



# Evaluation of the European Union's External Action

## RESPONSE OF THE EU SERVICES TO THE RECOMMENDATIONS



<b>Evaluation title</b>	<b><u>Evaluation of the European Union's regional development cooperation with Latin America (2009-2017)</u></b>		
<b>Lead EU Service</b>	Directorate-General for International Partnerships – Unit B.1 <a href="mailto:INTPA-B1@ec.europa.eu">INTPA-B1@ec.europa.eu</a> Evaluation managed by DG INTPA, Unit D4 <a href="mailto:INTPA-EVALUATIONS@ec.europa.eu">INTPA-EVALUATIONS@ec.europa.eu</a>	<b>Geographical coverage</b>	Field visits: Bolivia, Brazil, Colombia, Costa Rica, Ecuador, El Salvador, and Peru.  Also covered: Argentina, Chile, Cuba, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Uruguay, and Venezuela
<b>Associated EU Services</b>	European External Action Service (EEAS), Service for Foreign Policy Instrument (FPI), Directorate-General for Trade (DG TRADE), Directorate-General for Employment, Social Affairs and Inclusion (DG EMPL) and Directorate-General for Climate Action (DG CLIMA)	<b>Main policy areas addressed by the evaluation</b>	<ul style="list-style-type: none"> <li>• Security-development nexus</li> <li>• Environment &amp;</li> <li>• Climate change</li> <li>• Social equity</li> <li>• Inclusive growth</li> <li>• Higher education</li> </ul>
<b>Evaluation budget</b>	EUR 348 618	<b>Contractor</b>	Particip GmbH
<b>Dates of the Responses of the EU Services and it's follow-up</b>	November 2019, July 2021 and June 2023	<b>Publications</b>	Link to the <a href="#">Evaluation report in English and in Spanish</a> , the <a href="#">Executive Summary</a> , and the <a href="#">Evidence Matrix</a>
<b>Additional information</b>	<p>The evaluation covers the EU support provided at the regional level, also referred to as 'continental' support to distinguish it from the support provided at sub-regional level (e.g. Central America, Andean region). EU support was highly relevant, demand driven and appropriately focused on strengthening institutional capacities and response strategies. This made the programmes more attractive and improved the level of ownership. EU regional development cooperation rightly focused on strengthening institutional capacities to respond to key challenges across the region - inclusive growth and social equity, security, higher education, environmental protection, and climate change. Regional cooperation helped develop South-South and triangular (North-South-South) exchanges, which contributed to regional integration and enhanced institutional development. It also helped keeping 'graduated countries' actively engaged in development cooperation at regional level, although the absence of a well-defined approach to cooperation with these countries limited the role they could play in fostering joint responses to regional and global challenges. Despite the appropriateness and the innovative features of the regional cooperation with LA, the EU institutional environment did not favour its harmonious and synergic inclusion in the main areas of intervention. The different EU entities involved in EU-LA cooperation (including national, sub-regional and regional programmes related to international and development cooperation) were not always in a position to carry out well-coordinated and complementary actions, and EUDs were not enabled to ensure a pivotal role in fostering synergies at the local/national level.</p>		

## Recommendations from the independent Evaluation

## Response of the EU services and its follow-ups

**R1**

**Strengthen links and feedback loops between regional programmes and bi-regional dialogue.** Further strengthen links between bi-regional dialogue, including its sector and thematic instances (not only the summits, but also the ministerial and technical meetings) and the regional cooperation programmes. This would help establish clearer reform priorities, reinforce the strategic relevance of the initiatives supported, and enhance the visibility and ownership of the programmes, without weakening their demand-driven approach. It would also allow programme implementation to feed into regional policy and political dialogue.

### **This recommendation is Accepted (November 2019)**

We agree on the relevance of enhancing bi-regional and intraregional dialogues. There are clear existing links, and regional programmes have been designed so far in support to EU CELAC action plan. However, their implementation does not translate systematically into inputs to such dialogues. In the future, attention could be paid to:

- Promoting good practices of regional dialogue supported by regional programmes and systemizing support to regional dialogues as a component. Disseminating them through Embassies, EU Delegations and EU Member States.
- Complement bi-regional dialogue by sub-regional and bilateral dialogues where relevant, while keeping inclusiveness (dialogue with all countries) as preferred option.

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### **FOLLOW-UPS**

#### **July 2021:**

The political context has evolved in the region and the bi-regional dialogue is now decoupled from CELAC that does not function anymore.

The current draft regional programming foresees more flexibly to support EU dialogue with group of countries and support will be provided to dialogue outcomes such as the EU LAC ministerial meeting held in December 2020.

This recommendation will be further integrated in the post-programming phase, when defining new programs.

#### **June 2023:**

Political relations with CELAC have regained momentum. The EU-CELAC Ministerial meeting in Buenos Aires in December 2022 led to call the EU-CELAC Summit to be held in Brussels in July 2023. The political priorities of the Summit will be in line with regional initiatives such as the TEI on the Amazon in Brazil.

The LAC regional MIP 2021-2027 has picked the recommendations of the evaluation. Regional programmes such as COPOLAD, Euroclima, El PaCcto, etc underpin the inter-regional policy dialogue, especially in the green and digital transitions, which in turns translates to national initiatives mostly under Team Europe Approaches and Global Gateway investments programmes. The EU-LAC Digital Alliance launched in Bogotá in March 2023 is a clear example of this.

Recommendations from the independent Evaluation	Response of the EU services and its follow-ups
<p><b>R2</b></p> <p><b>Define specific strategies and models to strengthen the involvement of graduated countries.</b> Establish a specific approach to strengthen the participation of countries exiting (or having exited) from EU bilateral development cooperation in regional programmes, both as policy support providers and beneficiaries in crucial development areas. The approach should aim to enhance the value added of their experience at the regional level, but also to identify their specific interests for development cooperation, namely testing innovative policies and application of advanced know-how.</p>	<p><b><u>This recommendation is Accepted (November 2019)</u></b></p> <p>We fully agree on this recommendation.</p> <p>The new European Consensus and Agenda 2030 are providing space to work with more advanced developing countries and tailor partnerships pursuing shared values and interests through innovative approaches.</p> <p>Since May 2017 we are working at redefining the way we do international cooperation by being inclusive of higher income countries that need to address their own vulnerabilities and can contribute to the sustainable development of other countries. We are working with international partners (UN/ECLAC and OECD) on the “development in transition” agenda while developing and valuing innovative approaches such as exchange of experience and knowledge (TAIEX, twinning), leveraging investment and triangular cooperation.</p> <p>We have a two-pronged approach: under the current budgetary cycle we will continue with new phases for the two facilities supporting the agenda (development in transition and triangular cooperation facilities). Under the new budgetary cycle (2021-2027) this agenda should inform our strategies and actions and should be reflected in programming documents submitted to the Parliament and to the Council.</p> <p>-----</p> <p><b><u>FOLLOW-UPS</u></b></p> <p><b>July 2021:</b></p> <p>This recommendation is being included in the current programming exercise.</p> <p>First, we will engage bilaterally with all countries, irrespective of their level of development. For that reason the current draft regional Multiannual Indicative Programme (MIP) foresees supporting countries that have no MIP such as Argentina, Brazil, Chile, Costa Rica, Mexico, Panama, Uruguay as well as Caribbean High-Income Countries (HICs).</p> <p>Second, these countries will continue to benefit from regional actions.</p> <p><b>June 2023:</b></p> <p>The comments made in 2021 continue to hold true. In addition, HICs have been included in the EU plans for the development of an investment agenda under Global Gateway which will be presented at the EU-LAC Summit. Plans for significant investments in HICs, such as the Renewable Hydrogen in Fund in Chile (€ 200 million in loans and 16 million in EC grants as blending) or the development</p>

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	<p>of 5G in Uruguay, both along with EU private sector, are good examples of this. Multi-country projects of the Global Gateway Investment Agenda such as the initiative on electric mobility and transport encompass HICs as well.</p>
<p><b>R3</b></p> <p><b>Establish a comprehensive rights-based approach in programming and implementation.</b> A rights-based approach should be incorporated at the highest level in the regional development cooperation programme. This should help mainstream minority rights and inclusion concerns in all sector programmes, including formulation of specific measures and the related monitoring indicators. Gender equality and empowerment, after the significant improvements in the formulation of some of the most recent programmes, should be closely monitored for actual implementation.</p>	<p><b><u>This recommendation is Accepted (November 2019)</u></b></p> <p>A right-based approach should be reinforced particularly as we shift the focus from traditional development cooperation to a more modern partnership that envisages increasing involvement of the private sector, blending and support to private investment. All sectors of the population should be concerned including minorities.</p> <p>Regional programmes have already started to reinforce their gender dimension, and this will be further enhanced in the future. It will become more systematic, and will go along with women empowerment and minority rights.</p> <p>-----</p> <p><b><u>FOLLOW-UPS</u></b></p> <p><b>July 2021:</b></p> <p>This recommendation has been included in the draft regional MIP for 2021-2027.</p> <p><b>June 2023:</b></p> <p>The right based approach is fully integrated in the programming documents for 2021-2027. As an example, according to the last GAP III implementation report, INTPA reached for the first time the long- pursued objective of having 85% of our new programmes having gender equality as a significant objective. Furthermore, INTPA is constantly striving for further enhancing the inclusion of gender equality into its programmes.</p>
<p><b>R4</b></p> <p><b>Promote regional mechanisms and tools to facilitate networking, coordination and monitoring.</b> Given the absence of regional thematic agencies or operational/ coordination bodies, the EU regional programmes (within the limits imposed by the regional context) should promote and strengthen mechanisms and tools to facilitate regional policy exchange (networking, coordination and strategic monitoring) at sector and thematic level. DEVCO should strengthen the regional implementation structure of its programmes by 1/ensuring that the implementation processes at country level are clearly spelled out and understood by the main stakeholders involved, and</p>	<p><b><u>This recommendation is Accepted (November 2019)</u></b></p> <p>While the intention is to make the regional programmes evolve to respond better to the countries' needs, for example by providing expertise, it remains important to maintain the regional dimension that cannot be ensured by the almost inexistent regional bodies. In that sense, regional programmes will continue to support regional policy exchanges, coordination and integration.</p> <p>However the possibility to work with sub-regional grouping of likeminded countries will be introduced, as sometimes it is the best way to move concretely on regional integration (see the example of Ameripol).</p>

Recommendations from the independent Evaluation	Response of the EU services and its follow-ups
<p>2/ enhancing stakeholders' consultations, developing analysis (and cross-country comparison) of monitoring data and holding regional events to identify lessons learned.</p>	<p>Stakeholder consultations will be systematically considered in the design and the implementation of programmes, either through programme specific events, or within the composition of the implementing consortium, or through the role devolved to national focal points or through wider regional stakeholders events (eg. civil society forum or institutional dialogue with partner countries).</p> <p>The role of EU Delegations will be strengthened in their role of facilitator of national policy dialogues, with the objective for them to take full benefit of these dialogues.</p> <p>-----</p> <p><b><u>FOLLOW-UPS</u></b></p> <p><b>July 2021:</b></p> <p>Moving in the right direction:</p> <p>First, a wide consultation of stakeholders has been done for the regional programming.</p> <p>Second, the possibility to engage with groups of countries is introduced in the draft regional MIP.</p> <p>Third, EU delegations' role in regional cooperation is being strengthened: they are consulted for the regional MIP, they will play a central role in EFSD+ related dialogue with European Development Finance Institutions (EDFIs), and regional programmes activities will be primarily based on in-country dialogues (primacy given in the programming exercise to the country level).</p> <p><b>June 2023:</b></p> <p>Specific regional dialogues on cooperation matters are taking shape, for instance in the context of the Mercosur agreement.</p> <p>In addition, initiatives in the ambit of the EU-CELAC Summit such as the Business Forum and dialogues with Civil Society foster networking between the different stakeholders.</p> <p>EU Delegations continue to see their role strengthened in our partnership. In particular, the Global Gateway Investment Agenda that will drive our bi regional partnership for the following years has been designed based on the intelligence work made by them.</p>
<p><b>R5</b> <b>Put monitoring and learning at the centre of the regional cooperation programme.</b> Review the intervention logic of the regional programmes and introduce a specific objective to strengthen monitoring</p>	<p><b><u>This recommendation is Accepted (November 2019)</u></b></p> <p>Monitoring and learning are already at the center of EU cooperation, and our regional programmes are systematically evaluated in order to draw lessons for the future.</p>

## Recommendations from the independent Evaluation

capacities at sector and action level with a view to promote regional policy dialogue and feed a rich process of policy and institutional learning by doing the link between the results of the programmes and the establishment of innovative policy approaches at more general level is stronger in regional cooperation compared to national programmes. This is why the capacity to extract general lessons from the implementation of the different programmes must be high and the mechanisms put in place must be effective and accepted by all stakeholders. The establishment of such objective and the related functions will require a dialogue within the different EU instances involved, to identify the scope, the approach and implementation mechanisms.

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However, the technical work on the intervention logic and the definition of indicators remains work in progress though it has improved a lot in the recent years. The effort on logframes, definition of indicators and establishment of monitoring systems will be pursued in close collaboration with the implementing agencies.

The use of innovative communication tools will be considered, in order to:

- collect data to inform the different programmes,
- disseminate information on the implementation of the regional programmes, its results and lessons learnt.

To this regard a further step in the use of EU MS public sector expertise will be sought in the future through Twinning and TAIEX tools that would further reinforce synergies with Member States in the region (see also R12).

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### **FOLLOW-UPS**

#### **July 2021:**

At the stage of drafting the regional MIP an important effort is made in identifying the right indicators and baseline that will be then serve for regional programmes and actions. Work currently ongoing.

Access to relevant data might be a challenge within the region but solutions are currently considered.

The use of EU Member States' public sector expertise will be increased, as well as the contribution of the region to twinning and the Technical Assistance and Information Exchange instrument (TAIEX) tools when they do not overlap with regional programmes.

#### **June 2023:**

Since 2001 and with the formulation of the new generation of regional programmes logical frameworks and indicators have been systematically introduced for further monitoring purpose. It is the case for Euroclima (2021), Digital Alliance (2021), El PaCTO (2022) and Inclusive societies (2023).

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	<p>Moreover since 2021 regional Team Europe Initiatives have been developed in 4 of the 5 regional priority areas (green, digital, security and inclusive societies) what helps to bring EU MS on board, providing avenues for expertise sharing.</p>
<p><b>R6 Reinforce high-level dialogue and country stakeholders' participation to strengthen the security-development nexus.</b>  The security-development nexus should be reinforced in two main directions: i/ strengthening the links of the regional programmes with high-level bi-regional dialogue on policy priorities; and ii/ enhancing the participation of LA country-level stakeholders. Stronger coordination between regional support and national policies is also needed. Monitoring and learning processes should be enhanced to feed into political and policy dialogue. Coordination between actions supporting police, judicial and penitentiary systems should be improved, as well.</p>	<p><b><u>This recommendation is Partially accepted (November 2019)</u></b></p> <p>The security development nexus in Latin America works rather well and there is already a substantial link with high-level bi-regional priorities, as witnessed by the recently organised regional security seminars involving also the Caribbean. In the same vein, coordination between police, judicial and penitentiary is already part of the programme EL PACCTO.</p> <p>However, the participation of country level stakeholders can be improved, and specific attention will be paid on it in the implementation of the existing programmes and in the design of future actions.</p> <hr/> <p><b><u>FOLLOW-UPS</u></b></p> <p><b>July 2021:</b>  This recommendation is included in the current programming exercise (draft regional MIP).</p> <p><b>June 2023:</b>  Recommendation in implementation. EU programmes have fostered a high-level bi-regional partnership on justice and security, enhancing a high-level policy dialogue in these areas. The EU has launched the TEI for LAC on Justice and Security (May 2022), identifying joint priorities to fight against organised crime. Examples of high level participation of LA countries and the support provided by EU programmes to foster the bi-regional coordination and cooperation in these fields: on drugs policies through the support of COPOLAD III to the EU-CELAC Mechanism on Drugs (including the HLM on Drugs, part of the EU CELAC RoadMap2023); key initiatives fostered by EL PACCTO such as the creation of the CLASI (Latin American Committee on Internal Security), LA countries participating at Ministerial level, as well as with the creation of a Justice Policy Cycle to enhance judicial cooperation between both regions. EUROFRONT is increasingly supporting policy dialogue at subregional level (High Level Group on Integration and Development of Borders-GANIDF- CAN + MERCOSUR Subgroup 18 on border integration) combined with study visits and meetings with Migration Authorities in the EU.</p>

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R7

**Promote the establishment of a regional coordination institution or mechanism on climate change. Such an instance could fill the role of regional secretariat for implementation of the Paris Agreement in Latin America.** A light structure could be supported by a regional fund or a facility and operating at the CELAC level, allowing relevant regional and sub-regional institutions (ECLAC, regional IFIs, SICA, CAN, MERCOSUR and specialised institutions) together with representatives of civil society and the private sector. This would help improve the coordination of regional, sub-regional and national programmes, establish regional criteria for monitoring and evaluation and strengthen information exchange on achievements, lessons learned and good practices. A close link between such capacity and the high-level bi-regional dialogue could ensure an adequate learning process.

### **This recommendation is Partially accepted (November 2019)**

Establishing a regional institution is not a priority for the time being. However, EUROCLIMA+ new approach (as per Action Document 2019) will strengthen and streamline the existing coordination mechanisms on climate change for the region.

The programme is set to play a stronger role to support coordination by linking policymaking (climate governance) and operations (funded projects and actions). It will do so by setting up a mechanism to support multi-level dialogues for climate action in the region. These multi-level dialogues are intended to have different settings depending on the needs, involving the different levels (national, multi country and regional) and the different actors (institutions, civil society, Academics, IFIs and private sector). The programme will also ensure a strategic use of the funds available for projects and actions through a political endorsement of projects, and a bigger impact, by developing a projects pipeline connected to investment opportunities. Finally, the programme will track all EU financed activities in this area through a web platform widely accessible.

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### **FOLLOW-UPS**

#### **July 2021:**

The establishment of a coordination institution or mechanism supported by the EU is still not a priority and neither seems to be in line with aid effectiveness principles.

EU cooperation should rather strengthen existing mechanisms, as is already being done: for example, EUROCLIMA+ ensured a prominent presence e.g. at the recent meeting of LAC Environment Ministers and organised a side event there. Moreover, other coordination mechanisms, such as the LAC Climate Week, are supported, and coordination meetings with national programme coordinators (NFPs) are organised. Communities of practice are supported in sectors such as smart mobility, but with light structures. Webinars and web-based meetings are used to the extent possible.

#### **June 2023:**

The reactivation of the bioregional dialogue with CELAC, that will be translated with the resumption of EU LAC Head of States summit in July 2023 (8 years after the last one held in 2015) offers the coordination framework we need at high level. Green is part of the joint top priorities. The Commission attended the LAC regional environment ministers meeting held early May 2023.



Recommendations from the independent Evaluation	Response of the EU services and its follow-ups
<p><b>R8</b> <b>Strengthen the EU regional support to social reforms by focusing on new social exclusions and vulnerabilities and enhancing the participation of non-state actors.</b> Ensure a stronger focus on development and consolidation of comprehensive social reforms, extending the range of stakeholders involved, in particular by increasing efforts to involve and support members of parliaments and social partners. Revive the high-level bi-regional dialogue on social equity and cohesion to strengthen regional initiatives at country level, with a strong focus not only on long-rooted inequalities but also on new vulnerabilities. Innovative policies for stronger social inclusion should be supported also in graduated countries.</p>	<p><b><u>This recommendation is Partially accepted (November 2019)</u></b></p> <p>We agree on the importance of working with “graduated countries” to develop innovative policies for stronger social inclusion. The participation of non-state actors and particularly social actors will be encouraged along national dialogues (“mesa país”).</p> <p>However we consider that:</p> <ul style="list-style-type: none"> <li>• Social cohesion should not be limited to social reforms that are even not part of countries demand</li> </ul> <p>Engaging further on bi regional dialogue on social cohesion requires a careful approach in term of costs and sustainability.</p> <p>-----</p> <p><b><u>FOLLOW-UPS</u></b></p> <p><b>July 2021:</b></p> <p>The new programming exercise is considering the specific situation of those countries irrespective of the obsolete concept of graduated countries. Another external factor has been the sudden apparition of the COVID pandemic that further increased inequalities, and for that reason, social cohesion and fight against inequalities will figure prominently in the regional MIP for 2021-2027.</p> <p><b>June 2023:</b></p> <p>Programmes have been put in place to address the increased inequalities created by the COVID pandemic. Regional programmes and key strategic actions under the Global Gateway investment agenda are increasingly tackling new forms of inequality such as the digital exclusion. In this sense, the BELLA II programme aims to build secure and meaningful digital regional backbone connectivity, engaging with research and education networks (approximately 12,000 institutions) within the LAC region and the EU in order to bridge the digital gaps.</p>
<p><b>R9</b> <b>Focus on improving the private sector development framework to enable MSME growth.</b> Enhance the focus on comprehensive national policies to create better conditions for MSME growth and not only to provide direct support to MSMEs. An improved framework should help reduce barriers for MSMEs and improve access to finance, technology and markets, including</p>	<p><b><u>This recommendation is Partially accepted (November 2019)</u></b></p> <p>We agree on the importance of working on an enable environment for MSMEs, that is an essential element of the European Investment Plan (Invest EU) yet to be extended to Latin America.</p> <p>EU regional and bilateral trade agreements with Latin America also provide opportunities to promote enabling conditions for the private sector.</p>

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<p>the reduction of the digital divide, the availability of skills and the flexibility of the labour market.</p>	<p>However there is already a regional project working on it (Euromipyme, started in 2017) and we must in parallel keep a direct support to MSMEs that remain the most efficient actors for change, as well as involve private sector into the definition of public policies. The reference to improving the flexibility of the labour market would deserve clarification.</p> <p>-----</p> <p><b><u>FOLLOW-UPS</u></b></p> <p><b>July 2021:</b></p> <p>Working on business enabling environment and engaging in more in-depth related policy dialogue with governments is foreseen under the new programming, both at country and regional level.</p> <p><b>June 2023:</b></p> <p>The matter is being taken seriously with regional programmes such as AL-Invest Verde (which will see its continuation and expansion to the Caribbean under the current Financial Framework) or the Responsible Business Conduct programme for LAC.</p>
<p><b>R10</b> <b>Improve LAIF’s coherence and complementarity with the regional cooperation programmes.</b> Reinforce LAIF’s design and coordination mechanisms to increase its coherence and complementarity with the regional and sub-regional programmes in each sector and more proactively encourage innovative approaches (e.g. the use of revolving funds and measures to bring technical assistance under loan rather than grant finance).</p>	<p><b><u>This recommendation is Accepted (November 2019)</u></b></p> <p>LAIF team is coordinating closer with the two main programs of interest under the regional cooperation: EUROCLIMA+ and support to the private sector.</p> <p>Specifically, in EUROCLIMA+ the coordination will be strengthened by a joint exercise of pipeline development in the framework of the in-country dialogues piloted by EUROCLIMA+. Peru is the first candidate. In this climate change sector immediate synergies are found under the urban mobility component.</p> <p>For private sector, actions will be coordinated in support to MSMEs in order to capitalise on the experience of AI-INVEST 5.0 and ELAN programmes.</p> <p>-----</p> <p><b><u>FOLLOW-UPS</u></b></p> <p><b>July 2021:</b></p> <p>As a matter of principle the new EFSD+ operations (new programming) will be based on a policy first principle, largely shared by financial institutions. It will significantly increase the coherence and complementarity of EFSD+ operations.</p>

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	<p>We plan to include the recommendation in the new LACIF (LAC investment facility) under the new programming for 2021-2027.</p> <p>LAIF and CIF are being merged precisely to increase coherence at regional level and optimise procedures.</p> <p>The LACIF team has already organised one policy dialogue event with EUROCLIMA+ and a resulting paper on how to close the green finance gap will be the outcome. Given the share of LACIF operations with a green component, the team will ensure coordination and complementarity of actions and will use the prioritisation and dialogue capabilities of EUROCLIMA+ to define new actions.</p> <p>On private sector, actions will be closely coordinated with the Team in charge of ALINVEST Green to tackle the full spectrum of actions possible on job creation and support to SMEs.</p> <p><b>June 2023:</b></p> <p>The Plans outlined in our 2021 update are being implemented. LACIF works at full speed, integrated with EFSD+ and with strong inputs from regional and thematic teams, both at HQs and from Delegations.</p>
<p><b>R11</b></p> <p><b>Strengthen reciprocity and inclusion of higher education programmes and improve links with other European interventions.</b> Consolidate the support to higher education through specific improvements:</p> <ul style="list-style-type: none"> <li>i/ strengthen university networks and student and staff mobility, including improved reciprocity, recognition of degrees and inclusiveness.</li> <li>ii/ strengthen the links and synergies between DEVCO support to higher education and the support provided by other DGs to science &amp; technology and research &amp; innovation.</li> <li>iii/ develop and reinforce connections between higher education support and research conducted through other regional sector programmes (e.g. climate change and social equity).</li> </ul> <p>Increase the opportunities for coordination and links, especially at country level, with the support to higher education provided by EU Member States beyond existing coordination activities in the framework of Erasmus and the Donor</p>	<p><b><u>This recommendation is Accepted (November 2019)</u></b></p> <p>There are precisely options opened in the framework of the future programming exercise for Erasmus+/Latin America.</p> <p>Coordination with EU Member States will be encouraged but remains complex by nature as for efficiency purpose it can only go through coordination work at country level and is subject to capacity limitations.</p> <p>Where deemed opportune, links will be made between Erasmus+ and other regional programmes.</p> <p>-----</p> <p><b><u>FOLLOW-UPS</u></b></p> <p><b>July 2021:</b></p> <p>The recommendation has been included in the new Erasmus exercise (Erasmus+ MIP for 2021-2027 currently submitted to an inter service consultation).</p> <p><b>June 2023:</b></p>

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<p>harmonisation group, and bearing in mind the importance of ownership of the partner countries.</p>	<p>These recommendations have been taken into account in the Erasmus+ MIP for 2021-2027 with a regional allocation of EUR 158 M for LAC (EUR 144 M for Latin America and EUR 14 M for the Caribbean Countries). Two annual calls for proposal have taken place under this new framework.</p>
<p><b>R12</b></p> <p><b>Improve coordination between regional, national and thematic cooperation, with a focus on EU Delegations and Headquarters' roles.</b> Prioritise the establishment of clear mechanisms within the EU institutions to achieve coordination and complementarity. This could be partly accomplished by putting focus on the pivotal role to be played by EUDs to ensure the coordination of EU support as a whole, at local and national level, including policy/political dialogue and where possible implementation. On the other hand, a stronger coordination at regional level should also be ensured by EU Headquarters. Moreover, these two levels of coordination should be well articulated. EEAS should support in creating better coherence and possible complementarities between the regional cooperation programme and sectoral / global partnerships, as in the mentioned case of science and technology. Synergies should be reinforced, as well, with some EU Member States sector multi-country programmes, when present.</p>	<p><b><u>This recommendation is Accepted (November 2019)</u></b></p> <p>Lot of efforts are being done to create complementarity between EU actors at all levels and to improve communication flows for this purpose. Nevertheless, this recommendation and the evaluation report in general offer an opportunity to explore additional possibilities to strength relations between Headquarters and EU delegations.</p> <p>We also need to acknowledge the complexity of engaging with all concerned line DGs in the one hand and engaging with EU Member States on the ground on the other hand. In addition, we should also consider the issue of having different approaches in term of geographical scope.</p> <p>Joint programming will offer a way to tangibly working better together with EU Member States for the next Multiannual Financial Framework.</p> <p>A step-by-step approach is required, and pilot joint actions will be sought with selected line DGs for the next budgetary cycle, while joint regional actions will be sought with EU Member States in selected areas such as the Comprehensive Development Plan for Central America and Mexico.</p> <p>As mentioned above the role of EU Delegations will be strengthened, in particular within higher income countries where the need of better coordination with line DGs is higher. Information flows between headquarters and EU delegations on regional programmes will be improved.</p> <p>-----</p> <p><b><u>FOLLOW-UPS</u></b></p> <p><b>July 2021:</b></p> <p>The recommendation has been fully reflected in the new programming exercise:</p> <p>First, the coordination between the three levels has been improved by the transfer of resources from thematic level to the regional geographic level for any action not global by nature (NDICI-Global Europe principle)</p> <p>Second, the regional level has been conceived under a pure country level (subsidiarity principle), strengthening the role of EU delegations (see also above for EFSD+).</p>

Recommendations from the independent Evaluation	Response of the EU services and its follow-ups
	<p>Third, the Team Europe approach has been followed in all segments of programming (country, regional, thematic), offering more flexible ways of engagement with EU MS in addition to the sometimes-heavy joint programming process.</p> <p>Fourth, the coordination has increased with line DGs and the external projection of EU policies is fully part of regional programming objectives (also thanks to the merge of the former partnership instrument with the geographic envelope).</p> <p><b>June 2023:</b></p> <p>The recommendation continues being implemented along the lines set out in our 2021 response. This has translated for instance in the development of Regional Team Europe Initiatives such as the Cinco Bosques TEI, the Amazon TEI or the Gran Chaco Initiative. This is further complemented by EFSD+ PIPs active in Latin America (e.g. the Global Green Bonds Initiative) which will take a regional or multi-country approach but will be managed in country under the Delegation's steer.</p> <p>Within INTPA, a stronger co-creation is taking place breaking down silos. For the Global Gateway Investment Agenda, a stronger cooperation with line DGs such as DG GROW, DG CLIMA, DG ENV and DG ENER is in place.</p> <p>And finally, the Team Europe approach has developed further and has become a brand for EU actions. In our region 5 regional Team Europe Initiative (TEI) have been set up, and a 6th is under consideration (on health resilience), while 30 national TEIs have been endorsed by EU Development DGs.</p>