



Working Better Together:

Joint Programming

December 2020

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Working Better Together (WBT) Programming for the 2030 Agenda

Joint Programming

- Structured process to improve aid planning, transparency and accountability
- Builds on national priorities/plans
- Invites in all EU actors + like-minded – flexible, voluntary, context-tailored
- Provides monitorable objectives, documented commitments
- **JP: Improve impact through coherent and coordinated action**

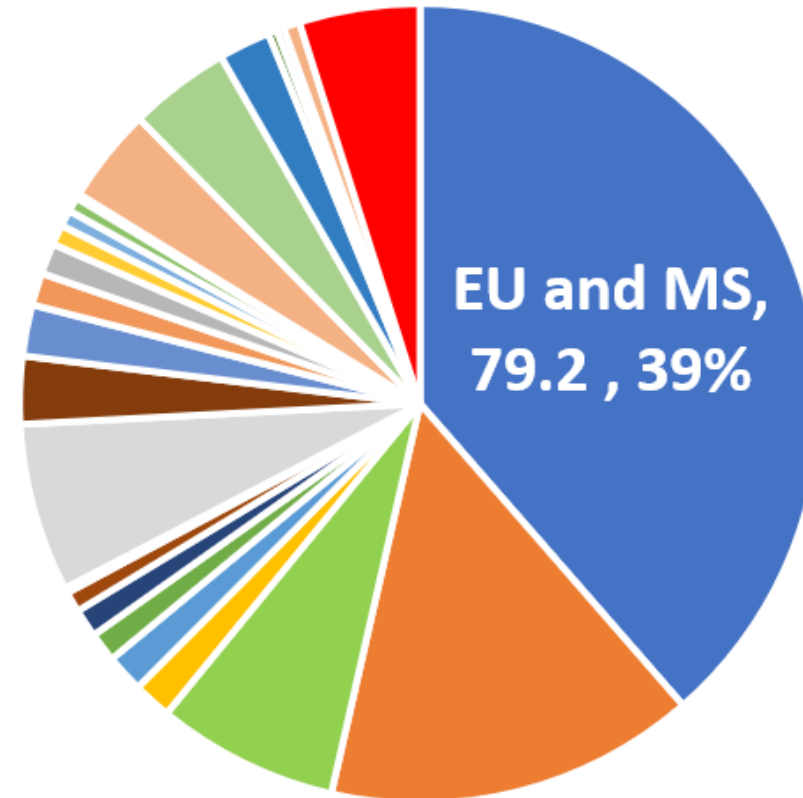
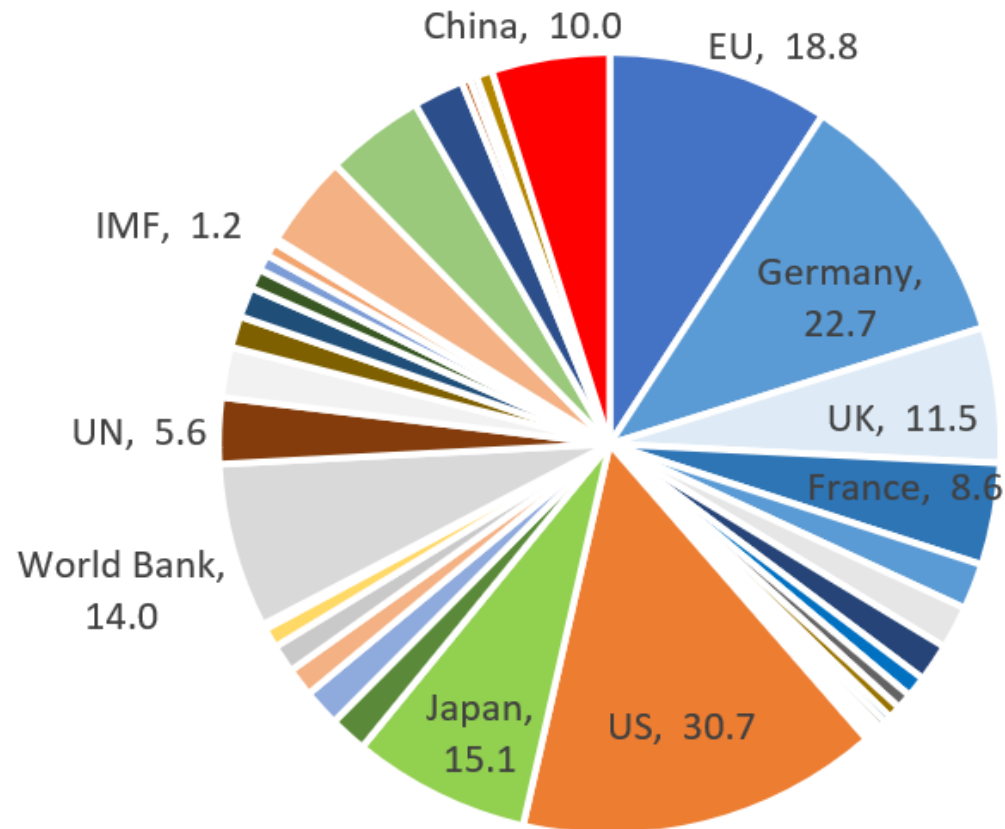


JP as Response to Donor Fragmentation

1. **Aid Effectiveness** (Paris 2005, Accra 2008, Busan 2011): Agenda losing adherence as new donor concerns increase: More control of resource use (Parliaments), corruption concerns, increased risk as more funds to FCAS, need for aligning aid with foreign policy, ...
2. **Busan 2011**: EU presents JP + Global Partnership for Effective Development Cooperation, GPEDC
3. **JP**: Combines development & external action – EU as a policy partner
 - “adaptable and responsive to changing needs, crises and priorities”
 - “voluntary, flexible, inclusive, and tailored to the country context”
4. **WBT**: More broad-based, inclusive, collaborative vision



EU + MS ODA: Visibility + Joined-up → Influence → Impact



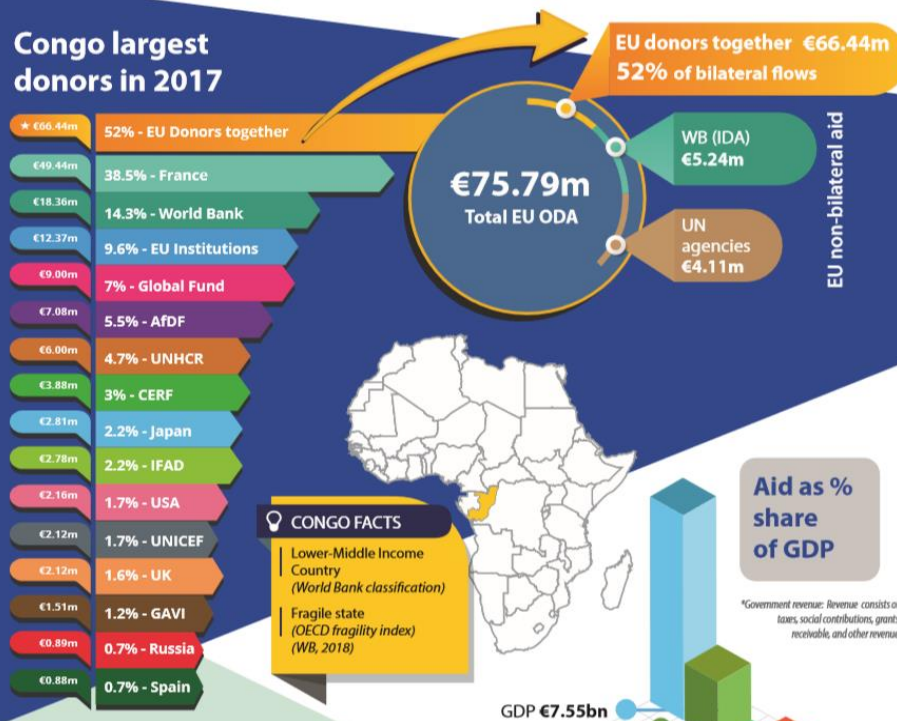
- The EU disbursed total ODA of USD 18.8 billion in 2017 (10% of total)
- 20 EU Member States provided a further total of USD 60.4 billion
- Combined EU/MS ODA represents 40% of the global total



Mapping of European donor financial contributions in Congo



Congo largest donors in 2017



The main sectors funded by the EU

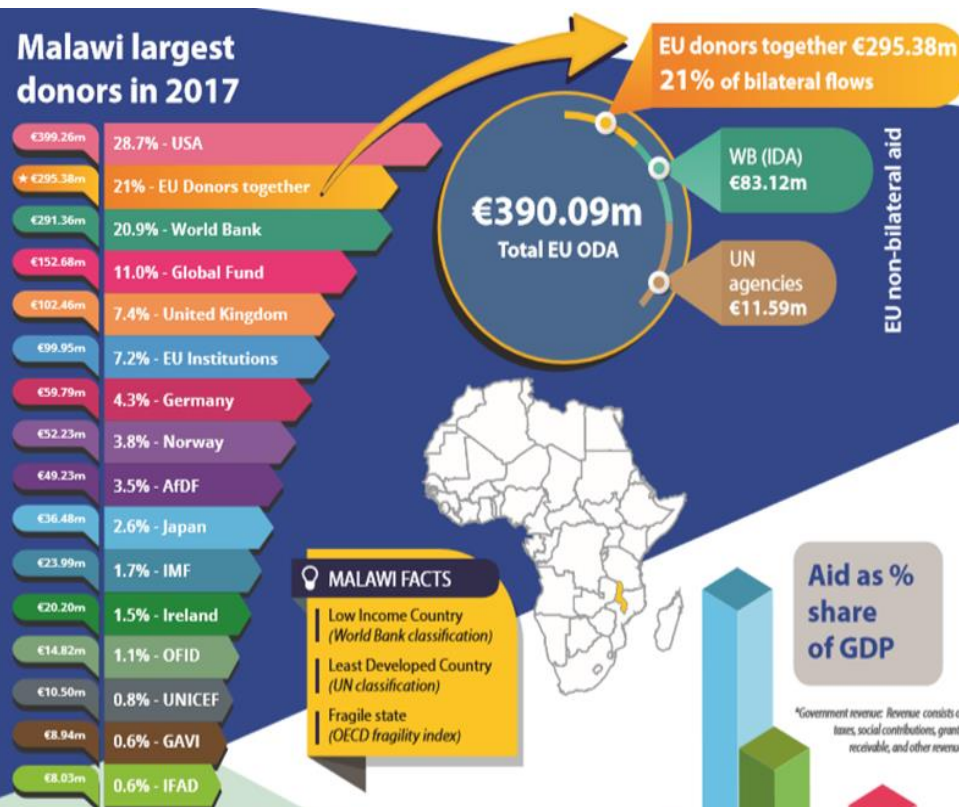


EU bilateral aid implemented through

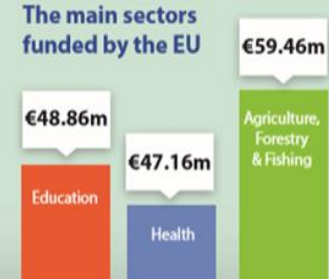
UN agencies €0.01m
Other multilaterals €0.04m

The EU and the Member States channel funds through a range of international organisations. This infographic may not fully capture all of the funds.

Malawi largest donors in 2017



The main sectors funded by the EU



EU bilateral aid implemented through

UN agencies €33.43m
WB Group €7.76m



JP in Practice

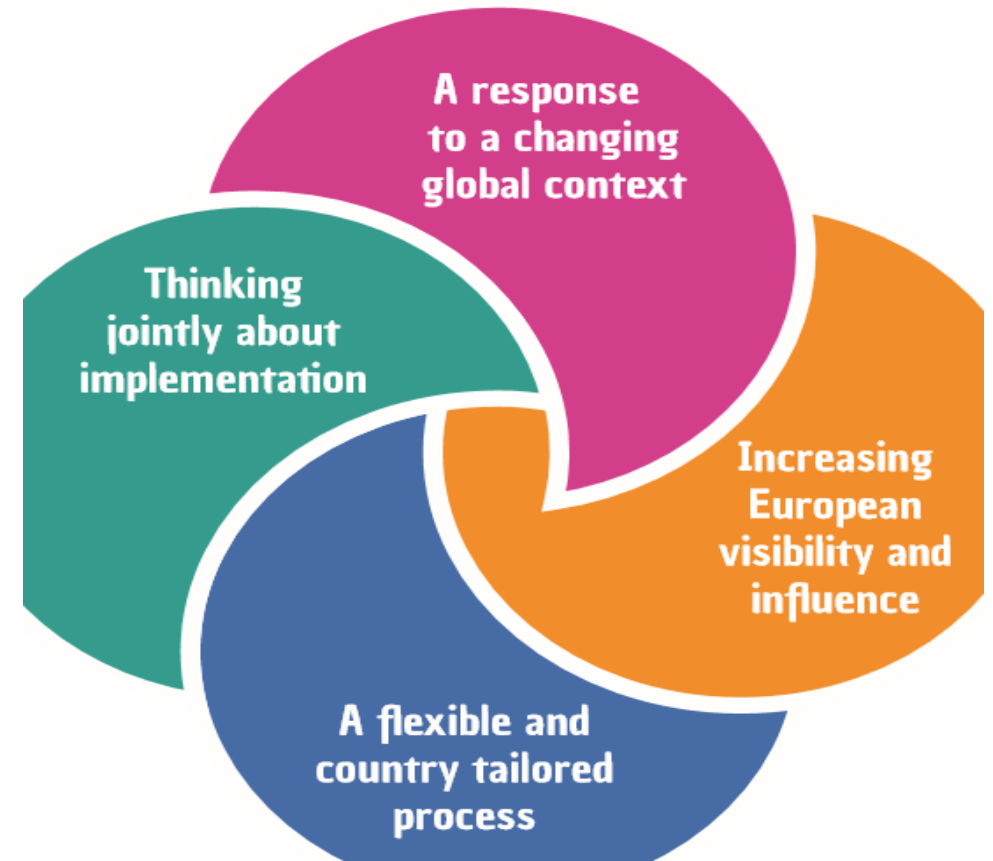
- Structured process for arriving at common agenda based on national priorities, existing agreements (Association Agendas, Partnership priorities) + new and shared information, tools, analysis
- *Joint Analysis*: Country analysis, CSO roadmap, gender analysis, ... MS contributions: Manage transaction costs – *share!*
- *Joint Response*: Agreeing focus issues, division of labour, policy leads – what is within JP, what is not: Consequences for EU, MS programmes
- *Joint Results Framework*: Develop an SDG-founded/Partner Country National Development Plan-linked JP Results Framework – with a national financing strategy/INFF?
- **JP: Time, management, skills intensive: What is strategic, core?**
- **How is partner country ownership, leadership ensured, documented?**

Issues for reflection/ short discussion

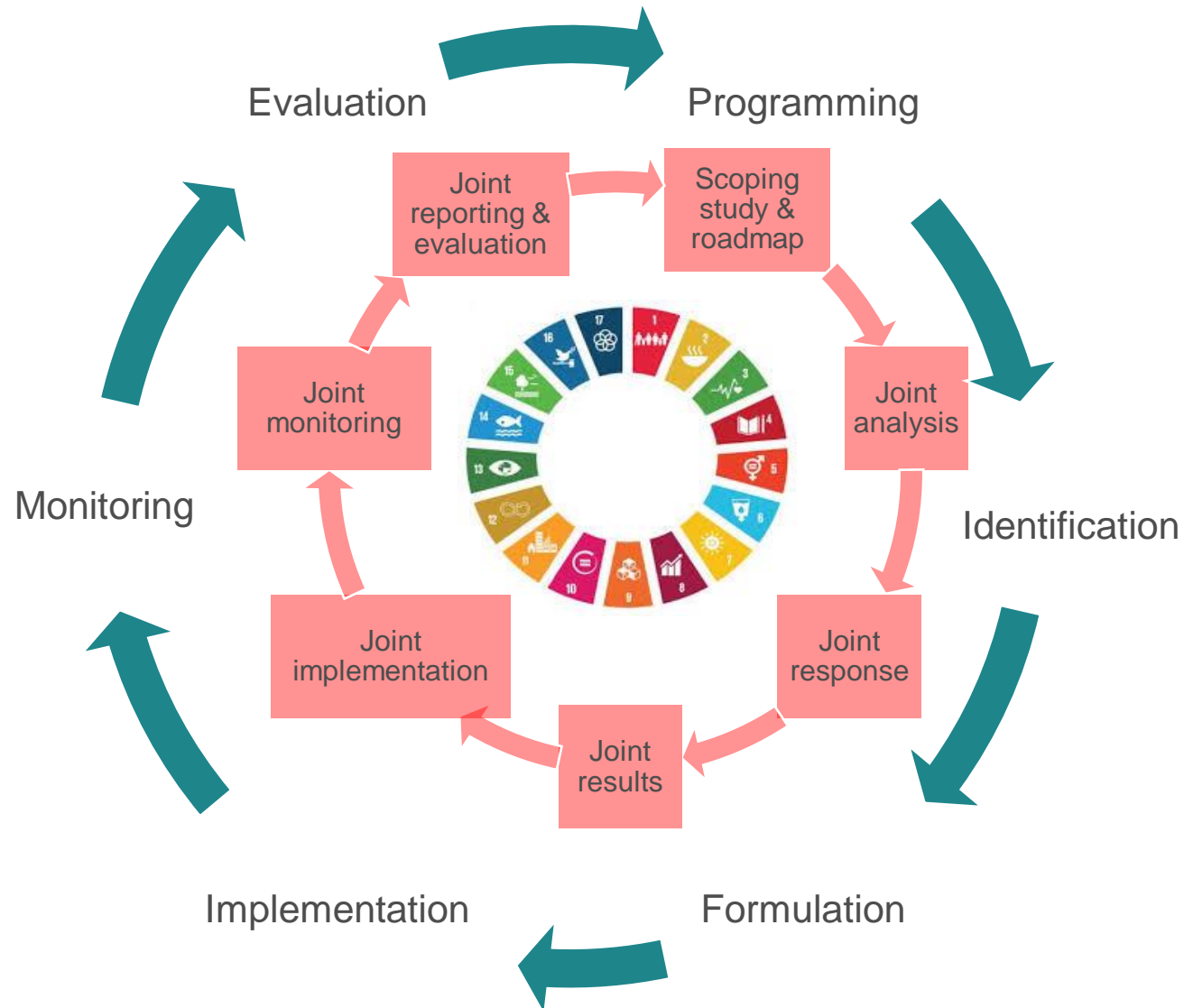
- JP is a group of donors/partners jointly discussing financing priorities with *one* partner country. Is this “ganging up”?
- JP is about coordination. While everybody ostensibly is in favour of coordination, nobody really wants to **be** coordinated. How to address this?
- Some Member States may have particular agendas/ priorities/ concerns in a given partner country (historical ties, strategic issues ...). How should the JP process take this into account?

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**
- **Addresses complete delivery chain – focus on *what is to be achieved***



The complete WBT process



Team Europe concept introduced 2020

- Response to Covid pandemic and need for comprehensive response – in terms of actors, resources, approach/policies
- Combines collective resources of EU, MS including their financial institutions and implementing agencies, EIB, EBRD: grants, loans/credits, financial instruments, technical assistance.
- In context of AAAA/INFF, includes trade/ access to world's largest market, private investments, guarantee schemes.
- EU to mobilise its influence in multilateral channels, mechanisms, supporting policy-driven comprehensive, consistent responses to global challenges at country and regional levels.



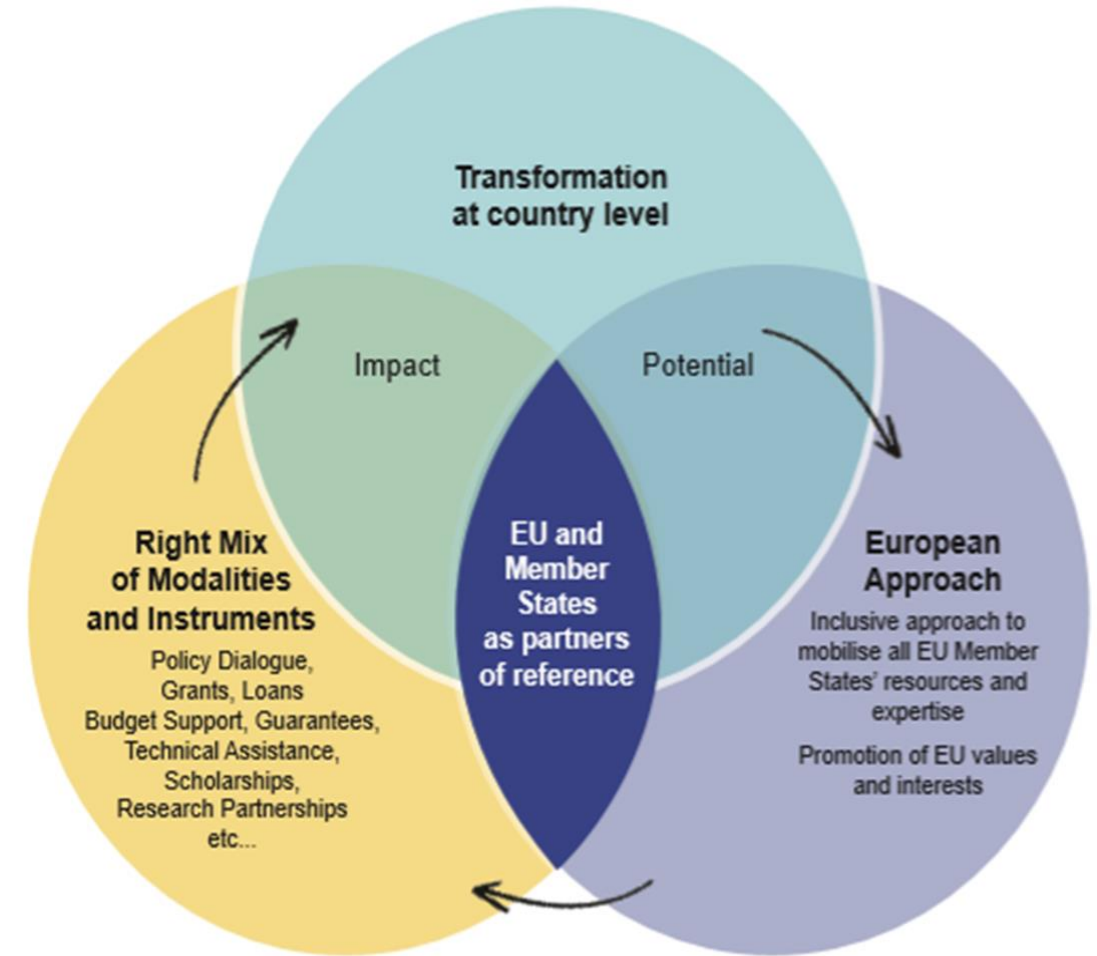
#TeamEurope



Team Europe Initiatives (TEIs)

Flagships of Team Europe approach

- Identifying a critical priority where a coordinated and coherent effort by TE would ensure a transformative impact.
- Deliver concrete results for partner countries, promote 'Team Europe' brand.
- Based on an inclusive approach in the design, modalities, tools and partners.
- Incorporated in the JP processes at country level.



Issues for reflection/ short discussion

- With Team Europe involving more actors, more instruments, what is experience in managing this? What are smart lessons learned?
- How can this be made to work in FCAS where governments are weak? How can this be made to work in countries with “state capture” where elites may not be development focused?

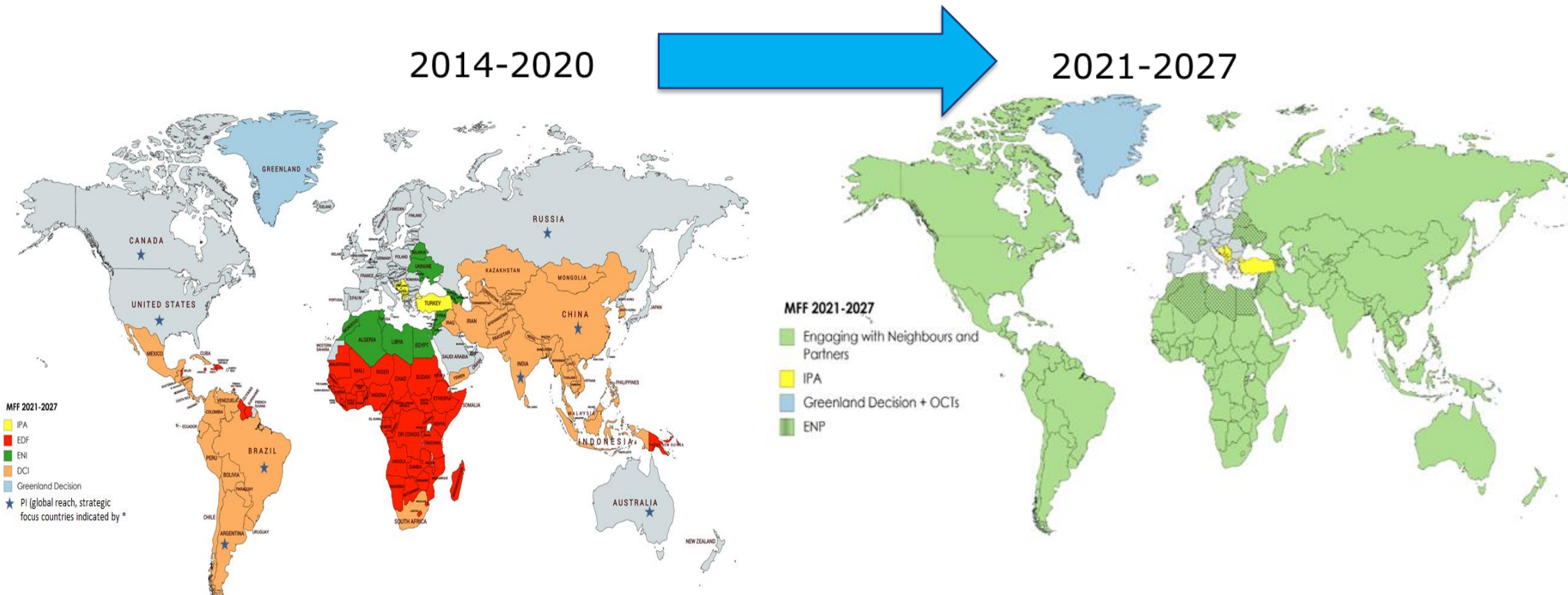
Neighbourhood, Development and International Cooperation Instrument - NDICI

Draft mandate:

- “In order to provide a **long-term strategic response** ...
- ... geographic and thematic MIPs [Multi-annual Indicative Programmes] will be designed around **broad priority areas**, moving beyond traditional focal sectors ...
- ... According to the policy-first principle, priority areas should embrace **wide domains for engagement** and should be informed by the **strategic objectives** identified during the pre-programming phase

NDICI: Integrates DCI, ENI, PI, EDF, IcSP, EIDHR rationalization/ integration ⇒ approx EUR 80 billion

NDICI as global mechanism underpins **policy-driven approach to EU cooperation**, more strategic, responsive to EU and partner countries' interests and priorities.



Reasons for shift in programming approach

Evaluations point to limited impact of EU actions due to:

- Lack of clear political steering and effective use of leverage
- An “instrument-driven” rather than a “strategy-driven” approach
- The concentration of EU support to focal “sectors” instead of priorities
- Overly centralized government focused partnerships
- Less than optimal continuum between programming and implementation
- Limited strategic collaboration with EU MS and other like-minded partners

Implications of shift in programming approach

Requires new ways of working with national stakeholders:

- More in-depth (conflict, stakeholder, political-economy) analyses of country conditions, scope for reforms, space for external support
- Combining different instruments to optimize impact, investing in the programming, analysis as means for managing risk
- Work towards “convergence” between EU interests/values and partner country priorities (how to develop, support, ensure country ownership):
“...Programming should be anchored in strong partnerships established through a multi-stakeholder dialogue and reflecting shared interests and priorities....”
- Engaging politically with non-traditional actors – without “interfering”

Joint Programming – Working Groups


- Five groups @ 6 members
- Discuss Topic – ensure all understand it the same way
- Agree who presents group's work
- Summarise/present 3-7 bullet points using Mural – plan for 2-3-minute presentation
- Leave last 2 minutes of group session for agreeing presentation



Topics for the working groups

1. How can an expanded Team Europe JP process best be handled on the ground (ie, more European actors)?
2. What are *politically* the most challenging aspects of a JP process? How can they be addressed?
3. What are typically the greatest transaction costs of a JP process? How can they be contained/ minimised?
4. NDICI implies more national stakeholders (civil society, human rights groups, ...) be involved in the JP. How can one best accommodate this enlarged stakeholder universe?
5. What can EU HQ do to support/ facilitate this more ambitious JP vision and process?

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