



# Working Better Together as a Team Europe

*Through joint programming and joint  
implementation*

## GUIDANCE

PN Team Europe task force meeting  
of 19 November 2020

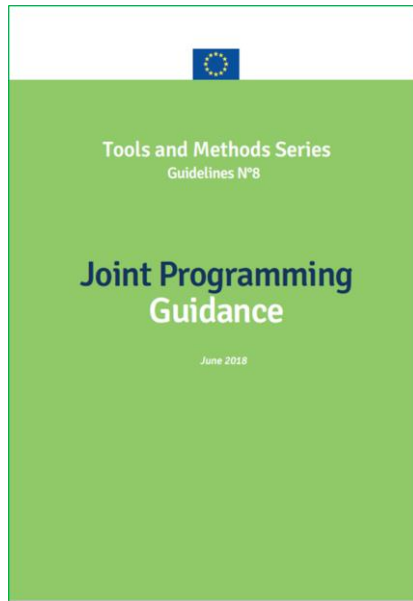
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**#TEAMEUROPE**

A tool to help EU Delegations *work better together* with Member States as Team Europe and with like-minded partners and country stakeholders, through joint programming and implementation.

# ... 2018, 2020 *and beyond*



## What's new?

The Foundations of Working Better Together as Team Europe:

- Policy context
- Value of working better together
- Team Europe & TEIs
- Learning about working better together

Joint Programming:

- EU Framework Documents and Joint Programming Documents

Joint Implementation:

- A quick guide to joint implementation
- Moving towards joint implementation
- Joint implementation's contribution to impact and effectiveness

Consultations, partnership dialogue and communications:

- Consulting and partnering with civil society

# Sections 2, 3 and 4 provide practical support with:

- a brief introduction / quick guide;
- a range of suggested activities to help structure work at country level;
- examples from other countries to help provide inspiration for country-level solutions;
- links to relevant annexes;
- a short overview of the role of headquarters.

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### 15. A quick guide to Joint Implementation

Joint implementation translates shared objectives into collaborative action by establishing arrangements for working together. The purpose is to maximise the impact of Team Europe's collective expertise and resources. Joint implementation should produce more coherent, effective, efficient and coordinated support at country and regional level, thus contributing to greater impact.

**What is joint implementation?**

- ✓ Joint implementation is a direct response to the EU's Global Strategy "which recognises that 'a strong Union is one that thinks strategically, shares a vision and acts together (...) We know what our principles, our interests and our priorities are (...) We will deliver on our citizens' needs and make our partnerships work only if we act together, united."
- ✓ The relationship between joint programming and joint implementation is mutually reinforcing. If joint programming is well designed, it establishes the preconditions for successful joint implementation. Similarly, effective joint implementation brings joint programming to life and demonstrates its value. However, both arrangements can also exist independently from one another.
- ✓ Joint implementation is an approach that builds on the experience and expertise of Team Europe to support sectoral activities that achieve results in line with partner countries' development priorities. Joint implementation describes how the Member States work with each other as well as how the EU works jointly with MS.
- ✓ Joint implementation combines relationships, technical and sometimes financial resources to increase political incentives and the corresponding likelihood that results are achieved.

**What does joint implementation consist of?**

- ✓ Joint implementation involves a wide range of financial and non-financial ways of working together. It should cover all collaborative arrangements for implementation and all activities around it, including co-financing, delegated cooperation, coordination mechanisms, etc.
- ✓ It should offer increased efficiency and greater impact for both the beneficiary and the development actors.
- ✓ Joint implementation can contribute to awareness of the value added of joint programming, the value of having shared objectives in policy dialogue. It also can highlight what can be a through joint programming and contribute to policy dialogue, demonstrating joined-up European partners that draws on the range of tools and expertise collectively available.
- ✓ Joint implementation can exist in partner countries where there is no joint programming in place. However, joint programming is an important facilitator for effective action.

**What are the key characteristics of joint implementation?**

Joint implementation delivers most benefits when it:

- i. is specific to the country context;
- ii. can make effective links to other areas of European external action or priorities, and align with initiatives such as the Gender Action Plan, the CSO Roadmap, the Human Rights and Democracy Strategy and the Humanitarian-Development-Peace Nexus;
- iii. combines various financial and non-financial modalities, making best use of the combined of the EU and MS;
- iv. is based on the sharing and application of best practice, knowledge and expertise at country level;
- v. covers the entire project cycle;
- vi. specifies the role and responsibility joint monitoring and joint evaluation allows unified communication and recognition to the EU's contributive EU's contribution is understood by

16 Global Strategy for the European Union's Foreign and Security Policy

WORKING BETTER TOGETHER AS TEAM EUROPE - GUIDANCE

### 1. Policy context

"We will pursue our priorities by mobilising our unparalleled networks, our economic weight and all the tools at our disposal in a coherent way. To fulfil our goals, we must collectively invest in a credible, responsive and joined-up Union."

Global Strategy for the European Union's Foreign and Security Policy, 2016

In the [new European Consensus on Development](#), and the [Global Strategy for the European Union's Foreign and Security Policy](#), the European Union and its Member States affirmed their commitment to **working better together**. The aim is to strengthen the EU's contribution to implementing the [2030 Agenda for Sustainable Development](#) through greater coordination and coherence. Renewed commitments were made as part of the new Team Europe approach, both in the [Joint Communication on Global EU Response to COVID-19](#) and in the [Council Conclusions on Team Europe Global Response to COVID-19](#).

The 2030 Agenda and its 17 associated Sustainable Development Goals (SDGs) provide a universal and shared reference among the EU, Member States and like-minded partners, partner countries and other actors, including the private sector and civil society. The SDGs set out the ambition of this agenda within a changing landscape of development finance ([Addis Ababa Action Agenda](#)). Over 90 percent of the goals and targets of the SDGs correspond to human rights obligations<sup>17</sup>. For the EU as a whole, the 2030 Agenda's values, interests and international commitments are at the basis of all our External Action priorities. The SDGs thus present an opportunity to establish and strengthen partnerships that promote sustainable development in line with the EU's own values and policy commitments.


### Who is involved in joint programming from Team Europe?

- ✓ **Heads of Delegation**, together with Member States Heads of Mission, lead the process. They play a key role in representing EU interests, values and principles, reconciling them with the partner country context and conducting dialogue with officials from the partner country government.
- ✓ **Heads of Cooperation** manage the joint programming process. The coordinating and facilitating role of the EU Head of Cooperation includes leadership in the process, communication and consensus-building.
- ✓ **Development and/or political, as well as economic counsellors** provide ideas that inform the potential scope of joint programming, prepare inputs from their specific sector and contribute to political, technical and economic coordination.

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### 6. Broadening the scope of joint programming

The Council conclusions of May 2016 set higher ambitions for joint programming processes. They called for the inclusion of strategic issues such as migration, climate change, fragility, security and democracy in line with the EU's comprehensive approach. European values on human rights, gender equality, good governance and engagement with civil society must also be increasingly reflected in joint programmes as they evolve to look 'beyond aid'.



In Ghana, **graduation beyond aid** is a strategic aspect of the joint programming document underpinning all of the priorities. The joint programming process will specifically support and accompany Ghana's transformation process and consolidation of its middle-income status, economic growth and democratic governance. The aim is to move towards a mature and mutually beneficial partnership and into more strategic forms of cooperation, which the government refers to as 'Ghana beyond Aid'. This 'EU+ Cooperation Group' will therefore evolve from traditional aid to a more comprehensive approach encompassing trade, competitiveness, migration and climate change. The role of joint programming in the broader cooperation context is deemed essential in serving Ghanaian and European common interests.

Joint programming processes have so far focused mainly on programmable bilateral cooperation, because including other funds (thematic, regional, etc.) was seen as adding to the complexity of the exercise. However, some country experiences have highlighted pragmatic ways to address this issue.

A coherent response to the 2030 Agenda

# What does Guidance offer?

- This guidance sets the policy context for ***Team Europe*** to ***work better together*** while emphasising the voluntary, flexible and country-driven nature of joint programming processes.
- It is not intended to be prescriptive, but rather allows for colleagues working at country level to innovate and adopt pragmatic approaches that are suited to their specific objectives, capacities and resources.

# Policy context

- *Council Conclusions on Team Europe FAC/DEV of 23 November 2020*
- Joint Communication on Global EU Response to COVID-19 and Council Conclusions on Team Europe Global Response to COVID-19 (2020)



Global Strategy for the EU's Foreign and Security Policy (2016)



Council Conclusions on stepping-up Joint Programming (2016)



The New European Consensus on Development (2017)

- Busan Global Partnership on Development Effectiveness (2011)
- Paris Declaration on aid effectiveness (2005)

# EC proposal for the NDICI

## ARTICLE 10

**Joint programming shall be the preferred approach for country programming**

(general programming)

## ARTICLE 12

12.3: Multi-annual Indicative Programmes shall be built on:

(geographic programming)

A national or regional strategy in the form of a development plan [...] accepted by the Commission [...]

A framework document laying down the Union policy towards the concerned partner or partners, including a joint document between the Union and MS

A joint document between the Union and the concerned partner [...] setting out common priorities

## ARTICLE 12

[...] where possible, Joint Programming document shall replace the Union's and member states programming documents





# Working Better Together approach

- **Flexible** and **country tailored**.
- Emphasises the opportunity for increased influence and impact by collaborating in a more systematic and strategic manner.
- Includes **joint programming**, uses **joint results frameworks** and **joint implementation**.



**OUR APPROACH**



# Team Europe approach

- Is our way to improve our collective impact.
- It combines the collective development resources of the EU, Member States — including their respective financial institutions and implementing agencies, the European Investment Bank and the European Bank for Reconstruction and Development.
- Its response is global to a changing geopolitical landscape that increasingly requires collective, swift and decisive action at multilateral and country level.



#TeamEurope



# Team Europe Initiatives

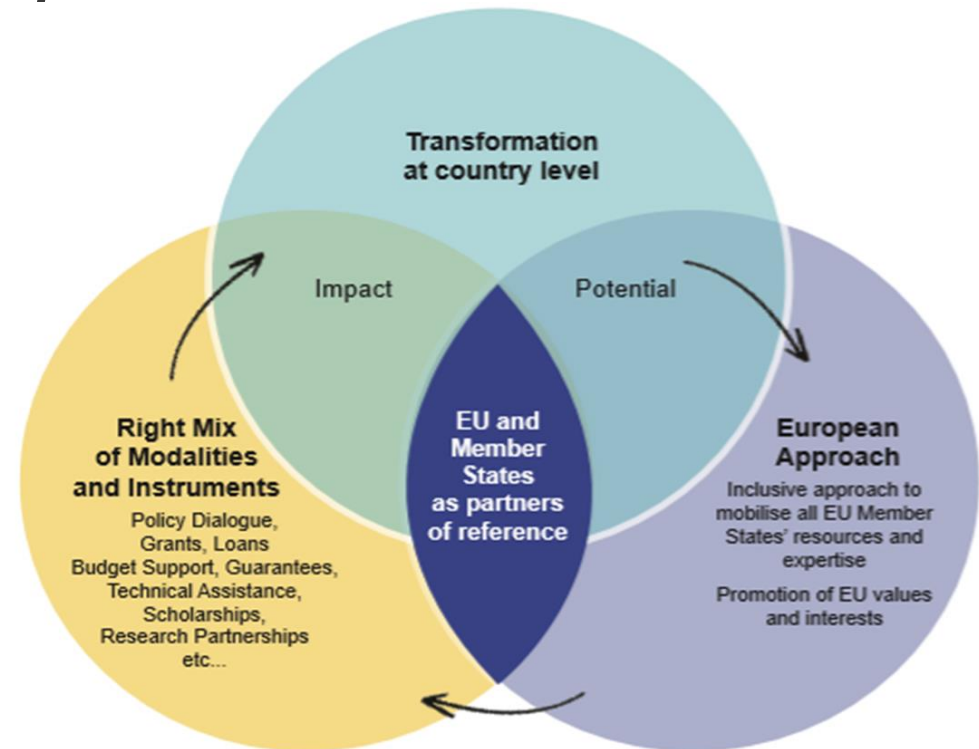
*flagships of the Team Europe approach*

Deliver concrete results for partner countries and promote the 'Team Europe' brand.

Identifying a critical priority where a coordinated and coherent effort by Team Europe would ensure a transformative impact.

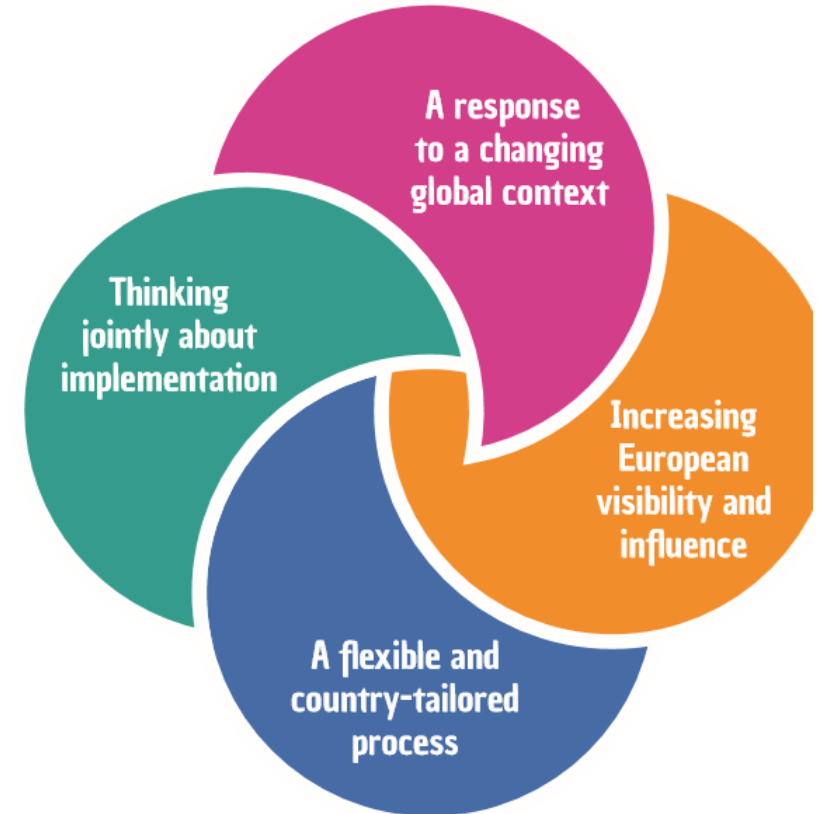
Based on an inclusive approach in the design, modalities, tools and partners.

Feed in the joint programming processes at country level.

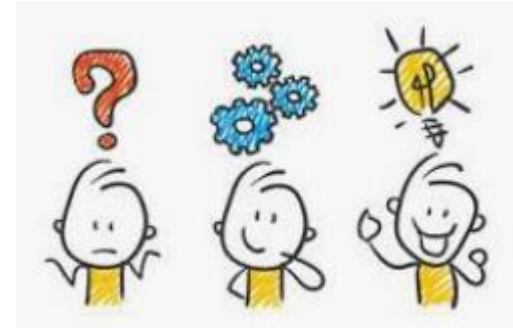


# Joint Programming

- A commitment to ‘working better together’ as a Team Europe
- Combines development and external action:
  - ✓ “adaptable and responsive to changing needs, crises and priorities”
  - ✓ “voluntary, flexible, inclusive, and tailored to the country context”
- Beyond programming: implementation and results
  - The Global Strategy on the EU’s Foreign and Security Policy (2016)
  - New European Consensus on Development (May 2017)
- **Now provides an opportunity for Team Europe to develop collective policy dialogue, speaking with one voice and increase visibility at country level.**



# Joint Implementation



*Is a direct response to the EU's Global Strategy which recognises that 'a strong Union is one that thinks strategically, shares a vision and acts together (...) We know what our principles, our interests and our priorities are (...) We will deliver on our citizens' needs and make our partnerships work only if we act together, united.'*

- Translates shared objectives into collaborative action.
- Maximises the impact of Team Europe's collective expertise and resources.
- Produces more coherent, effective, efficient and coordinated support at country and regional level.

# Communications and visibility

- Help to engage partners, build consensus and demonstrate accountability, while managing expectations.
- Help to unlock the potential of joint programming to increase European visibility, providing the EU and MS, as a Team Europe.
- Support greater consistency between political dialogue and development cooperation.





# Team Europe visual identity



General post



Team Europe + partner country



EU + Member State



# The value of the working better together approach



- Working better together through joint programming can help Team Europe to combine international cooperation and development priorities into a common European message and strategy at country level.
- Joint programming and joint implementation support Team Europe in speaking with a common voice based on shared objectives at country level. It improves our effectiveness.



# For further details

- **Capacity4Dev** *Working Better Together* group providing access to tools and resources <https://europa.eu/capacity4dev/joint-programming/>
- **JP tracker** an open-access website that provides information on joint programming by partner country <https://europa.eu/capacity4dev/joint-programming-tracker>
- **DEVCO Academy** with online videos and case studies <https://webgate.ec.europa.eu/devco-academy/course/search.php?search=Joint+Programming>

# Thank you

More questions?

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