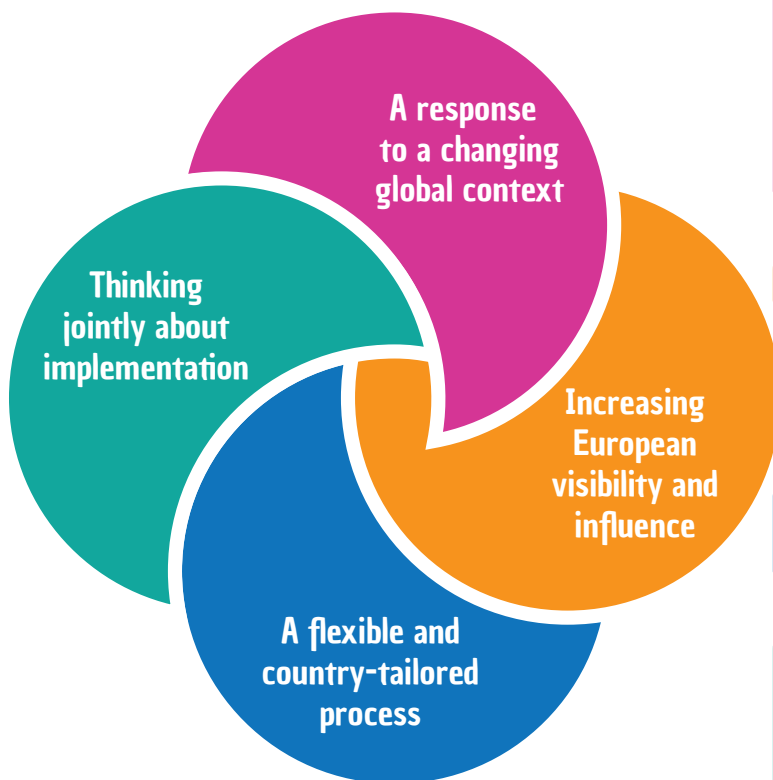




## The EU's Global Strategy and the new European Consensus on Development make a strong case for 'working better together' at partner country level through joint programming and joint implementation by the EU and its Member States.

Europe acting as one, as **Team Europe**, is about working hand-in-hand with our partner countries and demonstrating the EU's support for multilateralism. We are bringing together the collective European experiences and capacities with the aim of better supporting our partner countries' priorities, thus reinforcing shared values and interests.

Let's see what 'working better together' offers in practice!

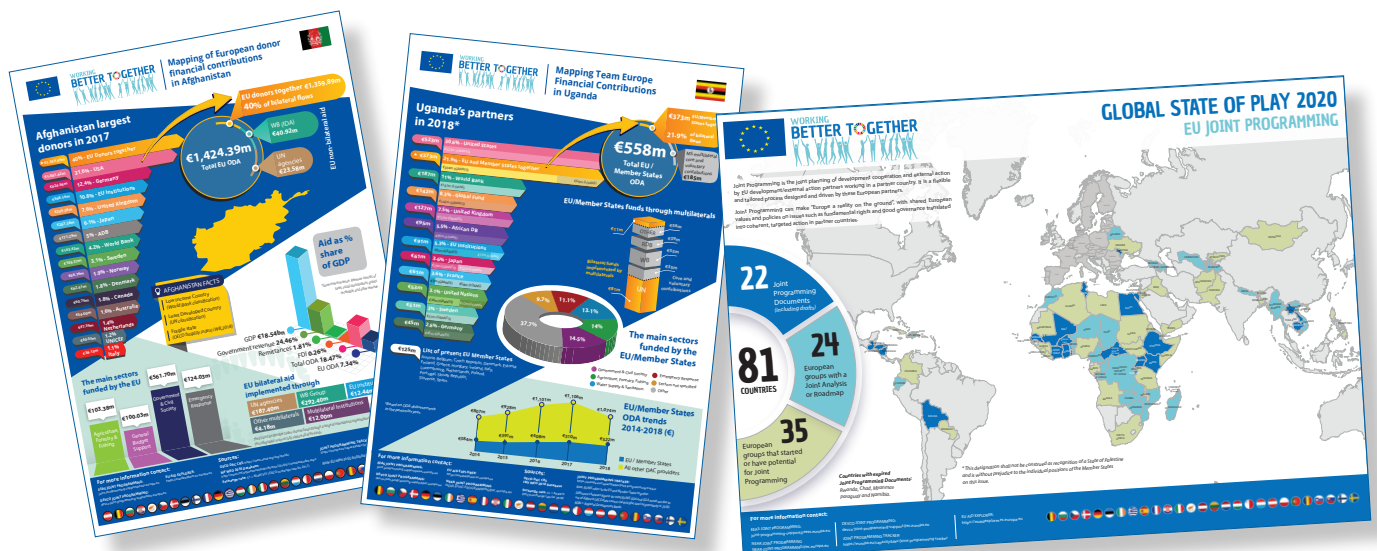


In times of increasing international competition and uncertainty over a rules-based, multilateral system, the EU and Member States need to work more coordinated and coherently to complement their traditional development cooperation with a wider set of policies that are relevant for our partner countries.

Policy coherence and effective communications can raise the visibility of the European presence, supporting our influence in policy dialogue.

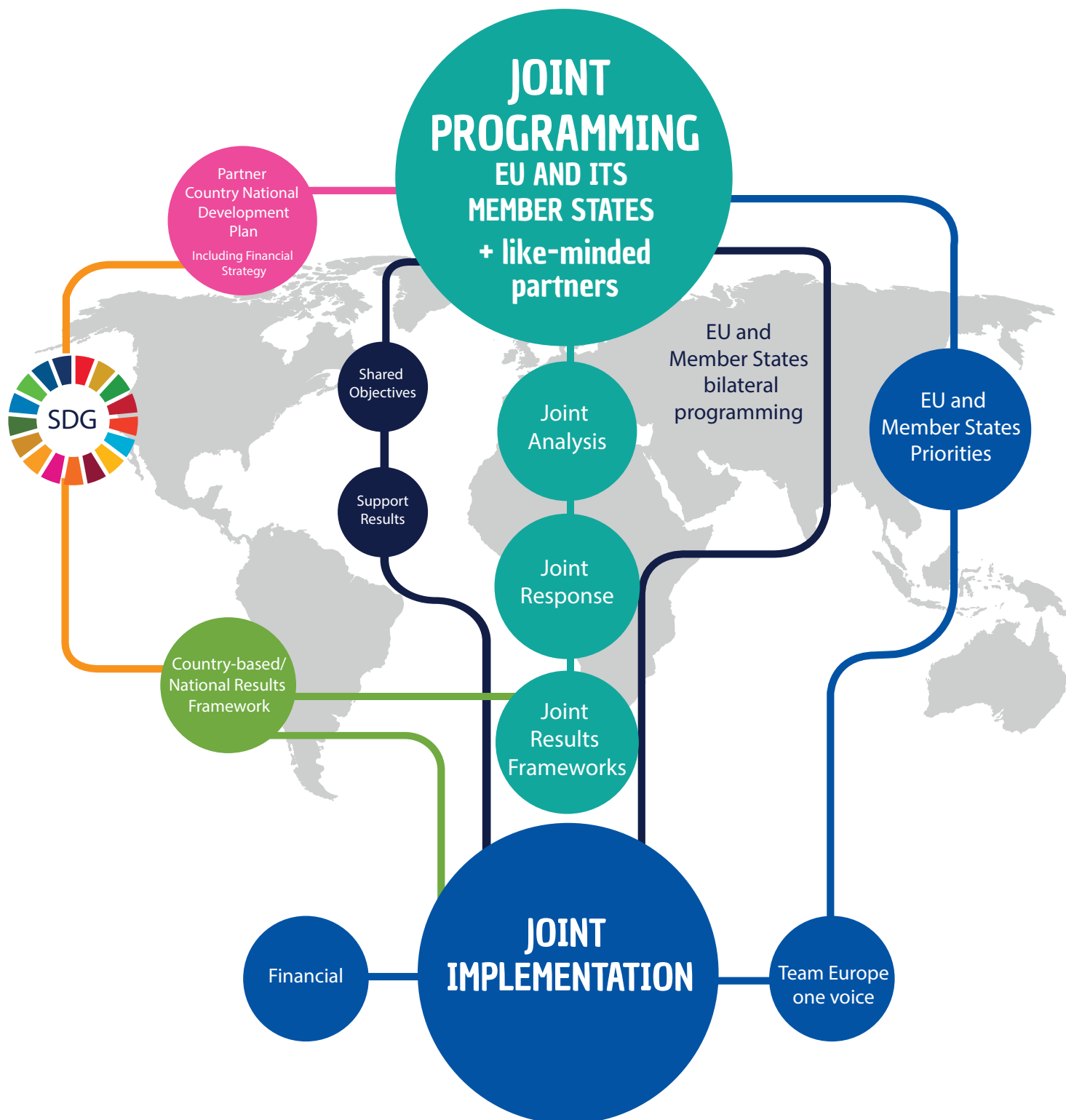
*Joint programming's* flexibility makes it the ideal tool for bringing all European policy commitments (global, European and bilateral) together in a single framework at country level.

*Joint implementation* places our collective country assistance in a more strategic framework. The EU and Member States, by bringing together their respective knowledge and resources, can explore concrete ways to pool them efficiently at country level.



# 'WORKING BETTER TOGETHER' SCHEMA

The schema below helps visualise the collective European commitments in the European Consensus on Development under partnerships, providing a frame of reference for 'working better together'.



**#WorkingBetterTogether**  
**#JointProgramming**

**#TeamEurope**  
**#JointImplementation**

# JOINT PROGRAMMING

**Joint programming** is a strategic engagement process by European partners that starts with a joint analysis of the challenges and opportunities in a partner country and then develops a joint response at country level in support of the partner country's national development priorities and associated financing strategy to achieve the Sustainable Development Goals, as well as the European values and interests.

## WHAT IS JOINT PROGRAMMING?

- ✓ *Joint programming* is the joint planning of development cooperation and external action by European development/external action partners working in a partner country. It implements EU and Member States' policy commitments to 'working better together' to implement the 2030 Agenda and the SDGs.
- ✓ *Joint programming* has been mainly focussing on bringing together the development cooperation provided by the EU and Member States into a common programming document. However, a *joint programming* process can also provide a framework to work 'beyond development' to address other external action priorities in a partner country, such as human rights, security, climate action, investments and trade.
- ✓ *Joint programming* provides an opportunity for European partners to develop a collective policy dialogue providing a single European 'message'.
- ✓ It provides visibility at country level for the European family and how it works together in a transparent way.

## WHAT DOES JOINT PROGRAMMING CONSIST OF?

- ✓ *Joint programming* starts with a joint analysis of the country situation followed by a joint response to this country context that sets out the collectively agreed European actions and expected results of these actions in a document
- ✓ *Joint programming* is as much a joint product (an analysis or a response), as it is a process that continuously empowers Europeans to establish a distinctive European presence at country level.
- ✓ A joint results framework is part of the joint response and translates European priorities actions into measurable results and impact. Monitoring the joint results framework serves to inform dialogue with national stakeholders on the contribution of collective EU assistance, and to enhance mutual accountability.
- ✓ A *joint programming* document responds to the partner country's national development priorities and therefore is most successful when synchronised with the country's national planning cycle. It provides indicative levels of funding by all participating European partners, disaggregated by priority objective/result area.
- ✓ *Joint programming* documents are approved by each participating partner according to their respective internal regulations. Ideally, a *joint programming* document should replace participating partners' bilateral strategies.
- ✓ *Joint programming* documents foresee reviews as a basis for collective dialogue with national stakeholders, as well as to be able to adapt to changing contexts, as appropriate.
- ✓ Like-minded partners can join a *joint programming* process at country level following a decision by European Heads of Mission.

## WHO IS INVOLVED IN JOINT PROGRAMMING?



**Heads of Delegation,** together with their 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** (EU and Member States) 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 Counsellors** from both the EU and Member States provide input that informs the potential scope of joint programming, prepare inputs from their specific sector/area of work and work to increase coordination at this level between the EU and Member States.

# JOINT IMPLEMENTATION

**Joint implementation**, whether financial or non-financial, is when shared objectives are translated into collaborative action by establishing arrangements for working better together. The purpose is to maximise the impact of individual and collective expertise and resources. Joint implementation produces more coherent, effective, more efficient and coordinated support at country and regional level with greater impact.

## WHAT IS JOINT IMPLEMENTATION?

- ✓ *Joint implementation* is a direct response to the EU's Global Strategy that recognises "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 *joint implementation*. Similarly, effective *joint implementation* brings *joint programming* to life and demonstrates its value. However, both approaches can also exist independently from one another
- ✓ *Joint implementation* is an approach that builds on the experience and expertise of the EU and its Member States to support sectoral activities that achieve results in line with partner countries development priorities. *Joint implementation* describes how the Member States work together between themselves, as well as how the EU works with them.
- ✓ *Joint implementation* combines technical and financial resources to increase the political incentives and 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, and should not be reduced to delegated cooperation.
- ✓ *Joint implementation* covers all parts of the project cycle, as well as activities around it, including coordination mechanisms and related collaborative arrangements.
- ✓ *Joint implementation* can contribute to awareness of the added value of *joint programming* and contribute to policy dialogue, by demonstrating joined-up action by European partners.
- ✓ It can make visible what is possible to achieve through *joint programming* and contribute to policy dialogue, by demonstrating joined-up action by European partners that draws on the range of tools and collective expertise collective available.

## WHAT ARE THE KEY CHARACTERISTICS OF JOINT IMPLEMENTATION?

*Joint implementation* delivers most benefits when it:

Is specific to the country-context

01

02

Can make effective links to European external priorities

Combines various financial and non-financial modalities

03

04

Makes best use of the combined EU and its Members States tools

Is based on sharing and applying best practices, experiences and networks that exist at country/regional level

05

06

Covers the whole project cycle and specifies the role and responsibilities of each partner

Allows for a joined-up communication

07

## For more information contact:

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