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Strategic guidelines 2004-2006 for the decentralised cooperation budget line

SUMMARY

The budget line contributes to decentralised co-operation objectives by supporting operations and initiatives centred on poverty reduction and sustainable development undertaken by a wide range of actors of the Community and the developing countries such as local authorities, non-governmental organisations, trade unions, economic and social actors' organisations, etc.

A new Regulation to amend and extend Regulation 1659/98, which is the budget line's legal basis, is being formally adopted by the European Parliament and the Council. The new Regulation was proposed by the Commission on the basis of an external evaluation that was completed in 2003. The evaluation led to the conclusion that the Budget Line is still relevant but that it should be more focused in order to improve its specific added value and consolidate its complementarity with geographical instruments and other thematic budget lines. The decentralised co-operation budget line's flexibility should be preserved and management could be improved.

The main orientations of these 2004-2006 Strategic guidelines programme are fully in line with both the new regulation and the evaluation's recommendations. They can be summarized as follows:

- Operations and initiatives supported by the Budget line will be targeted on situations of difficult partnerships, defined as those where for one of the following reasons the usual cooperation instruments cannot be fully used to support initiatives undertaken by decentralised cooperation actors: (1) countries where co-operation has been suspended, (2) countries where the authorities are not committed to objectives of poverty reduction and to other basic principles of development policy, including good governance and participation of civil society and decentralized authorities, (3) countries where the dialogue on participatory approaches to development is very limited.
- The European Commission's Delegations will manage these activities. Calls for proposals will be published locally in the priority countries. The budgets, minimum financial eligibility thresholds and thematic priorities will be adjusted to the situation in the country concerned and to the rules governing devolution.
- The Brussels departments will be responsible for ensuring consistency between the activities, for spreading good practice and for facilitating networking among those involved in decentralised cooperation.

This budget line will support initiatives and proposals that decentralised co-operation actors defined as eligible in the legal basis put forward for financing in the framework of the general set of priorities proposed in this document. A clear priority will be given to supporting decentralised cooperation actors "own initiatives" within the thematic

priorities of the budget line. Therefore, these strategic guidelines do not define in detail the activities to be supported by decentralised cooperation actors as “implementing partners”. This approach is coherent with the need for flexibility and the spirit of this budget line.

The Community is providing some €18 million to fund these activities between 2004 and 2006.

1. INTRODUCTION

The budget line for decentralised cooperation is one of the instruments used in implementing this kind of cooperation in the context of the Community’s policy of cooperating with developing countries. The line has been one factor in giving material expression to the Community’s political will to help the partner countries’ decentralised (i.e. local and municipal) authorities and those engaged in civil society play an active role in partner countries.

According to the new legal basis, the cooperation partners eligible for financial support are agents such as: local (including municipal) authorities, non-governmental organisations, organisations of indigenous peoples, local traders’ associations and local citizens’ groups, cooperatives, trade unions, economic and social actors organisations, local organisations (including networks) which are active in the area of regional decentralised cooperation and integration, consumer organisations, women’s and youth organisations, teaching, cultural, research and scientific organisations, universities, churches and religious associations or communities, media, and any non-governmental associations and independent foundations likely to contribute to development.

The legal basis also highlights the priority fields for operations under the budget line, which are (i) the development of human and technical resources and local rural or urban social and economic development in the developing countries, (ii) information and the mobilisation of decentralised cooperation agents and participation in international fora to enhance dialogue on policy formulation, (iii) support for strengthening the institutional capacities of such agents and their capacity for action, strengthening the networks of social organisations and movements campaigning for sustainable development, human rights, in particular social rights, and democratisation, (iv) methodological back-up and follow-up for operations.

The legal basis for the budget line is Council Regulation (EC) No 1659/98, which was applicable until 31 December 2001,¹ was amended and extended until 31 December 2003 by Regulation (EC) No 955/2002 of the European Parliament and of the Council² and will be further amended and extended by a Regulation to be formally adopted by the European Parliament and the Council in 2004.

The new Regulation was proposed by the Commission on the basis of an assessment that was completed in 2003. It led to the conclusion that the budget line is still relevant but that it should be more focused in order to improve its specific added value and

1 OJ L 213, 30.07.1998, p.6

2 OJ L 148, 6.6.2002, p.1

consolidate its complementarity to geographical instruments. The budget line's flexibility should be preserved and management could be improved.

The added value of this instrument lies firstly in the fact that the EC is able to use it autonomously – particularly where difficulties arise in the course of dialogue with the authorities of the recipient countries – and secondly in the fact that it complements the geographical instruments and other thematic budget lines. It allows the Community to provide direct support for initiatives taken by those active in decentralised cooperation and, therefore, to assist people on the ground and those operating in politically sensitive fields. It will be particularly valuable in situations of difficult partnership, as defined below in section 4.

Turning to management of the budget line, the principle of devolution will apply. The budget line will be managed on the basis of local calls for proposals which will be managed by the Commission's Delegations. This will ensure that the instrument remains flexible since it will be possible to adjust it to the situation in each partner country and will facilitate local coordination with the Member States. The Commission's Brussels departments will be responsible for ensuring overall consistency between the operations of the different Delegations.

The Community is providing some €18 million to fund these activities between 2004 and 2006. No resource allocation by region, by priority or by potentially eligible actor is proposed in this document in order to avoid rigidity and to be able to adapt to changing political realities. For the same reason, no minimum eligibility threshold are determined either, however Delegations will have the possibility to fix it taking into account the country context. The maximum amount for the EC contribution to the eligible actors' interventions and initiatives will be fixed by the rules applicable in the framework of the deconcentration, this amount being today 100.000 €

This document will be sent for information and dissemination, to a number of relevant organisations and development partners, such as the European Economic and Social Committee, CONCORD, and EP rapporteurs on civil society and development, the Committee of Regions and the ACP Secretariat. The outcomes of this process will be presented to member states in the discussions in the Co-financing Committee on 21st April 2004 and included, where appropriate, in the final version. It has to be reminded however that the Commission maintains a continuous dialogue with civil society on its policy for involving non-state actors in development.

According to the Inter-Services Agreement, these Strategic Guidelines 2004-2006 should have been adopted in year "N minus 1". This has however not been possible taking into account the timeframe for the approval of the new Regulation.

Finally, the adoption of these strategic guidelines can in no way affect the application of the rule on the award of grants in Titles VI of the Financial Regulation and of the Implementing Rules.

2. THE GLOBAL SITUATION AND THE EUROPEAN COMMISSION'S APPROACH

- The EC's Development Policy is based on the recognition that ownership of strategies by the partner countries is the key to the success of development policies. The most

wide-ranging participation of all segments of society, including decentralised cooperation actors, must be encouraged. Partnership, ownership of development processes by the population, participation of economic and social stakeholders and the representation of civil society, are all principles shared by donors.

- These principles of participation are equally shared by partner countries in the context of effective and well functioning partnerships. They are being applied where the government is committed to development objectives and to the internationally agreed targets. Their implementation is more problematic in situations of difficult partnerships, which are characterized by a lack of commitment of the authorities to the objectives of poverty reduction, by a limited or even non-existent dialogue between the government and the international community, but also by a lack of commitment to very basic principles of development policy, including participation of civil society and decentralized authorities.
- Difficult partnerships represent a main challenge for the international community as a whole. Increased efforts for co-ordination between donors are taking place within the DAC, with the IFI, etc. to which the EC is actively participating. There is a consensus on the need to adopt pragmatic and case-by-case approaches, as well as to avoid establishing categories and lists of countries. Like other donors, the EC makes efforts to find alternative entry points and approaches to co-operation. The aim is to facilitate and support partner country evolution towards an environment conducive to improved governance, a more participatory development and a more effective partnership.
- The Council has recommended that the EC, in line with existing EU mandates, should continue to encourage and promote dialogue with civil society in order to enhance ownership and accountability of development strategies. Very often civil society and other decentralised cooperation actors can play an important role in situations of difficult partnerships. This view is shared by many donors and discussions on these issues are ongoing particularly in the OECD/DAC.
- There is already a long tradition of partnerships between European and local decentralised cooperation actors, also in difficult environments. Partnerships go beyond the purely financial aspects. It is a relationship that develops and grows over time, based on increasing mutual trust that allows for proper dialogue, and a co-operation process through which both parties learn and gain capacity. Working in partnerships is also advantageous between local actors themselves and can be a way for reaching and capacitating grass roots organizations in order to get them actively involved in the development process.

3. ACTIVITIES FUNDED IN THE PAST AND LESSONS LEARNED

3.1. Funds granted in previous years

The following Table summarises the funds granted in the last few years:

	Southern partners	Northern partners	Total South	Total North	Total (million €)
1998	7	7	1.2	2.6	3.8
1999	7	16	1.2	2.8	4
2000	7	6	1.3	1.3	2.6
2001	13	6	3.8	1.3	5.1
2002 ³		1		3	3
2003	4	9	2.6	3.4	6

Most decentralised cooperation projects which received funding focussed on building up the various eligible parties. This strategy was implemented in different ways: (i) building capacity by involving communities in standard productive or operational activities enabling them to complete projects that met a specific need; (ii) stepping up dialogue between various civil society groupings and the local or central authorities and establishing structures which enabled local people to put forward viable, legitimate interlocutors to represent them in discussions with the authorities; (iii) by supporting municipalities in the partner countries and thereby enabling them to take on the newly devolved responsibilities in direct contact with the people.

The geographical breakdown of projects may be summarised as follows:

	Africa	Latin America	Med- Asia	Pacific/Caribbean	All countries
2000	40%	20%	13%	5%	22%
2001	22%	39%	21%	16%	2%
2002	-	-	-	-	100%
2003	15%	23,5%	45,5%	15%	

3.2. Lessons learned

An external evaluation was carried out early in 2003⁴. Its conclusions and recommendations were used as the basis for deciding whether the decentralised cooperation Regulation should be extended, evaluating the legal basis for the budget line and considering how the instrument as a whole could be improved. The main conclusions and recommendations may be summarised as follows:

- Although the instrument was judged to be consistent with the principles of decentralised cooperation, the evaluation criticised the lack of formal coordination between operations financed under this budget heading and those which also complied

³ In 2002 the funds were used to finance participation by representatives of civil society at the Johannesburg World Summit.

⁴ Cf Communication from the Commission to the Council and the European Parliament: Overall assessment of the operations financed by the Community under the Regulation on decentralised cooperation - COM(2003) 412 final of 11.07.2003.

with the principles of decentralised cooperation but were financed from other programmes and instruments and generally received much larger funds (particularly Country Strategy Papers/National Indicative Programmes and Co-financing with NGOs Budget Line). The advice was that the experience gained from both types of programme should be pooled and that networks for disseminating information and providing assistance should be set up gradually to help the various actors and improve the quality of proposals. The evaluation also proposed making the instrument more consistent and relevant by targeting it more carefully – preferably on a geographical basis – through the new Regulation.

- Concerning those active in decentralised cooperation, this budget line had made it possible to provide direct support to all, including those in the partner countries. However, it had not guaranteed participation by all potential groups of actors and it was noticeable that a large proportion of the funds had gone to European NGOs. The decentralised cooperation budget lines needed to be distinguished more specifically from those for NGO cofinancing by defining more clearly what value each added and by targeting the decentralised cooperation budget lines more precisely on the actors in the partner countries. The evaluation recommended that the added value of the decentralised cooperation line - flexibility and openness to actors in the partner countries - should be retained.
- As per results achieved, impact and sustainability, the evaluation highlights that most of the available documents and reports focus on describing the activities carried out and do not show clearly what have been the intervention's effects on targeted populations and beneficiaries. Interventions finalised have in general implemented the envisaged activities and specific results, such as “new groups of actors mobilised”, “increased participation in discussions leading to national policies definition or EC assistance programming process”, have been achieved. However, there is little evidence of interventions' sustainability. In general, projects' final reports analysed by the evaluation neither propose specific measures to ensure the continuity of the results achieved nor give clear indications on the envisaged articulation with other EC/donors' programmes. The evaluation concludes that interventions remain isolated, without linkages with other initiatives that could ensure longer term sustainability. Focusing the budget line on the basis of geographical criteria will facilitate the dialogue with decentralised cooperation actors on the priorities and objectives at country level and improve the efficiency and the potential impact of the budget line.
- On management of the budget heading the evaluation found that the transparency of the selection process and information required to formulate proposals in the proper format still left something to be desired, particularly for southern actors. Project cycle management was heavily dominated by the selection process (which had become increasingly complex, particularly with the introduction of calls for proposals) and had neglected project monitoring, which had been reduced to monitoring contract and budget issues. There had been major delays between the submission of proposals and the signing of contracts. The role of the Delegations was too low-key. They should play the most important part in the selection process and be in charge, not just of project monitoring, but also of raising the awareness of the local population and providing it with information. In view of the devolution process that was under way, the evaluation considered the management of the budget line to be too centralised and too concerned with formal aspects. There should be more monitoring and evaluation

to provide more information about the impact of operations and allow identification and spread of good practice and the capitalisation of experience. Proper tools, such as a better internet site, would strengthen networks of actors involved in decentralised cooperation, improve knowledge transfer and would help intensify North-South and South-South exchanges. Finally, where funding was concerned, the evaluation concluded that the minimum eligibility threshold for a project needed to be reduced from the present €200 000.

4. THE RESPONSE STRATEGY

4.1. The objectives

This budget line supports operations and initiatives undertaken by decentralised cooperation agents of the Community and the developing countries centred on poverty reduction and sustainable development. In order to both increasing budget line's coherence and clarifying its specific character as a complementary instrument to geographical programmes, the new regulation which is being adopted by the Council and the European Parliament states that such initiatives will be supported "in particular in situations of difficult partnerships where other instruments cannot be used. Such operations and initiatives shall promote: a more participatory approach to development, responsive to the needs and initiatives of the populations in the developing countries, and a contribution to the diversification and reinforcement of civil society and grassroots democracy in the countries concerned".

Progress towards these objectives can be achieved by using the conventional instruments of cooperation, in particular geographical, in the context of a normal, functioning partnership. In these situations of effective partnerships, the partner government is committed to development objectives and to the internationally agreed targets. National institutions, civil society and donors take part in the dialogue leading to a national development strategy that is progressively implemented by the Government with donors' support, in the context of an open, comprehensive and well functioning dialogue on cooperation. The specific objectives of decentralised cooperation are generally part of the government's political agenda and the cooperation instruments support implementation of this agenda.

The situation is different in case of difficult partnerships, as defined in section 4.

The decentralised co-operation budget line can have a specific added value in supporting, when the normal co-operation instruments cannot be used, well-focused actions in situations of difficult partnerships and contribute to the evolution of a such a situation into a more effective partnership particularly by sustaining vibrant civic and decentralised structures including when the cooperation is suspended.

4.2. Priorities of the budget line

4.2.1. Geographical priorities

Given the relatively limited sum available for this line and the need to optimise the impact of the measures it funds, the operations will be concentrated in a relatively small number of priority countries, where the usual cooperation instruments cannot be fully

used to support initiatives undertaken by decentralised cooperation actors. The geographical priorities will be:

- countries where co-operation has been suspended,
- countries where the authorities are not committed to objectives of poverty reduction and to other basic principles of development policy, including good governance and participation of civil society and decentralized authorities,
- countries where the dialogue on participatory approaches to development is very limited.

4.2.2. *Thematic priorities*

The different constraints to the achievement of decentralised cooperation objectives in situations of difficult partnerships require policy responses adapted to the country context. These policy responses can be operationalised in form of priorities for action in the fields mentioned below, which have to be better defined and adapted to each country context when calls for proposals are launched. A sufficient degree of flexibility must be maintained to be able to support decentralised actors “own initiatives”. The following priorities can be referred to:

- *Promote participation*: support to initiatives that aim to enabling the environment for the diversification and reinforcement of civil society and grassroots democracy, including (i) promotion of dialogue, exchanges and networking between civil society, the economic and social partners and the local authorities, including sharing good practices between actors from different countries within a region on a “South-South” basis, (ii) dissemination of information on participation in the development process, participation of decentralised cooperation actors in consultation processes, including those related to international trade negotiations, conferences, etc, (iii) identification of the relevant actors and the assessment of their needs, (vi) empowerment of grass-roots organisations and vulnerable groups, including by promoting partnerships between these groups and other decentralised co-operation actors, (vii) encouragement of the effective operation of local democratic processes.
- *Promote decentralisation*: support to initiatives focusing on good municipal governance, particularly by providing institutional capacity building for delivering basic services as well as for improving the legal framework, the government regulations, the procedures and the co-ordination systems, including between public and non-public actors at local level. In this framework, the establishment or strengthening of national associations of local governments will be encouraged.
- *Promote an enabling legal and regulatory framework*: support to initiatives that advocate changes to the existing laws and support development of new laws, in order to promote an environment which enables decentralised cooperation actors’ participation.
- *Promote social dialogue*: support to initiatives that advocate for setting up mechanisms and structures in this area as well as for greater freedom of social and economic partners.

- *Promote linkages between relief, rehabilitation and development*: support to initiatives that facilitate the transition between humanitarian assistance and long-term development aid.

4.3. Measures intended to incorporate the lessons learned

- In accordance with the legal basis and as recommended by the assessment report of April 2003, the programming document gives priority to activities and initiatives proposed by those involved in decentralised cooperation activities in particularly difficult circumstances where the usual instruments of cooperation cannot be used.
- Other instruments contribute to attaining decentralised co-operation objectives, particularly the large geographical programmes (EDF, MEDA, ALA, etc) and a number of thematic budget lines, in particular the EIDHR and the NGO co-financing budget lines. An increasingly important number of CSP/NIP have been discussed with decentralised cooperation actors and include, as part of the agreement between the EC and the government, financial provisions on capacity building for civil society, on supporting decentralisation processes or on mainstreaming participation of decentralised actors in the implementation of cooperation programmes. The NGO co-financing budget line supports in particular European NGO initiatives. In addition, the focus of the Decentralised co-operation instrument on situations of difficult partnerships will ensure its added value and complementary character. In such situations there may be no functioning CSP/NIP because of the formal suspension of the cooperation, or if the CSP/NIP has been approved and is being implemented, it usually does not include any provision on decentralised actors involvement in the development process. The EIDHR and the NGO co-financing budget lines can be used, but the complementarity of the decentralised co-operation budget line is based on the broader typology of directly eligible actors (Southern and European actors, NGOs and other decentralised actors including local authorities).
- Revised selection and management procedures should result in Delegations becoming fully involved in the entire process. These procedures should also enable headquarters departments to concentrate on general backup and policy support so that they can ensure an acceptable degree of consistency between countries, play an active part in the evaluating and monitoring of all projects and help establish networking and the exchange of experience and information on good practice between Delegations and the other parties involved.

5. MULTI-ANNUAL STRATEGIC GUIDELINES 2004-2006

5.1. Main orientations

- Operations and initiatives supported by the Budget line will be targeted on situations of difficult partnerships, with the objective of contributing to the evolution of such a situation into a more effective and functioning partnership.
- Operations supported by the Budget line should promote in particular participation, decentralisation, an enabling legal framework and the social dialogue.

- Priority shall be given to decentralised cooperation agents of the developing countries. However, operations and initiatives proposed by European actors on the basis of a partnership with an actor from a developing country will be eligible if they aim at reinforcing partner country's actors capacities.
- The EC Delegations are encouraged to supporting decentralised cooperation actors "own initiatives", rather than defining in detail the activities to be supported by decentralised actors as "implementing partners". This approach is coherent with the need for flexibility and the spirit of this budget line.
- Management will be the responsibility of the European Commission Delegations. Delegations may apply for their countries to be considered a priority. The Delegations concerned must then draw up draft calls for proposals which set out the financial package, the minimum financial eligibility thresholds, thematic priorities appropriate to the country and the deconcentration rules. Delegations will be authorised to launching the respective calls for proposals on the basis of their consistency with the strategic guidelines and the availability of funds. The Delegations will be responsible for selecting proposals and for signing and managing the contracts.
- In order to further facilitate that this instrument is able to achieving its strategic goals, no minimum financial eligibility threshold is fixed beforehand. The Delegations of the Commission may establish this minimum threshold in the calls for proposals. The rules in force regarding the maximum amount for the contracts signed by the Delegations will be in force. This sum amounts today to 100,000 € This approach is coherent with the nature of the interventions to be supported, which will be mainly small-size interventions, with the environment in which they will be implemented, with the capacities of management of the majority of the eligible actors and with the proposed management mechanism.
- The overall amount of 18 M€ defined in the legal basis for the period 2004-2006 and which includes supporting administrative expenditures will be divided into three annual envelopes according to the commitment appropriations granted by the budgetary authority. Evaluations will be financed within the framework of the general budget for the evaluations of the Commission
- The Commission's headquarters departments will support the Delegations throughout the process, ensure consistency between all operations, disseminate information about good practice and encourage networking of decentralised cooperation actors.

5.2. Implementing procedures

The measures and activities to be undertaken during the programming period are:

- (1) EuropeAid will consult Commission Delegations to identify which ones are likely to find themselves managing decentralised cooperation programmes.
 - Delegations in countries where the co-operation is formally suspended or very limited because of political reasons will be consulted in this phase
 - On the basis of the specific country context and taking into account the difficulties to attain the decentralised co-operation objectives with the

geographical instruments or the thematic budget lines, other Commission Delegations will be identified and consulted.

- The Commission's Delegations in countries where the CSP/NIP includes financial provisions on capacity building for civil society, or supports decentralisation processes or mainstreams participation of decentralised actors in the implementation of cooperation programmes, in agreement with the government, should not participate in this phase because these countries are not in principle in a situation of difficult partnership from a decentralised cooperation perspective.
- (2) The Delegations concerned, acting in consultation with Member States on the spot, may draw up a memorandum presenting a decentralised cooperation programme, using the model in Annexe II (features/priorities of the country, thematic priorities under consideration, type of actor targeted, the Delegation's capabilities, envisaged modalities for evaluation and monitoring, other donors' initiatives and opportunities for joint work, financial resources required).
 - (3) An inter-departmental working party (AidCo, DEV, RELEX, ECHO), chaired by EuropeAid will select programmes from among those presented by the Delegations and adjust the corresponding budgets where necessary. The working party will draw up a list of priorities and, possibly, a reserve list to be used if the programmes exceed the available budget by a large margin. This list, including countries, indicative financial allocation by country and the presentation of the objectives on a country basis will form the Annual Work Programme that will be notified to Member States and adopted by the Commission.
 - (4) The priority Delegations will launch call for proposals, which will involve:
 - publication locally and on the EuropeAid site, before the end of 2004 (for the 2004 call) and in May 2005 and 2006 (for the calls for those years); the possibility of launching a call for proposals covering 2005-2006 could be envisaged if appropriate;
 - selection of projects by the Delegations (month of publication + 4 for the 2004 series, and in September 2005 and 2006 for the calls for proposals published in those years);
 - signing of contracts (month of publication + 6 for the 2004 call; before the end of the year for the 2005 and 2006 calls).
 - (5) The Commission headquarters departments, in close relation with the Delegations concerned, will present to the Council and Parliament an evaluation report on the financial aid granted under the budget line eight months before the expiry of the Legal Basis the 31st December 2006

ANNEX I – LOGICAL FRAMEWORK

Intervention logic	Objectively verifiable indicators	Sources of verification	Assumptions
<p>Overall objective – Contribute to poverty reduction and sustainable development, particularly in situations of difficult partnerships</p>			
<p>Specific objective - Support evolution of situations of difficult partnerships towards more effective partnerships</p>	<p>Number of priority countries where decentralised cooperation has become part of the permanent policy/political dialogue between the authorities and the donors.</p> <p>Number of priority countries’ governments that progressively integrate decentralised cooperation issues in their political agenda</p> <p>Number of priority countries in which geographical programmes are increasingly being used to promote decentralised cooperation objectives</p>	<p>Heads of Mission reports</p> <p>Evaluation reports</p> <p>Studies</p> <p>Research carried out by the EC, by MS, by other donors, by decentralised cooperation actors, etc.</p> <p>EC website</p>	<p>The budget line is complementary to geographical instruments and other thematic budget lines: there is no “double financing” and the decentralised cooperation budget line is still focused in difficult partnerships.</p>
<p>Results - More participatory approach to development, responsive to the needs and initiatives of the populations in difficult partnerships, contributing to civil society diversification and grassroots democracy reinforcement</p>	<p>Ratio of interventions supported by the budget line that reach their objectives</p> <p>Flow/exchange of information on good practices and experiences between the different actors</p>	<p>Workshops’ and seminars’ conclusions</p>	<p>The authorities of the partner countries do not block the activities funded by this budget line.</p>
<p>Activities - Support to operations and initiatives undertaken by decentralised co-operation agents from the EU and developing countries</p>	<p>Resources</p> <p>Budget allocation</p> <p>Staff in Delegations</p>	<p>Costs</p> <p>€18 million for the period 2004-2006, including €200.000 for administrative expenditure every year</p>	<p>The budget authority authorises the commitment appropriations each year.</p> <p>Procedures correctly implemented, contracts signed on time, funds made available to</p>

	Policy and thematic support units in HQ	Overall assessments of the operations financed by the EC under this budget line to be supported in the framework of the EC's general budget for evaluations	decentralised cooperation actors Delegations and HQ sufficiently staffed
		Conditions to be met	Calls for proposals launched by Delegations ; decentralised cooperation actors well informed and willing to present programmes

ANNEX II

Memorandum presenting a draft decentralised cooperation programme

Commission Delegation in	
Background: problems to be resolved and reasons for using the decentralised cooperation budget line	
Description of programme of projects under consideration (summary of call for proposals: priority areas, actors in partner country, etc.)	
Delegation's management capacity; need for support where necessary	
Envisaged modalities for monitoring and evaluation of individual interventions and country programme	
Other donors' initiatives and opportunities for joint work and implementation	
Estimate of financial resources needed	

ANNEX III

List of Acronyms

ACP	Africa, Caribbean and Pacific
ALA	Asia and Latin America
CSP	Country Strategy Paper
CONCORD	European NGO Confederation for Relief and Development
EC	European Community
EDF	European Development Fund
EIDHR	European Initiative for Democracy and Human Rights
EESC	European Economic and Social Committee
EP	European Parliament
HoD	Head of Delegation
MEDA	EC Assistance Programme for Morocco, Algeria, Tunisia (Maghreb), Egypt, Israel, Jordan, the Palestinian Authority, Lebanon, Syria (Mashrek), Libya currently has observer Status
NGO	Non-governmental organisation
NSA	Non-state actor