

Team Europe Initiatives (TEI) - first insights and questions to Member States’ agencies

Version 1 - September 2021

Introduction

This document is intended as a Frequently Asked Questions on Team Europe Initiatives (TEI) for Civil Society Organisations. The CONCORD Financing and Funding for Sustainable Development (FFSD) NDICI group is preparing a handbook on the new Global Europe instrument for 2021-2027 which will include TEIs as a modality. However, as the initiatives are new and still in development, we are gathering further detailed information from key stakeholders. In the interim, this working document has been prepared for use by CONCORD members and partners in their discussions with relevant stakeholders on the TEIs. Updated information will be included in the final version of the Global Europe Handbook while some broader policy questions regarding TEIs are raised in the AidWatch process.

1. What is the Team Europe approach and what are Team Europe initiatives?

Team Europe is an **approach** initially born in the context of the EU’s COVID-19 response to support partner countries and to respond to the pandemic in a coordinated manner between the EU and Member States (MS).

The Team Europe approach has continued beyond the pandemic and aims to give a collective European response to an increasingly changing geopolitical landscape, at the international and at country level. With this approach, the EU pursues several objectives:

- to have a leading role on the global stage, protect EU interests and promote EU values;
- to increase the visibility of EU cooperation with a common branding;
- to increase coherence and coordination between the actors, in line with commitments to the Busan Effectiveness principles¹ and the work of the Global Partnership for Effective Development cooperation².

The Team Europe approach becomes Team Europe Initiatives (TEI) when it comes to practice, replacing the former flagship initiatives. TEI may be at country-level (up to 2 per country) and regional level (global TEI are also under discussion), and they must link to the priorities set in the **Multiannual Indicative Programmes (MIPs)** which link to the global

¹ <https://www.oecd.org/development/effectiveness/busanpartnership.htm>

² <https://www.effectivecooperation.org/>

priorities of the EU. TEI are supposed to deliver concrete results for partner countries, in line with their strategic and national priorities, and promote the ‘Team Europe’ brand. They can include a mix of implementing modalities, depending on the context and the decision of the actors.

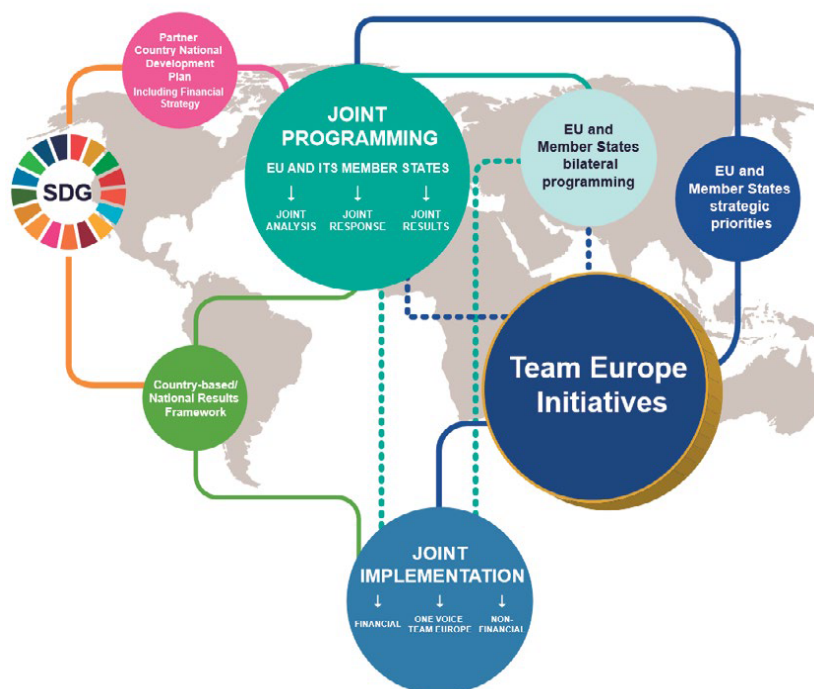
The Team Europe approach is a **guiding principle for the MIPs**, as stated in the NDICI/Global Europe programming guidelines. Hence, the EU funded part of TEIs is included in the MIPs, although MIPs are larger than TEI.

What is the difference between Joint Programming and Team Europe approach?

According to the EU, the Team Europe approach adds a broader political approach that strengthens global coordination efforts of the EU and its MS to Joint Programming. Team Europe Initiatives are issued as part of the “Working better together” principle.

In some countries, Joint Programming and Team Europe approach/TEI programming would be the same. In other countries where there isn’t yet a Joint Programming strategy, Team Europe Initiatives might be seen as an entry point to start the discussion and collaboration amongst EU and MS.

There is currently a Joint Programming Tracker and a TEI tracker is under development, probably improving upon the current Joint Programming Tracker. This should be developed around the end of 2021.



*Diagram showing the relationship between TEIs, Joint Programmes, and existing SDG development plans and results frameworks. It is extracted from the guide “Working together as Team Europe” (January, 2021)

50 SECOND BATCH TEIs

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25 - Sub-Saharan Africa	
Ethiopia	Job Creation in Ethiopia
Ethiopia	Digital Transformation in Ethiopia
Sudan	Supporting women's rights and enhancing their role in Sudan's society
Sudan	Agri-food value chains: vector to food security and sustainable growth and jobs.
Uganda	Demography and Social Services
Uganda	Sustainable Business For Uganda
Madagascar	Pacte Vert Paysage
Malawi	Good Governance
Malawi	Green Growth
Mozambique	Mozambique's Green Deal
Comoros	Pacte vert pour une croissance integree
South Africa	A compact for South African Jobs for the future
Zimbabwe	Climate Smart Agriculture Based Resilience Building
Zimbabwe	Gender Equality through women empowerment
Guinea Conakry	Economie Verte et Bleue
Guinea Conakry	Stabilité et bonne gouvernance
Niger	#GouvernancePaixDroits De la Capitale au village, un Etat au service des citoyens
Niger	#Ingenerationsfutures Emergence d'une économie inclusive et verte pour et avec les jeunes
Togo	Energie
Benin	Investir dans l'énergie durable et le port
Benin	Investir pour un Port de Cotonou durable
Benin	Croissance durable et emploi pour les jeunes
Ivory Coast	Transition Bas Carbone
Mauritania	Strengthening of Human Capital
Nigeria	Green Economy Alliance

16 - Latin America and the Caribbean	
Belize	Regional Integration and Border Management
Dominican Republic	Sustainable cities and ecosystems
Barbados and Eastern Caribbean	Green and climate financing, with a specific focus on renewable energy
Jamaica	Sustainable cities
Jamaica	Transitioning to a digital economy: supporting enhanced employability and competitiveness of Jamaican MSMEs
Trinidad and Tobago	Climate resilience infrastructures
Brazil	Digital transformation
Costa Rica	Digitalisation and Innovation
Ecuador	An inclusive and sustainable open economy
El Salvador	Digital Jobs
Guatemala	EU-Guatemala Alliance for sustainable growth and jobs
Guatemala	EU-Guatemala Green Deal
Mexico	Fostering the Green Economic Recovery, including Circular Economy
Mexico	Social Cohesion - Tackling Inequalities in Mexico
Panama	Digital transformation
Peru	Green Deal (special emphasis on Sustainable Cities and Circular Economy)

9 - Asia-Pacific	
Mongolia	Sustainable natural resources management and sustainable value chains
Bangladesh	Green energy transition
Pakistan	Private sector economic development towards job creation and income generation for all
Cambodia	Sustainable landscapes, forests & agriculture
Cambodia	Build back better – green energy and industrial value chains
Philippines	Circular Economy
Philippines	Digital Transformation and connectivity
Vietnam	Climate-resilient, low-carbon circular economy
Vietnam	Decent employment and inclusive entrepreneurship

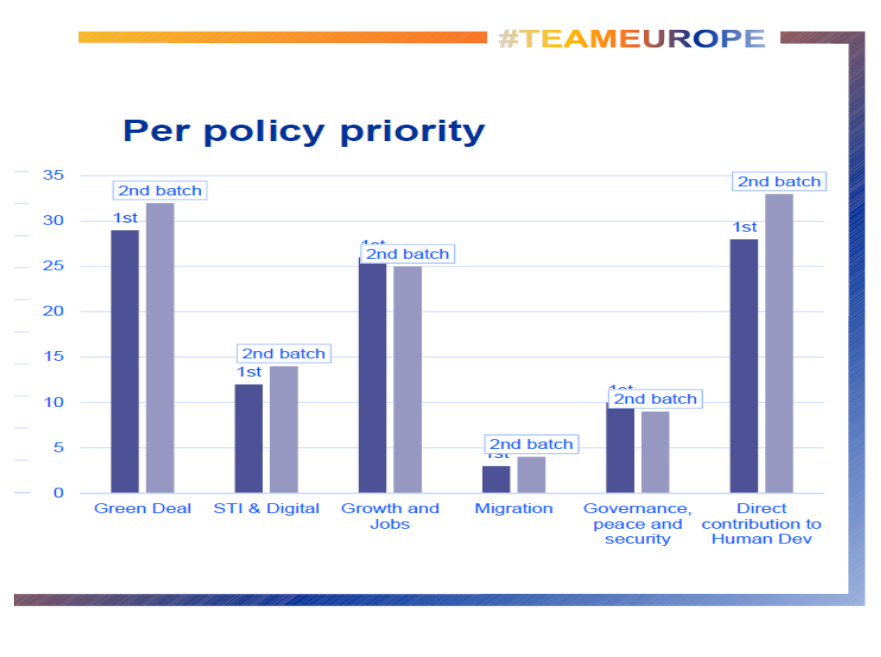
*Tables extracted from the presentation done by DG INTPA at the FFSD spring meeting (May 2021) showing the focus of the TEIs per partner country approved in the first and second batches.

Member States have shown different levels of interest, with a strong involvement of Germany in 74% of the TEI, France 71%, The Netherlands and Spain 53% . Nevertheless, there is still no clarity on the implication of Member States in terms of budgetary contribution outside of the NDICI-Global Europe instrument (EU budget). Financial Institutions are also part of the TEI with a participation of the European Investment Bank in over 88% of the TEI, AFD in 55% and the Dutch FMO in 43% of the TEI.

EU MEMBER STATES PARTICIPATION				FINANCE INSTITUTIONS PARTICIPATION	
Germany	73	Hungary	9	EIB	79
France	70	Luxembourg	10	AFD	54
Netherlands	52	Austria	5	FMO	43
Spain	52	Estonia	4	KfW	32
Belgium	29	Czech Republic	4	CDP	11
Italy	29	Latvia	1	FinnFund	6
Sweden	28	Malta	3	Bio	3
Portugal	10	Lithuania	1	Proparco	10
Finland	18	Poland	2	EBRD	2
Denmark	12	Slovakia	1		
Ireland	15				

*Tables extracted from the presentation done by DG INTPA at the FFSD spring meeting (May 2021) showing EU Member States and Finance Institutions participation.

In terms of alignment with the Commission’s 5 overarching priorities, a vast majority of the TEI are aligned with the Green Deal, followed by Growth and Jobs. Contributing to Human Development is a cross-cutting priority for the Commission.



*Tables extracted from the presentation done by DG INTPA at the FFSD spring meeting (May 2021) showing numbers of TEIs and their alignment to the European Commission’s 5 geopolitical strategic priorities.

3. How are TEI funded?

As far as we understand at this stage, TEIs can be funded from various sources, including NDICI-Global Europe funding, bilateral contributions of MS, contributions of other participants (e.g. Non-EU MS participating in a TEI and contributing from their own budgets). The information CONCORD has gathered so far indicates that the TEI will absorb considerable amounts of the funds allocated through the NDICI-Global Europe to the MIPs (country level) and a maximum of 50% of the allocation needed for regional TEIs, however there are no specific earmarked TEI targets or envelopes in the NDICI-Global Europe regulation. As noted above, the MS budgetary contributions are as yet unclear. MS could contribute in non-financial terms rather than with additional funding.



Open question: Does the contribution from a MS in a TEI financed out of Global Europe/NDICI follow the same rules as the NDICI itself, (for instance regarding 93% DAC-ability)?

4. Who are the stakeholders?

Participants in Team Europe Initiatives include EU public bodies, i.e. the EU Commission (e.g. DG INTPA, DG NEAR), the EU Member States through their Member States Development

Agency (e.g. AECID, ENABEL) and development banks (e.g. KfW) as well as the European Investment Bank (EIB) and the European Bank for Reconstruction and Development (EBRD). During the EU pre-Programming and Programming exercises last year and earlier this year 2021, led by the EU Delegations, around 100 TEIs have been developed in discussions between these actors, especially at country level.

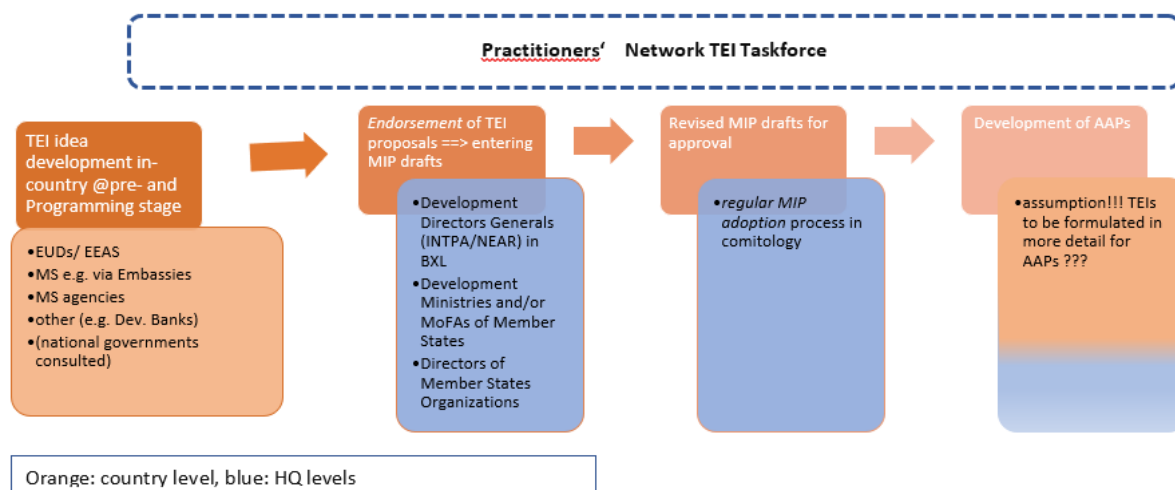
The [Practitioners' Network for European Development Cooperation](#) (PN) also plays an important part in the TEIs; a Task Force of this Network was established in the Spring of 2020 to focus on TEIs in particular and to foster understanding of the Team Europe approach among the stakeholders. The Task Force is currently co-chaired by AECID and GIZ. As part of our work with some of the TEIs stakeholders, CONCORD has been able to gain access to the PN and participated in a meeting in July 2021 to share views of civil society. The PN is seeking to “localise” and have structured dialogues at country/regional level. CONCORD has offered to assist with forging connections at local level with CSOs/INGOs networks and helping to ensure more civil society engagement going forward.



A number of open questions remain especially in terms of development effectiveness of TEIs, such as:

- Can and will actors which are not EU “public bodies” be involved in the design?
- Can non-public bodies be part of implementation?
- Do the EU and MS consider that non-public bodies need to be consulted?
- When does private sector business come into the design and implementation?
- What is the level of ownership from the partner country and what will their role be in implementation?

Team Europe Initiatives are being included in MIPs and the Annual Action Plans (AAPs) after being “endorsed” at the Director Generals’ levels of the stakeholder institutions. Hence, there is no separate formal “adoption” of TEIs. Please find below the process of TEI development - from CONCORD’s understanding so far.



5. How are TEIs going to be implemented?

The Team Europe approach generally promotes the **Joint Implementation** approach. This is assessed and promoted through a recent report from DG INTPA³ which is currently being updated including with contributions from the Practitioners Network. Joint implementation describes the EU (Commission) working with EU MS (one or more) as well as the MS working together without the EC, to translate joint objectives into collaborative actions. This can be financial and non financial cooperation. The 2017 European Consensus set out a commitment to joint implementation whenever appropriate.

***Who are the key players?** “Most commonly, joint implementation takes place at country level, although the European Consensus also refers to possibilities at regional or global level. The coordinating role of EU Delegations is central to improving the effectiveness of European coordination processes at country level, Member States Embassies and related organisations also need to play a leadership role in designing and maintaining the momentum of a country-driven process”.⁴*

Although it is collaborative, joint implementation prioritises effectiveness so each process of joint implementation must have a clear management arrangement and agreed governance structure. In order to facilitate the Team Europe approach, there will need to be a paradigm shift in ways of working at country level between MS embassies and EU Delegations (EUDs)s. We can therefore expect that implementation approaches will not necessarily be consistent under each TEI as this is a new approach which will be trialled, mainly at the country level, starting in 2021.

For the **Regional TEIs**, it has been emphasised that they will **not** be a collection of country level actions grouped together, but they will add value to country programmes and address regional challenges. It is anticipated that at least 4 MS will participate (financially) or 2 where there is limited presence, which could indicate a role in implementation as well. Regional TEIs will cover a minimum of 3 partner countries.

EU MS played a key role in endorsing the TEIs which have been developed so far, which we can assume will mean taking on a role in their implementation. France, Germany, the Netherlands and Spain are the key players in terms of the number of TEIs they are involved in, as well as the EIB.


³ Working Better Together Through Joint Programming and Implementation, DG INTPA Jan 2021

⁴ Working Better Together Through Joint Programming and Implementation, p54, DG INTPA Jan 2021

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1st and 2nd batch TEIs per EUMS+EDFIs - overall

EU MEMBER STATES PARTICIPATION				FINANCE INSTITUTIONS PARTICIPATION	
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*Note: All other partners are involved in less than 15 TEIs.⁵

Forms of Joint implementation:

- **Actions involving non-financial means could include** joint sectoral/thematic analysis; joint project identification and formulation; joint policy dialogue in the context of programme implementation; joint follow-up and evaluation of EU interventions; joint messaging and joint communication and visibility strategies.
- **Actions involving financial means include** delegated cooperation, joint and parallel co-financing, and even contribution in kind. For example: EU trust funds, multi-donor actions, blending with European financial institutions or financial guarantees, budget support, twinning/TAIEX modalities (also extended to development cooperation).⁶

According to information gathered so far, the full range of modalities available for use under the NDICI-Global Europe could also be used for TEIs.

6. What is the role of civil society?

Civil Society is seen as a partner in the TEIs although the EU is still discussing ways to ‘mainstream’ the involvement of civil society in their implementation. The European Commission team responsible for programming has confirmed that grants will be used as a modality within the TEIs but not to what extent.

CONCORD has also flagged the importance of the role of civil society in developing the TEIs throughout the programming process, as CSOs are not just grant recipients but also key

⁵ <https://www.cgdev.org/blog/getting-bottom-team-europe-initiatives>

⁶ Working Better Together Through Joint Programming and Implementation, p57, INTPA, Jan 2021

stakeholders at country level who should play a role in determining the priorities to be addressed.

In terms of the role of civil society in development of the TEIs, so far our assessment is that consultations on TEIs have not been very valuable in the context of the NDICI programming consultations process overall. This was often rushed and provided limited opportunity for civil society input (in many countries). This has been fed back to the CSOs and Programming units in DG INTPA and has been recognised by the Commissioner. CONCORD will continue to push for more meaningful consultations in future. TEIs were included particularly as part of the pre-programming as the EU's "offer" in the programming process. CSOs were invited to consultations on the MIPs, including the TEIs, at country and regional level. However, the TEIs were not clearly proposed/discussed within the consultations in a consistent manner and some countries did not have consultations with CSOs at the pre-programming stage.



Open question: Will CSOs be taken into account in the implementation of TEI? If yes, what is the role of civil society in the implementation?

What's next?

Key messages

- **Content of the TEIs:**
 - In a COVID context, with inequalities on the rise globally, and human development not a stand-alone theme for programming but rather cross-cutting to it, CONCORD is very keen to see how the TEIs will help support efforts to reduce inequalities and support human development.
 - NDICI-Global Europe targets must be met through the TEIs, especially human development and gender equality targets. We welcome the inclusion of human development in the priorities of the TEIs but request more clarity on how this is assessed and monitored.
 - We look forward to evidence that this approach will improve the effectiveness of EU aid in partner countries.
- **Role of Member States:**
 - Welcome efforts to improve donor coordination and ensure the Team Europe approach is not merely a branding exercise.
 - Ask for transparency on the role of different stakeholders and implementation modalities taking into consideration lessons learned from previous Member State Cooperation, e.g. joint programming and EU Trust Funds.
 - Ensure that calls for proposals processes under indirect management are transparent and inclusive.
 - Ensure that budget and modalities are clear within the Annual Action Plans and all AAPs are published and accessible.

- **Role of Civil Society:**
 - Advocate for meaningful participation of CSOs in design and implementation. CSOs are keen to be able to play their watchdog roles, be involved on an ongoing basis in the policy dialogue and direction for programmes and to be involved in implementation where relevant. In our experience, grant based modalities are most relevant for that.
 - Put country ownership at the core of process

Potential questions for national platforms/networks to ask at national level or at country level (EU Delegations, embassies, development agencies in partner countries, etc):

- How do you see Team Europe Initiatives as adding value to previous attempts to bring EU and MS efforts together in partner countries/regions?
- Is your MS involved in Team Europe Initiatives? If yes:
 - in how many?
 - in which countries?
 - at regional level?
 - What is the thematic/content of these TEI? (Objective: gather information on the content to ensure that CONCORD's messages are taken on board, linked with SDG).
- What is the contribution of your MS in the TEI?
 - funds?
 - expertise?
 - other?
- Does your MS have more information about implementing modalities? Is your MS expecting to manage one of these initiatives? (through development agencies?)
- What are the weaknesses of this approach identified by your MS?
- What are the next steps of the process? What is the sequence of TEI? (when are they starting, etc)

CONCORD FFSD workstream next steps:

- Continue to engage with TEIs stakeholders including the DG INTPA TEIs and programming units and the Practitioners Network on:
 - the final batches of TEIs
 - further consultations processes on the AAPs during 2021
 - the TEIs tracker tool (in development) as key for transparency and information sharing
 - contributing to Methodological guidance (in development)

Please feed any information back to the CONCORD secretariat by contacting Celia Cranfield (celia.cranfield@concordeurope.org) or a CONCORD member following the FFSD workstream.

Further reading

- “Working better together as Team Europe. Through joint programming and joint implementation”. 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.
[Working Better Together | Capacity4dev](#)
- “Team Europe: Up to the challenge?”: This brief from ECDPM presents how the Team Europe approach has been applied to date, and explores the prospects, added value and challenges in terms of the EU and member states working better together, enhanced visibility and the possibility of a stronger voice in multilateral fora.
[Team Europe: Up to the challenge? – ECDPM](#)
- Devex paper: “A first look at the ‘Team Europe Initiatives’” March 2021.
[A first look at the 'Team Europe initiatives'](#)
- “The rise of the Team Europe approach in EU development cooperation: Assessing a moving target” (2021), written by the German Development Institute.
<https://www.die-gdi.de/en/discussion-paper/article/the-rise-of-the-team-europe-approach-in-eu-development-cooperation-assessing-a-moving-target/>

NATIONAL PLATFORMS	 Global Responsibility Austrian Platform for Development and Humanitarian Aid	 BELGISCH PLATFORM PLATE-FORME BELGE CONCORD CNCO-11.11.11 11.11.11 ACODEV age-accusate	 BPID Bulgarian Platform for International Development	 Platforma za mednarodno gradnisko solidarnost Slovenske Croation Platform for International Citizens Solidarity CROSOL	 CYINDEP Cyprus Island wide NGO Development Platform	 FORS
GLOBAL FOCUS Global CSOs for Development Cooperation	 AKÜ	 fingo	 COORDINATION SUD	 VENRO ASSOCIATION OF GERMAN DEVELOPMENT AND HUMANITARIAN AID NGOs	 Hellenic Platform for Development	 HAND
 dóchas The Irish Association of Non-Governmental Development Organisations	 CONCORD ITALIA Network of NGOs in Europe for the European Partnership	 LAPAS Lithuanian Platform for Development Cooperation	 LITDEA Lithuanian National Non-Governmental Development Cooperation Organisations' Platform	 Cercle de coopération des ONGS DU LUXEMBOURG	 SKOP Solidarjėta u Koperazjoni	 PARTOS
 ZAGRANICA	 ONGD PLATAFORMA PORTUGUESA	 FOND Fondacija za globalno razvijanje partnerstva Evrope i Srbije	 Ambrela Platform for Development Organisations	 SLOGA Slovenian Global Action	 LA COORDINADORA DE ORGANIZACIONES PARA EL DESARROLLO	 CONCORD UKRAINE
 bond	NETWORKS	 actalliance eu Network of NGOs	 actionaid	 ADRA	 Alliance 2015 towards the eradication of poverty	 care
 caritas europa	 cbm together we can do more	 ChildFund Alliance	 CIDSE together for global justice	 eucord European Network of Organisations for Humanitarian Relief and Development	 GNDR Global Network of Civil Society Organisations for Gender Equality	 Habitat for Humanity
 humanity & inclusion	 IPPF International Planned Parenthood Federation European Network	 LIGHT FOR THE WORLD	 OXFAM International	 PLAN INTERNATIONAL	 Save the Children	 Sightsavers
 solidar	 SOS CHILDREN'S VILLAGES INTERNATIONAL	 Terre des Hommes International Federation	 wecf	 Wetlands INTERNATIONAL	 World Vision	 WWF
ASSOCIATE MEMBERS	 alda European Association for Local Democracy	 ea ea EUROPEAN ASSOCIATION FOR THE EDUCATION OF ADULTS	 EUROPEAN PARTNERSHIP FOR DEMOCRACY	 EUROPEAN DISABILITY FORUM	 INTERNATIONAL RESCUE COMMITTEE	 NRC NORWEGIAN REFUGEE COUNCIL