



## **MANAGEMENT CONTRACT OF THE SPANISH AGENCY FOR INTERNATIONAL DEVELOPMENT COOPERATION (AECID)**

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## **MANAGEMENT CONTRACT OF THE SPANISH AGENCY FOR INTERNATIONAL DEVELOPMENT COOPERATION (AECID)**

### **1. Mission and Vision of the Spanish Agency for International Development Cooperation. Purpose of the Management Contract.**

#### **1.1. The Agency's Mission**

The Agency's mission is set out in the Third Additional Provision of Act 28/2006, of 18 July, on State Agencies for the improvement of public services, which states that its purpose is to promote, manage and implement public policies for international development cooperation, aimed at fighting poverty and achieving sustainable human development in developing countries.

The Agency's Regulations restate its Mission in Article 1, specifying and listing its goals in Article 4. Moreover, Article 5 lays out the duties that the Agency will carry out in order to meet its goals.

#### **1.2. The Agency's Vision**

The Spanish Agency for International Development wishes to be recognized for various distinctive elements. First and foremost, for achieving development results, in accordance with its Mission and also with the goals set out in the Master Plan for Spanish Cooperation 2009-2012. Secondly, for its efficient use of the resources provided by the taxpayers and made available to it by the General State Administration. Thirdly, and as stated in the Preamble to the Royal Decree that approved its Regulations when referring to the type of development agency required, for the close ties and combined efforts with the institutions of the partner country and with other national and international development agents; such ties and efforts are clearly necessary to achieve the development results sought. Fourthly, and in accordance with the spirit of the Act on State Agencies, for the transparency of its actions and for its accountability to citizens. In fifth place, finally, for its concern for the professional and personal development of the people that form it, who are its principal asset.

In line with the above, the Agency's vision is to “become the agency of reference within the Spanish cooperation system because by managing public resources efficiently it achieves development results, hand in hand with the partner countries it works in and in close collaboration with other national and international agents, making its professionals advance during the process and being accountable to the citizens for its actions”.

#### **1.3. Purpose of the Agency's Management Contract**

The purpose of this Management Contract (hereinafter MC) is to regulate AECID's activity, setting out the strategic goals, plans, specific objectives and actions that will bring it closer to achieving its mission: promoting, managing and implementing public



policies for international development cooperation, aimed at fighting poverty and achieving sustainable human development in developing countries.

In addition, the MC states the resources that the General State Administration makes available to AECID in order to achieve the above-mentioned goals and actions. Specifically, the staff, material and budgetary resources that will be made available for such attainment.

The MC also lays out the framework for action with regard to managing human resources and the effects linked to the degree of achievement of the goals set out, as well as all other matters envisaged in Article 13.2 of Act 28/2006 on State Agencies for the improvement of public services.

Likewise, the Contract regulates the mutual relations between AECID and the Ministries of Foreign Affairs and Cooperation, of the Presidency, and of the Economy and Finance, as it is attached to the first of these Ministries and given the powers that the Act on State Agencies confers on the other two.

## **2. Strategic goals, plans, specific objectives and actions**

AECID, within the framework of the MC, has set out nine strategic goals. All of them are of particular importance for the fulfilment of its mission. Each one of them, and their corresponding plans, is described below, and reference is also made to the main accompanying actions. Annexe 1 sets out in detail the specific objectives and the planned actions, together with the indicators to measure their fulfilment, and the corresponding verification source. The specification of the competent units involved in achieving each goal appears in the Annual Action Plan to be approved by the Governing Board at the proposal of the Agency's Director, within the framework of this Management Contract.

### **First goal: Continuing the new Agency's launching**

This goal includes actions aimed at launching the new Agency which, due to their complexity, were impossible to complete during the period in which the Initial Action Plan was in force and, in addition, actions also related to the launching of AECID but that were not defined for the period contemplated in the Initial Action Plan.



## **AECID's Plans in this area:**

### Plan 1. Completing the implementation of the new structure and posts

This plan has four specific objectives, related to: i) developing the structure approved when establishing AECID; ii) covering the approved posts, both at the headquarters and abroad, opening at least two selective processes to fill the civil servant positions during this period; iii) the functions approved in the AECID Regulations regarding Operational Programming, Monitoring and Analysis to Improve the Quality of Aid, and also regarding communication, awareness-raising and education for development; and iv) finally, the specific strengthening of sectoral and gender cooperation.

### Plan 2. Drawing up a career path and a system of incentives for the Agency's staff

The aim here is to make progress in designing the career path of cooperation staff and a system of incentives for the Agency's staff, pursuant to the provisions of the Act on State Agencies, of the AECID Regulations, in line with what is envisaged for the Basic Statute for Public Sector Employees (hereinafter EBEP, Spanish acronym) and its future enacting regulations in this regard.

### Plan 3. Revising and establishing procedures for the headquarters and the network abroad, drawing up a code of ethics and introducing quality management culture and instruments.

This plan has four specific objectives, with their corresponding activities: i) drawing up internal organization rules for the cooperation bodies abroad; ii) drawing up a code of ethics adapted to the Agency's different types of activities, within the framework of the EBEP; iii) adapting internal rules to the Agency's new structure and functions; and iv) introducing quality management culture and instruments in the Agency. In the latter case, the aim is to intensify a new management culture that is underpinned by goals directed at improving the provision of services that are the AECID's domain.

### Plan 4. Reorganizing financial and hiring management

This plan involves achieving comprehensive, centralized economic and financial management (this process will begin at the headquarters) which will streamline procedures in order to achieve effective control of budget implementation, thus improving these management processes and facilitating the work of all of the Agency's staff.

## **Second goal: adapting AECID to the "Paris Declaration on Aid Effectiveness", endorsed by the Spanish Government**

There is broad international consensus regarding the need to ensure greater and more quality ODA to fulfil the Millennium Development Goals that the AECID regulations refer to. The Agency Regulations refer to these international agreements in Article 8 of Chapter III, which lay out the principles of the Rome and Paris Declarations that the



Spanish Government has endorsed and supports. Therefore, the Agency's first Management Contract necessarily had to refer to and adopt these principles.

### **AECID's plans in this field**

AECID will develop two plans concerning the quality and effectiveness of aid, one of them in its external action, geared at its relations with the partner countries and the donor community, and the other one in its internal action, aimed at building its own capacities to successfully participate in these cooperation structures.

#### Plan 1. Adapting AECID to the principles of the Paris Declaration

This plan has three specific objectives aimed at improving the quality of aid, and its corresponding actions : i) Support for "ownership" of international aid by the partner country, as the leader of its development process; ii) Progress towards greater "alignment" of the Agency with policies for poverty reduction and for the promotion of development in the partner country, through the use of appropriate instruments, such as programme assistance and multidonor funds, and an increased percentage of predictable and untied aid; iii) Progress in the "harmonization" process of the different donors' cooperation actions, and the corresponding actions.

#### Plan 2. Building the necessary capacities in the Agency to adapt to the Paris Declaration on Aid Effectiveness

This Plan mainly addresses activities related to developing the capacities of the Agency's staff, through training and skill building in areas related to the quality and effectiveness of aid. It also includes improving the Agency's capacity for analysis with regard to the operational programming, monitoring and improvement of the quality of aid. In addition, it addresses the necessary adaptation of management and documentary proof procedures in order to enable harmonization and alignment. Moreover, it lays out that in designing the incentives system referred to in the first goal's Plan 2, the implementation of the Paris Declaration principles will be taken into account. This Plan also redefines the distribution of powers between the headquarters and the cooperation bodies abroad, so that the latter may participate effectively in harmonization and alignment processes in the countries they are in. Finally, the Plan includes the commitment to carrying out a self-assessment of the implementation of the Paris Declaration within the Agency, as regards the quality of aid.

### **Third goal: Adapting AECID to the commitments set out in the Master Plan for Spanish Cooperation**

The International Development Cooperation Act defines the Master Plan for Spanish Cooperation, approved by the Government, as the basic element for planning Spanish international development cooperation policy. It also specifies that it "shall contain the general lines and basic guidelines for Spanish cooperation policy, and point out goals and priorities".



The Agency shall contribute, insofar as possible, through its diverse actions, to fulfilling the aims of the Master Plan, which fully justifies including this goal in the Management Contract.

### **AECID's plans in this field**

#### Plan 1. Fulfilling the quantitative commitments included in the Master Plan for Spanish Cooperation, related to the quality of Aid.

This Plan addresses the Agency's sectoral and geographic commitments related to the Master Plan for Spanish Cooperation regarding the percentages of ODA to be earmarked for basic social services, for Least Developed Countries (LDC), for Latin America and for countries that are a priority for Spanish cooperation, among others.

#### Plan 2. Fulfilling the commitments regarding the emphasis placed by the Master Plan on certain cooperation sectors, instruments and agents

This Plan includes two specific objectives: i) Enabling the fulfilment of commitments regarding the emphasis placed by the Master Plan on certain cooperation sectors, instruments and agents, such as humanitarian aid; multilateral cooperation or subsidies aimed at DNGOs; ii) Enabling the fulfilment of the qualitative commitments included in the Master Plan as regards horizontal and sectoral priorities.

#### Plan 3. Promoting a culture of monitoring and assessing the Agency's actions

Within the framework of the quality and effectiveness of development aid referred to in Chapter VIII of the Master Plan, and in accordance with the regulations and criteria drawn up by the relevant bodies of the Ministry of Foreign Affairs and Cooperation, AECID shall promote a culture and practices, which shall have available the corresponding means, to carry out the monitoring and assessment of its actions.

### **Fourth goal. Ensuring an operational programme in each unit within the framework of the Master Plan for Spanish Cooperation and of the geographic and sectoral strategy documents**

Promoting human development entails the need to work in accordance with medium- and long-term international agendas drawn up with precise goals and aims. Thus, the "Paris Declaration" makes it necessary to identify and implement cooperation actions as effectively as possible, setting out foreseeable results, the achievement of which may be measured with qualitative and quantitative indicators that will also enable accountability among countries and to the citizens.

Furthermore, the International Development Cooperation Act and the Master Plan for Spanish Cooperation incorporate the principles of the quality and the effectiveness of aid as a framework which must be applied in every action and by all the agents of



Spanish Cooperation, who will have to harmonize and integrate actions with the strategies drawn up for each thematic sector and within the framework of the Plans drawn up by each country.

Finally, the Act on State Agencies also obliges public bodies legally established as such to produce multi-annual plans with specific annual developments, setting out results, defined with the corresponding indicators, which enable the measurement of their final achievement and facilitate monitoring or intermediate assessment.

For all these reasons, AECID must ensure there is a technical and financial programme that responds to the need to reach specific results within the framework of the sustainable development strategy set out in the Master Plan and the sectoral and geographic strategies and the annual plans that develop the mentioned strategy. AECID must have an updated operational programme, the implementation of which constitutes one of its principal commitments. This fourth strategic goal includes and highlights the essential objectives of each unit in relation to the operational programme.

### **AECID's plans in this field**

This goal has six plans related to the achievement of the essential goals resulting from the operational programme of AECID's cooperation units: the two geographical Directorates (Latin America, on the one hand, and Africa, Asia and Eastern Europe on the other), the two sectoral Directorates (Sectoral and Multilateral, on the one hand, and Cultural and Scientific Relations on the other), the Water and Sanitation Fund Office, and, finally, a plan involving the Technical Office for Development Awareness-Raising and Education (the plans relating to the Humanitarian Action Office are under Strategic Goal number 7).

### **Fifth goal. Supporting AECID's staff and units in the change process**

This goal seeks to support the professional work of the Agency's personnel. The basis for this is the recognition of the staff's best practices, preparation and professionalism, but it seeks to support them in their acquisition of the required professional know-how to carry out the Agency's new tasks and challenges, also including the necessary general training in the new AECID's organization, goals, values and plans. Moreover, it includes actions related with harmonization of work and family life, equality, and occupational health, which will improve the staff's working conditions. Finally, the goal comprises organizational aspects that will facilitate work performance through a greater specialization and better organization in the Agency's units.

### **AECID's plans in this field**

#### Plan 1. Implementing the General Training Plan.



This plan addresses the implementation of training activities approved at the joint training committee for the different groups that are part of the Agency's staff.

#### Plan 2. Supporting professional activity.

This plan includes three specific objectives: i) Providing the different units with the necessary legal support for the fulfilment of their duties and the processing of administrative and judicial appeals to which the Agency is party; ii) Facilitating the information that the Agency's personnel needs for the performance of their work, through appropriate information systems and an organizational and functional culture of collaboration; And iii) facilitating the homogenization, rationalization and computerization of procedures, including an Inventory of the Agency's Administrative Procedures, in order to produce a Handbook of corporate procedures, and, in addition, fulfilling the General State Administration's Plan for the Simplification and Computerization of Procedures.

#### Plan 3. Improving harmonization of work and family life, equality, and occupational health.

This third plan sets out three specific objectives: i) fulfilling the requirements set out in the laws and regulations on harmonization of work and family life and on equality, which includes creating a service for harmonization, equality and diversity, which will facilitate the design and implementation of measures for harmonization of work and family life and for equality in the Agency; ii) reinforcing measures aimed at monitoring and improving occupational health in the Agency, implementing a service for the prevention of occupational hazards and drawing up an analysis with proposals to reduce them, which will be discussed at the Joint Committee for Occupational Health and the Prevention of Occupational Hazards; and iii) developing a pilot programme for telework.

#### **Sixth goal. Fostering relations for collaboration and coordination with the different agents of Spanish Cooperation in Spain and in the field.**

One of Spanish Cooperation's strengths, and a defining characteristic, is the variety of its actors and agents. To this end, appropriate coordination and cooperation among the different agents is crucial for reaching the goals set forth in cooperation policy.

Promoting this set of efforts and coordinating the actions of different agents, in close coordination with the relevant agencies of the Ministry of Foreign Affairs and Cooperation is, therefore, a responsibility of the AECID.

The inclusion of this goal in the Management Contract stems from two other reasons: 1) On the one hand, the functions set forth in the Agency's Regulations regarding management and implementation of cooperation programmes and projects. A case in point is the liaising that the Agency should carry out with DNGOs that are beneficiaries of its grants, or with Autonomous Communities (Spain's regional administrations), the Spanish Federation of Municipalities and Provinces (FEMP), and different international bodies, to properly fulfil the agreements signed. 2) On the other hand, because it is



crucial to have coordination between the Agency's cooperation organizations abroad, under the direction of the Chief of Mission, and other offices of the Embassies that represent other sectors of the Spanish Administration, as well as with other public Administrations and agents of the Spanish cooperation system operating in the field.

The mandate to coordinate the different cooperation agents corresponds to the Secretary of State for International Cooperation (SECI), and therefore the Agency shall always coordinate as necessary with the units depending on the SECI in this area.

### **AECID plans in this area**

#### Plan 1. Strengthening relationships and coordination with the different Spanish Cooperation agents, from the Agency's headquarters.

This plan includes five specific objectives: i) identifying the Agency's units through the publication of a Directory on its website; ii) strengthening collaboration with the Autonomous Communities and local bodies and supporting their initiatives when appropriate; iii) collaboration and coordination with DNGOs, which includes reviewing and perfecting the financing system and stepping up liaising, for different purposes (such as promoting the adoption of best practice codes and accountability); iv) strengthening collaboration and coordination with universities and research bodies, promoting university and scientific cooperation, and supporting the efforts of development research centres and foundations; and iv) strengthening collaboration and coordination with corporations and business organizations.

#### Plan 2. Strengthening relations and coordination with the different agents in the AECID's structure abroad.

This Plan refers to the Agency's relations with different cooperation agents in the field, particularly DNGOs, Autonomous Communities, and local bodies, due to their resources and influence, and with other Ministries having mandates in the cooperation area when they act in the field. The Plan also includes the full involvement of cooperation agencies abroad in their coordination with other bilateral agencies, particularly those of the European Union, and multilateral development agencies.

### **Seventh goal. Strengthening humanitarian action**

Humanitarian action has been one of the sectors that have grown the most in recent years. Spanish Cooperation is firmly committed to promoting this, and has created a Humanitarian Action Office, with the corresponding budgetary allocations. Now, it is a matter of stepping up the effectiveness and proper management of these resources.

#### Plan 1. Strengthening direct humanitarian action.

This plan aims to strengthen provision of direct humanitarian assistance when it represents added value compared with other alternatives, which includes activities such



as expanding and improving logistical infrastructure in order to offer rapid response in the event of emergencies (improving operational capacity of the existing Logistics Centre in Torrejón de Ardoz (Madrid) and consolidating the operational capability of the Logistics Centre in Panama); strengthening the provision of safe drinking water in emergencies; and assessing direct humanitarian action criteria based on existing outside studies.

Plan 2. Creating an intervention framework for humanitarian action, in collaboration with other agents.

This Plan includes strengthening collaboration agreements with international humanitarian action agencies, such as UNICEF, UNHCR, FAO, WFP, UNRWA and OCHA; participation and follow-up involving finance mechanisms for the UN humanitarian reform process, such as the one being carried out at the Central Emergency Response Fund (CERF), created to work with forgotten humanitarian crises, and for rapid response after a natural disaster; and promoting a more active role in the action of Spanish humanitarian DNGOs (expanding the number of multi-year collaboration agreements with them).

Plan 3. Enhancing the AECID's role in the humanitarian action system

This Plan comprises two specific objectives: i) the first is to strengthen the Agency's action in national and international forums, particularly in the group of major donors, as well as to promote coordination in humanitarian action amongst the different Spanish Cooperation agents, to achieve coordinated responses. It also includes drafting a Protocol for the participation of Spain's Autonomous Communities in the actions of the Panama Logistics Centre; ii) the second objective encompasses the commitment to improve the processes of monitoring and evaluation of humanitarian actions, and such aspects as prevention and early rehabilitation.

**Eighth goal. Increasing management transparency, and favouring accountability to citizens**

The AECID is committed to transparency and accountability for results, in line with the stipulations of the Agencies Act, as well as with the Paris Declaration, which involves the commitment to carrying out an appropriate communications policy.

The Agency shall also play a role as an agent for public awareness raising and education regarding the problems raised by poverty and development, and the ethical commitments of the General Administration's institutions in the active search for solutions.

The goals of transparency and accountability for results shall be addressed through the following plans:

**AECID Plans in this area**



### Plan 1. Improving internal communication

The Agency shall organize and improve its internal communication systems with the expansion of intranet content, in order to facilitate work and knowledge sharing, as well as to create access channels for branches of Spanish Cooperation abroad.

### Plan 2. Establishing an AECID Communication Strategy.

This Plan aims to be accountable to citizens regarding the Agency's actions and facilitate better knowledge of Spanish Cooperation in partner countries and among other donors and international development agencies. To this end, communication and information systems shall be improved. Its activities include designing a Communication Plan to meet these goals.

### Plan 3. Improving AECID's external communication.

This Plan comprises four specific objectives: i) creating a permanent information system regarding all of the Agency's actions that could be of interest to the public, including clear and continually updated information regarding new assistance and subsidies, resolutions on the same, personnel openings, and issues regarding hiring and the budget; ii) enhancing the visibility of the Agency's cooperation actions, including better planning of its participation in relevant national and international forums, exhibitions, workshops, courses, and seminars, its presence in the media, and promoting a higher profile in the journalism community regarding Spanish Cooperation; iii) disseminating the Agency's year-end report, and the results achieved regarding its different functions and areas of competence; and iv) promoting relations with citizens through a personalized service system. Here, the Information Centre that will deal with public information, whether in person, by phone or by e-mail, shall be strengthened in order to facilitate the presentation of requests, consultations, complaints or suggestions. Moreover, the expansion and improvement of web-based services shall be analyzed.

### **Ninth goal. Adapting computer systems to the Agency's new commitments, with a special focus on computerized administration.**

The legislation on citizens' computerized access to public services promotes the use of electronic communications in the public administrations, to the benefit of the citizens who are to receive these services. Taking into account, moreover, the international context in which the Agency's activities are carried out, the use of electronic communications (internet and intranet) will be strengthened, in order to multiply their benefits. To this end, it will be necessary to consolidate and expand computer systems, move forward with infrastructure and equipment modernization, and connect the Spanish Cooperation office abroad with the headquarters in Madrid.

Furthermore, the use of information technologies demands respect for those citizens' rights established in Organic Law 15/1999 on Personal Data Protection, and specified in



the New Regulations on Security Measures (19 January 2008), under which it is necessary to ensure respect for security and privacy.

### **AECID Plans in this area**

#### Plan 1. Data protection, information security, computer security, and electronic administration.

In order to guarantee adequate protection of personal data, the AECID's files containing such information shall be declared to Spain's Data Protection Agency, and the model of computer security to be implemented shall be defined. Likewise, Act 11/2007 on Citizens' Electronic Access to Public Services shall be implemented, identifying which services could be made available to citizens online, administering the website from the Agency.

#### Plan 2. Modernizing computer systems and promoting internet and intranet.

With the aim of adapting new applications to the same setting for code generation and implementation, a single development architecture shall be defined for the Agency, guaranteeing accessibility to all of the applicants. In parallel, the modernization of the computer equipment shall be undertaken, promoting the use of internet and intranet as an internal information exchange element, as part of the Agency's knowledge management strategy. It shall also carry out a pilot programme for connecting the Cooperation Offices abroad with the headquarters in Madrid.

### **3. Critical actions**

A complex organization like the AECID, with seven operative cooperation units, Technical Cooperation Offices, Cultural Centres and Training Centres in some 50 countries, necessarily has a high number of specific objectives and actions, as can be clearly seen in the previous section of this Management Contract.

To this end, for the assessment of the Agency's actions on the part of the Ministry of Foreign Affairs and Cooperation and the Ministries of the Presidency and of the Economy and Finance, a system shall be used which takes into account fourteen selected actions that reflect achievements regarding certain issues essential for the Agency's work. Other actions and indicators associated with them shall be considered mainly as guidelines for the work of the Agency's different units.

For the selection of these "critical" actions, goals have been chosen that have a direct impact on the beneficiaries of the Agency's activities, by improving their quality and effectiveness. This is the case of strategic goals number 2 (Agency's adaptation to the Paris Declaration), 3 (Agency's adaptation to the Master Plan for Spanish Cooperation), and 6 (coordination of cooperation actors). The collective weight of the global indicator for the eleven selected actions corresponding to these goals is 75%. Moreover, an action regarding transparency and accountability has been considered (with a weight of 9%),



as well as two actions that, although they are internal, are essential for carrying out the others: coverage of staff positions in the Agency, and self-assessment of this (with a total weight of 16% in the final score).

Regarding the criteria used for weighing the chosen actions, greater weight has been given to those presenting a greater challenge, but which the Agency must deal with during the period that the Management Contract remains in effect.

These critical actions are listed below. Annexe II details their corresponding indicators, sources of verification, and weighting.

### **Critical actions of the Agency while the Management Contract remains in effect**

- Fill all pending staff positions, covering those posts approved for starting up new units and strengthening existing ones.
- Carry out a self-assessment of the organization, identifying areas for improvement.
- Implement mechanisms to increase the percentage of predictable aid.
- Promote capacity development through training on issues related to ODA effectiveness and quality.
- Move forward with simplifying procedures for management and providing documentary proof, enabling harmonization and alignment practices.
- Redefine the distribution of responsibilities between the headquarters and field offices, in order to participate effectively in the processes of harmonization and alignment in each country.
- Carry out a self-assessment on implementation of the Paris Declaration on Aid Effectiveness.
- Earmark, for those countries defined as priorities in the Master Plan, the same percentage of the Agency's ODA budget as set forth in the Master Plan for all of Spanish Cooperation's ODA. In the 2004-2008 Master Plan, this percentage was 70%.
- Maintain budget support, sectoral focus, and common funds, improving their implementation and follow-up.
- Promote a culture of monitoring and evaluation in all of its actions.
- Strengthen collaboration and coordination with Autonomous Communities, with headquarters and on the ground.
- Draw up a programme promoting economic and productive networks.
- Strengthen relations with other bilateral and multilateral agencies in the field.
- Promote direct relations with the public, facilitating the presentation of requests, queries, complaints, or suggestions through the Information Centre, whether in person, over the phone, or by e-mail.

The Director of the Agency shall inform the Governing Board of the actions to be taken into account for assessing the results of each unit in the headquarters and the network abroad, in accordance with operative programming.

#### **4. The general human resources framework**



#### **4.1. Staff management commitments**

People are the Agency's most important resource. The institution shall develop, while the Management Contract is in effect, a staff management plan based on the following five commitments:

1. Professional development through training and skill-building activities. To this end, the Agency, while the Management contract is in effect, shall develop a Training Plan, designed based on a diagnosis of training needs. The Plan shall include differentiated training activities for management personnel, at headquarters and abroad, and for technical and support staff, as well as activities aimed at all personnel.
2. Strengthening participatory working formulas, such as creating cross-cutting working groups, with defined responsibilities, in order to achieve greater effectiveness in the Agency's actions, and as another path for staff's professional development.
3. The proposal of a mobility system for staff, between headquarters and abroad, pursuant to the provisions in the Regulations regarding the need for an Agency with a presence in dozens of countries and within the framework of the laws and regulations in force, especially regarding the annual Offer of Jobs in the Public Sector.
4. Fostering the incorporation into the Agency of highly competent professionals from all of the specialities and sectors of the public administrations, as well as from the Spanish and, in some cases, international cooperation system.
5. A results-based focus, as the cornerstone of management and assessment.
6. Completing the implementation of the new structure, bringing in the most competent personnel in the cooperation field, as well as by adapting certain administrative and support posts that will make it possible to fill currently vacant positions.
7. Within the framework of the Resolution by the Secretaries of State for Public Administration and for Taxes and the Budget dated 19 December 2008, and the Instructions for implementing the aforesaid, dated 9 February 2009, during the period that the present Management Contract remains in effect, the percentage of jobs coverage shall be increased 15% compared to the situation existing on 1 January 2009, with the consequent drop in the percentage of vacancies of the same, as was, moreover, set forth in action 1.4.1. of the critical actions listed in Annexe II.

#### **4.2. Salary policy goals**



Salary policy shall closely follow the guidelines noted above, maintaining the current system of fixed and variable salaries, and designing another for variable salaries tied to results and meeting goals, aligned with the standard references for similar positions within the Administration.

All of this shall be done within the salary framework of Agency personnel, both civil servants and other staff, as set forth in Article 40 of the Regulations. In any case, the regulations for civil servants of the General State Administration shall be applied to staff members in that category, along with the specific conditions set forth in the State Agencies Law and the Regulations of the Agency, as well as the basic regulations in statutes applicable to the General State Administration. Regarding staff members who are not civil servants, the Consolidated Text of the Workers' Statute Act shall be applicable to them, or when relevant, the Single Collective Bargaining Agreement, their respective work contracts, and any other applicable regulations.



#### **4.3. The Agency's staff and its evolution. Official List of Posts.**

The Agency comprises mostly civil servants at the headquarters, and hires other employees abroad. The significant effort carried during the last term of parliament to regularise the situation of expatriate personnel and to strengthen the Technical Cooperation Offices is striking. This included the creation of 93 posts of Programme Officers and 120 posts of Project Officers. Thus, the Agency now has permanent staff abroad. Furthermore, the increase in staff, which has taken place in parallel with the approval of the Agency's Regulations and Report, has been noteworthy implying an increase in 136 persons at the headquarters and 60 persons at the cooperation bodies abroad. Undoubtedly, this will be duly reflected in a better management of the budget and in an enhanced quality and effectiveness of the budgetary resources. Of these latter posts, 10 posts for Programme Officers and 20 for Project Officers are assigned to cooperation bodies abroad created in last term of Parliament.

Thus, the Agency's initial Official List of Posts authorised prior to the approval of the Management Contract, but within its framework, included the following measures:

1. Creation in a new sectoral and multilateral Directorate of the posts necessary to carry out the Department's sectoral and gender activity in areas involved with: i) the promotion of the productive infrastructure and of economic and business cooperation; ii) gender issues; and iii) cooperation in the social field (health, education, the environment, habitability and heritage);
2. Strengthening of the team required to achieve a good functioning of the Department of Cooperation with Sub-Saharan Africa;
3. Strengthening of the team required to fulfil the mandate contained in the Regulations related to strengthening the functions of the Director's Office;
4. Strengthening of some of the areas existing prior to the AECID's reform, but that currently have to face new challenges, such as scientific and university cooperation, cultural cooperation and some units of the General Secretariat that give their support to all the rest;
5. Creation of the necessary posts for the Cooperation Bodies abroad to commence operating, pursuant to the provisions contained in this Management Contract.

The posts created both at the headquarters and abroad are reflected in Annexe VI.

Additionally, within the framework of this Management Contract, the administrative support posts to the needs of cooperation have been established, and the post of "Cooperation Assistant", with a rank level of 15, has been created.

The Agency shall use the powers the Act confers upon it to amend its Official Lists of Posts and to approve the mean Objective Value of Reference (VOR) for each of the staff groups (management, experts and rest of staff) after the approval of the Management Contract and its framework. Within this framework of staff and mean VOR, the Agency may modify, create or abolish posts, in accordance with the types of bonus payments pursuant to the post and specific bonuses established by level.



As far as the annual Offer of Public Sector Jobs proposed by the Agency is concerned, it has requested applications from members of the following civil servants corps: the Higher Corps of Civil Administrators of the State, the Management Corps of the State Civil Administration and the Corps of Technical Assistants in Computers of the State Administration, as well as permanent employees not subject to the Collective Bargaining Agreement both at the headquarters and abroad, within the framework of Human Resources Planning, pursuant to Annexe VII.

#### **4.4. Authorisations to hire employees**

Pursuant to the Transitory Provision of the Joint Instruction of the General Secretariat for the Public Administration and of the General Secretariat of Budgets and Expenses on the procedure to authorise employee contracts and the appointment of provisional civil servants, dated 15<sup>th</sup> November 2007, and given the urgent need which cannot be postponed to cover certain posts and the requirement for the procedures to be agile, by means of this Management Contract the following employee contract hirings are authorised:

- 1.- Temporary contracts and their extensions to cover posts as management staff, both abroad and in Spain, provided such posts are included in the Agency's Official List of Posts and their remuneration has been established beforehand by the Executive Commission of the Interministerial Commission of Remunerations (CECIR).-
- 2.- Permanent labour contracts to cover posts in Spain, not subject to the Collective Bargaining Agreement, provided such posts are included in the Agency's Official List of Posts and their remuneration has been established beforehand by the Executive Commission of the Interministerial Commission of Remunerations (CECIR) and, furthermore, that their coverage is foreseen in the Offer of Public Sector Jobs.
- 3.- Permanent labour contracts to cover posts abroad, not subject to the Collective Bargaining Agreement and regardless of the legislation to which they may be subject, provided such posts are included in the Agency's Official List of Posts and their remuneration has been established beforehand by the Executive Commission of the Interministerial Commission of Remunerations (CECIR).
- 4.- Substitution Contracts to replace labour staff abroad entitled to having their posts reserved for them during the duration of the substitution.
- 5.- Provisional Contracts to cover posts included in the Agency's Official List of Posts and whose coverage is foreseen in the Offer of Public Jobs, for the duration of the selection processes for the definite coverage thereof.

Nevertheless and for all the cases foreseen above, the General Rules of the respective job offers or the description of the selection processes for these staff members shall require the approval of the Directorate General for Public Employment.



Additionally, pursuant to the provisions contained in Article 35.2 of the State Agency's Regulations, approved by Royal Decree 1403/2007, dated 26<sup>th</sup> October, the Agency may maintain, for the duration of the present Management Contract, up to 120 temporary contracts to cover jobs for a specific work or service not subject to the Collective Bargaining Agreement, in order to cover the needs of Cooperation Projects abroad, provided the remuneration has been established beforehand by the Executive Commission of the Interministerial Commission of Remunerations (CECIR) and sufficient funds are available. Also in these cases, the General Rules of the respective job offers or the description of the selection processes for these staff members shall require the approval of the Directorate General for Public Employment.

#### **4.5. Results assessment and link to performance**

The evaluation of staff results during the duration of the present Management Contract shall be made pursuant to the model currently applied at the Agency and which pays special attention to performance, responsibility and special dedication. This is necessary in the first place because, at some moment in the near future, the evaluation of the performance of public sector employees shall come into force since the enacting regulations to bring this into effect are foreseen in the Basic Statute of Public Sector Employees. When this occurs, the Agency shall be obliged to adopt the methods and criteria used to carry out such an evaluation. Secondly, because during the duration of this Management Contract, a series of tasks not to be repeated in the future shall have a considerable weight. This is the case of all those directed at putting the Agency into operation. The evaluation of these results has to be, therefore, both specific and transitory. Thirdly, as indicated before, the Agency is undergoing a new experience whose successes and failures require close scrutiny. Such an evaluation may be used for a more clearly defined approach to be adopted when the second Management Contract, which shall be in force for several years, becomes due.

In any case, the results assessment shall be carried out using criteria of transparency and objectivity, and shall, moreover, be used for the system of staff performance incentives included in the Agency's current incentives model.

Furthermore, the overall amount of the performance bonus for AECID staff for 2009 shall be the one authorized by the Secretary of State for Finance and the Budget for said year, including that resulting from the performance model for meeting objectives approved for the Spanish Agency for International Cooperation Autonomous Body by Resolution of the Secretary of State for Finance and the Budget on 24 May 2001, which is considered to be in force at this time. When the present Management Contract ends, and in light of the results obtained and their reformulation made for the next Management Contract, the initial amount for this new period shall be determined, as well as the degree to which it is tied to achieving the objectives set forth in the same.

The coverage of jobs on the Official List of Posts during 2009 shall lead to an increase in overall productivity, calculated taking into account the kinds of jobs covered and the date at which this appointment took effect, with a prior report from the Directorate General for Personnel Spending and Public Pensions



Moreover, there shall be an Evaluation Committee designated by the Director of the Agency, having consulted the staff representatives, which shall monitor the correct application of the evaluation criteria set forth in the current model used by the Agency.

## **5. Deployment abroad**

During the period that this Management Contract remains in effect, there are plans to finish processing the Ministerial Orders creating the Technical Cooperation Offices in the Democratic Republic of the Congo and in Cambodia already approved by the Council of Ministers on 7 September 2007, before the AECID was reformed, as well as the Training Centres in Tangiers and Mali which have already been favourably proposed by the Governing Board at its meeting on 23 July 2008.

## **6. Budget and heritage resources**

The 2009 AECID budget, and its distribution amongst the different budgetary allocations, was approved in Act 2/2008 of 23 December, on the General State Budget for that year. The Agency shall, therefore, have a budget of €931.55 million in 2009.

Chapter I of the Budget merits special comment. In 2009, the Agency shall have €53.69 million allocated to this concept, an increase of €1.47 million euros over 2008 (2.8% higher). With this budget, the Agency shall pay the costs of the existing effective staff, and the productivity ascribed to it in the aforesaid Budget Act; it shall be responsible for the costs of adapting the support positions involved in creating posts of "Cooperation Assistants"; it shall create 39 positions, divided between headquarters and the network abroad, in accordance with the list in Annexe VI; and it shall cover the salary increase stipulated in the General State Budget Act for 2009.

Another two chapters worthy of special comment, since they concentrate the greater part of AECID spending calculated as ODA and which constitute the Agency's core mission, are chapters IV and VII.

Chapter IV, which totals € 714.3 million, includes the following among its most important items: DNGO subsidies, with € 186.6 million -- including € 25.9 million coming from the percentage of personal income tax devoted to social spending; the grants programme, with €29.7 million; inter-university and scientific cooperation, with €16.5 million; humanitarian assistance, with €101.7 million, and food aid, with €22 million; projects with international agencies, with €56.8 million; programme assistance, with €66.3 million; and State subsidies, with €126 million euros.

Chapter VII, which totals €66.9 million, includes the following three items among its most noteworthy: State subsidies and other and ODA projects, with € 38.8 million; Heritage for Development programme, with €9 million; and, again, inter-university and scientific cooperation, and €5.5 million.

Annexe VIII breaks down the AECID income and expenses budget for 2009.



The General State Administration undertakes to provide current-account and capital transfers for the amounts indicated in Annexe VII, pursuant, logically, to the applicable budgetary laws (Act 28/2006, of 18 July, on State Agencies for Improving Public Services; Royal Legislative Decree 2/2007 of 28 December, approving the consolidated text of the General Act on Budgetary Stability; General Budgetary Act 47/2003, of 26 November; the annual General State Budget Acts, and other associated laws).

#### **7. Responsibility requirements for management staff.**

The Agency's management staff, cited by Article 38.1 of its Regulations, amended by Royal Decree 822/2008, of 16 May, which created the Office of the Cooperation Fund for Water and Sanitation, is subject to liability for failure to meet objectives.

When any directorate, department or cooperation body abroad diverges significantly from the goals set out in this Management Contract or from those stemming from its implementation, such as the operational programme, the Director shall be responsible for adopting the necessary measures, of which he or she will inform the Governing Board or, if appropriate, for proposing such measures to the Governing Board.

These responsibilities are without prejudice to the powers to propose dismissal and appointment of management staff conferred upon the Director by the Agency's Regulations.

#### **8. Follow-up of the Management Contract.**

The Chair of AECID's Governing Board, pursuant to the provisions of Article 11.2.g) of the Regulations, shall inform the Ministry of the Presidency and the Ministry of Economy and Finance of the implementation and achievement of the goals set out in the Management Contract, being this the framework of relations in which any issues regarding the interpretation of this Contract shall be resolved.

In any case, the President of the Agency shall inform the above-mentioned Ministries of the attainment of the critical goals and actions selected in section three of this Management Contract and of their impact on the fulfilment of the strategic goals set out therein.

Without prejudice to the information conveyed by the President of the Agency to the Ministries of the Presidency and of Economy and Finance, and also without prejudice to the duties assigned to the Control Committee established under the Agency's Regulations, a Follow-Up Committee to this Management Contract is created.

The Follow-Up Committee shall be composed of four members, representing, respectively, the Ministry of Foreign Affairs and Cooperation, the Ministry of the Presidency, the Ministry of Economy and Finance, and the Agency.



The Committee shall be chaired by the representative of the Ministry of Foreign Affairs and Cooperation, who shall be an official at the Director-General level, or someone upon whom he or she delegates. To act as Secretary, entitled to speak but not to, an Agency official shall be appointed by the President of the Agency.

The establishment and functioning of this Committee is governed by the provisions of Articles 38, 39 and 40 of Act 6/1997, of 14 April, on the Organization and Functioning of the General State Administration, and by the provisions of Chapter Two of Title Two of Act 30/1992, of 26 November, on the Legal Regime of the Public Administrations and on Common Administrative Procedure. In any case, the establishment of the Committee does not entail any additional cost.

The Follow-Up Committee shall meet at least once every semester. The Agency shall provide regular information on human resources, on the degree of implementation of the contract and on the economic and budgetary management, in the terms and means that the above-mentioned Committee states. In order to determine overall productivity, the Follow-Up Committee shall collect detailed information regarding the achievement of actions and indicators; in particular, those set out in section three of this Management Contract.

The General Audit Office of the State Administration shall be responsible for the financial control of the Management Contract. Such control shall be effected through the Delegate Audit Office at the Agency. .

The Control Committee, envisaged in Article 15 of the Regulations, shall produce for the Governing Board, every semester, reports on the development and implementation of this Managing Contract.

## **9. Procedure to introduce amendments to the Management Contract**

Amendments or adjustments to correct divergences between what was planned and what is implemented, providing they do not affect the structure of the Management Contract, shall be incorporated at the Director's suggestion, with the approval of the Governing Board.

If for reasons of appropriateness, regulatory changes or any other circumstances, amendments needed to be made to the essential aspects of the structure of the Management Contract, such as amendments to the strategic goals, to the amount of available resources jeopardizing the achievement of the foreseen goals, or other similar amendments, the Governing Board, at the suggestion of the Agency's Director, shall decide on the need to amend the Management Contract and on the terms of such amendment. He or she will then submit the corresponding proposal to the Ministries of Foreign Affairs and Cooperation, of the Presidency, and of Economy and Finance for their report and, if appropriate, approval by means of a joint Order of the three Ministries.



## **10. Duration and Development of the Management Contract.**

The Agency's Regulations set out that its Management Contract shall be in effect for 4 years, except for the first Contract, which may have a shorter duration.

The duration of the Agency's first Management Contract is set out for a year, based on the following considerations: firstly, on the need to adapt the duration of the Management Contract to the planning cycle of Spanish Cooperation; and secondly, on the usefulness of having a Management Contract that enables the seamless transition between what was, until 2007, the Spanish Agency for International Cooperation as an autonomous body, and what is to become the Spanish Agency for International Development Cooperation as a State Agency, once it has developed its full potential, its new structure and the increase in staff approved with the reform. The Agency and the Ministries involved should have the experience that will be a result of the implementation of this first Management Contract, before making a four-year commitment to actions that will have to be carefully designed and developed.



## ANNEXES

- I. Detailed description of the strategic goals, plans, specific objectives, actions, indicators and sources of verification.
- II. Critical actions regarding the fulfilment of the Management Contract, indicators and weighting.
- III. Typology of the staff posts.
- IV. Objective performance value and mean.



## **Annexe II Critical actions and indicators to assess the fulfilment of the AECID's Management Contract.**

The Document included as Annexe I in the Agency's Management Contract, on the strategic goals, plans, specific objectives, actions and indicators, enables the existence of an assessment system for the performance of the Agency's different units. Nevertheless, this system, as it inevitably includes a large number of actions and indicators, makes it difficult to calculate a single, comprehensive indicator of the degree of fulfilment of the Agency's commitments that would summarize, through the appropriate weighting, the improvement commitments undertaken in its different actions. Therefore, to make it more feasible for the Ministry to which AECID is attached (MAEC) and the Ministries of the Presidency and of the Economy and Finance to assess AECID's action, a simpler system is proposed, namely selecting fourteen "critical" actions that reflect the achievements attained in areas that are essential to the Agency's work.

The above does not mean that the other activities, and their associated indicators, are less important, but that they will be considered a guide for action for the Agency's different units.

In order to select these critical or "emblematic" actions, the strategic goals chosen are those that have a direct impact on the beneficiaries of the Agency's activity, by improving its quality and effectiveness. This is the case of strategic goals number 2 (adapting AECID to the Paris Declaration), 3 (adapting AECID to the Master Plan for Spanish Cooperation) and 6 (coordinating the cooperation agents). The collective weight of the global indicator for the eleven selected actions corresponding to these goals aggregates 75%. Moreover, an action regarding transparency and accountability has been considered (with a weight of 9%), as well as two actions that, although they are internal, are essential to carrying out the others: filling the AECID's staff positions and the Agency's self-assessment (with a collective weight of 16% in the total weighting).

The selected actions with their corresponding indicators, verification sources and weighting.

### **INDICATORS FOR GOAL: IMPLEMENTING THE NEW STRUCTURE AND STAFF**

Action	Indicators	Verification source	Weighting
1.4.1. AECID will fill pending staff positions, covering those posts approved to start up new units and strengthening existing ones.	Percentage of positions from the Official List of Posts that have been endowed and are covered. Expected value: a fifteen percent increase in coverage of posts.	Official AECID List of Posts	9%
1.9.1. AECID will carry out the organization's self-assessment, identifying areas	Drawing up the self-assessment report.	Self-assessment report prepared for the Governing Board's	7%



Action	Indicators	Verification source	Weighting
for improvement and making recommendations.		consideration.	
Total weighting			16%

**INDICATORS FOR GOAL: ADAPTING AECID TO THE PARIS DECLARATION ON AID EFFECTIVENESS**

Action	Indicators	Verification source	Weighting
2.2.4. Study and implementation of mechanisms to increase the percentage of predictable aid	Priority countries will have a minimum yearly amount of AECID ODA guaranteed for four years.	Paper submitted for the Governing Board's Consideration.	8%
2.4.1. AECID will promote capacity building through training in issues related to the effectiveness and quality of ODA.	Courses, with number of participants, given to the Agency's staff on aspects related to the Paris Declaration. Expected value: 100% of those set out in the Training Plan.	AECID General Activity Report	8%
2.4.3. AECID will advance in streamlining and simplifying management and documentary proof procedures, thus enabling harmonization and alignment.	There is a paper on documentary proof, auditing and joint financing systems, and delegated cooperation processes with other agencies.	Feasibility document approved and published on the intranet.	8%
2.4.5 AECID will redefine the distribution of responsibilities between the headquarters and the Cooperation Offices, to participate effectively in the harmonization and alignment processes in each country.	AECID will have a document on the distribution of responsibilities between the headquarters and the Agency's units abroad.	Document presented to the Governing Board and published on the intranet.	4%
2.4.6. AECID will carry out a self-assessment of the implementation of the Paris Declaration.	AECID will have a document of conclusions and proposals for action regarding its adaptation to the Paris Declaration.	Document presented for the Governing Board's consideration.	4%
Total weighting			32%

**INDICATORS FOR GOAL: ADAPTING AECID TO THE COMMITMENTS SET OUT IN THE 2005-2008 MASTER PLAN.**

Action	Indicator	Verification source	Weighting
3.1.3. Allocating to the countries defined as priority	Percentage of the AECID budget aimed at priority countries for Spanish	Statistics produced	



in the Master Plan the same percentage of the Agency's ODA budget as foreseen in the Master Plan for total Spanish Cooperation ODA.	Cooperation. Expected value: In the 2004-2008 Master Plan this percentage was 70%.	by DGPOLDE (Directorate General for Planning and Evaluating Development Policies)	8%
3.2.4. The Agency will continue to provide budgetary support, the sectoral approach and joint funds, and will improve implementation and monitoring.	Percentage of AECID budget – excluding Chapter 1- channelled as programme assistance aligned with national policies and harmonized with other donors on the ground and in accordance with, when appropriate, the country's budget management systems. Expected value: €66.3 million.	AECID's accounting	6%
3.4.1. Promoting within the Agency a culture of monitoring and evaluating its actions.	AECID will have an Evaluation Plan, drawn up in collaboration with DGPOLDE, which will contemplate harmonizing evaluation processes, the actions to be evaluated and the percentage of interventions that have their own evaluation systems.	Document presented to the Governing Board and published on the intranet.	9%
Total weighting			23%

**INDICATORS FOR GOAL: PROMOTING COLLABORATION AND COORDINATION RELATIONS WITH THE OTHER AGENTS**

Action	Indicators	Verification source	Weighting
6.2.1. Strengthening collaboration and coordination with the Autonomous Communities from the Agency's headquarters and on the ground.	Agreements with the Autonomous Communities concluded at the Agency's headquarters. Expected value: one with each Autonomous Community on development cooperation.	AECID General Activity Report	8%
6.5.2. Drawing up a programme promoting economic and productive networks in coordination with companies and business organizations.	Drawing up a programme for actions in the field of business cooperation	Report prepared for presentation to the Governing Board	4%
6.6.4. Strengthening relations with other bilateral and multilateral agencies on the ground.	Percentage of work groups in which AECID takes part on the ground with other development agencies and . Expected value: 100%	Reports from the TCOs	8%



Action	Indicators	Verification source	Weighting
Total weighting			20%

**INDICATORS FOR STRATEGIC GOAL: INCREASING TRANSPARENCY IN MANAGEMENT AND PROMOTING ACCOUNTABILITY TO CITIZENS.**

Action	Indicator	Verification source	Weighting
8.6.1. The Agency will promote direct and personalized relations with citizens. To this purpose, it will enable the presentation of applications, queries, complaints or suggestions through the Information Centre addressing information in person, over the phone, and through the mailbox.	Producing a draft Service Charter for the Information Centre.	Service Charter drafted and presented for the Governing Board's consideration	9%
Total weighting			9%

Actions numbered 1.9.1, 2.2.4, 2.4.3, 2.4.5, 2.4.6, 3.4.1, 6.5.2 and 8.6.1 do not admit intermediate degrees of attainment. If they are carried out, they receive the total weighting score. If not, they score 0.

As regards the intermediate degrees of fulfilment that the other actions admit, the following values have been established:

Action 1.4.1. Increasing coverage in fifteen items scores 100%. Increasing coverage in ten items scores 80%. Fewer than ten items scores 0.

Action 2.4.1. AECID undertakes to give 10 courses related to the Paris Declaration<sup>1</sup>. Giving these courses scores 100%. If 9 are given, the score is 80%. If 8 are given, the score is 60%. Fewer than 8 courses given scores 0.

Action 3.1.3. Reaching 70% for priority countries scores 100%. between 65% and 70% scores 80%; between 60% and 65% scores 60%; less than 60% scores 0.

Action 3.2.4. Reaching 66.3 million euros for programme assistance scores 100%. Between 55 and 66 million euros scores 90%. Fewer than 55 millions scores 0.

Action 6.2.1. An agreement with each Autonomous Community with cooperation actions scores 100%; Not concluding one agreement scores 90%; Not concluding two

<sup>1</sup> The 10 courses are: 1) Workshop on change management, accountability and transparency (for managers); 2) Workshop on poverty reduction and national development strategies (for managers); 3) Policy dialogue (for Cooperation Offices); 4) Programme assistance (for Cooperation Offices) 5) Programme assistance (for experts at the headquarters); 6) Operational programming and accountability (for experts at the headquarters); 7) EU development policy (experts at the headquarters); 8) Multilateral policy (experts at the headquarters); 9) Accountability (support staff at the headquarters); 10) New development cooperation agenda (all staff at the headquarters).



agreements scores 80%; Not concluding three scores 70%; Not concluding four scores 60%. Not concluding more than four scores 0.

Action 6.6.4. Participating in 100% of the work groups scores 100%. Between 90% and 100% scores 80%; between 80% and 90% scores 60%; Less than 80% scores 0.