

# REVAMPING THE DELEGATION NETWORK

INTPA network adaptation to the new geopolitical context

## 1 Rational

The Review of the network is driven by two main reasons:

- The current set-up is not fit for the purpose of delivering on Global Gateway and its investment packages, and of developing portfolios linked to the growing importance of the external dimension of EU policies and its impact on partner countries (Green Deal, migration, security).
- The budgetary constraints require us to make savings by increasing efficiencies.

Therefore, it is envisaged to reorganise the INTPA network based on a specialisation of activities:

- **Policy-focussed activities** will be done by the **INTPA sections in EU Delegations**, who will no longer have to deal with the execution of the budget and can fully focus on policy engagement.
- Core business expertise related to the **management of external programmes** will be pooled in a system of 18 "**INTPA Budget Implementation Hubs**". This operating model is already in use by several EU Member States and Development Finance institutions.

## 2 INTPA sections in EU Delegations

"Partnerships Sections"<sup>1</sup> will be composed of a small **team of INTPA staff within each EU Delegation**, including in Delegations in countries that host INTPA Budget Implementation Hubs.

- Such teams would typically comprise a Head of Partnerships, one or two Partnerships Officer(s) (AC), and two to three local agents (e.g. Liaison Agent, secretary, ...).
- The size of Partnerships Sections in each EU Delegation will be evaluated based on its efficiency rather than political factors, done on a case-by-case basis.
- In some countries where the portfolio and the perspectives do not require a full section, no INTPA Staff would be deployed and operations would be piloted from the relevant INTPA Budget Implementation Hub.

The EU Delegations will continue to be the **primary point of contact** for day-to-day, country-specific engagement with local partners, upholding the Delegations' role as the gateway for on-the-ground relations, even as operational and F/C functions become regionalized. Accordingly, Heads of Hub will not engage with authorities of partner countries without involvement of the Head of Delegation and the Head of Partnerships.

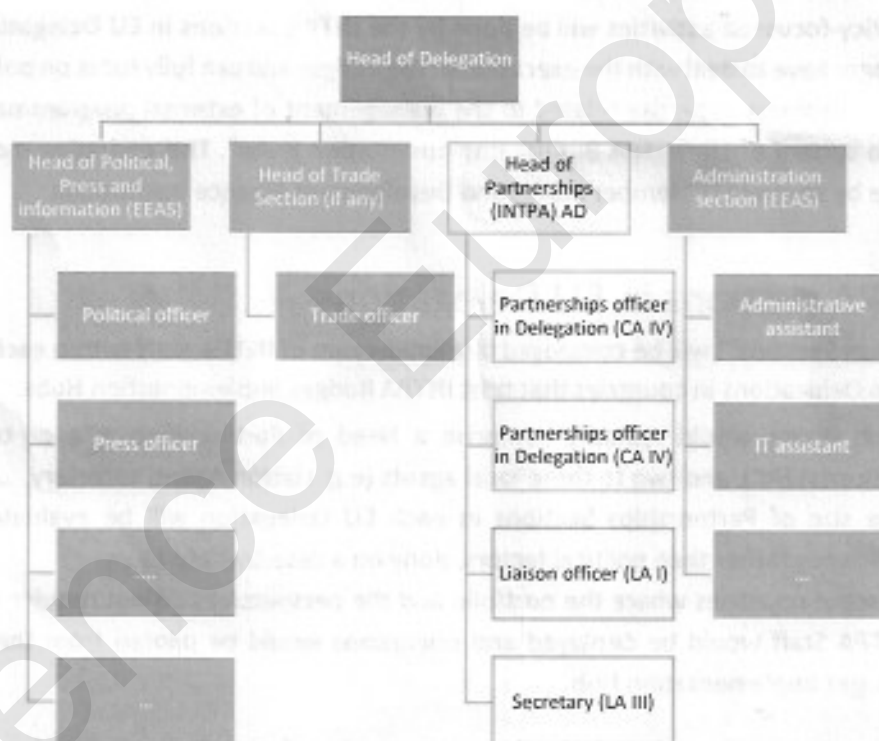
- The Head of Partnerships in EU Delegations leads the development of local strategic relationships, engages on priorities with partners, and ensures that country-specific insights inform our broader regional strategies.
- This team will ensure continuous coordination with the INTPA Budget Implementation Hubs, a vital mission to maintain a seamless connection between the INTPA Budget Implementation Hub's strategic objectives and the country's political and operational context and to focus on building partnerships.

<sup>1</sup> Former cooperation sections

The Partnership Section functions under the leadership of the Head of Delegation.

- They will fully function under the One Delegation principle.
- Within the Partnership Sections of the Delegations, the 20% rule will no longer apply and the staff will be fully made available to the Head of Delegation.
- The Heads of Delegation maintain their comprehensive role in the EU Delegation's activities, including the country policy direction of INTPA interventions and the AOSD responsibility, without any alteration to the current modality of action.
- Heads of Delegation are expected to attend the Strategic Steering Committee chaired by the INTPA Director General when a file related to their country is on the agenda.

The new organigramme of a typical INTPA-staffed EU Delegation would be the following:



### 3 INTPA Budget Implementation Hubs

#### 3.1 Rationale

Bringing together staff and resources into 18 INTPA Budget Implementation Hubs for managing the entirety of financial resources of INTPA projects and programs has several advantages:

- It is essential to move to portfolios that are more strategic and less fragmented and an optimized resource allocation across multiple countries. The current INTPA operating model is based on the de-concentration process of 25 years ago, whereby INTPA staff are distributed across "cooperation sections" within 100 Delegations worldwide, with each of them responsible for all steps of the core business, from policy dialogue to communication activities, from the identification of actions through design towards procurement, contract

auditing, monitoring and evaluation. This model no longer meets the needs for increased strategic focus and operational agility.

- The hubs will improve efficiency by serving as centres of excellence where expertise is pooled and they will improve consistency by standardising practices and leveraging shared knowledge.
- They will enhance collaboration between 'Team Europe' actors especially as the hubs will be located where most EU Member States and EDFs are present.
- They will generate savings on staff costs reduction of local agents and reduced costs by relocating expat staff to less challenging places.

### 3.2 The role

The INTPA Budget Implementation Hubs will be in charge of **all steps of budget implementation**, from identification to evaluation.

- **Budget Implementation Oversight:** The INTPA Budget Implementation Hub is responsible for the entire lifecycle of INTPA budget implementation. This includes managing and overseeing the processes from the initial identification of a project or program to its final evaluation.
- **Project Identification:** The hub identifies potential projects in alignment with INTPA's strategic objectives. This work is done within smart teams in full co-creation with Delegations and with HQ.
- **Program Formulation:** the INTPA Budget Implementation Hub works on formulating the program, which includes defining objectives, expected results, activities, and budget allocations.
- **Contracting and Procurement:** The Hub manages the contracting process, ensuring transparency and compliance with EU regulations. This includes the preparation of tender documents, the evaluation of proposals, and the awarding of contracts.
- **Financial Management:** The INTPA Budget Implementation Hub is responsible for the financial management of programs and projects. This includes budgeting, disbursement of funds, financial reporting, and auditing to ensure accountability and proper use of funds.
- **Monitoring and Reporting:** Throughout the implementation of the projects, the INTPA Hub monitors progress and provides regular reports. This helps in ensuring that projects are on track and meeting their objectives and allows for adjustments to be made if necessary.
- **Evaluation:** After the completion of projects, the hub conducts evaluations to assess their impact, efficiency, effectiveness, and sustainability. The findings from these evaluations inform future project design and implementation strategies.
- **Policy Dialogue Support:** The Hub also serves as a back-office support for the EU Delegations' central role on policy dialogue, by providing technical expertise, enabling Heads of Delegation to engage effectively in policy dialogues with partner countries.

**The role of the Authorising Officer by Sub-delegation (AOSD)** will be fulfilled by the **Head of Delegation** in the country where the activity is being carried out. When necessary, the Head of the INTPA Budget Implementation Hub can be authorized to act as the AOSD, when this capacity is granted through sub-delegation by the pertinent Head of Delegation. As the representative face of the European Union in their country of assignment, it is the Head of Delegation of the country where the action is implemented who signs the financing agreements and delivers the speeches. Additionally, Heads of Hub will provide support to Heads of Delegation during meetings with partner country

authorities, but only when specifically requested by the Head of Delegation to do so. Under no circumstances will Heads of Hub initiate or conduct meetings with partner country authorities without the agreement of the Head of Delegation.

**To ensure full coherence of action**, the work is based on the existing method of collaborative work:

- Identification and design are done with contributions from all relevant parties, ranging from individual EU Delegations (Heads of Delegation; Heads of Partnerships) to Headquarters (INTPA thematic and geo services; EEAS). The Country Cooperation Team meetings and the Quality Review Meetings provide the settings for this.
- The Strategic Steering Committee, chaired by the INTPA Director General, acts as the key strategic and decision-making body. Heads of Delegation are expected to attend when a file related to their country is on the agenda.

### 3.3 Modus operandi between INTPA HQ, Hubs and Delegations

#### a) Links between Heads of Delegation and INTPA HQ regarding budget execution in light of their AOSD role.

- **Reporting lines:** As the AOSD, the Heads of Delegation are well-positioned to report to INTPA HQ on the implementation of partnership policies in the country for which they are responsible. They will be supported in this AOSD role by the Head of Hub.
- Furthermore, the Head of Delegation will receive **guidance letters** for each action, to assist in structuring and implementing the delegated actions. These letters will be prepared by the INTPA Geographical Director and will support the implementation of the Commission Financing Decision by reflecting more in detail the outcome of the process of SSC and QRM.
- **Appointment and appraisal:** given the more strategic role that the portfolio is taking and the importance of ensuring the capacity and the incentives for the execution of HQ-based decisions, the role of DG INTPA in the recruitment process and in the appraisal process needs to be strengthened. Modalities to be discussed.

#### b) Links between Hubs and country Delegations

- **Mission approvals** are under the responsibility of the Head of the Delegation of the country where the mission takes place.
- **Shaping the policy:** The role of the Head of Delegation in the implementation of international partnership actions will be strengthened on several levels:
  - through daily contact with the partnership team within the delegation,
  - through regular interactions with the hub as part of the Smart Teams (see below point 5.3).

This will allow for the sustained involvement of the Head of Delegation within the consultative and decision-making bodies such as the Country Cooperation Team, the Strategic Steering Committee, the Quality Review Meeting, and the Interservice Consultation. The Heads of Delegation are expected to attend the meetings of the Strategic Steering Committee when a file concerning their country is on the agenda.

- As the representative face of the European Union in their country of assignment, it is the Head of Delegation of the country where the action is implemented who signs the financing agreements and delivers the speeches.
- Backup support will be provided by the Hub in a similar way to the Delegation of the host country as to the other Delegations with the Hub's remit.

#### c) Specific responsibilities for the Head of Delegation hosting the hub.

As regards HR management-related issues, the INTPA Budget Implementation Hub will operate **under the supervision of the Head of Delegation in the host country**. In order to ensure a seamless implementation model, certain **rules have to be established**. These rules must be articulated and integrated into the appropriate Service Level Agreement (SLA) to ensure that expectations, responsibilities, and procedures are clearly defined and mutually agreed upon by all parties involved.

- The appraisal of the Head of Hub will be conducted by the Geographical Director of INTPA, who will receive input from each Head of Delegation with AOSD responsibilities, including the Head of Delegation in the host country.
- During the rotation and mobility exercises, the Head of Delegation in the host country will be consulted on the proposed Head of Hub, AD, AST and CA within the Hub.
- The recruitment process for contract agents and local agents within the Hub will be managed by the Head of Delegation in the host country. This will be done in full cooperation with the Head of Hub and the Head of the Section concerned.
- Every expatriate staff member assigned to the Hub will be included on the diplomatic list of the host country's Delegation.
- The validation of absences and holidays will also be managed by Heads of Delegation, in cooperation with Heads of Hub.

### 3.4 Location

As for the Hubs location, the choice needs to be based on operational and budgetary efficiency:

- **Strategic Importance:** The location should be of strategic value to INTPA operations, with access to regional stakeholders.
- **Connectivity and Accessibility:** Good transportation links, including proximity to major airports, or road networks, are crucial for ease of regional travel and logistics.
- **Political and Economic Stability:** A stable political and economic climate is necessary to minimize risks associated with uncertainty.
- **Cost Effectiveness:** The cost of living, including real estate, labour, taxes, and living expenses, should be favourable to control operational costs.
- **Safety and Quality of Life:** Safety for personnel and quality of life can influence the ease of attracting and retaining expatriate staff. Presence of international schools.
- **Time Zones:** Locations that allow for overlap in business hours within key regions can facilitate real-time communication and collaboration.
- **Infrastructure:** Adequate local infrastructure, including IT and telecommunications, utilities, and business services, is required to support the INTPA Budget Implementation Hub's operations.

- **Network Synergies:** The INTPA Budget Implementation Hub should ideally create synergies with other entities in the network, such as IFIs, MS agencies, and other INTPA Budget Implementation Hubs.

Based on those criteria, the following mapping has been developed for INTPA countries<sup>2</sup>

	<b>INTPA Budget Implementation Hub location</b>	<b>Countries coverage</b>	<b>INTPA Budget Implementation Hub Sections</b>	<b>Synergies</b>
<b>AFRICA</b>	Dakar (Senegal)	Senegal - Mauritanie - Cabo Verde - Gambie - Guinée - Guinea Bissau	Global Gateway Resilience Governance, Migration and Forced Displacement	<i>FPI hub</i> <i>ECHO regional office</i> <i>EIB Office</i>
	Abidjan (Côte d'Ivoire)	Côte d'Ivoire - Burkina Faso - Niger - Mali - Liberia - Sierra Leone	Global Gateway Resilience Governance, Migration and Forced Displacement	<i>EIB Office</i>
	Accra (Ghana)	Nigeria - Ghana - Togo - Benin	Global Gateway Governance, Migration and Forced Displacement	
	Yaoundé (Cameroun)	Cameroun - Central African Rep. - Sao Tome and Principe - Gabon - Tchad	Global Gateway Resilience Governance, Migration and Forced Displacement	<i>EIB Office</i>
	Kinshasa (RDC)	RDC - Congo Brazza - Burundi - Angola	Global Gateway Resilience	<i>ECHO Multi countries Office</i>
	Addis Ababa (Ethiopia)	Ethiopia - Eritrea - Djibouti - AU	Global Gateway Resilience Governance, Migration and Forced Displacement	<i>EIB Office</i>
	Kigali (Rwanda)	Rwanda - Uganda - Tanzania	Global Gateway Governance	
	Nairobi (Kenya)	Kenya - Somalia - Soudan - South Soudan	Global Gateway Resilience Governance, Migration and Forced Displacement	<i>FPI hub</i> <i>ECHO regional office</i> <i>EIB Office</i>
	Lusaka (Zambia)	Mozambique - Zimbabwe - Zambia - Malawi	Global Gateway Resilience Governance	
	Pretoria (South Africa)	South Africa - Namibia - Botswana - Eswatini - Lesotho, Madagascar - Mauritius - Seychelles	Global Gateway Resilience Governance	<i>ECHO Multi countries Office</i> <i>EIB Office</i>
<b>LATIN AMERICA AND CARRIBEAN</b>	Panama City	Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama, Mexico	Global Gateway Governance	<i>ECHO regional office</i>
	Bridgetown Barbados	Barbados, Belize, Cuba, Dominican Republic, Haïti, Jamaïca, Trinidad and Tobago	Global Gateway Resilience Governance	<i>EIB Office</i>
	Bogota - Colombia	Colombia, Bolivia, Ecuador, Guyana, Peru, Suriname, Venezuela	Global Gateway Governance	<i>EIB Office</i>

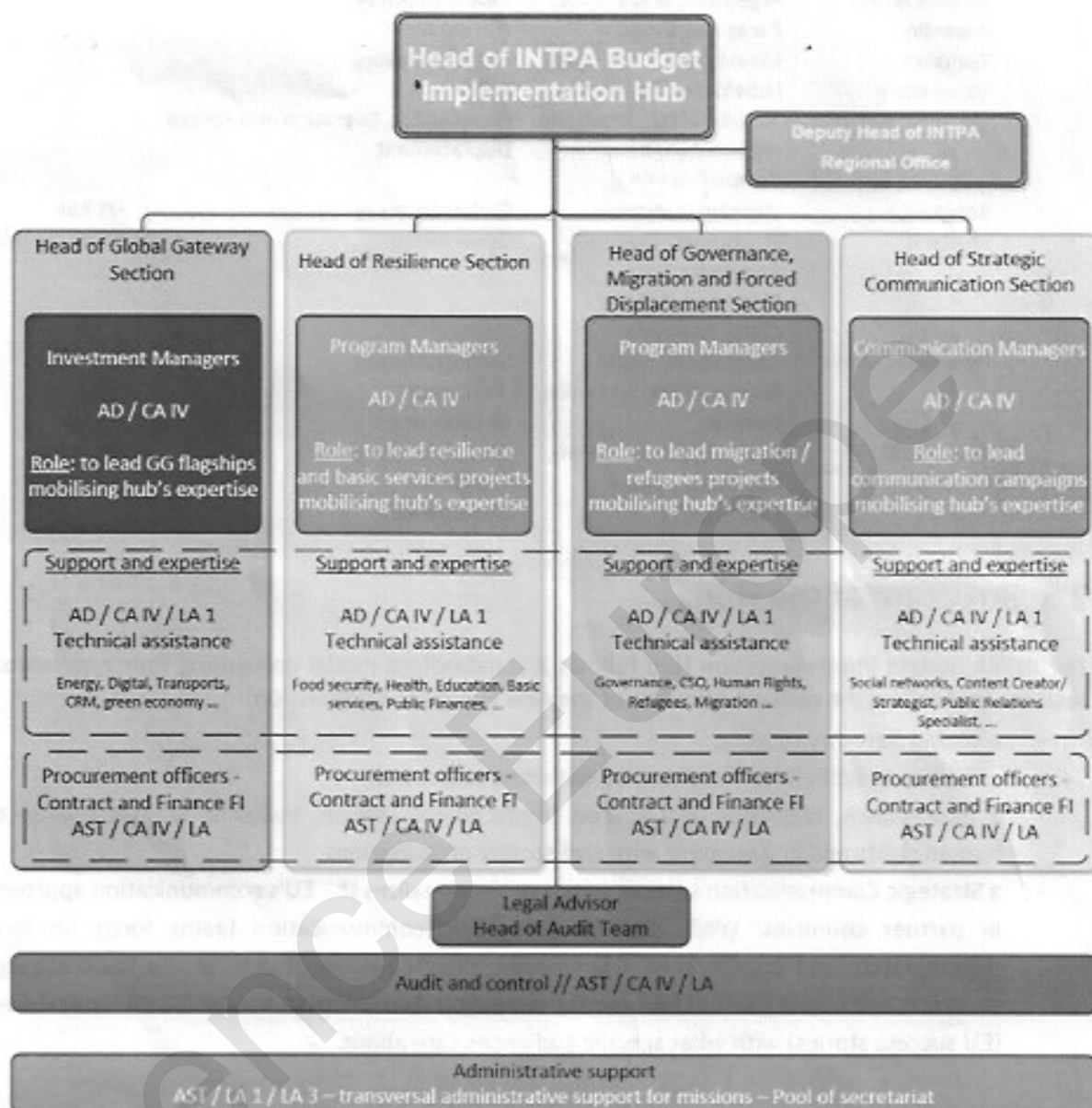
<sup>2</sup> Cf. map in annexe

	Buenos Aires - Argentina	Argentina, Brazil, Chile, Paraguay, Uruguay	Global Gateway Governance	
	Tashkent - Uzbekistan	Kazakhstan, Kirghizstan, Uzbekistan, Tajikistan, Turkmenistan, Mongolia	Global Gateway Resilience Governance, Migration and Forced Displacement	
ASIA	Bangkok – Thailand	Vietnam, Indonesia, Philippines, Thailand, Cambodia, Laos, Myanmar, ASEAN, China, Malaysia	Global Gateway Governance	<i>FPI hub ECHO regional office</i>
	New Delhi - India	Bangladesh, Nepal, Bhutan, India, Sri Lanka, Pakistan	Global Gateway Resilience Governance	<i>EIB Office</i>
	Suva - Fidji	Pacific countries + PNG, Fiji, Timor Leste + Pacific OCTs	Global Gateway Resilience Governance	<i>EIB Office</i>

### 3.5 Structure of the Hub

The INTPA Budget Implementation Hub follows a standardized model comprising **four operational sections** that reflect the political priorities of the new European Commission:

- a Global Gateway section;
- a Resilience section (for fragile or transitioning countries);
- a Governance, Migration and Forced Displacement section, including actions related to human rights and engagement with civil society organisations
- a Strategic Communication section, which professionalizes the EU's communication approach in partner countries. While the EU Delegation communication teams focus on local dissemination and engagement, the strategic communication teams at the Hubs manage contracts and create content for broader campaigns that link what the EU stands for and does (EU success stories) with what specific audiences care about.



The Head of the Budget Implementation Hub will be staffed at the level of a **Head of Unit**, the Deputy at Deputy Head of Unit. Each section will be led by an AD level **head of section** and equipped with **staff with three distinct roles**:

- **Investment, Program or Communication Managers**: These professionals will focus on identifying, formulating, and implementing partnership programs. They will be adept at using technical management tools such as OPSYS, SUMA, e-grants, e-procurement, and more.
- **Experts**: Individuals with specialized knowledge in areas such as digital technology, energy, public financial management (PFM), governance, infrastructure, communication and various instruments (such as guarantees). They can be officials, contractual agents or local agents and will offer high-level expertise across all EU activities, providing advice and direct involvement in different project stages.
- **Contractual Initiators and Financial Officers**: These experts have specific knowledge related to the implementation of the EU's public policy instruments.

The Hub's **business model** has distinct features:

- It revolves around "**Smart Teams**", which are project-specific and led by an Investment Manager or Program Manager. They are dynamic, drawing on expertise and financial contracting from within the Hub, country delegations, or headquarters as needed. This flexible approach ensures that the right skills are applied at the right time, improving resource efficiency and responsiveness to changing circumstances.
- Finance and contract sections will be integrated into the operational sections, **streamlining contractual and financial processes throughout activity implementation**. Operational initiation will be handled by the Investment or Program Manager, financial initiation by finance and contract staff, and both operational and financial verification by the head of section.
- **A Legal Advisor** role will be established to provide guidance on all critical steps, particularly in contract negotiations for guarantees or blending. This role will also lead a small audit and control team to oversee these tasks across all Hub activities, facilitating work among team members and ensuring proficiency in financial and contractual matters.
- To support the Hub's work transversally, an **administration section** of approximately seven staff, including secretaries, will complement the Delegation's administration section. This section will handle day-to-day operational needs like staff recruitment, onboarding, logistical support for travel and missions, and a secretarial pooling system to increase administrative efficiency and collaboration.

