementation of new procedures decided by BUDG, as far as CRIS and ABAC are concerned (Local ABAC Coordinator).

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

- Elaboration d'un plan d'action pour améliorer la qualité ainsi que la cohérence des données dans les systèmes de gestion budgétaires et comptables.
- Développement d'outils de supervision de la qualité de données et définition de règles pour éviter les incohérences.
- Coordination des actions des différents services pour améliorer la qualité des données.

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 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, IAS, APC, internal control bodies of partner international organisations).

To achieve its mission R2:

Supports the efficient functioning of the internal control system in EuropeAid

- Monitors the implementation of internal control standards within EuropeAid and Delegations, in relation with the EEAS and increases awareness about internal control issues.
- Organises the 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 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 to other Units and Delegations.

Provides methodological support, guidance and training to DEVCO 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 relating 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 as regards the systems for which it is designated 'system owner'.

Develops 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 coordinate compliance assessments.
- Carries out or coordinates verification missions to international organisations.
- Liaises with international organisations on issues related to verification.

Oversees and coordinates relations of DEVCO 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

- Co-ordinates DEVCO relations with the 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 within deadline, attending various meetings to discuss the draft reply, as well as the contradictory meetings with the Court, in collaboration with DG BUDG.
- Update database (RAD) on implementation by DEVCO of recommendations from the Court of Auditors, and the Parliament and the Council in the context of the discharge procedure.
- Ensures the overall coordination and reporting on OLAF cases related to DEVCO operations. If need be, manages specific audits to follow-up on OLAF cases.
- Elaborates and monitors DEVCO anti-fraud strategy.
- Provides methodological support and advice to operational Directorates in their relations with control bodies.

Prepares DEVCO positions and supports the Commissioners and senior management on key issues being 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.
- Provides regular overview reports to management on implementation of audit recommendations concerning DEVCO, OLAF cases, and other internal control and audit issues.
- Proposes orientations for DEVCO 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.

Also supporting FPI for those activities.

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

- Analysis and assessment of legal consequences resulting from correspondences of the services of DEVCO with regard to the rights and obligations of DEVCO and third parties, including third countries, national and international organisations.
- Provision of advice on issues such as:
 - legal matters in relation to the implementation of programs, projects and actions;
 - the application, and follow-up of the revision, of the Financial Regulation and Implementing Rules;
 - legal aspects related to the preparation of legislation;
 - the contractual, legal and financial compliance of guides and manuals prepared by other services of DEVCO;
 - the drafting and execution of procedures and contracts, in particular on cases that require an interpretation of provisions or where conflicts of interpretation cannot be solved;
 - the interpretation of the Special Conditions and General Conditions of the various templates of agreements produced by the unit;
 - derogation requests from the directorates (relating to tenders, contracts and grants) where appropriate; follow-up of the reporting on derogations and negotiated procedures;
 - claims by contractors, suppliers and consultants with regards to any financial compensation which might be due following the execution, suspension or termination of a contract, at the request of directorates;
 - dispute resolution consisting of evaluation of claims and mediation (good office procedure) between contracting authority (where this is not the Commission) and claimant with a view to achieve a settlement;
 - arbitration and mediation procedures between recipient state authorities and claimant.
- Follow-up of case law and assessment as to the potential repercussions on DEVCO 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”.
- Management of the internet and intranet Website “Contracts and Finance” of DEVCO.
- Help-desk for questions relating to financial and contractual procedures.
- Provision of training courses on financial and contractual procedures.
- Updating of daily allowances (“per diem”).
- Unit R3 represents the DEVCO in the RUF and its sub-groups in close co-operation with unit R1 and Financial and contracts units (UFC).
- Unit R3 represents DEVCO at the Groupe Interservice Compétences Extérieures (GICE).

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

- Drafting of legal texts on contractual, legal and financial issues.
- Definition of financial systems, setting-up and updating of financial procedures and financial circuits; setting-up and updating of Guides to contractual and financial procedures including on management modes and standardised documents in these fields.
- Harmonisation, improvement of co-operation 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 establishment of contract models.
- Updating of rules and standards for the presentation of financing proposals and 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 as regards the systems for which it is designated 'system owner'.

R4 – Human Resources Headquarters

Mise en œuvre de la politique de ressources humaines de la DG DEVCO au Siège. Mise en place et suivi de l'ensemble des processus de gestion de ces ressources (recrutement, gestion des effectifs, mobilité gestion de la carrière, égalité des chances, conditions de travail, etc.). Optimisation de l'affectation et de l'utilisation de l'allocation annuelle liée aux ressources humaines (postes permanents et crédits pour le personnel externe).

Fournir le support administratif au FPI Siège pour tous les aspects liés à la politique et à la gestion des ressources humaines.

Ressources et reporting

- Allocation des ressources.
- Tableaux des effectifs³⁰.
- Gestion de la dotation (transferts, apurement dettes, etc.).
- Gestion de sysper2.
- Réorganisation.
- Gestion des crédits pour le personnel externe (gestion au quotidien, mise à jour régulière du tableau, coupes, etc. avec l'unité DEVCO.R1 et la DG BUDG) (Siège).
- Workload assessment.
- Screening.
- Conversions des quotas (AST vers AD, AST/C vers AST/B, AC vers F).
- Fonctions sensibles.
- Job descriptions.
- Reporting général, rapports annuels RH, Scorecard RH.
- Indicateurs et priorités DEVCO RH.
- Suivi des rapports Cour des comptes, IAS, IAC; RAA, AMP, gestion du risque & Internal Control Standards pour les points RH.

Stratégies RH et statut

- Stratégie RH (réf. Pyramide de contrôle).
- Suivi du programme de professionnalisation RH.
- Egalité des chances, bien-être au travail.

³⁰ Dans le système informatique actuel, la gestion de la dotation et le tableau des effectifs sont centralisés pour la DG DEVCO et il n'est pas possible de diviser le personnel en fonction de son affectation physique (Siège ou délégation). Les Unités R4 et R5 doivent convenir avec la DIGIT et la HR des circuits et des accès informatiques leur permettant d'exécuter au mieux leur mission respective

- Orientation professionnelle (Local career guidance officers, Réseau Local d'Orientation Professionnelle).
- Télétravail.
- Conflits et médiation.
- Enquêtes de satisfaction.
- Suivi de la révision statut pour les parties RH.
- Point de contact formation pour l'unité DEVCO.R7 (par ex. Knowledge Management Steering Committee).
- Départs en congé de convenance personnelle.
- Gestion du temps et des congés (maladie, invalidité, formules de temps, congés spéciaux, flexitime).
- Retraite, médaille 20 ans, cadeau de départ.
- Ethique et intégrité, activités externes, activités après retraite, titres honorifiques.

Carrière et mobilité

- Encadrement et encadrement supérieur (publications, procédure de sélection, nomination) – CDU, CDU adjoints, Directeurs, Conseillers, Conseillers principaux.
- Identification des besoins de service (profils et nombre et coordination avec DG HR et EPSO pour organisation de concours).
- Pourvoi des postes permanents (publication, mise à jour job description, panel, transferts Art. 7/97, recrutements EU2, mobilité fonctions sensibles, retours de délégation, retours de congé de convenance personnelle, retours de détachement).
- Accueil des nouveaux, parrainage, tutorat.
- Candidatures spontanées.
- Evaluation et promotion.
- Suivi recours Art.90.
- Attestation.
- Certification.
- Retraite anticipée.
- Départs en détachements ou programmes d'échange.
- Relations avec les représentants du personnel (OSP).

Personnel externe

- Identification des besoins de service (profils et nombre et coordination avec la DG Ressources Humaines et Sécurité (DG HR) et EPSO pour organisation de sélections CAST).

- Pourvoi des postes agents contractuels (listes de réserve, contacts EPSO/DG HR, panels, recrutements, mobilité et transferts).
- Gestion des agents contractuels (accueil des nouveaux, rapports de stage, prolongations, fins de contrat, contentieux).
- Evaluation et reclassement des agents contractuels.
- Experts nationaux détachés (END), END gratuits, détachés.
- Stagiaires, experts nationaux en formation professionnelle (ENFP).
- Intérimaires.
- Floaters.

R5 – Human Resources Delegations

La mission de l'Unité DEVCO.R5 "Ressources Humaines en Délégation" est d'assurer la gestion du personnel de la Commission dans les délégations de l'Union. Concrètement l'Unité R5 gère le personnel de la DG DEVCO en délégation et assume le rôle d'interface unique pour ce personnel vis-à-vis du Service européen d'Action extérieure (SEAE) et des autres directions générales et services de la Commission.

Questions horizontales et stratégiques

- Veiller à la meilleure adéquation possible entre les ressources humaines et financières disponibles et les responsabilités exercées par la Commission dans les pays tiers.
- Procéder à des exercices réguliers d'évaluation de la charge de travail des délégations et de rééquilibrage des ressources disponibles, en coopération avec les Directions géographiques concernées. Dans ce contexte, examiner les structures, chaînes de commandement et organigrammes des délégations.
- Développement du réseau: évaluer et assurer la présence de la Commission dans un réseau de délégations en évolution constante.
- Contribution et vérification des EAMR et des rapports d'ordonnateur subdélégué pour la partie ressources humaines.
- Suivi des demandes et des allocations de ressources; gestion des missions d'appui des "floaters".
- Contribution en tant que de besoin aux missions de vérification et autres missions de contrôle dans les délégations ainsi qu'aux séminaires régionaux.
- To coordinate and implement the Commission policy in the area of business continuity for DEVCO headquarters, including carrying out and update of business impact analysis and business continuity plan.

Coordination en tant que centre de gravité pour les délégations – relations avec le SEAE

- Développement et mise en œuvre des procédures/accord interservices entre la Commission et le SEAE dans le cadre de la gestion des ressources administratives en délégation.
- Organisation et secrétariat du Groupe interservices COMDEL, organe de coordination interne à la Commission pour la gestion du personnel en délégation.
- Coordination et secrétariat des réunions du Groupe EUDEL (organe de coordination entre la Commission et le SEAE pour la gestion du personnel en délégation).
- Coordination des briefings et suivi des réunions entre le Directeur général DEVCO et le Chief Executive Officer du SEAE.

Politique du personnel

Assurer la cohérence dans la gestion du personnel de la Commission en délégation, en coordination avec les directions concernées de DEVCO, les autres services concernés de la Commission et avec le SEAE.

- Définir des orientations en termes de politique du personnel (recrutement, développement de carrière, etc.).

- Coordonner la gestion du personnel en délégation avec les différents services de la Commission et avec le SEAE (y compris consultations / information des différents services concernés). Développer les outils pour améliorer l'équilibre entre le profil du personnel en délégation et les besoins liés aux priorités établies dans les documents de programmation.
- Assurer la gestion de la mobilité du personnel en délégation (rotation et autres types de mobilité des fonctionnaires et des agents contractuels).
- Contribuer à et coordonner avec les Services concernés l'évaluation des fonctionnaires en délégation.
- Gérer le développement de carrière (évaluation et promotion) des agents contractuels en délégation.
- Assurer les tâches découlant du rôle d'Autorité habilitée à conclure des contrats (AHCC) pour les agents locaux en délégations, notamment les aspects liés à leur carrière (évaluation, promotion et reclassement).

Gestion des ressources et questions budgétaires

Programmation budgétaire et gestion des ressources financières administratives pour les délégations.

- Dans le cadre de la procédure budgétaire, préparation d'une contribution consolidée pour l'ensemble des directions générales concernées en ce qui concerne le personnel de la Commission en délégation.
- Programmation et suivi de l'exécution des crédits pour le personnel en délégation ainsi qu'en ce qui concerne la contribution de la Commission aux frais d'infrastructure et de logistique des délégations, pour le compte de et en coordination avec les autres directions générales et services concernés de la Commission.

To manage information systems

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

R6 – Information Technology and Infrastructure

L'Unité R6 contribue à l'accomplissement des missions de la DG DEVCO en assurant les services suivants: la gouvernance informatique, le développement et la maintenance des systèmes d'information, l'infrastructure informatique et de télécommunication, l'assistance technique et bureautique, la sécurité informatique, la gestion de l'infrastructure mobilière et immobilière et la gestion des fournitures.

Mettre en œuvre la gouvernance informatique

- Mettre en œuvre la gouvernance informatique selon les orientations définies par la Commission et assurer la cohérence avec la gouvernance business. La gouvernance informatique repose sur une définition claire des rôles et des responsabilités au sein de la DG.
- Elaborer et mettre en œuvre le Schéma Directeur Informatique sur la base des priorités définies par l'Information Technology Steering Committee.
- Appliquer les directives techniques et organisationnelles émises par les services de la Commission (DG Informatique, Direction Sécurité...) dans le cadre de sa fonction d'*Information Resources Manager* (IRM).
- Documenter les procédures en suivant les standards de contrôles internes et les recommandations des audits IT.

Développer et maintenir les systèmes d'information

- Assurer l'analyse, le développement, les tests, la mise en production, l'intégration, la gestion et la maintenance des systèmes d'information supportant les missions politiques et le fonctionnement de la DG.
- Mettre en place les méthodologies appropriées en vue d'assurer la qualité et la fiabilité des systèmes d'information tout au long de leur cycle de vie.

Développer et maintenir l'infrastructure informatique et de télécommunication

- Fournir un environnement de travail bureautique standard à tout le personnel de la DG.
- Gérer les ressources informatiques et de télécommunication ainsi que les droits d'accès, conformément aux règles et aux standards en vigueur à la Commission.
- Superviser l'inventaire des actifs matériels et des licences liées aux logiciels.

Assurer l'assistance aux utilisateurs

- Mettre à la disposition des utilisateurs un service d'assistance, le « helpdesk », qui prend en charge les incidents relatifs aux ressources informatiques (matériels et logiciels) et aux systèmes d'information.
- Fournir aux utilisateurs la formation et les informations nécessaires à la bonne utilisation des outils bureautiques et en assurer la gestion.
- Fournir des formations et documentation pour les systèmes dont elle assure le développement.
- Assurer une mission de conseil en matière de formation en technologies de l'information, en collaboration avec l'unité en charge de la planification des formations de la DG.

Mettre en oeuvre la sécurité informatique

- Mettre en application les recommandations de la Direction Sécurité (DG HR).
- Veiller à la mise en place des moyens logiciels et matériels en vue de protéger les ressources informatiques et d'assurer la continuité des services.

Gérer l'administration des budgets informatiques

- Planifier, exécuter et assurer le suivi des budgets alloués aux technologies de l'information et de télécommunication.
- Préparation et suivi des contrats des prestataires de service et des demandes de développement externe.

Manage office infrastructures and supplies

- Implement policies established by OIB in the DG, seeking to achieve the optimal use of infrastructure facilities between several buildings; development of internal policies related to management of other proper resources.
- Act as an intermediary in the contacts with OIB for meeting the needs of DEVCO; communication and discussion of policies and internal procedures with OIB and their transmission to all directorates within DEVCO.
- Manage different IT tools related to office space and resources allocation; planning, organization and follow up on the office and related moves.

R7 – Training, Knowledge Management, Internal Communication, Documentation

Our mission is 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. The unit shall also develop a comprehensive knowledge management approach and activities and enhance the development of an effective internal communication culture in the organisation. In these areas the unit should share best practices and cooperate with other donors and multilateral organisations (notably the interagency network Train4dev). In the area of document management the mission of the unit is to apply Commission archiving and document management policy (e-domec) within the DG (and FPI) and delegations and to monitor and support its use.

Focal point of the DG for Training and Learning

- To define a strategic learning and development framework in coordination and with contributions of the other Directorates of the DG.
- To screen training implications of new strategic and policy decisions.
- To inventory training needs via 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 conceive and make available new technological training and learning means.
- To manage the general training budget of the DG.
- To mediate and to define external training, to arrange for resources within the framework as defined by DG HR.
- To organise promotion activities and publicity around training courses.
- To organise post training evaluations, and feed back.
- To represent DEVCO in the Train4Dev inter-agency training network.

Focal point of the DG for knowledge management

- To develop a comprehensive knowledge management approach and strategy and to define a knowledge management programme in close collaboration with other Directorates managing tools for their area of activity.
- To identify, coordinate and initiate knowledge management activities including choice of knowledge management technologies.
- To contribute to the promotion and support of virtual communities of practice.
- To promote best practices in knowledge management.
- To promote knowledge sharing with appropriate tools and methods.

Front office for Internal Communication

- To develop an internal communication strategy and action plans for the DG (in close collaboration with B4 in charge of external communication).
- To coordinate the implementation of the internal communication action plans and the development and use of appropriate tools. To collaborate with B4 on the development of a new intranet and to ensure with B4 its editorial management.
- To enhance the development of an effective internal communication culture across the DG at management and staff level.
- To manage specific internal communication activities in coordination with other Directorates of the DG.

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 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 DEVCO specific rules (e.g. Companion, chapter 8) 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 Central Archives
 - To collect, arrange, store and appraise all the official files closed by the units.
 - To ensure compliance of DEVCO 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
- To coordinate DEVCO implementation of Commission policies in the areas of access to documents, data protection, local security, and EMAS
 - To assist staff in DEVCO and in Delegations concerning public requests for access to documents and manage the related GESTDEM database.
 - To promote awareness and provide assistance within DEVCO concerning personal data protection rules and ensure that DEVCO systems are notified to the Commission Data Protection Officer.

- To promote awareness actions and campaigns as DEVCO EMAS correspondent, including the maintenance of the DEVCO EMAS webpage.
- 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.
 - To update annually the Service Level Agreement with DGT on translation needs, based on the annual translation forecasts compiled from DEVCO units' contributions.

Act as the local security officer function

- 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 NCN system, including reception and attribution of COREU and Cipher documents.
- Suivi des demandes d'accès aux bâtiments pour les personnels non statutaires.

R8 – Finance, Contracts, Audit

L'unité R8 agit en tant que

1. Unité Finance, Contrats et Audits pour la direction Ressources (DEVCO R) ainsi que les directions 'Politique de développement' (DEVCO A) et 'Qualité et impact' (DEVCO B), les unités 'Audit interne' (DEVCO 01) et 'Coordination générale' (DEVCO 2) et de la Task Force en charge du dialogue avec les organisations internationales.
2. Responsable pour la direction générale des dossiers financiers, contractuels horizontaux notamment la gestion des contrats cadres, la publication des appels d'offres/proposition, la publication des bénéficiaires et la gestion des crédits administratifs.

1) Unité FCA

Assurer la bonne gestion financière des opérations sous la responsabilité des directions R, A et B, des unités 01 et 02 et de la Task Force, et notamment:

- assurer l'enregistrement comptable et la validation financière des engagements et dégagements:
 - Vérification dossiers du point de vue financier et contractuel et notamment de la cohérence, des aspects légaux et de la compatibilité avec la réglementation en vigueur des ainsi que vérification de la disponibilité des crédits.
 - Vérification et validation financière des engagements de réservation de crédits.
 - Vérification et validation financière des dégagements et de la clôture financière, en collaboration avec les Unités de gestion.
- réaliser les opérations à caractère financier et contractuel, y compris la gestion des appels d'offres:
 - Vérification des dossiers d'appels d'offres et leur conformité avec la réglementation et les guides en vigueur.
 - Vérification des aspects légaux des contrats et compatibilité avec la réglementation, les guides et modèles.
 - Organisation, secrétariat et présidence des comités d'évaluation des appels d'offres
 - Initiation et vérification financière des engagements individuels
 - Enregistrement de la signalétique bancaire dans le fichier tiers des bénéficiaires de financement communautaire ainsi que dans le fichier des entités légales.
 - Préparation, si nécessaire, des formulaires d'exonération de TVA.
 - Enregistrement comptable, initiation, vérification financière et ordonnancement des paiements, ordres de recouvrements et prévisions de créances.
 - Suivi financier des engagements individuels et notamment suivi des préfinancements.
- suivre les aspects budgétaires / financiers ainsi que l'exécution y compris le monitoring du Reste à liquider (RAL), Reste à contracter (RAC), Reste à Recouvrir (RAR):

- Coordination des mesures relatives à la diminution du reste à liquider (RAL) des engagements sous sa responsabilité.
 - En liaison avec l'unité R1, établissement des demandes budgétaires (coordination des fiches budgétaires dans le cadre du PB), gestion des crédits et préparation des demandes de transfert ou de budget supplémentaire ou rectificatif, établissement des prévisions budgétaires en collaboration avec les unités de gestion , analyses relatives à l'exécution financière.
 - Elaboration des reportings budgétaires et contractuels en coopération avec l'unité R1, qui établit les standards de reporting.
 - Prise des mesures visant à traiter les engagements dormants et anciens et conseils pour l'élaboration de mesures préventives pour éviter la formation d'un nouveau poids du passé.
- assurer l'appui, la formation et conseil aux Unités de gestion sur tous les aspects financiers et contractuels:
- Appui et conseil aux Unités de gestion sur les aspects financiers et contractuels pour la phase de mise en œuvre des projets / programmes
- assurer le support CRIS:
- Gérer les accès / permissions
 - Assurer le support aux utilisateurs
 - Assurer les formations, la promotion et l'explication du système
 - Participer aux comités des User Service Managers.
 - Participer aux groupes de réflexion sur l'amélioration ou la création de nouvelles fonctionnalités du système d'information CRIS.
- participer aux réunions du réseau des unités Contrats/Finances/Audit.

2) Dossiers horizontaux

- Gérer les Contrats-Cadre horizontaux– Gérer les procédures de passation des marchés pour l'établissement des Contrats-Cadre:
- Assurer le lien avec les sociétés sélectionnés au niveau des Contrats-Cadre.
 - Fournir les statistiques relatives à l'utilisation des contrats-cadre.
 - Fonctions de conseil et d'arbitrage en cas de divergence d'interprétation des règles relatives aux contrats-cadre.
 - Assurer la fonction de Helpdesk et délivrer la formation sur l'utilisation de ces Contrats-cadre.
 - Assurer la mise à jour des pages Internet et la fonction de "service manager" pour le module CRIS contrat-cadre.
- Assurer un système efficace et performant pour la publication des appels d'offres et des appels a proposition:

- Assurer le 'Helpdesk' pour les utilisateurs.
 - Publier les avis d'appels d'offres et d'avis d'appels à propositions sur le site DEVCO.
 - Assurer l'interface avec l'OPOCE.
 - Assurer la mise à jour des pages Internet et la fonction de "service manager" pour le module CRIS publication.
- Assurer la publication des bénéficiaires:
- Coordination de la publication des bénéficiaires pour tout DEVCO (y compris dans le système FTS) and liaison with IOs for this purpose
 - Définition des règles de publication et vérification de l'application de celles-ci.
 - Assure la cohérence entre la publication DEVCO et celle du système FTS.
 - Vérification de la pertinence de la publication (notamment en ce qui concerne les données confidentielles).
- Gestion financière des dossiers de dépenses administratives de la DG (à l'exception des missions et de Presto gérés par DEVCO R1).
- Vérification et validation financière des dossiers de dépenses administratives.
 - Vérification des disponibilités budgétaires et suivi des dotations.
- Gestion financière de la contribution DEVCO aux dépenses administratives de l'agence EACEA.
- Collaboration in the development of management information systems as regards the systems for which it is designated 'system owner'.