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EXECUTIVE SUMMARY

CPMA and GIZ held the second dual Presidency of the Practitioners' Network for European Development Cooperation (PN) from 21 May 2021 to 12 May 2022, standing out for its excellent organisation, coordination, and efficiency.

The co-Presidency continued focusing on **inclusiveness as a key approach** to guarantee that all PN Members contribute and engage in the activities of the PN. They also ensured the **integration of top priorities** such as the European Green Deal, Digitalisation and Public Sector Expertise; and promoted a **closer partnership** between technical assistance providers and financial actors, as well as with Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR).

In addition, they **restructured the working group composition** after finding wide agreement among Members, to better reflect on the coherence of the WG and how to best include the new PN priorities. This year special effort has been made to **develop guiding documents** of the PN to systematise, simplify and harmonise procedures like the Guidelines on PN Working Groups, for Steering Committee meetings, the PN Financial Procedures, a PN Communication (e.g., Website, social media) style guide (further- style Guide) to ensure consistent appearance and recognition value and a Welcome Package to facilitate knowledge to new and current PN Members about how the PN works. The organisation of several **CEO meetings**, the first leading to a joint PN **"Declaration on the importance of maximising European Public Sector Expertise potential of the Practitioners' Network for European Development Cooperation"** and the second finalising the **"Strategic Vision: PN 2030"** document, were also innovative activities. 14 Members of the PN also signed a **"Joint statement on the coordination of European Development and Finance Institutions on the African Continent"** together with DFI networks. This year the PN together with the EC organised again its annual **Inclusiveness event** dedicated to "The Aid Effectiveness Agenda: Effective partnerships to deliver effective aid" and participated in other high-level outreach events like the **European Development Days (EDD)**, the **Finance in Common Summit** and a **side event to the AU-EU Summit**.

The network also continued **improving its internal and external communication**. The co-Presidency developed a **Communication Action Plan** focused on reaching consistent presence in PN external communication channels, focusing on target groups and topics, increasing recognition value, promoting engagement of and among audience and improving the quality of content. Several actions have been promoted to achieve these goals like the organisation of an internal communication training, launching an internal communication study/assessment currently in process, organising a PN social event, and posting very actively all PN activities in social media, among others.

Looking ahead, Members agree that the **recovery from the pandemic and the Russian war against Ukraine requires the capacity to resist to shocks**, to work even closer together in a co-creation spirit, building complementarity, synergies, and unity, to be open, flexible, and resilient since we face more pressing interconnected global challenges. In this regard, **the new dual Presidency FIAPP-SNV proposes an ambitious plan** including topics like inclusiveness, policy first principle, partner countries' involvement, stick to the PN Strategic Vision 2030, go back to the practical aspect of the "how-to" and working better together in a very focused way, reinforce policy dialogue with EU partnership and guide the development effectiveness with a deeper focus on Team Europe (TE), Team Europe Initiatives (TEI), EU development architecture and the Global Gateway, looking into global investment partnerships, more technical and financial cooperation into public sector agencies and other agencies that are not part of the EU, work on framework for private and public sector expertise, civil society engagement, flexibility on actions, Monitoring & Evaluation linked to the transformation of impact, deepening the collaborations between our Members and prioritise topics like hydrogen or digitalisation, and more strategic dialogue among CEOs and high-level network.



1. INTRODUCTION

The Practitioners' Network for European Development Cooperation is an informal network of national European non-profit bodies with a public service mission in development cooperation as a core activity and which directly implement European or bilateral development cooperation and are pillar-assessed by the European Commission. Founded in 2007, the PN is an open platform for exchange, coordination and harmonisation between European development cooperation organisations, who seek to strengthen cooperation, links and complementarity between them. The Practitioners' Network also enables effective feedback to the European institutions on their policies from the point of view of the implementing agencies and a broader visibility of its Members.

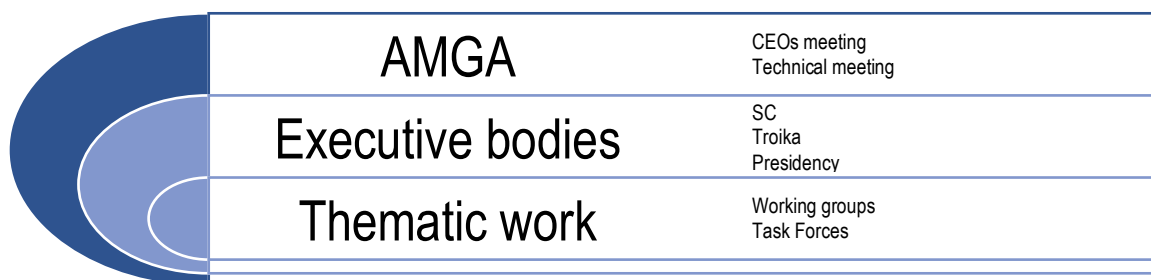
The PN has two objectives: 1) Contribute to the coherence of the donor community; 2) Harnessing the diversity and breadth of Membership to encourage an integrated, pluralistic and innovative approach to European development cooperation, maximising its efficiency. The PN's strategic framework is aligned with that of European cooperation and with the global commitments made by Member States and by the EU in the field of sustainable development.

This report aims at capturing what happened with and within the Network during the period from 21 May 2021 to 12 May 2022, under the PN CPMA-GIZ co-Presidency.

2. PN STRUCTURE AND ORGANISATION

Although the ways of operation of the Network are based on informality, the Practitioners' Network is governed by a Charter and is constituted by a General Assembly of all Members. The Presidency is held by a Member (or shared by two Members) in annual rotation. A Steering Committee (SC) of six Members including the Presidency, plus the Coordination team, supports the Presidency and the Network's activities. The budget of the Practitioners' Network is entirely based on Members' contributions.

This section briefly shows the changes that have occurred within the PN structure and organisation during the last year.



2.1. Main decisions taken at the 14th AMGA

The PN year started with the 14th Annual Meeting of the General Assembly (AMGA), held in a hybrid format in Brussels on 20-21 May 2021, where Enabel and LuxDev handed over the Presidency of the Network to GIZ and CPMA. During the AMGA, Members discussed about the future role and ambition of the PN, reflecting on how to increase the strategic contribution to tackle major global challenges from a development perspective, how to promote synergies and partnerships with European Development Finance Institutions (EDFIs) and with non-European Development Agencies, and how better facilitate joint implementation initiatives, with inclusiveness. Overall consensus was expressed around the relevance of Team Europe Initiatives and of working together, but also the importance to strengthen partnerships between European technical assistance and financial assistance providers, and to articulate this through the policy first principle with the opportunity to mobilise the European Public Sector Expertise in development cooperation, the need to focus on key thematic priorities for the EU agenda like the European Green Deal and digitalisation as well as to be more present in international development fora to share innovative ideas.



The General Assembly agreed on the composition of the PN executive bodies, with the following results:

- Steering Committee 2021-2022: ADA, AFD, CPMA-GIZ, Enabel-LuxDev, FILAPP-SNV, Sida
- Troika 2021-2022: CPMA-GIZ, Enabel-LuxDev, FILAPP-SNV
- Presidency 2022-2023: FILAPP-SNV

2.2. Steering Committee

The PN Steering Committee (SC) held a total of six meetings during this year, the first was held on 29th June 2021, and the last one on 26th April 2022. All Steering Committee meetings were held on-line or in a hybrid format in Brussels, therefore allowing all relevant PN Members to participate in the discussions with their contributions and recommendations. Meetings were attended by representatives of the six SC Members, representatives of DG INTPA and the Coordination Team. For the work plan follow-up, the co-leads of the working groups, work streams and task force were also invited to participate.

The minutes of the meetings were shared with all the PN Members together with supporting documents and uploaded in the Members' area of the PN webpage. The SC agendas have also been shared in advance with the whole Membership to encourage their contribution and foster inclusiveness.

Main topics covered throughout the year in the SC meetings were:

- Assessment of new applications to the Network 's Membership
- Approval of studies and follow-up of activities implemented by PN Members.
- Promotion of new initiatives to be undertaken in the PN framework.
- Planning and follow-up of PN ad-hoc events and sessions
- Follow up of PN working groups, work streams and task force activities
- Planning and follow up of the PN Communication Plan
- Follow up of the PN financial management, approval of expenses
- Assessment and approval of services to be hired
- Revision and updating of PN charter
- Development of the Strategic Vision: PN 2030

2.3. Co-Presidency

The co-Presidency held by CPMA and GIZ stood out for its excellent organisation, coordination, and efficiency. The co-Presidency continued focusing on inclusiveness as a key approach to guarantee that all PN Members contribute and engage in the activities of the PN. They also ensured the integration of top priorities such as the European Green Deal, Digitalisation and Public Sector Expertise; and promoted a closer partnership between technical assistance providers and financial actors, as well as with DG NEAR. In addition, they restructured the working group composition after finding wide agreement among Members, to better reflect on the coherence of the Working Groups (WG) and how to best include the new PN priorities. To ensure wide participation all meetings were online or hybrid.

Specific strategic achievements led by the co-Presidency are described under section 3.1.

2.4. Members, Associates and Observers status

During this year, the Network has officially accepted one new Associate: **Goethe-Institut** has joined the PN in May 2022 after fulfilling the set requirements.

In addition, other European development bodies raised their interest to join the PN, such as The Estonian Centre for International Development (ESTDEV) a recently created government-founded



and governed foundation to manage and implement Estonia's international cooperation, and the Latvian Central Finance and Contracting Agency (CFCA).

Both organisations are planning to start their process to become EU pillar-assessed and in parallel also start their process to become a PN Associate Member.

The Practitioners' Network currently consists of **17 Members, 5 Associates and 1 Observer** listed below:



2.5. PN Coordination Service

PROEVAL has continued delivering the coordination service to the PN with a team of two consultants, Alejandra Rojo, main consultant since January 2021 and Noelia Tiedeke, supporting consultant since PROEVAL started offering the PN coordination service in September 2019.

The coordination team facilitated a tailor-made service to the co-Presidency, supporting all the activities implemented with quality and effective results and enhancing synergies between PN Members thanks to their day-to-day communications, ensuring sound financial management of the PN. The coordination ensured effective internal communication among Members throughout the co-Presidency. With the growing ambition of the PN, the SC and AMGA decided to enhance the coordination to ensure even more and diversified support to the co-Presidency, working groups and task forces and Members.

2.6. PN Charter amendments

After in-depth discussions in several SC meetings and approval within the Steering Committee, in January 2021 all PN Members voted unanimously to amend the PN Charter with regards to Membership criteria (Section C, Members, paragraphs 9, 16, 21 of the Charter). With the changes



introduced, Membership will be eligible to organisations that are pillar assessed and specialised in development cooperation, while requirements for Associate Members have not changed and can be all those organisations being in the process or having pillar assessment and non-specialised in development cooperation but implementing to some extent development cooperation activities. In addition, “development assistance” was replaced by “development cooperation”.

The reason for being more restrictive with the PN (full) Membership criteria is to keep the network manageable in terms of number of Members and to keep a clear focus on development cooperation. This decision still allows organisations not specialised in development cooperation to become Associates. The proposed updated Membership criteria allow pillar-assessed organisations with a core activity of development cooperation “to steer” the Network (i.e., become Steering Committee Members and therefore hold Presidencies); on the other hand, organisations non specialised in development cooperation, but implementing to some extent development cooperation activities and willing to participate in the activities of the Practitioners' Network can become Associate Members if they meet the requirements, including being pillar assessed or in the process. Associates are entitled to participate in and contribute to all activities of the Practitioners' Network except for the activities of the Steering Committee.

The updated PN Charter is currently circulating among the different Members for the formal signature.

2.7. Guiding Documents

This year special effort has been made to develop guiding documents of the PN to systematise, simplify and harmonise procedures like 1. the [Guidelines on PN Working Groups, Work Streams and Task Forces](#), 2. the [Guidelines for Steering Committee meetings](#) and 3. the [PN Financial Procedures](#). Financial guidelines are also meant to facilitate the understanding on how the PN works and its main administrative procedures especially in the transition amongst the different Presidencies, and to allow all PN Members to comprehend how the PN budget is released and the required steps to follow in order to finance the various activities promoted from WG/WS/TF.

In addition, a [Style Guide](#) has been developed, in order to ensure consistent appearance and recognition value when communication on and in the name of the PN.

Finally, a [Welcome Package](#) available on the PN website has been developed. New and current Members were encouraged to inform new colleagues to go through the documents when joining PN activities. The aim is to facilitate knowledge about how the PN works to new and current PN Members. It needs to be also periodically updated.

Beyond systematising and harmonising procedures and sharing key information, these initiatives have also contributed to professionalise the network and to guarantee a continuity from one Presidency to another.

3. PN STRATEGIC AND THEMATIC ACTION

The Network frames its work mainly within established Working Groups, Task Forces and Work Stream, made up of the Practitioners' Network Members, with thematic topics developed and voted by the Members taking into account the International Development Cooperation context.

This section aims at capturing what happened with and within the Working Groups and Task Forces, as well as what other broad initiatives have been promoted during the 2021-2022 co-Presidency.

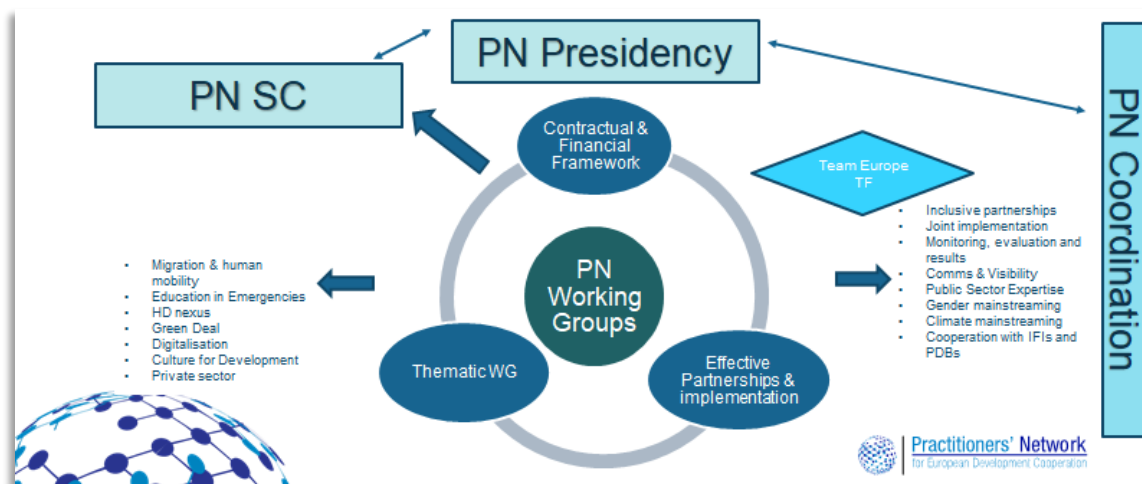
3.1. Results of the PN strategic work plan

The CPMA-GIZ co-Presidency put forward the following initiatives to respond to a changing development landscape and the PN Members' evolving needs:



3.1.1 Restructuring of the PN Working Groups

After concluding a broad consultation process among PN Members, the co-Presidency promoted the restructuring of the previous working group compositions, to better reflect the coherence of the WG and better include the new PN priorities, such as the Green Deal and digitalisation. As a result, the final PN structure discussed during the 14th AMGA and endorsed by the SC is the following:



The ideas behind creating a widely encompassing Thematic WG was to avoid the proliferation of WGs as a result of the inclusion of the new topics to be addressed by the PN, to be inclusive by including under this WG all the activities that the different Members like to organise, and to create synergies between the different areas. PN governing bodies were also included in the structure to better link the work of the groups with the SC, the Presidency and the Coordination.

3.1.2. CEO meetings

During the year the PN held 2 CEO meetings.

One online CEO meeting was held on 16th December 2021 on mobilisation of Public Sector Expertise (PSE). The CEOs discussions confirmed the importance of PSE in European development cooperation and showed clear support by PN Members to continue promoting efforts in maximising its potential. As a result of the meeting, the ["Declaration on the importance of maximising European Public Sector Expertise potential of the Practitioners' Network for European Development Cooperation"](#) was endorsed by CEOs receiving wide support from participating PN Members, thanks also to the valuable input and insights of the Public Sector Expertise work stream and the results of the PN jointly with the European Commission (DG INTPA) conducted study "Study on the EU and its Member States mobilising Public Sector Expertise for Development".

Through this Declaration, the PN Members acknowledged and expressed their continuous commitment to the importance of European Public Sector Expertise in development cooperation, and their contribution to an informed (policy) debate on how to scale-up the mobilisation of European Public Sector Expertise, to the building of effective international partnerships and to nurture a structured debate on how to maximise PSE potential in the implementation of development cooperation.

The second CEO meeting took place on 30th March 2022 on "A strategic vision for the PN and the role of Team Europe", in Brussels and online, including significant input of the Team Europe Task Force. The main achievement of this CEO meeting was finalising the ["Strategic Vision: PN 2030"](#) which was then officially endorsed at the AMGA 2022.



3.1.3. Strategic Vision: PN 2030

One of the most important outputs of this year is the endorsement of the Strategic Vision for the Practitioners' Network. This document sets the framework for future PN activities and developments of and within the network. As a long-term strategic approach, it is an overarching document agreed by all Members that sets the tone of the PN engagement both within the European development cooperation context and more globally. As such, it is not replacing any other priority setting exercise; rather, it represents a level of strategic thinking that the network has achieved over the years and that can help Members in the role of contributors to the life of the PN.

This document started to be shaped by the co-Presidency in the first months of their mandate, reworked throughout several months with the input of all Members, especially the SC Members and the CEOs, and finally endorsed on the 1st day of the 2022 AMGA.



3.1.4. Inclusiveness event

The PN had its annual Inclusiveness event in Brussels and online on 18th October 2021 dedicated to "The Aid Effectiveness Agenda: Effective partnerships to deliver effective aid". The event was co-organised in the framework of the EPIWG by DG INTPA, CPMA and BC with input by other PN Members and it was a hybrid workshop with mainly online participation (around 100 participants). Case studies and experiences from different countries and projects were shared by PN Members (such as Democratic Republic of the Congo, Ukraine, Mexico, Pakistan, etc.). It was facilitated by two moderators from the European Think Tanks Group, which was a continuation of cooperation and ETTG contribution towards PN annual event.

The following graphic recording illustrates the main conclusions of the event.





3.1.5. Increased cooperation with DG NEAR

One of the CPMA-GIZ co-Presidency strategic orientations was to build stronger relations and closer cooperation with DG NEAR, taking into account PN Members interest. While DG INTPA remains the coordinator and entry point for the PN from the Commission side, DG NEAR represents a key partner in PN Members' activities. The Neighbourhood and Western Balkans regions are beneficiaries of important assistance programmes by most of the PN Members, including "new" MS organisations. Closer representation on this region could enhance interest and participation from larger number of PN organisations. This was well evidenced by a previous Study on Inclusiveness commissioned by the PN. The recent developments in the Eastern Partnership region that increased development cooperation activities there, even enhanced importance of closer cooperation with DG NEAR.

The co-Presidency very much welcomed the participation of DG NEAR (acting) Director General (for the first time) and its Director for Thematic Support, Coordination of Policy and Financial Instruments to the 2022 AMGA. CPMA and GIZ further recommended to all WGs and TFs to involve DG NEAR in the organisation of their activities and ensure their contribution from the EC side. In this regard, the TE TF as well as other working groups depending on the topic has managed to ensure the presence of DG INTPA, DG NEAR and the EEAS in all the meetings organised in the period 2021-2022.

In addition, one of the activities planned by the co-Presidency for 2 March 2022 that was cancelled some days before due to the war in Ukraine, was an event in DG NEAR region: "Fostering working better together, inclusiveness and joint implementation principles: examples from Ukraine". The event was meant to focus on sharing insights and practical experience of communication and cooperation between PN Members, DG NEAR and the EU Delegation to Ukraine and how some of the good practices could be replicated.

Hopefully the PN will be able to resume the event as soon as the situation in Ukraine has improved as well as PN cooperation with DG NEAR stays on the agenda.

3.2. Results of the PN Working Groups and Task Forces¹

3.2.1. Contractual & Financial Framework Working Group (co-lead by GIZ, EF)

The working group on Contractual and Financial Frameworks (C&F WG) was created in 2017 under the co leadership of the British Council, Expertise France and GIZ with a change of co-leadership in 2018 with AFD replacing British Council and another change during 2021-22, when AFD left the co-leadership of the group.

The purpose of the working group is to ensure that simplified and viable contractual frameworks are established, under which Network Members can collaborate with the EU. EF and GIZ co-lead the WG. For the upcoming year, EF and GIZ will continue co-leading the group.

Main outcomes/achievements for the year 2021-2022

During 2021 the CFF WG started working more and more with a new approach: instead of addressing topics in broad CFF WG meetings, specific topics were discussed and tackled in sub groups (task forces) depending on Member's capacities, interests and willingness to part take in the discussions. This new approach was welcomed by all Members and reconfirmed for the upcoming year as it allows for better inclusion of and responsibility sharing among Members and more focused and effective discussions.

The working group as a whole met two times during the year 2021-2022 (October 2021 and May 2022), while several restricted meetings between EC and co-leads/Task Force Members on behalf of the whole CFF WG and numerous task forces meeting took place throughout the year. The CFF WG meeting in October 2021 was held in the Commission premises, with both DG NEAR and DG INTPA legal and audit and control units' representatives.

¹ Information delivered by the WG co-leads



The numerous exchanges and discussions in 2021-2022 focused on and dealt with issues linked to the implementation of the EUFR and a Contribution Agreement contractual set up. All WG and Task Forces sessions took place online except for the CFF WG meeting in October 2021, which partially took place in presence at the EC.

The CFF WG was also used as a platform to discuss OPSYS with the OPSYS Change Management Team.

Achievements of the CFF WG in 2021-2022:

- Agreement with EC on how to tackle bottlenecks during budget negotiations
- Information sessions for Members on how to conduct ex-ante assessments for the authorisation of the use of lump sums, unit costs and flat-rate financing (SCO - simplified cost options) and on OPSYS
- Draft Guiding Note for PN Members on how to work on MPCA
- Contribution Agreement Manual was adjusted twice during CPMA/GIZ presidency to take PN feedback into account, particularly on legal commitment and VAT issues

3.2.2. Effective Partnership and Implementation Working Group (co-lead by British Council and CPMA)

The Effective Partnerships and Implementation Working Group (EPI WG) promotes an inclusive and effective platform for European development cooperation in line with SDG 17. It does this through four Result Areas: 1) Enhancing the PN's ability to work inclusively with other stakeholders; 2) Amplifying joint implementation knowledge and activity; 3) Sharing knowledge of cross-cutting issues; 4) Implementing the Action Plan on PSE.

Below is a summary of the results achieved by Members of this working group during the 2021-22 year, facilitated through: four half-day online/hybrid meetings in June and September 2021, January and March 2022; a five - hour workshop on logframe design in January 2022 organised twice; and 2 PSE workshops in October 2021 and 27th April 2022 respectively.

Result Area 1 – PN enhances ability to work inclusively with other stakeholders

One knowledge-sharing, peer-exchange sessions organised

In October 2021, the PN and DG INTPA co-organised a hybrid workshop on inclusiveness which was themed around the subject of Aid Effectiveness. The workshop used the findings from the EU's study "Effective Development Cooperation: does the EU deliver?" to explore what practical steps can be taken to strengthen the effectiveness of our development cooperation partnerships. Around 60 participants attended (in person and online), both PN and non-PN Members such as MS financial institutions and the Concord CSO network. The workshop included sessions such as: assuring partner country ownership in fragile settings (Sida and CPMA); measuring effectiveness (GIZ & British Council); flexible design and programming (British Council and GIZ); and effective partnerships (AECID).

Two presentations by non-PN Members

In the spirit of inclusiveness and working with organisations outside of the PN, the EPIWG welcomed the Central Finance and Contracting Agency of the Republic of Latvia and the Ministry of Foreign and European Affairs of Croatia to present their respective organisations and development work.

No multi-stakeholder events focused on cooperation with IFIs and PDBs was held because the capacity of the PN Member that was to lead the event, was unexpectedly reduced. This will be reviewed next year.

Result Area 2 - Amplifying joint implementation knowledge and activity

Five knowledge-sharing, peer-exchange sessions organised



Three PN Members - AECID, ADA and British Council – shared information about their respective organisations with other PN Members. Each session covered the mission of the organisation, its priority geographics and thematics, its finances and its approach to development.

In addition, Sida shared the work that they are carrying out in order to help tackle corruption which is obstacle to development in partner countries and Enabel shared the work they are doing on inclusive governance within Enabel itself.

Joint Implementation database is now on the website and organisations have the ability to add their JI projects.

JI guidance for PN Members

In September, the EC (DG INTPA) provided a detailed presentation of the results of the ROM which was carried out on Joint Implementation programmes. From here, the PN identified three areas to dig deeper: Log frame Training; Communications and Visibility; and Mutual Reliance.

In January, the EC and the PN organized a five-hour workshop on log frame design. Two sessions were organised to accommodate colleagues in the east (Asia) and the West (Latin America). Both sessions were very well attended with over 100 colleagues attending both.

Communications and Visibility; and Mutual Reliance will be tackled in the new year.

Result Area 3 - Sharing knowledge of cross-cutting issues

Three sessions on M&E related knowledge exchange

In addition, on the M&E session organised during the Inclusiveness workshop, two other sessions were organized on M&E. One of these was presented by OECD, who shared with the PN details on their new P2P MEL tools. The other was organized by GIZ, who discussed the harmonization of results and how this could lead to efficiency. It was noted that this could be an area that the PN could explore for mutual reliance – to be further explored next year.

No session was dedicated to Comms and Visibility as the activity happened under the TE TF. As session, however, will be planned in the new year to reflect upon findings from the JI ROM.

Two knowledge exchange sessions organised to further the integration of EU gender, climate and youth agenda in development cooperation projects

The first was presented by the British Council where they shared their experience about integrating Youth Approached into development work and the second was organized by AFD and AECID which focused on imbedding Gender Sensitive approaches into our development work.

3.2.2.1. Public Sector Expertise Work Stream (lead by FIIAPP)

Result Area 4 - Implementing the Action Plan on PSE.

In order to translate into action the recommendations of the joint DG INTPA and PN Study on “The mobilisation of European Public Sector Expertise (PSE) in international development cooperation”, a [Joint PN-DG INTPA Action Plan](#) on mobilisation of European PSE in international development cooperation was drafted and validated by the PN Steering Committee in June 2021 and presented in CODEV in July 2021.

According to this Action Plan and the Study recommendations for the EU and its MS, the PN has continued contributing to the debate on how to maximize the potential benefits of European PSE within European cooperation system, through the following actions:

- 1) Organisation by FIIAPP and DG INTPA of a series of workshops to discuss these recommendations both between the PN Members, relevant Commission services and other external stakeholders active in mobilising European PSE in international actions:
 - Workshop 1: Debate and joint reflection on how to operationalize the Study key recommendations. Presentation of the EU-PN Action Plan on PSE and work to do in



2021-2022; call for PN Members willing to join this work stream. Croatia shared its relevant experience, regulatory and operational framework for PSE mobilization. 25th October 2021. Participants: PN Members, European Commission (DG INTPA D1, NEAR C3), representatives of non-PN EUMS with experiences in mobilising PSE (Finland, Ireland).

- Workshop 2: Discussion around ways to tackle administrative, financial, legal and procedures related constraints for mobilising public experts in PSE activities – 27th April 2022. With the presentation of SIDA's experience and set up for PSE mobilization; and EUPAN network (and the [Strasbourg Declaration 2022](#) on joint values and challenges among European public administrations). Participants: PN Members, European Commission (INTPA D1, NEAR C3), representatives of non-PN EUMS with experiences in mobilising PSE (Finland, Latvia).

[PN Public Sector Expertise Declaration](#) adopted at PN CEOs meeting on 16th December 2021, following the work already done by the PN and as a PN joint reaction to [Council Conclusions on Public Sector Expertise](#), which were endorsed at the FAC DEV on 19th November 2021.

3.2.2.2. Collaboration with DFIs Work Stream (co-lead by Enabel – until end 2021- and GIZ)

The cooperation with financial institutions is an increasingly relevant area for action for the PN and its Members. A small group of PN Members met a few times over the year to discuss the topic, in particular feeding into the preparation of the PN contribution to the Finance in Common Summit 2021 as well as the French Council Presidency side event to the EU-AU Summit (February 2022) (see sections 4.2 and 4.3).

The group – composed of GIZ, Enabel (until end of 2021), FIIAPP, AICS, LuxDev, Expertise France – was further involved in the definition of the Terms of Reference for the ETTG study on blended finance that is currently being outsourced in the framework of the Private Sector Work Stream, in order to join forces and synergies.

Finally, the work on cooperation with development finance institutions is taken up also in the Team Europe Task Force activities, as they are active members of the TE approach.

3.2.3. Thematic Working Group (lead Coordination)

3.2.3.1. Private Sector Work Stream (co-lead by SNV and GIZ)

The Private Sector Workstream aims at (i) fostering a strategic dialogue between PN Members and the European Commission on key policies and their implementation pertaining to Private Sector Engagement (collaboration with private sector to achieve the SDGs) and Private Sector Development (interventions to stimulate SME growth, employment and investment in developing countries) ii) offering a platform for exchange of knowledge and experiences between PN Members and the European Commission on Private Sector Engagement and Development; and (ii) developing (joint) new approaches to increase impact of Private Sector Engagement and Development, notably through discussing and presenting relevant Team Europe Initiatives.

In the year 2021 – 2022 the Private Sector Workstream has worked on 3 main topics:

- Digital Transformation and private sector development, with an online workshop co-organised with the Digitalisation Workstream in October 2021 on the example of e-commerce in Africa. This session followed the willingness in the Workplan to work more closely across topics when relevant. More details on this workshop can be found under the Digitalisation Workstream part of this report. The topic of digitalization/digital transition will remain high on the agenda of the Workstream in 2022-2023.
- Women's Economic Empowerment with an online workshop in March 2022 with exchanges on policy framework and on implementation. Interventions by DG INTPA, DG NEAR, DCED, AECID, Expertise France, British Council (on behalf of the ICR Facility) and the EU Delegation in Zimbabwe. This topic will remain a priority for the Workstream in 2022-2023.



- Team Europe Initiative with the support of the Workstream to DG INTPA's request to hold initial discussions on the TEI on the IYBA Ecosystem Development Initiative – now called SEED (Support to Entrepreneurship Ecosystem Development). Moving forward, the Workstream will discuss/showcase the relevant TEIs depending on the topic of discussion.

Early 2022, the co-leads and PN Group on Collaboration with DFIs have also explored a potential collaboration with the ETTG (European Think Tank Group) on blended finance and the cooperation between technical and financial assistance. This initial discussion materialised in an ETTG study commissioned by the PN. The study will include 8 case studies and policy recommendations. It is scheduled to be finalised after the summer of 2022. The study will be presented in the Autumn, together with a PN discussion on blended finance and access to finance.

Regarding the topic of State aids and support to the private sector, the Workstream has facilitated the diffusion of a survey by AICS on private sector engagement practices in the summer of 2021. The Workstream has also explored the possibility, together with the PN Contractual and Financial Framework Working Group (CFF WG) to engage discussions within the PN and with the European Commission on State aid compliance and practices/challenges. This topic will continue to be covered by the Private Sector Workstream, jointly with the CFF WG when relevant, going forward.

In 2022, the Workstream has also started exploring synergies with the European Green Deal (EGD) Workstream, notably on circular economy. Further cooperation on the cross-topics between private sector development and the EGD might be explored in 2022-2023.

3.2.3.2. Digitalisation Work Stream (co-lead by CPMA and GIZ)

The Digitalisation Workstream has been created under the CPMA - GIZ Co-Presidency of the PN in 2021-2022. This creation responds to the increasing relevance and strategic importance of digitalization for the EU, and notably the role it plays in fostering a sustainable and inclusive growth globally.

For its first year of activity, the Digitalisation Workstream has organised two online workshops:

- In October 2021, the first Workshop explored the links between digital transformation and private sector development from a development cooperation perspective. Together with PN Members shared their implementing and learning experiences on the topic of e-Commerce in Africa with DG INTPA. They also further explored possibilities for intervention and cooperation for effective implementation and impact in the area of e-commerce in Africa and other partner countries and regions.
- With the support of DG INTPA and DG NEAR, the second online workshop took place in April 2022. It covered the latest policy developments on digitalisation and the Global Gateway and ongoing activities in the D4D Hub, PN Members also had a possibility to present and exchange of their experiences working on digitalisation projects.

3.2.3.3. Culture and Development Work Stream (co-lead by AECID, AICS and BC)

The Task Force on Culture and Development was created after the 12th PN General Assembly in May 2019, with the aim of sharing knowledge, expertise and best practices, among PN Members, on culture and development policies, programmes and activities, as well as working on how to best contribute to sustainable development processes in the framework of the UN 2030 Agenda.

During 2021-2022, the Culture and Development workstream has reinforced the exchange of experiences among group Members through regular meetings, held on 24 February, 14 October, February 2022. These meetings have given the opportunity to exchange reflections on the group's objectives and to identify joint work, for example on evaluation of projects in the cultural field or the role of cultural heritage in sustainable development. They are the basis of the work plan for 2022-2023.



We highlight the incorporation of the Italian Agency for Cooperation and Development – AICS - to the co-leadership team and the incorporation of the Goethe Institut to the workstream.

Webinar planning has also been promoted. In the period of this report, on 24 November 2021, the webinar on 'Protecting Cultural Heritage: a driving wheel for sustainable development' was organized by the British Council and AICS, with speakers from EUDs, AECID, BC and AICS.

70 experts from cooperation agencies participated, including representatives of the European Commission, European External Action Service, PN Members, Member States representatives, UNESCO, EUNIC, cultural organizations

The conclusions of this seminar have been collected in a report available on the group's website, within the PN Platform.

3.2.3.4. Green Deal Work Stream (co-lead by Enabel, FIIAPP and GIZ)

The European Green Deal (EGD), launched by the European Commission in December 2019, with its wide range of topics and strategies, is undeniably of great relevance in achieving the SDGs and also impacts partner countries in the EGD's external dimension. By now, the EGD is also prominently covered in many Team Europe Initiatives. Consequently, the policies and implementation modalities of the EGD are of great relevance for European implementing organisations and is hence reflected in the work of the PN. As a new work stream, the exchange on the EGD was kicked-off under the Enabel-LuxDev co-Presidency in 2020 and continued as a priority under the CPMA-GIZ co-Presidency.

The work stream was led by Enabel, FIIAPP and GIZ. Overall, two meetings with PN Members and the Commission were organised last year, as well as a High-Level Panel during the 2021 European Development Days (EDD). In this regard, timely discussions were initiated that served as a bridge between policy and implementation perspective and resulted in both high interest among participants and high-level attendance from the European Commission.

In **May 2021**, a workshop on *"General update on recent and future EGD policy developments and the state of play of the programming process and Team Europe Initiatives in Africa, Latin America and Asia and preparation of the PN's High-Level Panel at the 2021 EDDs on "How to achieve a Green Deal for Africa?"* was organised. Its objective was to pursue the exchanges on the operationalisation of the external dimension of the EGD by sharing PN Members' experience and further exploring possibilities for improved joint cooperation in the implementation of the EGD and its sub-strategies in partner countries and regions. The workshop was attended by Carla Montesi, Director for Green Deal and Digital Agenda, DG INTPA, who together with other colleagues provided a general update on recent and future EGD policy developments and the state of play of the programming process and Team Europe Initiatives in Africa, Latin America and Asia.

In addition, the workshop provided an opportunity to collectively brainstorm as PN Members about how the topic of the EDG will be discussed in the future within the Practitioners' Network as well as on key message to be conveyed by the co-Presidency on the High-Level Panel "How to achieve a Green Deal for Africa" during the EDDs. A poll held provided information about thematic interests of the Members (notably, climate change, renewable energy/ hydrogen, circular economy, biodiversity) and shall be taken into account for the following session planning – also in the coming years.

In **December 2021**, the EGD Work Stream held a second session on *"How do the recent policy developments and the outcomes of COP15 and COP26 shape the EU's external action? Impacts on the European Green Deal policy initiatives and the NDICI programming"* with participation of DG INTPA and DG NEAR colleagues. The meeting focused on an exchange of COP26 and COP 15 outcomes, commitments made and their relevance for EU programming and Team Europe Approach, as well as a general update on EGD policy initiatives provided by DG INTPA and DG NEAR.



3.2.5. Team Europe Task Force (co-lead by AECID and GIZ)

Following the adoption of the Team Europe (TE) approach and its subsequent integration and growing relevance in the EU programming process, in September 2020 the Steering Committee of the Practitioners' Network agreed to create a dedicated Task force. AECID and GIZ have been co-leading the Task Force since the beginning of its activities.

The objective of the TF is

- to create a regular dynamic exchange with DG INTPA, DG NEAR and the EEAS about the Team Europe approach
- to get updates on the status of Team Europe Initiatives and to provide feedback from the perspective of Member State implementing organisations as the TEI move from the conceptual stage into the phase of operationalization and implementation
- to contribute to strategic and guidance documents around TE and TEIs, such as methodological guidance notes, FAQ documents

Main outcomes/achievements for the year 2021-2022

During 2021/22 the TF TE met four times with its Members as well as representatives of DG INTPA, DG NEAR and EEAS. These meetings focused on discussing the development of the Team Europe approach and the state of play of the design, conceptualisation and operationalisation of Team Europe Initiatives, i.e. jointly reflecting the outcomes of the DGx Meetings (Sept, Oct, Dec, 2021, Apr 2022) as well as the AU-EU summit (Feb 2022).

The Task Force aims not only to foster inclusiveness between PN Members – fully in line with the Team Europe approach –, but also to engage with a broader range of stakeholders and bring in their perspectives and voices into the discussion: external invitees to the TF meetings included Concord, the European NGO confederation, as well as the Think Tank ECDPM, presenting its study on “Fostering inclusiveness in a Team Europe approach”.

In addition to regular meetings, in November 2021, the PN and DG INTPA organised a session on joint narratives as Team Europe. The objective of the meeting was to start a conversation about how to communicate strategically as Team Europe and the role of the PN in the European Development Architecture. DG INTPA presented the new approach to Strategic Communication and Public Diplomacy, including Team Europe; which was followed by a debate involving PN Members and the Commission. It was agreed to follow up with a second session on joint narratives in summer 2022.

In March/ April 2022, the TF TE co-leaders AECID and GIZ, together with DG INTPA Unit D1, conducted a survey to explore how the TF TE can increase its usefulness, both for the participating PN Member states' organizations and for the EU services. The survey results have been analysed and shared with Members, to reach a common understanding on the role and future activities of the TF.

Achievements of the TF TE in 2021-2022:

- Written comments and input provided to the “Methodological Guidance Note on the Design of Team Europe Initiatives”
- Presentation of MSOs' experiences on TEI design process at the meeting of Joint Programming Focal Points (Nov 2021)
- Bringing the field to the PN: Exchange including field & HQ on lessons learnt and best practices on the process of co-creation of national and regional TEIs.
- Survey on the role and future activities of the Task Force

4. HIGH LEVEL OUTREACH ACTIVITIES

The network made important efforts to broadly promote its visibility among international development cooperation actors (public and private bodies, CSO, IFIs...) also beyond PN Members.



This section explores the different actions carried out in this regard.

4.1. EDDs

The Practitioner's Network hosted a virtual High-Level Panel at the EDDs on 16th June 2021, with the title "How to achieve a Green Deal for Africa? An exchange between European and African partners". The main panellists were Koen Doens, Director General, DG International Partnerships, European Commission, Mamadou Diakhite, Acting Head of the Environmental Sustainability Division at the African Union Development Agency (AUDA-NEPAD), David Watson Mwabila, Youth Delegate COP26, and Tanja Gönner, CEO GIZ and PN representative.



The discussion evolved around the potential of green economy and finance in order to offer sustainable solutions to the challenges brought by climate change, amplified by the pandemic (as well as other socio-economic issues) in Africa. During the debate African expertise and experience regarding green economy transition and the necessity for European development partners to take their perspective into account were showcased. The importance of working together between different stakeholders from both the African and European continent, with a particular emphasis on a strategic support to green initiatives launched by young entrepreneurs was also highlighted, as well as the need to identify common interests and synergies for African-European cooperation in the areas of policy making and implementing.

The whole session recording can be accessed [here](#).

4.2. Finance in Common Summit

On 19th October 2021 the PN was invited to contribute to the second Finance in Common Summit 2021 to a session with International Donors that gathered representatives from foundations, private philanthropy, public donors' networks and Public Development Banks (PDBs). Mrs Tanja Gönner, (GIZ Chair of the Management Board) acted as PN representative on behalf of the PN co-Presidency. It was a short but intense session that allowed to showcase the work that the PN is doing in this area, illustrating how the PN Members can partner up to strengthen PDBs and link



technical and financial support to achieve the highest possible development impact. For value-based and innovative international partnerships and in line with the policy first principle, nurturing policy dialogue with partner countries would assure that technical and financial cooperation actions, as well as private sector investments are guided towards impactful development results (SDGs).

4.3. Investing together for a new alliance between Africa and Europe: side event to the AU-EU Summit

In the framework of the French Council Presidency, the AFD Group invited the co-Presidency to represent the PN and participate to the Conference “Investing Together: for a New Alliance Between Africa and Europe”, organised in Paris on 16th February 2022, as a side event to the EU AU Summit. For the co-Presidency, GIZ Chair of the Management Board, Ms Tanja Gönner, participated in one of the high-level workshops on behalf of the PN on “Financing SMEs, vector of African growth and jobs of tomorrow”. The workshop represented an opportunity to showcase the PN experience in creating partnership with financial institutions, in the use of technical assistance to mobilise investments and in creating a partnership of equals with partner countries and their institutions.

In addition, one of the main outcomes of the event was the endorsement of the “Joint statement on the coordination of European Development and Finance Institutions on the African Continent” by 14 Members of the Practitioners’ Network.



In the framework of the Conference “Investing Together: for a New Alliance Between Africa and Europe” organised by the AFD Group as a side event to the EU AU Summit in February 2022, a “Joint statement on the coordination of European Development and Finance Institutions on the African Continent” was endorsed by 14 Members of the Practitioners’ Network, 4 European Public Development Banks (AFD (France), KfW (Germany), CDP (Italy), AECID (Spain)) and the Association EDFI,² as well as the European Investment Bank (EIB) and the European Bank for Reconstruction and Development (EBRD). The purpose of this statement is to enhance joint cooperation between the networks, to provide an action on the entire value chain of our European distinctive answer, from policy support on the countries’ normative environments to private sector investments in conjunction with these policies, including technical support to local partners, as well as to pursue consolidation of a European offer by better articulating and coordinating our whole panoply of instruments, at the service of the final beneficiaries.

² EDFI is composed by 15 European Development Finance Institutions (DFIs) that target private sector in developing and emerging economies.



5. COMMUNICATION

The role and importance of strong internal and external PN communication and visibility has been increasingly recognised and requested by PN Members in recent years. Corresponding studies under previous (co-)Presidencies support this realisation and provide concrete recommendations for implementation. Extensive efforts have been made to implement those recommendations, especially in recent years: the network's external communication has been established and expanded through the creation of profiles in social media, the piloting of a newsletter and the launch of a new, user-friendly website.

To build on the previous work done focusing on professionalising the PN's internal and external communication endeavours, the co-Presidency developed a Communication Action Plan focused on the implementation of six objectives: 1. Consistent presence in PN external communication channels; 2. Focus on target groups and topics; 3. Increase recognition value; 4. Promote engagement of and among audience/ subscribers; 5. Qualitative approach: more planned, less spontaneous content; and 6. Embracing the process: introducing, monitoring, learning, developing.

This section aims at capturing the main actions implemented to improve the PN's external and internal communication.



5.1. External Communication

5.1.1 Communication Style Guide and other resources

At the beginning of the co-Presidency year a [PN External Communication Style guide](#) was developed, to ensure consistent appearance and recognition value when communication on and in the name of the PN.

In addition, a [Picture Library](#) has been created, storing visual material for communication material. Free visuals from Members are welcome in order to further enrich our library and to recycle for communication purposes.

Finally, a Wikipedia article was prepared and shared for approval by SC Members. Finally, the article was not published by Wikipedia due to the lack of independent sources or publications. While this is regrettable, the foundations have been laid and can be resumed as soon as the external profile of the PN has risen.

5.1.2. Communication training

During this year the co-Presidency also organised a PN skills training on external communication with the purpose of building knowledge – tailored to the PN's specific needs and context, developing skills on daily external communication activities and improving the PN's visual design on social media.

In addition, a PN Workshop on „#WorkingBetterTogether in External Communication, addressed to the PN Members' Communication experts (and focal points) was organised introduce the PN's "brand ID" and its communication channels, tools and guidelines in place, increase awareness of the PN and its online presence among its Members and discover and promote untapped synergies in collaboration on external communication.



5.1.3. Social Media

Important efforts have been done by the co-Presidency and the Coordination to further enhance and develop the PN presence on social networks, as well as growing the LinkedIn community content tailored to the professional community.

During this year the PN LinkedIn community has grown 80% (from 1.060 to almost 1.900 followers) posting over 60 messages in LinkedIn related to WG activities, ad-hoc events, CEO and SC meetings. In Twitter the PN has increased its followers in 23 % (starting the year with 650 and ending it with 798 followers). Close collaboration with Member's communication departments has also allowed systematic retweeting and sharing of news.

5.2. Internal Communication

5.2.1. Social Event and Welcome Package

With the aim of getting to know each other more on a personal level, on 30th September 2021, the co-Presidency organised a virtual social event under the motto "Let's get quizzical", where Members had a fun late afternoon together.

Another initiative to improve internal communication and to facilitate knowledge about how the PN works to new and current PN Members, is the development of a Welcome Package available in the PN website, as it was mentioned before.



5.2.2. Internal Communication Study

The co-Presidency has also been working throughout the year for a communication study to analyse the existing practice of internal communication and PN Members' inclusiveness and Member engagement, as well as to assess the communication structure, processes and information flows, with the purpose to develop recommendations for further improvement based on the findings of the assessment.

The study was launched at the end of the CPMA-GIZ Presidency, and the findings were presented at the beginning of the FIIAPP-SNV Presidency. The provided recommendations from the study to be used by next (co)Presidencies and Coordination team.

6. FINANCIAL OVERVIEW

The Network has continued fostering transparency in its financial management.

Updated information regarding income, expenditure and balance was presented in the form of a descriptive PowerPoint presentation during each Steering Committee meeting and later shared with all Members. In addition, this information is available for all PN Members at the budget app of the website, together with all the supporting documents. The online tool allows users to check Members' yearly contributions, the foreseen expenditure per budget item and its execution rate in real time and ensures transparency.

5.1. The 2021-2022 Budget

Regarding income, the PN received a total of 192.083,00 EUR, matching the total expected contributions according to the commitments confirmed at 14th AMGA.



MEMBER	COMMITTED CONTRIBUTION 2020-2021	RECEIVED CONTRIBUTION 2020-2021	CONTRIBUTION RATE
ADA	5.000,00	5.000,00	100%
AECID	9.000,00	9.000,00	100%
AFD	17.000,00	17.000,00	100%
AICS	9.000,00	9.000,00	100%
BC	9.000,00	9.000,00	100%
CAMOES	5.000,00	5.000,00	100%
CPMA	5.000,00	5.000,00	100%
CZECHAID	5.000,00	5.000,00	100%
DANIDA-DK MFA	9.000,00	9.000,00	100%
FDCO (ex DFID)	9.000,00	9.000,00	100%
EF	9.000,00	9.000,00	100%
ENABEL	9.000,00	9.000,00	100%
FIIAPP	9.000,00	9.000,00	100%
GIZ	17.000,00	17.000,00	100%
LUXDEV	5.000,00	5.000,00	100%
MFA ESTONIA	7.083,00	7.083,00	100%
MFA NETHERLANDS	9.000,00	9.000,00	100%
ROAID	5.000,00	5.000,00	100%
SlovakAid	5.000,00	5.000,00	100%
Sida	9.000,00	9.000,00	100%
SNV	9.000,00	9.000,00	100%
EC/DG INTPA	17.000,00	17.000,00	100%
TOTAL	192.083,00	192.083,00	100%

Concerning expenditure, the 2021-2022 budget approved in the last AMGA was of 289.872,46 EUR, while expenses this year (including 2021-2020 commitments not yet paid) are foreseen to amount to 207.120,64 EUR, which represents 71% execution rate. The main reason that explains this difference between planned and real expenses is the absence of face-to-face meetings and events due to pandemic. The Coordination fee represents 49% of the total PN costs, followed by the planned study on Private Sector Expertise representing 22%.

BUDGET ITEM	2021-2022 BUDGET	PAYED EXPENDITURE	PENDING EXPENDITURE PREVISIONS	+ TOTAL EXPENDITURE	EXECUTION RATE
1. Coordination fee	93.150,00 €	91.732,50 €	9.315,00 €	101.047,50 €	108%



2. Office rent	3.569,50 €	2.855,60 €	0,00 €	2.855,60 €	80%
3. Office equipment	1.600,00 €	1.789,91 €	0,00 €	1.789,91 €	112%
4. Communication & other office costs	10.590,20 €	2.410,60 €	7.744,00 €	10.154,60 €	96%
5. Travel costs	8.400,00 €	590,84 €	1.464,00 €	2.054,84 €	24%
6. Marketing costs website	2.508,76 €	1.115,03 €	600,00 €	1.715,03 €	68%
7. Marketing other	1.934,00 €	78,75 €	980,10 €	1.058,85 €	55%
8. Advisory, consultancy fees	0,00 €	0,00 €	0,00 €	0,00 €	
9. Studies	80.000,00 €	0,00 €	55.000,00 €	55.000,00 €	69%
10. WG & TF meetings	8.000,00 €	64,88 €	0,00 €	64,88 €	1%
11. EDDs	2.300,00 €	500,00 €	0,00 €	500,00 €	22%
12. General Assembly	10.000,00 €	0,00 €	18.000,00 €	18.000,00 €	180%
13. Steering Committee meetings	1.500,00 €	263,00 €	0,00 €	263,00 €	18%
14. WG proposed events	51.420,00 €	12.008,81 €	0,00 €	12.008,81 €	23%
15. Other events	14.800,00 €	162,50 €	0,00 €	162,50 €	1%
16. Bank expenses	100,00 €	445,12 €	0,00 €	445,12 €	445%
TOTAL	289.872,46 €	114.017,54 €	93.103,10 €	207.120,64 €	71%

Low budget execution plus the high balance of the previous year (222.129,12) have enabled the healthy current financial situation of the PN, ending the 2021-2022 year with a total reserve of 207.113,48 EUR.

	EUR
ENDING BALANCE 2020-2021 AUDIT (<i>INCLUDES 11.083 € FEES RECEIVED BELONGING TO 2021-2022 PERIOD</i>)	337.093,27 €
(-) 2020-2021 EXPENDITURE PAYED AFTER 2020-2021 AUDIT	103.881,15 €
(1) TOTAL BALANCE 2020-2021 PERIOD	233.212,12 €
(2) 2021-2022 FEES RECEIVED IN 2021-2022 PERIOD	181.000,00 €
(3) TOTAL 2021-2022 AVAILABLE FUNDS (1) + (2)	414.212,12 €
(4) + FINANCIAL INTERESTS	22,00 €
(5) + 2022-2023 MEMBER FEES RECEIVED	5.000,00 €
(6) - 2021-2022 EXPENDITURE	114.017,54 €
(7) BALANCE IN BANK (3) + (4) + (5) - (6)	305.216,58 €
(8) PENDING 2021-2022 EXPENDITURE	93.103,10 €
(9) TOTAL RESERVE (7) - (8)	212.113,48 €
(10) TOTAL RESERVE OF 2021-2022 PERIOD (9) - (5)	207.113,48 €

An internal audit confirming these figures was performed and signed by GIZ, FIIAPP-SNV and Sida at the end of April 2021.

6. LOOKING AHEAD

During the 15th AMGA held in Vilnius, Lithuania, on 11 and 12 May 2022, in a hybrid format with 49 in-person participants and 38 online attendees, some outlines of the incoming year were presented:



6.2 Future PN challenges and opportunities of the PN until 2030

The Members of the Practitioners' Network celebrated the 15th anniversary of the PN looking back at the highlights of their contributions, experiences, added value, challenges and learnings, but also looking ahead at the future challenges, opportunities in European and Development Cooperation and the role of the PN until 2030. The CEOs discussion on Day 1 recognised the PN as a valuable platform for dialogue with the EU and among Members, with an inclusive approach, open to receive new Members, and effective in strengthening coordination. Looking ahead, it is agreed that the recovery from the pandemic and the Russian war against Ukraine require the capacity to resist to shocks, to work even closer together, to be open, flexible, and resilient since we face more pressing interconnected global challenges. PN Members agree in sharing the work in a co-creation spirit, building complementarity, synergies, and unity even more.

6.2. The priorities of the FIAPP-SNV co-Presidency

From December 2021 to June 2022, the FIAPP-SNV co-Presidency carried out a series of consultations at the CEO and technical levels with PN Members. The goal of this tour was to listen to Members, collect their feedback on the co-Presidency outline of priorities proposed for 2022-2023, and to exchange on expectations for the network.

The results of these consultations are reflected in the priorities presented at the 2022 AMGA. To continue the work of the outgoing co-Presidency and in line with the framework of the PN Strategic Vision 2030, FIAPP and SNV choose to focus on the *how to* and *working better together* on strategic and operational aspects. In their priorities, the development effectiveness agenda will be essential, with a deeper focus on TE, TEI, the Global Gateway and the emerging reflection on European Architecture for Development (EAD), looking into the role of technical cooperation in EAD and the added value of the PN. Linked to this, the co-Presidency included the *policy first principle*, as a methodology that practitioners can use in the policy dialogue building horizontal and inclusive partnerships with partners countries.

Collaboration amongst the three networks of the EAD (Practitioners' Network, EDFI, JEFIC) will be promoted. So will partnerships with other actors and non-European organisations. The co-Presidency will further enhance the work on the private sector and public sector expertise, as well as civil society engagement. The co-Presidency also intends to deepen collaborations between and amongst PN Members in line with prioritised thematic areas, and to foster a more strategic dialogue among CEOs and high-level networks.

Prior to the AMGA, the co-Presidency also carried out surveys on the PN WG/WS/TF structure. In general, members are satisfied with the overall PN and structure of the WGs, but some believe that internal communication within the Thematic WG and the respective co-leadership could be improved. The framework of the WG/WS/TF structure will continue with the narrative of the 2030 Agenda and the 5P's, combined with the European Consensus on Development, the Development Effectiveness Agenda and Global Gateway priorities. With the PN Coordination and relevant members, the co-Presidency will further analyse how the WG/WS/TF can build more synergies and improve leadership, coordination, clearer timelines, better organisation, and strategic planning. In addition, there are proposals to include a Fragility WS, as well as creating two new Task Forces on Public Technical Cooperation and Gender.

In terms of governance, it is proposed to have more strategic Steering Committee meetings, at least 2 CEO meetings and more CEO post-EUDGx meetings, and to feed into and react to relevant Council Conclusions endorsed at FAC DEV. There is also a commitment to reinforce the PN Coordination. Working methodologies and dynamics within the WG/WS and Task Forces will be supported alongside the reviewed format of the sessions, strategic and advance planning, and the promotion of active participation and involvement of field experts and colleagues from partner countries in the WG activities.



In terms of communication, the co-Presidency intends to follow up on relevant activities in the current Action Plan, to reinforce the social media management and PN branding, the improvement of the PN website functionalities to make it more user-friendly, and to strengthen the liaison between the Coordination and communication departments of all PN Members to ensure accurate PN visibility.

Finally, regarding the calendar of co-Presidency events and meetings, the first will be the PN activities at EDD22 (21-22 June), followed by a CEO post-EUDGx online meeting on 28 June. The Steering Committee meeting will take place on 7 July. In Autumn, another CEO meeting will be organised (20 September), followed by the PN participation in the Finance in Common Summit (19-20 October), COP 27 (End Oct-November) and the Paris Peace Forum (11-12 November). In 2023, the co-Presidency planned another PN Inclusiveness event and the PN on the field event, as well as a CEO meeting. In March, a CEO post-EUDGx meeting is also envisaged.

6.3. The 2022-2023 Work plan

Although the full WG work plan for 2022 - 2023 must still be compiled and finalised, during the 15th AMGA the WG and TF co-leads shared their main objectives for the next year:

Contractual & Financial Framework WG (co-lead by GIZ and EF):

The topics discussed in 2021-2022 remain valid in the new year. The CFF WG Plan for 2022-2023 include (and is not limited to):

- Continuation of the discussions with EC on CA Manual and recurring issues around the CA contractual set up (VAT, legal commitments, due diligence - or similar review - of the exclusion criteria)
- Continuation of the MPCA and SCO Task Force, maybe set up of new task forces as the need arises (e. g. on due diligence). Those task forces would use the CFF's broader meetings to report on their work.
- CFF WG as exchange platform with the OPSYS Change Management

Co-leads GIZ and EF as well as the recent WG approach to work with sub-work streams (Task Forces) have been re-confirmed.

Effective Partnerships & Implementation WG (co-lead by BC and CPMA):

The Joint Implementation Evaluation 2023 will be prepared. In addition, workshops on Communications and Visibility, and Mutual Reliance will be organised. To amplify the diversity the WG they will work on expanding the presentation of PN and non-PN Members. Other topics open for consideration are continued exchange on M&E; collaboration with DFIs; and exploring new suggested topics for knowledge exchange.

Private Sector Work Stream (co-lead by GIZ and SNV):

The main objectives are: 1. strategic dialogue between EC and MSO on key topics, 2. exchange and learning; and 3. joint programming (TEIs). The key topics identified are digital transformation and private sector development (collaboration with digitalisation), Women's Economic Empowerment, Blended Finance (collaboration with ETTG), and Circular Economy (collaboration with European Green Deal). The WG will organise joint workshops, seminars, studies, and joint programming.

Digitalisation Work Stream (co-lead by GIZ and EF):

Looking forward, the identification of key topics and way forward for this workstream will take place in the Autumn of 2022. Given the strategic importance of the topic for the European Commission and MSOs, it will also be important to continue featuring digitalisation in other workstreams, when relevant and possible.

Culture & Development Work Stream (co-lead by AECID, BC and AICS):



Discussions with DG INTPA Culture Unit, DG NEAR, EEAS will continue to look for new opportunities for collaboration from UNESCO EU Office and EUNIC, followed by regular meetings with co-leads and with the Members. Moreover, two webinars per year will be organised to share knowledge and best practice, as well as a study for the development of a common framework for the measurement and monitoring of the social, economic, and environmental impact of development cooperation programmes and projects on culture.

Green Deal Work Stream (co-lead by ENABEL and SNV):

An exchange on the European Green Deal between Members is needed to reflect on the development of a permanent group of interested and participating Members, deeper cooperation with other Working Groups/ Working Streams and the Task Force and more focus on programmes and experiences from colleagues in partner countries.

Team Europe Task Force (co-lead by AECID and GIZ):

The survey amongst TF TE Members and EU services confirmed the priorities for the TF's future workplan. In addition to the regular dynamic exchanges with the EC (DG INTPA and DG NEAR) and EEAS on Team Europe and Global Gateway, the TF will include, as a regular agenda item, the participation of PN and EU "field" colleagues involved in the implementation of TEIs in partner countries, that will be feeding concrete TEIs experiences in different aspects: regional vs national TEIs, governance of TEIs, coordination and communication, monitoring & evaluation and reporting of TEIs, etc.

In addition, as it was mentioned in the previous section (6.2) there are proposals to include a **Fragility Work Stream**, as well as creating two new **Task Forces on Public Technical Cooperation and Gender**.

Indicative activities (priorities confirmed by results of the recent survey):

- Regular exchanges with the DG INTPA, DG NEAR and the EEAS on Team Europe and Global Gateway
- Sharing feedback, lessons learned and best practices of TEI co-creation and implementation, both from the field offices in partner countries and from our HQ
- Providing PN Members' comments and inputs to the strategic and guidance documents for TEI methodology and implementation
- Presenting input and strategic feedback in other discussion fora dealing with TEI

Events/ Workshops

- External event for the second anniversary of Taskforce TE (envisaged in autumn 2022)
- Follow up workshop on joint narratives and strategic communication around TEI (TBC)
- Involvement of DFIs and CSO in Team Europe implementation (TBC)

6.4. The 2022-2023 Budget

In order to implement these tasks, the PN has a budget of 301.838,70 EUR³, as shown in the table below. This budget is higher than previous years, since more investment is foreseen: 1. to reinforce the coordination service with an additional 3rd consultant to the team on a part-time basis; 2. To launch several studies; and 3. To promote some events, at WG and global level. The high reserve acquired this year allows this budget increase.

³ The budget will be formally endorsed in the first Steering Committee meeting under the FIAPP-SNV co-Presidency.



Budget items	2022-2023 BUDGET DRAFT
1. Coordination fee	139.725,00
2. Office rent	3.569,50
3. Office equipment	0,00
4. Communication & other office costs	592,20
5. Travel costs	7.200,00
6. Marketing costs website	4.600,00
7. Marketing other	3.812,00
9. Studies	45.000,00
10. WG & TF meetings	8.000,00
11. EDDs	4.300,00
12. General Assembly	10.000,00
13. Steering Committee meetings	6.300,00
14. WG proposed events	34.200,00
15. Other events	34.000,00
16. Bank expenses	540,00
TOTAL GENERAL	301.838,70