

IBERO-AMERICAN PROGRAM TO STRENGTHEN SOUTH-SOUTH
COOPERATION

GUÍA ORIENTADORA

for the management of triangular cooperation in Ibero-America

September 2015



IBERO-AMERICAN PROGRAM TO STRENGTHEN SOUTH-SOUTH
COOPERATION

ORIENTATION GUIDE

for the management of triangular
cooperation in Ibero-America

September 2015



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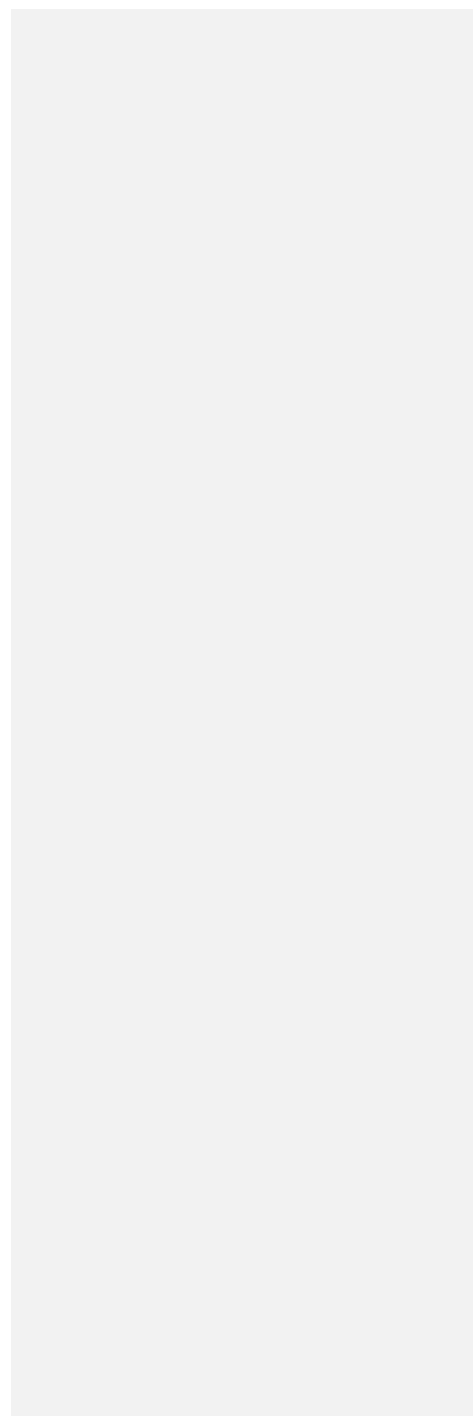


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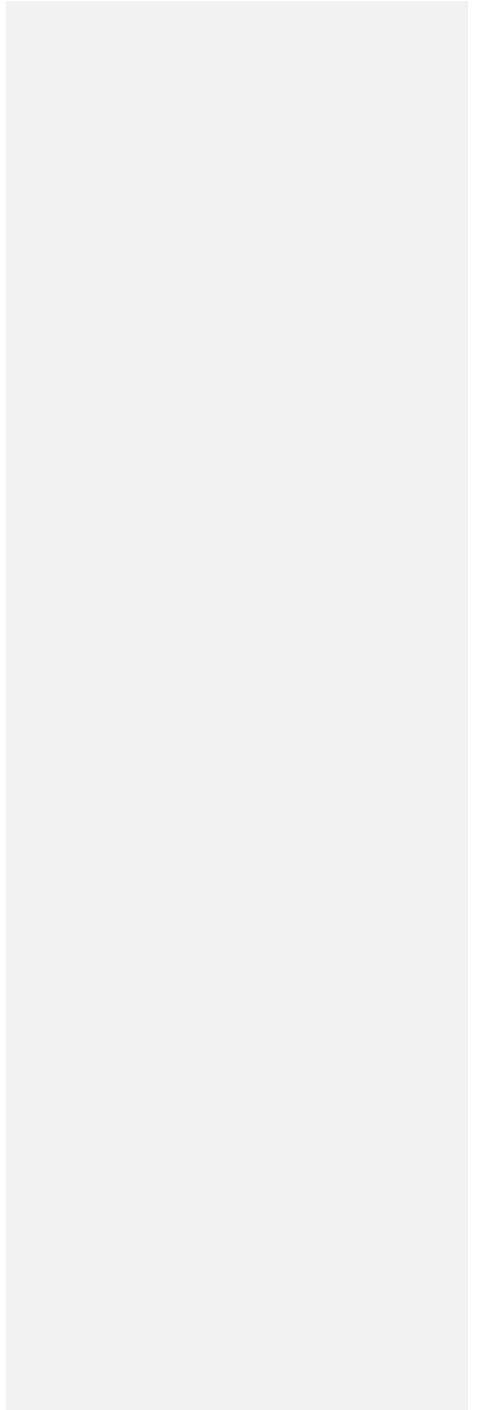
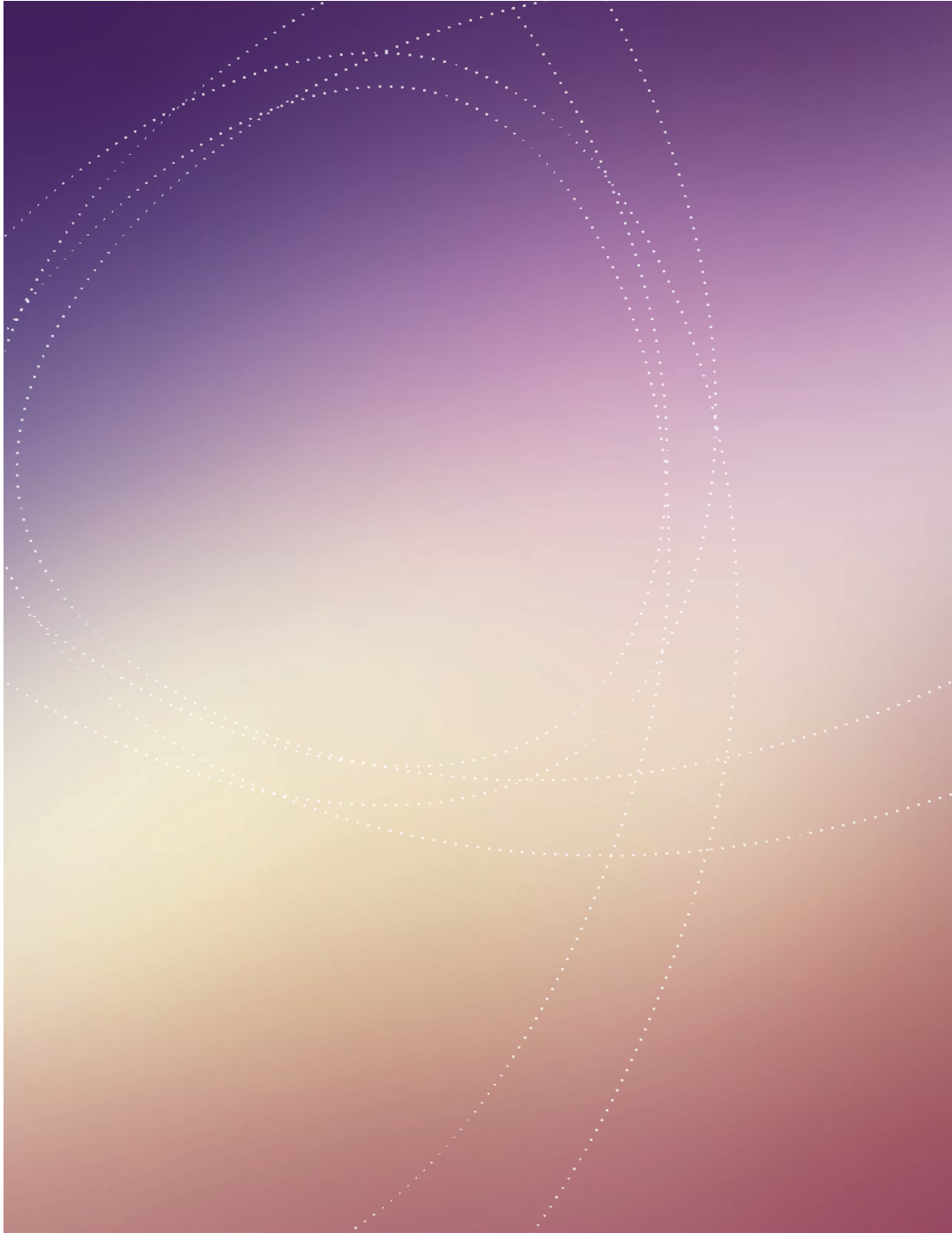
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Preface

Since its inception in 2008, The Ibero-American Program for the Strengthening of South-South Cooperation (PIFCss) has been devoted to strengthening the governing bodies of cooperation in Ibero-America, developing various actions with those responsible for Cooperation, as well as with the teams of the Units. Cooperation Techniques of its member countries,¹ in order to strengthen the knowledge and management of South-South Cooperation initiatives.

Within the framework of the support provided by the Program to its member countries, Triangular Cooperation has been a topic of great interest with a view to improving the capacities of the Cooperation agencies and directorates of the countries, so as to strengthen its handling of these matters. That is why the PIFCss has held several meetings on the subject in recent years, mostly related to the need for a better understanding of the roles played by the different actors that participate in triangular formulas, as well as its need to carry out an effective development of the project cycle under this modality.

In the different meetings held by the PIFCss, the heterogeneous positions regarding the conceptual definition of what Triangular Cooperation means for the countries and the methodological development needs that the countries of the region require for the management of triangular cooperation. In response to these needs, the Ibero-American Program, under its training line, has facilitated spaces for exchanges so that the countries better understand the support actions of the main traditional donors with the region (Dominican Republic, 2011),² and get into practice and schemes

that the countries of the region execute, extracting desirable elements from the micro-management of projects (El Salvador, 2012).³

The discussions generated in both exchange spaces resulted in an agreement by the countries on the need to have this Guiding Guide for the Management of Triangular Cooperation in Ibero-America and a Road Map was drawn up that should be implemented by a group of countries (Argentina, El Salvador, Spain, Honduras and Uruguay, later Colombia would be added). In 2014, this will be resumed, and the construction process of this Guide began, which lasted around five months, and included a whole data systematization process, as well as information gathering related to triangular cooperation in Ibero-America. and how the countries managed it.⁴

On the other hand, and from the point of view of the international situation, it should be noted that the regulatory and institutional panorama of cooperation in Ibero-America has highlighted the plurality of political approaches, as well as the variety and complexity of existing institutional models and designs, which translates, in terms of triangular cooperation, into with strategic orientations and practices of the greatest possible diversity. The triangular cooperation practices of the different countries have been influenced (at least in their beginnings) by their relations with traditional partners (and their respective North-South cooperation relationship), most of them partners of the Committee of Development Assistance of the Organization for Economic Cooperation and Development (DAC-OECD), however, over time the practices have

gradually nuanced and charged more and more strength, the imprint of the southern partners; but the multiple strategic and operational limitations faced by the approach to triangular cooperation in the countries of Latin America have not contributed to this process and which finds, at least for the operational level, its biggest obstacle is the lack of proper approaches and methodologies for its management.

From the foregoing, the need arises for the normative and institutional strengthening of the countries in a double area: strategic and operational. It is precisely in this last area in which this Guidance is conceived, which aims to provide clear operational guidelines, while contributing to the generation of better management capacities for a more effective triangular cooperation. In this way, the the main motivations for preparing this Guide by the Ibero-American Program for the Strengthening of South-South Cooperation (PIFCss) have been:

- Ensure common criteria for triangular cooperation that, from the recognition of the diversity of the countries, allow a more coordinated and harmonized management among all the partners that participate in triangular formulas
- Promote the effectiveness of proposed triangular initiatives
- Foster leadership of triangular initiatives by the receiving partner
- Support development processes in a sustainable way
- Provide a frame of reference for partners and potential partners that support triangular cooperation in the region

- Promote the growth in scale of triangular cooperation based on the principles agreed upon in the Ibero-American space
- Demonstrate comparative advantages and value addition of this type of cooperation
- Bring traditional partners closer to the principles of South-South Cooperation and promote their acceptance among them
- Improve understanding and dialogue between the actors of the international cooperation system.

The final objective of the Guide is to support and facilitate the work of the countries that are part of the PIFCcs, providing operational guidelines for the management of Triangular Cooperation, which have been collected from the management experience accumulated by the countries, with all their strengths and weaknesses. In no case does it intend to become a single tool, nor a model to be strictly followed, but rather it offers a range of possibilities for adaptation to the contexts and particularities of each actor.

This Guide is the product of a process of joint construction of the Ibero-American countries, where operational criteria, practices and specific tools have been identified by mutual agreement for better management of Triangular Cooperation.

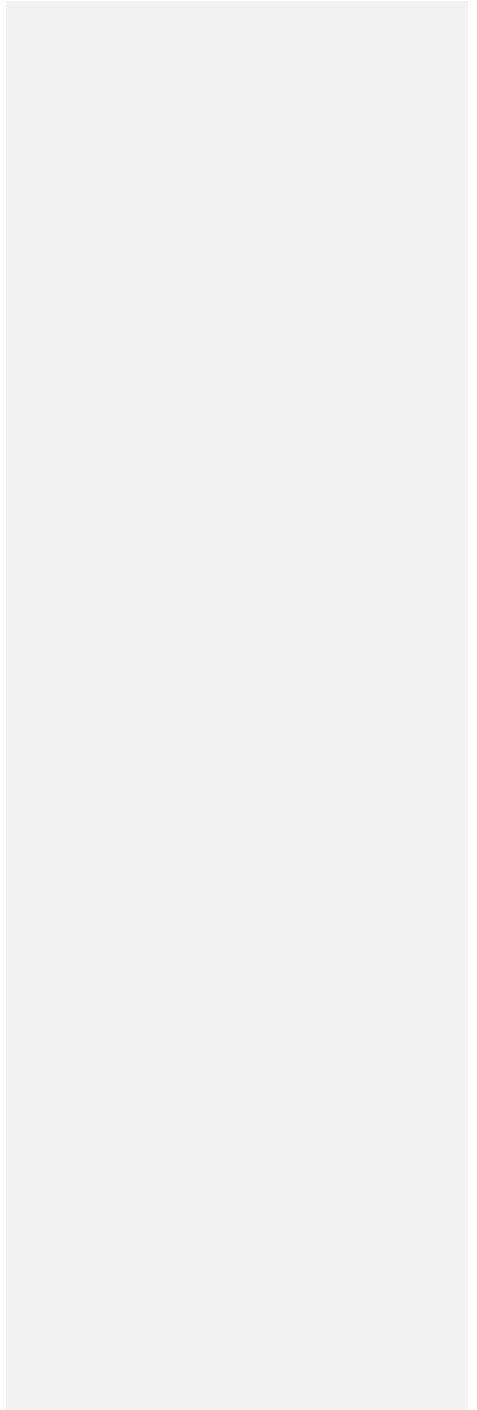
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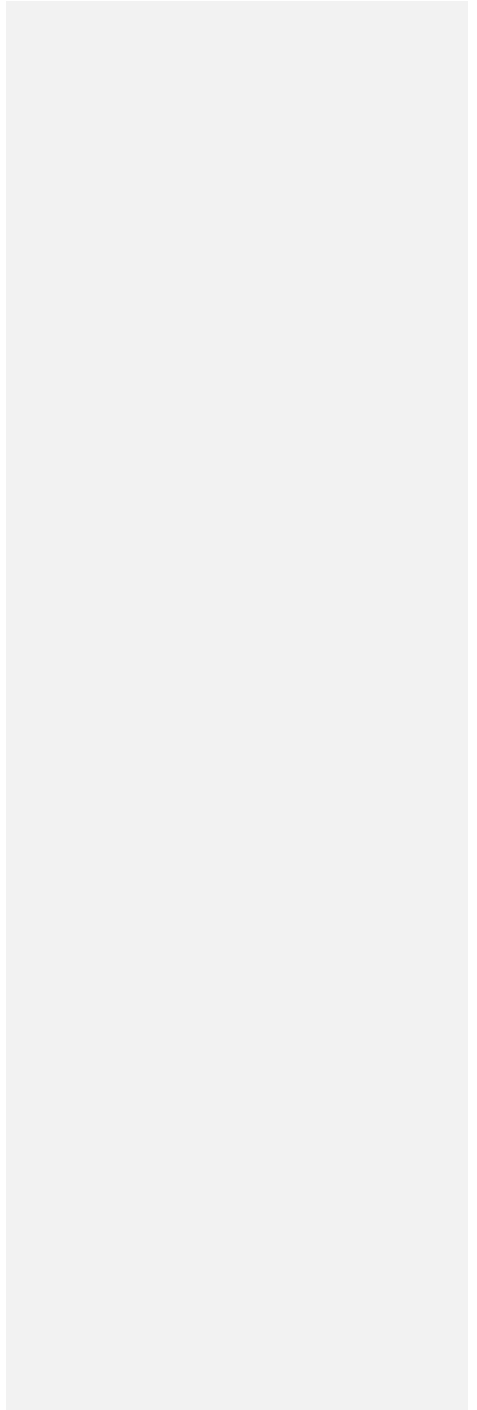
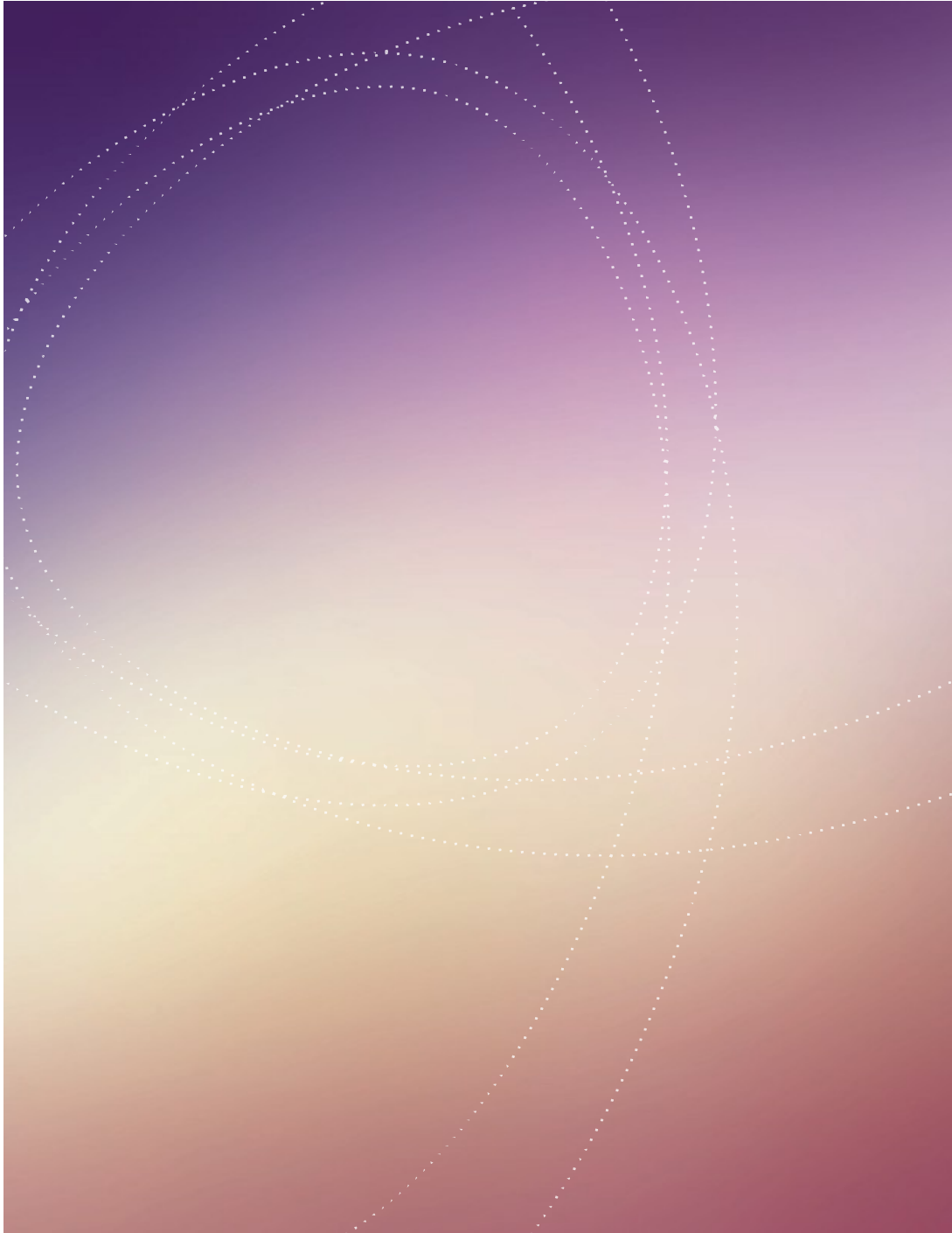
1. Argentina, Bolivia, Brazil, Colombia, Costa Rica, Cuba, Chile, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Portugal, and Uruguay.

2. More details of this activity in http://www.cooperacionsursur.org/images/stories/descargas/agosto-17/Informe_Financial_Triangulation_-_Dominican_Republic.pdf

3. More information about this event at <http://www.southsouth.info/profiles/blogs/managing-triangular-cooperation-in-ibero-america>

4. Annex I presents the details of the construction process of the Guide.





Introduction

The degree of maturity reached today by South-South Cooperation (SSC), it places the Latin American countries in front of an inescapable growth challenge: that of building bridges with traditional cooperation, without losing its characteristic and defining features.

In the decades that have passed since the first steps of the SSC, as isolated and solidary technical assistance between developing countries, until today, when the United Nations multilateral system makes extreme efforts to quantify it, systematize it and include it in the reports of their highest-ranking bodies, the countries of the South have generated a host of experiences, whose magnitude and impact gives them the possibility of establishing a relationship of equals with the traditional actors of the international cooperation system.

The relevance that regionalism has acquired in the last ten years accounts for a southward shift in bilateral and multilateral foreign relations, and a different view of developed countries towards developing countries, accompanying the trends of trade, investment and South-South exchanges.

All the countries grouped in the Ibero-American Program for the Strengthening of South-South Cooperation are, in turn, part of regional spaces, which constitute privileged areas to generate Triangular Cooperation schemes. Some are integration mechanisms such as MERCOSUR, ALBA or the European Union, others belong to spaces of a more political nature such as UNASUR, or commercial ones such as the Pacific Alliance. Thus, there are also intergovernmental organizations of a more comprehensive and inclusive nature in the historical, political, social, cultural, economic, such as the

CELAC, which brings together the thirty-three countries of Latin America and the Caribbean. These initiatives have a natural support in the bonds of trust generated by the technical trajectory and common history, thus allowing members to be positively willing to share information, to systematize experiences.

Triangular Cooperation is undoubtedly a resource for Ibero-American countries to maximize their potential in the coming years. Its great versatility constitutes both its greatest challenge and its great advantage, since it leaves a window open to multiple possibilities: association between several developing countries or between two developing ones and one developed one or between several developing ones and organizations regional or multilateral, including civil society organizations or the private sector.

Currently, the language and practice of SSC are installed and debated on the international scene, they are part of the heritage of the declarations of multilateral and regional Summits, statements by Presidents and Foreign Ministers and reports and resolutions of the United Nations system and its specialized agencies. However, Triangular Cooperation as a phenomenon with its own distinctive characteristics, which includes features of two different paradigms for cooperation, has not been sufficiently addressed. As a region, reference is made to South-South Cooperation and Triangular Cooperation, but efforts have been focused on the practice and conceptualization of the South-South modality.

Until today, there had been no systematic approach. This Guide aims to demonstrate that Triangular Cooperation is more than just financing to give scope to ongoing projects. It implies an added value both for developed countries and for



Triangular Cooperation is undoubtedly a resource for Ibero-American countries to maximize their potential in the coming years”

developing ones. It is a strategy that allows everyone to arrange their contributions under equal conditions, harmonizing diverse bilateral procedures to adapt them to this logic of three or more partners.

The incentives for the developed partner are several: reduction of the inevitable institutionalization and bureaucratic costs - typical of projects with financing from Official Development Assistance (ODA), since traditional donors will be able to resort to human capacities, knowledge of the local reality and shared idiosyncrasies of the associated countries; reduction of the risks of “tied aid”; knowledge of the terrain of technicians from the south, and existing cultural links, proven practice of locally developed solutions.

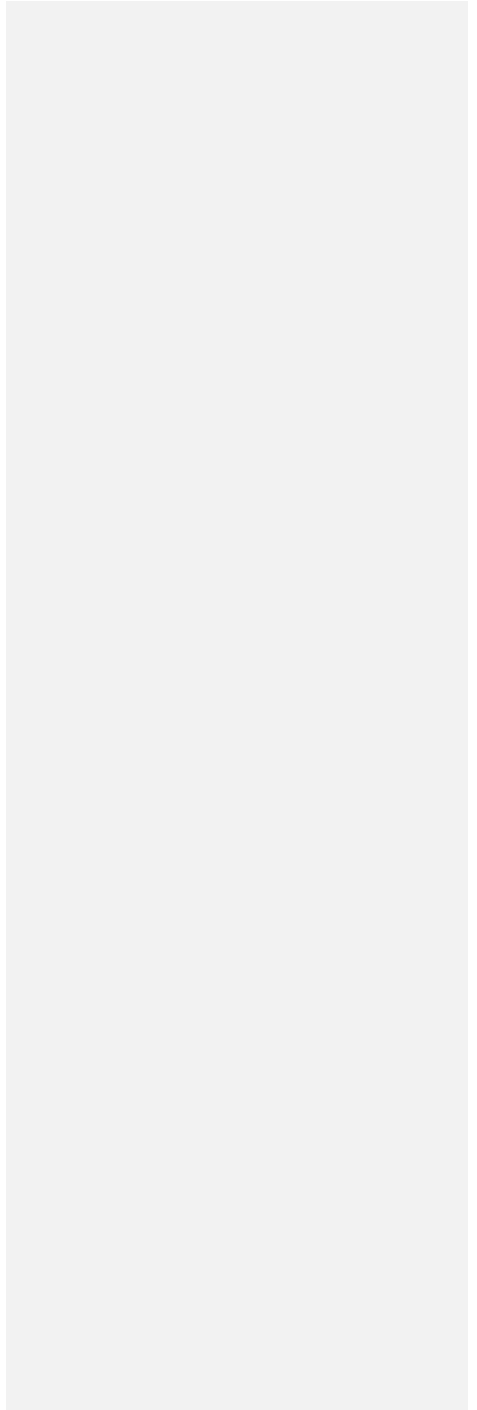
Just as the SSC has achieved sufficient maturity to be valued in various fields, the Triangular Cooperation must reach a degree of development that allows it to leave the experimental stage, placing as equals the partner that, in a clear remnant of north-south cooperation is still called “recipient”, with the developing country, the developed country or the multilateral organization. This should occur as a process in which debate and openness to new ideas play a fundamental role, and in which “seed projects” can generate more ambitious schemes, until gradually forming a corpus of practices. The experience

realizes that Triangular Cooperation occurs largely from successful bilateral projects, to which the triangular partner is added.

Currently, the Ibero-American SSC is better disposed to work with the triangular partner, without losing the principles, criteria and values that have made it follow its own path towards a trajectory that makes it one of the regions with Greater potential to direct new efforts in order to broaden and deepen these adaptive and innovative practices around combined and more complex schemes to address the challenges of development.

This “Guideline for the management of Triangular Cooperation in Ibero-America” constitutes an effort to observe the practice in Ibero-American countries, not only to account for it, but to articulate a set of practical steps aimed to facilitate and guide the procedures, in such a way that its values and principles transcend the declarative. It aims to fill a gap, particularly at the management level, while reflecting the rich network of trust networks between all the partners. It establishes what to systematize and evaluate according to its own rules, the information available so that it is available and replicable with new partners, thus avoiding the “case by case” approach that raises transaction costs and privileges the exclusively political ties.⁵

5. This Introduction is based, in part, on Chapter 1 of the “South-South Cooperation Report in Ibero-America 2015”.





Triangular Cooperation promotes horizontal partnerships, based on reciprocity and aimed at overcoming the traditional donor-recipient relationship, recognizing the capacity of developing countries to contribute to the exchange of knowledge, not only South-South, but also North-South and South-North.

CHAPTER I

Cooperation Criteria Triangular in Ibero- America

• • •

The Ibero-American space It has been configured in a privileged space for political dialogue and consensus building in the field of cooperation. Its success, and its greatest wealth, have to do with the recognition and respect for the diversity of approaches and cooperation practices of the countries that comprise it.

Despite the heterogeneity of its countries, Ibero-America has been building its own political positions on International Cooperation in general, and on South-South Cooperation, in particular. They have seen the light through the different Reports on South-South Cooperation in Ibero-America published by the Ibero-American General Secretary (sEGIB), and prepared jointly with the PIFC's, whose chapter I is dedicated in each edition (since 2009), to relieve these consensus and common positions. Therefore, when it comes to defining some common strategic and operational guidelines (criteria) for the management of triangular cooperation in Ibero-America, the Reports are an unavoidable reference.

Along these lines, the first references are found in the 2009 Report, the year in which for the first time the Cooperation Managers of the Ibero-American space dedicated a chapter to their own positions on the cooperation they carry out. Thus, there is a clear reference to what the political leaders of the region consider the main strengths and criteria of South-South Cooperation and that had been largely taken up from the Buenos Aires Action Plan (PABA, 1978).⁶ From this text, relieved in Table 1, Concepts that are maintained to this day are identified: horizontality, mutual benefit, the promotion of regional integration, its centrality in capacity building, among others.

The 2010 Report on South-South Cooperation in Ibero-America collects and synthesizes some of these elements

-naming them at the time as criteria, noting that South-South Cooperation:

It is a cooperation based on horizontality, solidarity and mutual interest and benefit, aimed at jointly addressing the challenges of development and the main priorities of the cooperators.

It is, therefore, an International Cooperation for development in which the exchange of knowledge prevails over the financial one. Thus, it covers a wide range of areas according to the requirements of the participants through technical assistance and/or capacity building.

It establishes a relationship between cooperators who offer and demand actions according to their strengths and weaknesses, in conditions of reciprocity and respect for sovereignty.

South-South Cooperation seeks efficiency in the use of resources.

It favors relations between countries in the same region, promoting integration, as well as relations with partner countries from other regions with which alliances can be built.

TABLE 1

10

PABA criteria taken up by the Ibero-American space

01

South-South Cooperation is based on solidarity for the expansion of capacities through the technical cooperation. It is a voluntary commitment between countries that want to jointly address the challenges of development and the challenges of poverty and inequality.

02

This cooperation is directed to all sectors and areas that are required, avoiding a re-vertical and welfare relationship in the search for development, and opting for the horizontal association between actors as a basic principle of action.

03

South-South Cooperation does not replace the traditional North-South; it is neither a subsidiary nor an instrument of this, rather, it aspires to articulate, whenever possible, with the plans and programs of North-South Cooperation, based on its own experience and with a view to achieving the best results in an efficient and supportive manner. The space for this articulation is the demands of developing countries expressed in their national plans and priorities.

04

South-South Cooperation is committed to a relationship between cooperators who offer and demand benefits.

05

South-South Cooperation finds great acceptance, since it derives from agreements between countries that face similar development challenges at the local and global levels, which facilitates the adequacy of actions to common needs and perspectives. This fact favors mutual understanding and also allows the sharing of management models already implemented by the countries of the South, where both successes and errors and lessons learned are considered.

06

South-South Cooperation, as reflected in the PABA, develops its action in multiple sectors, having its main strength in the field of technical cooperation and capacity building. The experts that the countries offer in the CSS are specialists and technicians with extensive experience in their respective sectors of activity as they come from the ranks of their respective administrations. Therefore, the CSS experts imply a cost that must be recognized by others.cooperation actors.

07

Developing countries, especially in the same region, share common experiences as well as cultural bonds that facilitate mutual understanding and can improve the effectiveness of cooperation projects and programs.

08

Countries make effective use of technologies within South-South Cooperation, given that Technological resources of the developing countries offering cooperation have characteristics of adaptability that facilitate their use, maintenance and conservation.

09

South-South Cooperation is committed to effectiveness and efficiency in the use of resources of any kind,

10

This way of cooperating favors relations between countries in the same region, promoting integration and good neighborly relations, as well as the relationship with partner countries from other regions, with whom alliances can be build.

FOUR: taken from the Report on South-South Cooperation in Ibero-America 2009.



(...) the principles in public policies are action guides, however, their operationalization always requires specific action guidelines to make them a reality. Hence the importance of establishing criteria that help us along this path.

These guidelines are valid and applicable to Triangular Cooperation, considering that within the framework of the Report on South-South Cooperation in Ibero-America, triangular cooperation is considered as a type of South-South cooperation, called "South-South Triangular Cooperation"¹.

Likewise, the Reports on South-South Cooperation in Ibero-America also include specific references on Triangular Cooperation granted by the Cooperation Officers (RCs), such as the one found in the 2012 Report, regarding the document prepared and adhered by the RCs for the IV Busan High Level Forum in 2011.7 In said text, among other elements, it is highlighted:

«Triangular Cooperation promotes horizontal associations, based on reciprocity and aimed at overcoming the traditional donor-recipient relationship, recognizing the capacity of developing countries to contribute to the exchange of knowledge, not only South-South, but also North-South and South-North.

Triangular Cooperation should be promoted as a modality that favors the establishment of bridges with North-South Cooperation, especially if it is based on the leadership of the requesting countries and if the specificities and advantages offered by the different modalities are taken advantage of and traditions, when defining responsibilities.»

Likewise, and as a very prominent element, the need for the leadership of the recipient in the initiatives is made clear, as well as the necessary recognition of the contributions of all the actors involved and their co-responsibility for achieving results.

All the effort made by the RCs in the cited texts and in subsequent years, as well as in the exercises carried out by the technical teams responsible for cooperation in the countries, allows an outline of the agreements on Triangular Cooperation in the Ibero-American space.

However, it must be remembered that precisely the richness of this space lies in its diversity, and therefore it is not surprising that when consulting countries bilaterally on the principles and criteria that govern their triangular cooperation, each add their own imprint.

It is noteworthy, for example, that the countries that play, mainly the role of receiver, point out as relevant principles the leadership of the receiver (expressed by some as appropriation) and horizontality, from which criteria such as adaptability, approach based on demand, the absence of conditionalities in cooperation, and consensus as a key piece of action.

For their part, the traditional partners (called "second bidders" in the terminology of the Report on South-South Cooperation in Ibero-America) consider effectiveness, efficiency, and transparency to be important principles. Criteria such as the sustainability of actions, the proper use of resources, the achievement of results, etc. are derived from this.

Finally, the countries that act as first providers have a greater concern for Mutual Benefit and Mutual Responsibility, although they agree with the recipient partners on the importance of their leadership. Therefore, criteria such as the recognition of the contributions of all parties, the clear definition of roles, articulation and visibility are usually relieved by them.

> Proposed Criteria

From the combination of strategic and operational guidelines indicated by the countries in the previous section, as well as the consensus to date on the subject in the Ibero-American space, a set of guiding principles and criteria were obtained that are considered common minimums that can be welcomed by

countries that make up the Ibero-American Program for Strengthening South-South Cooperation, without contradicting the consensus already reached on the subject.

The principles indicated below are common minimums derived from those principles that the group of countries that make up the PIFCcs acknowledge adopting as guides for their actions:⁸

horizontality	like its name indicates it, alludes to the existence of cooperative relationships that are not vertical, that are established voluntarily and without conditionalities or impositions of any kind. Decisions are made by consensus and the actors are articulated to carry out actions that are adapted to the reality of the receiving partner.
Mutual benefit	Cooperation relations are based on a formula where all partners obtain a benefit: they are strengthened, joint learning is favored, etc., and they obtain the corresponding visibility for it. They pursue shared results, but clearly defining the roles to be played by each of the actors for the realization of these results.
receiving leadership	Cooperation relationships will find their origin in the recipient's demand for cooperation, who will lead the entire cooperation process with the support and correspondence responsibility of the rest of the partners.
Efficacy and efficiency	The effectiveness and sustainability of the cooperation initiatives carried out will be sought. It will also be sought that they are efficient in the use of resources intended for them.
mutual responsibility	The success in the results of the cooperation is the responsibility of all the actors that participate in them, and, therefore, all make joint efforts to achieve it, mutually acknowledging the contributions of each of the parties.

However, the principles in public policies are action guides, however, their operationalization always requires specific action guidelines to make them a reality. Hence the importance of establishing criteria that help us along this path.

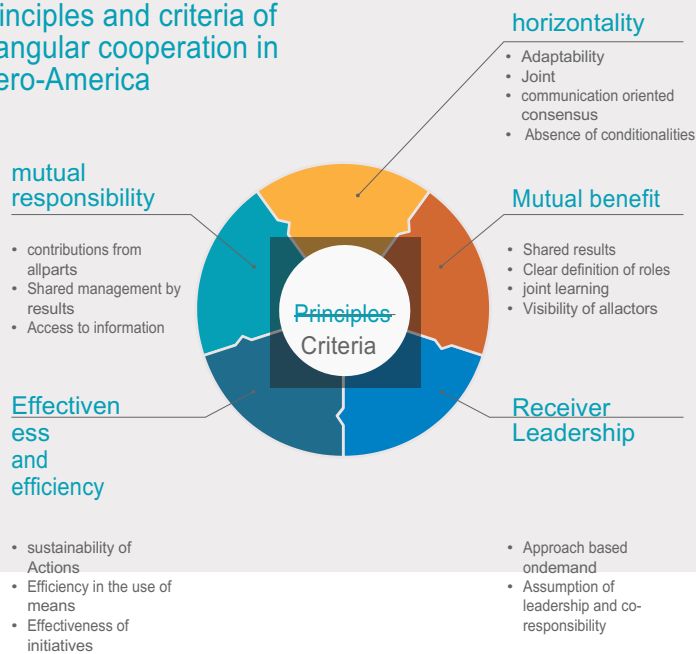
Consequently, in an effort carried out jointly with the member countries of the Ibero-American Program for Strengthening South-South Cooperation, 16 operational criteria have been defined, based on the five aforementioned principles, which will allow to

improve the approach and management of triangular cooperation (see page 20)

As can be seen in table 2, where the definition of the agreed criteria is shown, they refer in their definition, almost exclusively, to triangular projects,⁹ given that it is the tool of excellence used in this type of initiative in Ibero-American countries. Although it is true that the actions still have an important weight, there is a desire of the countries in which the practice constitutes less and less in their cooperation, since they aspire to initiatives

FIGURE 1

Principles and criteria of triangular cooperation in Ibero-America



longer term and more sustainable. Even so, many of the criteria developed in this guide can be perfectly applied to specific initiatives, as well as to triangular cooperation programs and funds. In the case of the latter, political dialogue with traditional partners would be essential.

It should be noted that the criteria defined above have been worked on in depth by the countries of the Ibero-American space, pointing out ideal practices for their application and exemplifying tool options for their realization in the triangular projects in each one of the countries. See details in Annex II.

6. The Buenos Aires Plan of Action is the document resulting from the United Nations Conference on Technical Cooperation unique among developing countries.
7. Within the framework of the IV High-Level Forum on Aid Effectiveness, the Ibero-American countries worked on the construction of a common position, which was finally adopted from a diversity of positions by 19 countries and presented at the Forum of Busan in 2011.
8. Defined based on a survey of the PIFCSS countries in 2013 and based on the positions of the Cooperation Officers collected in Chapter I of the Reports on South-South Cooperation in Ibero-America.
9. Projects, according to the definition coined in the Ibero-American space, are made up of a set of actions aimed at satisfying a common objective towards a specific recipient. In general, it is approved in a specific cooperation framework (a mixed commission; an inter-

institutional agreement; a general cooperation agreement; or similar) and brings together the following elements: -a defined execution period, a budget allocation, some results expected, and a mechanism of monitoring and evaluation.

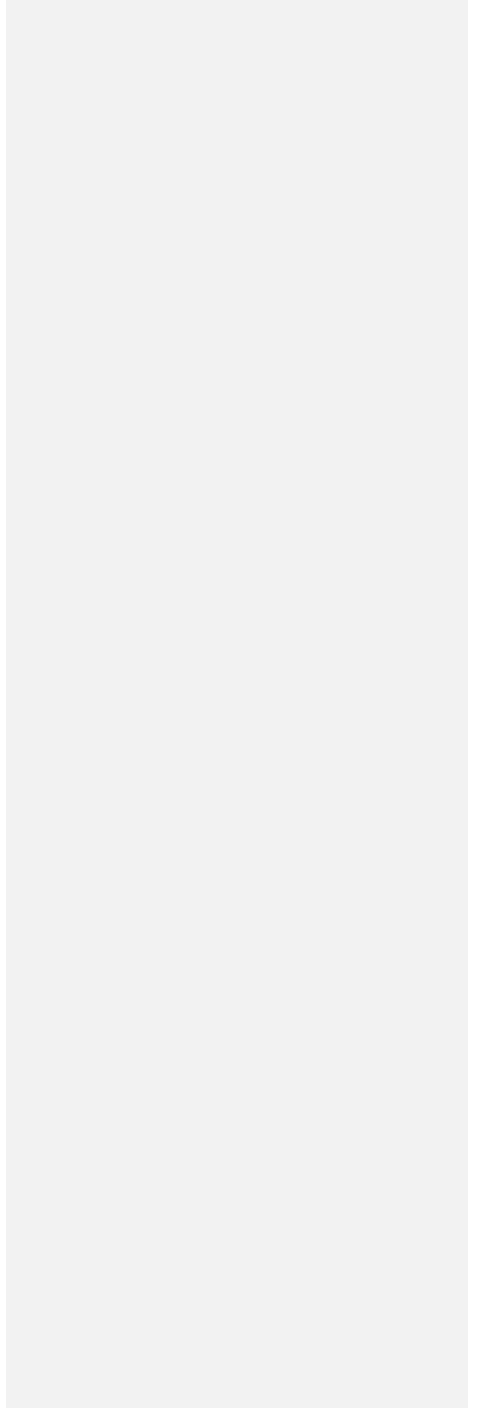


TABLE 2

16 Triangular cooperation criteria in Ibero-America

01 Adaptability

The initiatives are adapted to the context of the receiving partner, respecting its priorities, times and cultural and institutional characteristics. It also requires administrative and financial flexibility on the part of the partners.

02 Joint

The actors linked to the project show convergence and relate to each other based on a formal framework and an (informal) interpersonal connection that are functionally positive for the development of the project. To ensure this articulation, the actors of a project establish a governance structure for it, which favors interaction between the partners and from which to jointly direct and decide on the development of the project.

03 Access to information

Triangular Cooperation initiatives have a public character. Within the framework of the projects, the partner countries must facilitate, as an individual responsibility and according to their national legislation, access to information related to their development, the activities carried out, the progress achieved and the contingencies raised, guaranteeing respect for the sovereignty of each one of them and without interference in national accounts.

04 Contributions from all parties

All the partners contribute to the projects through the resources and means available to each one, generating ownership. These contributions are recognized by all partners regardless of their nature (financial, technical, in kind, etc.)

05 Joint learning on management

The partners involved recognize a clear benefit of the project, in that it generates a specific value for themselves. They foresee as a relevant and specific result of the initiatives, the sharing of learning and experiences of the management itself.

06 Absence of conditionalities

Triangular cooperation is a voluntary commitment between countries and other cooperation actors. It will be an agreement, between three or more partners, free of conditions and impositions of any nature.

07 Consensus-oriented communication

Decisions are made by common agreement between all partners. For them, the projects have clear established channels that indicate how and between which actors communication will be carried out within each country and between the partners. Agreements are formalized through these channels.

08

Clear definition of roles

The projects include a detailed definition of the actors involved in a project as well as the roles and functions to be played by each of them. This definition will reflect an agreement between the parts.

09

Effectiveness of initiatives

The projects contemplate results, processes and agreed mechanisms that lead to the effective fulfillment of the objectives established by the three partners.

10

Efficiency in the use of resources

All the partners promote and have in a consensual manner the necessary measures to achieve the agreed results with the minimum possible resources, without implying restricting the scope of projects.

11

Demand Based Approach

The cooperation is established voluntarily at the explicit request of the receiving partner, in agreement with its national priorities.

12

Shared management for results

The projects are not limited to the execution of actions but are aimed at results that have an impact on the planned objectives, providing real support to the receiving partner.

13

Receiver Leadership

The projects are led by the recipient partner. The rest of the partners constantly recognize and support this leadership, showing co-responsibility.

14

Shared results

The results are established by common agreement and there is a direct involvement of all the partners to achieve them, even if said involvement occurs at differentiated levels.

15

sustainability of actions

The projects leave installed capacities in the recipient partner, who shows commitment and seeks the means for the continuity of the results obtained.

16

Visibility

The participation of all the partners involved in the project is recognized, and the way in which the results of the project are shared is established by consensus.



It is not possible to carry out an initiative with successful results where there is no clear appropriation of the project by the receiving partner.

CHAPTER II

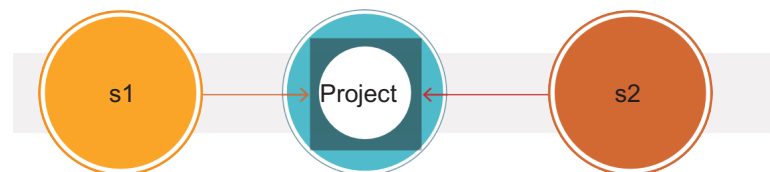
Criteria and Practices in the Projects of Triangular Cooperation

In the Ibero-American space, specifically within the framework of the report on South-South Cooperation in Ibero-America, it is understood that Triangular Cooperation¹⁰ its:

"modality of South-South Cooperation in which a group of actors participate, all of them being able to make different types of contributions (technical, financial or others), share the exercise of three roles: that of the so-called first offer or and recipient (one or several countries in

development, in each case), and that of the second bidder (developing country, developed country, regional or multilateral organization, or some association of them). The differential feature is determined by the role of the first provider, who acts as the main person in charge of capacity building."

For the purposes of this document, we will understand the following roles and terminology: First Bidder or partner 1 (s1), Second Bidder or partner (s2), Receiving partner.



First offeror (s1)

In one or more developing countries

Country/ies that plays the role of first offeror and who acts as the main responsible for capacity building (provides the required technical assistance), although it can also make any other type of contribution.

receiving partner

In one or more developing countries

Country(ies) on which capacity strengthening mainly falls (receive technical assistance), although they can also make different types of contributions to the project

second offerer (s2)

Developing country, developed country, regional body or multilateral

Country/ies or organization/ies that play the role of second provider and that provide any type of support (technical, financial and/or of another type) in the capacity building process.

> translating the criteria for Triangular Cooperation projects



Demand Based Approach

This criterion derives from the principle of appropriation and is directly related to the recipient's leadership, who ideally should be the originator of the triangular cooperation formula through a specific demand based on their own needs.

For this, it is essential that the receiving partner has established its needs for technical assistance and cooperation within the framework of its National Development Plan and its sectoral policies. Likewise, it will be necessary for it to know the good practices of other countries that are subject to being shared and that may be relevant to identified it needs.

In line with the foregoing, having the updated inventory of technical assistance capacities available, through capacity catalogs or other similar ones from the s1, it is essential. Likewise, it is very useful for it to have established rapid consultation mechanisms with its sectoral instances to determine possible attention to the demands expressed by the receiving partner.

Although the specific projects find their origin in the specific demands of the recipient partner, this will not be to the detriment of possible general cooperation agreements between s1 and s2, or between s2 and recipient partners, to work in a specific region or specific sector. It is recommended that this criterion be considered, especially in the identification and negotiation stages.

Adaptation to the context

It is often said that one of the advantages of South-South cooperation is that it takes place in similar development contexts. However, the countries of the Ibero-American space show relative differences in their political-economic contexts, as well as institutional and capacities; hence also the wealth of the region.

These differences between countries make it necessary to contextualize the cooperation initiatives to be carried out in order to adapt

to the needs and context of the receiving partner. Good practices subject to sharing will only be relevant if they go through this adaptation process.

Adapting to the context of the receiving partner implies knowing the context of that country, but also understanding the development framework and the specific sectoral policies in which the technical assistance provided will be inserted, understanding what specific needs the technical assistance will respond to the cooperation offered.

This adaptation to the context should be based on a rapid analysis from the first moment the initiative is conceived, that is, during the identification process, which may entail identification missions or other specific tools for that purpose. The most precise elements of the adaptation are advisable in the formulation stage of the project, where this type of technical elements are contemplated and for which the receiving partner must provide the greatest amount of information available.

The adaptation not only refers to the contents of the initiative, but also to its execution method, where the cultural and institutional elements of the recipient partner will be considered, and to its planning, which is desirable to respond as best as possible to the times of the person requesting the cooperation.

Articulation of the actors

One of the outstanding characteristics of triangular cooperation is the high complexity of the relationships required to manage the initiatives effectively without neglecting the participatory element. Coordination between multiple partners is complex. If to this is added the quantity and diversity of actors that are added by each actor, there is a challenge that must be managed.

That is why it is of vital importance to promote the articulation of the actors as a criterion present at all times of the project cycle. In each phase, this articulation will require different mechanisms, possibly involving different actors that require different levels of articulation (political level, management level, execution level, etc.). The articulation mechanisms necessary to formulate will not be the same as those used to monitor or evaluate. What is common is the need to define those mechanisms that allow the



In a second moment, in the subsequent phase of implementation/execution, the contributions of all the partners can be made visible, giving equal value to the resources regardless of their nature”

articulation and that must be established through formal agreements, although later they function more or less informally.

In order for the articulation to translate into concrete mechanisms, it will be necessary to define the roles and functions of the different actors that participate in the project, as well as the elements that will require reaching agreements at different levels within the framework of the project.

Access to information

Cooperation is by nature of a public nature and therefore, within the framework of the projects, it must be guaranteed that there is effective access to information based on the national legislation of each country participating in them. In the case of triangular cooperation projects, this information refers to the objectives, activities and agreements contained therein, as well as their level of progress and the achievements obtained as a result of them.

This criterion must prevail throughout the project cycle. All of the above without detriment to the national sovereignty of each of the partners.

Partner contributions

It is commonly thought that the contributions to a project refer mainly to economic resources and, therefore, there is a tendency to highlight and make visible the contributions of the s2 (the second provider that generally makes the contributions in financial terms), when in reality in triangular projects there is always a contribution from all the partners that participate in the initiatives, whether in human resources, in kind and otherwise; where they are not always quantified and therefore they do not

they become visible. Regarding the quantification of the technical assistance provided by the S1, there is an open debate, however, its monetization is not necessary for it to be recognized by the rest of the partners.

It is important that all the resources (financial, human and in kind) that are going to be made available to the project are considered both in the negotiation and in the formulation of the initiative so that they can be planned and committed by the corresponding partner, through budget forecasts and other specific mechanisms for it. The forecasts are relevant to ensure compliance with the agreements made by every actor.

In the case of the country that provides the technical assistance, the forecasts are of paramount importance, since it is not provided by experts hired for such purpose, but rather that they are officials provided by the country's own institutions and, therefore, it depends on the country's response capacity and commitment to cooperation.

In the case of the resources provided by the receiving partner, and which normally refer to facilities, resources for transfers, to organize training or meetings, person hours dedicated to the project and some amount for infrastructure, it must be said that they are not normally specified in the institutional work plans, nor under a specific item of cooperation spending or counterparts in their own budgets, but are included within general items of strengthening activities and current spending, which can be affected from one moment to another by eventualities, cuts or the prioritization of other needs. Hence, making forecasts sufficiently in advance in the quality of counterpart re-turns out very useful.

In a second moment, in the subsequent phase of implementation/execution, the contributions of all the partners can be made visible, giving equal value to the resources regardless of their nature. This will favor the appropriation of the actors.

Learning together about management

Triangular cooperation projects are, in terms of project management, very enriching since they involve the conjugation of interests and ways of doing things of various actors, constituting an ideal setting to generate learning and promote a dynamic of improvement.

For this, however, it is necessary that there are systematization mechanisms that allow throughout the project to generate findings/lessons learned, and that can be corrected throughout the initiative or better guide subsequent initiatives.

This criterion is key when proposing follow-up and monitoring mechanisms, as well as evaluation, so that they are not seen only as elements of control but rather as permanent learning and, therefore, its results are integrated into subsequent management.

The learning generated in the framework of the projects is subject to exchange with other actors and partners and, in aggregate, can help infer good practices. Communities of practice and the use of platforms are very useful for these purposes. The Report on South-South Cooperation in Ibero-America itself carries out this task very well.

Celebrating a cooperation without conditionalities

Since the first South-South Cooperation reports published by the sEGIB, the region's cooperation authorities have indicated that the cooperation carried out in this space is a voluntary exercise between the parties and is characterized by the absence of conditionalities of any kind (political, economic, commercial and/or other), in particular towards the recipient partner. In this case, triangular cooperation must be vigilant in avoiding these situations, being duly clarified in the negotiation and formulation phases of the project.

In no case will the projects be the product of pressure or impositions on the receiving partner. To do this, they must demonstrate leadership and good negotiating skills. On the partners' side, respect and compliance must be shown for the principles of horizontality underlying these cooperation formulas.

Given that triangular cooperation is based on the spirit of South-South cooperation and must, therefore, favor exchanges between the countries of the South, the technical assistance of the second provider (s2) must be foreseen within the framework of the projects, only in those cases where it is required by the receiving partner and where it generates added value for the objectives of the project.

Consensus-oriented communication

Communication between the partners is not enough for the execution of triangular projects, consensus must be the fuel for their passage and therefore communication must be oriented at all times to obtain them, ensuring effective participation of all the actors.

Guaranteeing this criterion requires the establishment of effective communication mechanisms in each of the phases of the project cycle and the pertinent channels for reaching agreements by consensus. The communication channels to consider should not only be between the partners, but also between them and their sectoral and territorial actors, as the case may be. They can be varied, from very formal in the cases of large initiatives or where the partners do not have much previous work experience or more informal and expeditious, in the cases where there is a previous working relationship.

The communication criteria will be closely linked to what is defined for the articulation of the project, considering the roles of each partner.

Partner Roles

The complexity of triangular cooperation projects has been discussed before in terms of the articulation of the partners that participate in them, due to the multiplicity of actors and how difficult it is to combine interests and practices.



(...) in the implementation it turns out relevant do a budget and financial follow-up during the planning and general implementation of resources

Hence, it is so relevant that an adequate definition of the roles and functions of all the actors involved is made and that it is specified in the project document during the formulation stage. It is usually easy to distinguish two major roles in triangular projects. A leadership role that is in charge of the negotiation and major decisions of the project in its different phases, and that normally corresponds to the instance that has the stewardship of cooperation within each partner (also called focal point). And an execution role, understood as the one in charge of ensuring the implementation and follow-up of the project and which is jointly in charge of the sectoral entities (those who execute the activities) and the cooperation governing body (those who follow up on the execution). There may be other roles that it is important to define between the partners, such as the role of project coordinator, in case this figure is considered useful.

The functions that are distributed among the partners in the framework of the triangular projects may vary in each case, depending on the particularities of each initiative and the number of actors that participate in them, therefore, they must be determined at the time of formulation, defining who will exercise them, in what way, at what times and how will you report to the rest about them. In this sense, the annual operating plans and the results frameworks must define clear responsibilities. An exercise that is useful for this criterion is to establish maps of actors and functions by phases, such as the one in Annex III.

A commitment to effectiveness in initiatives

Increasingly, it is becoming essential, within the framework of the cooperation carried out in Ibero-America, to demonstrate that the initiatives carried out are really effective both in its implementation strategy and in the achievement of the development objectives to which it aims, convincingly contributing to the development processes of the region.

This purpose has not been easy, since it implies institutionally equipping oneself with the capacities and resources necessary to fulfill the commitments that are acquired in the different triangular projects and to ensure human resources destined for cooperation tasks, necessary for growth in scale of triangular cooperation, the establishment of methodologies, procedures and administrative and financial frameworks that facilitate the development of projects.

In the micro-management of projects, effectiveness can be contributed by dedicating more time and resources to the design of initiatives and the mechanisms for their implementation, in such a way as to ensure that the proposed actions will lead to the expected objectives. Likewise, it is important to anticipate possible threats/contingency factors that may affect its normal development. About the last, it is necessary to foresee alert mechanisms and spaces to agree on reorientations or corrective measures. In short, the phases most affected by this criterion will be the formulation and implementation phase.

Efficiency in the use of resources

South-South Cooperation is recognized for being a cooperation that can obtain results without incurring great costs. Although this is a widely spread statement, this maxim of efficiency which would imply, among other factors, accounting for the resources of the s2, the valuation of the technical assistance of the s1 and the human and in-kind contributions of the receiving partner versus the results obtained.

To date, triangular cooperation has been using mechanisms that do not require more resources for certain activities: discussions and informal communication for identification, virtual negotiations, non-face-to-face formulation, follow-up mechanisms through embassies, etc. In general, these are good practices, if they are endowed with a certain methodological rigor.

Notwithstanding the foregoing, a true application of the efficiency criterion must lead to ensuring an adequate use of resources, seeking their maximization. But also, to a formula in which the financial administration of the project does not have the high transaction costs that it currently has, and for which innovative financing instruments and more flexible administrative regulations than those that currently exist are required.

In the field of project management, it is necessary to define in the negotiation stage the resources to be committed by each partner. In the formulation, these commitments can be specified in a transparent planning of the resources associated with the programmed activities, which includes the budget but also the rest of the contributions agreed by the partners.

In the formulation it is also important to define clear administrative and financial rules for the execution of the financial resources of the project and the procedures around them.

Later, during implementation, it is pertinent to monitor the budget and finances during the planning and general implementation of resources committed by the partners, assessing levels of compliance and execution. They are also elements subject to subsequent evaluations, during the corresponding phase.

Towards shared management by results

The search for results and their visibility is essential to ensure legitimacy and promote growth over time of triangular cooperation. However, it has not been an easy task since the South-South cooperation planning exercises have been largely limited to the scheduling of activities and actions and even under strict compliance they do not always lead us to the achievement of goals, the stated objectives.

For this reason, the criterion of management by results is established, with the aim that little by little triangular cooperation begins to generate sufficient evidence of its virtues. Establishing management by results begins with the corresponding negotiation-formulation process where not only the objectives to which the initiative aims but also

the concrete achievements that are expected to be obtained. The planning process will be guided by those achievements/results that are planned over time, and all activities and resources proposed must correspond to one directly with any of the programmed results.

The results are expressed in measurable actions and therefore indicators and sources of verification are established, which may preferably be those used by the receiving partner to measure the achievement of its own policies. To measure the progress of results, it will be essential to carry out the complementary monitoring action during the implementation phase.

The necessary leadership from the receiver

It is not possible to carry out an initiative with successful results where there is no clear appropriation of the project by the receiving partner. The leadership of said partner is key to success in all phases of the project cycle.

This leadership must be reflected not only in the clarity to request the necessary cooperation, but also to take command over the entire life cycle of the initiative, always helped by the rest of the partners. It is difficult to wait for the receiving partner to have all the capacities installed to negotiate, formulate, evaluate, etc. For this reason, the rest of the partners will have co-responsibility in running the project and will support the receiving partner as much as possible in its task as leader.

At this point, the s2 can support by providing technical assistance to strengthen the recipient partner's management capacities as well as sharing its accumulated experience in cooperation.

Searching shared results

This criterion is in line with the co-responsibility indicated in the previous point, in the sense that all partners will be responsible for the results obtained with the initiative developed.

although each partner can set, within the framework of a project, their own objectives to be achieved with the initiative: receive technical assistance in a specific

issue, make internationally visible a practice originally promoted by one of the partners, strengthen a certain policy, etc., it will be sought that the shared results, and that coincide with the specific objectives of the project, are clearly attributed to the fulfillment of the agreements by each of the parties and their collaborative relationship. This should be a criterion to be taken up very strongly in the formulation and evaluation phase.

Sustainability of initiatives

All initiatives will seek to ensure a minimum of sustainability that promotes, on the one hand, the incorporation of the capacities/experiences strengthened in the recipient country within its own policies, and on the other hand, the future assessment of a cooperation initiative between the larger-scale partners by virtue of the results obtained in a first phase (when applicable).

Some elements that help achieve this sustainability are the appropriation of the initiative by the partner

recipient (expressed, for example, in political support for the initiative), its alignment with the times and dynamics of the recipient partner (adaptation), the technical robustness of the proposal, the generation of visible results (benefits), the wide participation of the beneficiaries, among others. All these must be contemplated from the identification phase.

Visibility

Many times, when this topic is discussed in the framework of cooperation, one thinks only of the visibility of the actors. However, although this criterion recognizes the importance of making visible the contributions of all the partners in a given initiative, above all it refers to the need for the results of the project and the cooperation between the partners to be made known to the relevant actors, and in particular in the context of the recipient partner.

however, measures and channels for visibility must be agreed upon. The best time to establish these elements is during the negotiation phase.

10. In this Guide, whenever "Triangular Cooperation" is mentioned, reference is being made to what is called –in the framework of the Report for South-South Cooperation in Ibero-America- as "Triangular South-South Cooperation".



(...) an active participation of the recipient partner is recognized as key to ensure the success of the project

CHAPTER III

Applying the criteria to the Project Cycle Phases

In the Ibero-American space, that recognize four (4) phases in the planning and management of the project cycle triangles, which are:

- 

Phase 1: Identification
It is the stage in which the partners identify the needs and opportunities for cooperation and, jointly, make an initial analysis of the possible cooperation.
- 

Phase 2: Negotiation and Formulation
It is the stage in which the cooperation formula is debated and formalized and the agreements that regulate the relationship between the partners are established. Likewise, in this stage the planning matrix of the project is developed based on the established results; the activities and resources of a possible operational plan are reflected. In this phase, all the coordination, communication and agreement-making mechanisms of the project, as well as other elements considered relevant for its success, are also agreed upon and made clear.

Negotiation and Formulation are two different steps in the framework of the development of a triangular project, both in the actions that they entail as well as the actors that participate in them, which are not always the same in all cases. In the Ibero-American space, it has been decided to treat them within the same phase, given their coincidence in time, although respecting their own characteristics.
- 

Phase 3: Implementation
It is associated with the technical execution of the project based on the agreements contained in the project document. During this phase, the complementary monitoring action is held.
- 

Phase 4: Evaluation
In this phase, and based on the criteria and purposes, previously defined by the parties, the evaluation of the project is carried out with the participation of all those involved.



FIGURA 2

Comentado [U1]: Translators note:
 Seguimiento permanente a todo el ciclo del proyecto-Permanent monitoring throughout the project cycle
 Monitoreo de todo el ciclo-Full cycle monitoring
 Evaluacion-Assessment
 Identificacion-Identification
 Negociacion-Negotiation
 Formulacion-Formulation
 Implementacion-Implementation
 Ciclo gestion-Management cycle
 FIGURA 2-FIGURE 2



Tracing

It is the continuous and systematic process to obtain information on the progress of a project, adapt strategies and base decisions on it. Therefore, monitoring is an action that each partner carries out throughout the project cycle, however, based on the formulation, parameters and mechanisms for joint monitoring can be defined for certain aspects that are considered relevant. This action itself requires others no less important, such as the systematization of information.

monitoring

It is a systematic action by virtue of which data is collected and analyzed that allows establishing the fulfillment of results versus the programmed goals. It helps identify trends and patterns and reorient actions if deemed necessary. Monitoring is carried out fundamentally during the implementation phase, although its mechanisms and parameters (indicators) are established in the project formulation and must be common to all partners.

Complementing these four phases, we have the actions of **tracking and monitoring**, where it differs:

Both follow-up and monitoring are essential to ensure effective management of triangular cooperation, to be able to account for its results and to learn from it.

The triangular initiatives included in the South-South Cooperation reports to date show a high degree of heterogeneity in the approach to the different phases, among other factors, due to the absence of common parameters in the Ibero-American space.

Undoubtedly, each phase requires a differentiated treatment with specific actions and tools to ensure its proper development, for this reason it is necessary to recognize the key elements of each one and how the linkage of the different actors around it should be.

It is clear that the participation of all the partners in the different phases of the project cycle is fundamental, however an active participation of the recipient partner is recognized as key to ensure the success of the project.

criteria in concrete practices and associate with them specific tools that will help the practice to be fulfilled.

Below are two examples for the articulation and demand-based approach criteria. The practices and tools outlined (one for each criterion) correspond to the formulation and negotiation phases, respectively, and are simply one of many possible practices and tools to use.

In the example used, it can be seen that associated with the articulation criterion, it can be proposed for the phase of formulation:

A concrete practice: Under the leadership of the recipient partner, the project is formulated by consensus, with the participation and support of all partners and their actors.

A tool that enables this practice: The existence of an instance tripartite to formulate, and which may have one or more levels of action.

> How are the 16 criteria applied in the different phases of the project cycle?

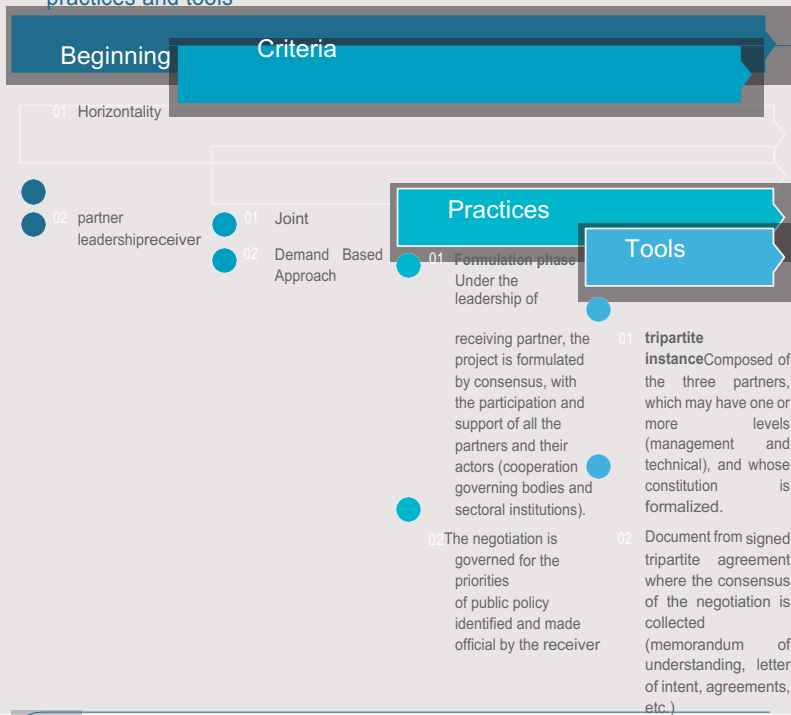
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The Criteria are guidelines for action that apply to the entire project cycle. In each phase, the

In addition to the practices, a range of possible tools to be used to carry out the practices is offered. They have been classified into three types: tools for project governance, procedural tools and tools that have an instrumental nature.

FIGURE 3

Example of the translation of the triangular cooperation criteria into practices and tools



Tools for project governance: they are the different structures necessary for the management of the project and that ensure its governance. These determine strategies, resources, decision making, etc. Examples of this can be a Negotiation Committee, Monitoring Team, Tripartite Evaluation Body, etc.



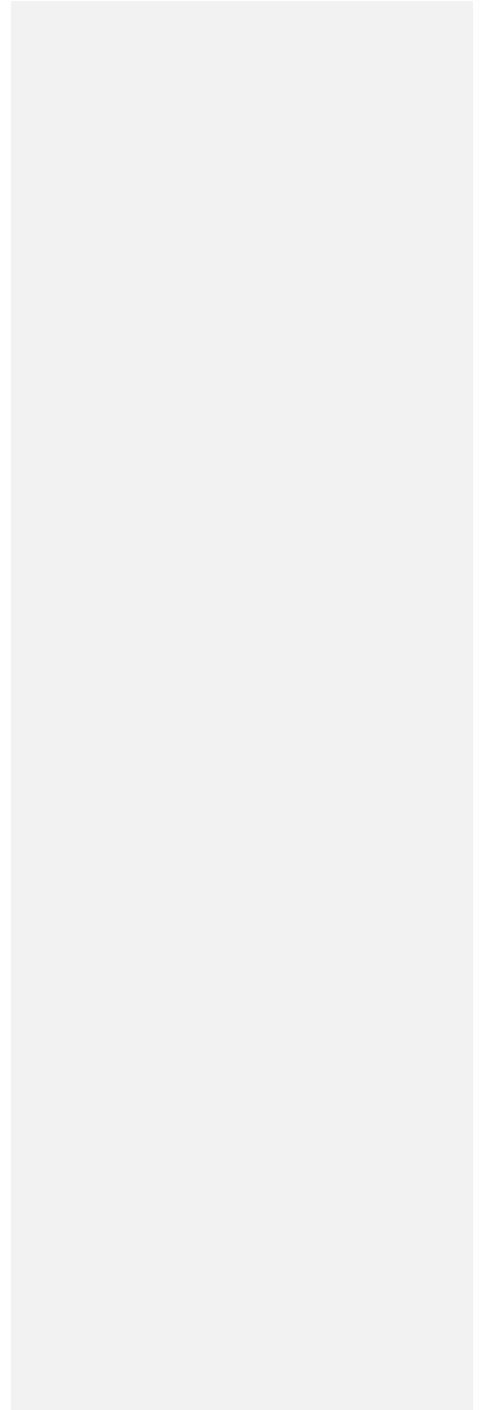
Procedural: It refers to the form and procedures necessary to carry out to ensure ideal practices proposed, such as the case of holding meetings between the partners, making agreements on various aspects of the project, etc.



Instrumentals: It refers to the instruments that support or with which the proposed practices are executed. Examples of these can be the project document, the terms of reference of the evaluation of the project, the administrative and financial specifications of the project, etc.

Next, the set of criteria described in the previous section is applied to each of the phases of the project cycle, highlighting the ideal practices associated with said criteria and the tools for their realization, clarifying that what is indicated below does not constitute a finished list. but rather a

summary of those considered most relevant by the countries that make up the PIFCs.



Phase 1: Identification

As mentioned, this is the stage in which the partners identify the needs and opportunities for cooperation and jointly make an initial analysis of possible cooperation.

To facilitate the identification process, the receiving partner must have identified, within the framework of its development policies, its needs for strengthening and technical assistance, responding in all cases to its National Development Plan and its corresponding sectoral policies. For their part, partners 1 and 2 can facilitate this step, making their updated cooperation capabilities available to the receiving partners. an informed request for cooperation.

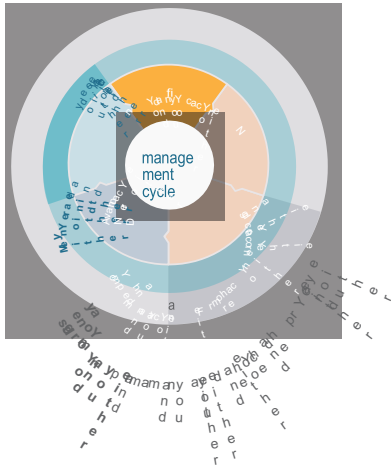
Once the identification process has begun, the receiving partner's demand must be clear and specific. It will be channeled through the official channels established for this purpose and will be received with respect by the s1 and 2, with whom a frank dialogue will be maintained at all times.

For the analysis of the initiatives, communication channels will be established between the partners and mechanisms that allow a fluid exchange of information in this regard. The mechanisms of each partner with its sectoral instances must also be foreseen, in such a way as to contemplate the technical specifications of each sector that an initiative may imply.

In this phase, it is advisable not only to identify needs, but also to identify the capacities of the receiving partner to assimilate the cooperation received, in such a way that the sustainability criterion is considered from the first moment.

With an initial feasibility agreement on a given initiative, the partners will move on to the next phase. Figure 4 on the next page shows the set of practices and tools associated with the Identification Phase.

For the Identification Phase, the main tools determined are:



Tools Associated with the Identification Phase

Governance

- **No specific structure.** In this phase, a specific governance structure has not been identified, since the initiative does not yet exist and the actors that participate in it may be of various kinds. However, all the partners must actively participate in this phase, with the main role of the receiving partner.

Procedural

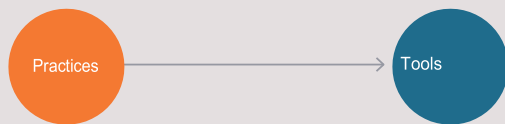
- **Work meetings between partners.** Hold work meetings between the three partners, which may be face-to-face or through virtual means, in order to jointly identify the initiatives and analyze their relevance and viability.
- **Mechanisms of articulation with sectors.** Establish mechanisms (consultation rounds, meetings) between the governing body for cooperation and the sectoral institutions of the receiving partner, in order to identify the demands for cooperation and strategic actions to achieve the objectives persecuted with a certain project.

Instrumentals

- **Sectoral plans of the receiving partner.** In order for there to be a demand aligned with the needs of the receiving partner, it is necessary for it to have sectoral Plans or a mapping of required technical assistance and in line with its National Development Plan. These documents are the basis for a timely claim.
- **Official demand of the receiving partner.** Document that formalizes the request of the recipient partner and in which the initiative requested by the recipient is clearly stated.

FIGURE 4

Practices and Tools Associated with the Identification Phase



- 01 The governing body of the cooperation in each partner is defined
- 02 Partner 1 and recipient partner have internal mechanisms in each country that allow them to identify the ideal sector partners for each project
- 03 The partner receiver shows political and technical clarity for the definition of their cooperation demands, which communicates opportunities. The sectors and areas to work on the projects will not be marked by s1 to s2
- 04 The requested initiatives constitute a real need within the framework of the recipient partner's national priorities. They recognize the policy to be strengthened with said initiative
- 05 The three partners are involved from the beginning in the identification of initiatives, exchange information and establish agreements, in order to have a demand with well-defined objectives.
- 06 The structured offer of cooperation from the s1, the opportunities for support from the s2 and the technical assistance needs of the recipient partners are public knowledge.
- 07 The s1 has sectoral information that allows an effective analysis of the demands it receives
- 08 Identified the sectors and areas to work according to the national priorities of the receiving partner in consensus with the rest of the partners
- 09 The three partners conceive the project as a space for exchange and mutual learning
- 10 In the initiatives, no visibility actions are carried out by any of the partners until there is negotiation on the project to be implemented, its objectives and the mechanisms for its implementation.

**governance**

no specific structure

**procedural**

- Work meetings between the three partners in order to jointly identify the initiatives.
- Mechanisms (consultation rounds, meetings) between the receiving partner sectoral institutions in order to identify the demands for cooperation and the strategic actions to achieve the objectives pursued
- Officialization of the demand as a point of departure
- Formal communication exchange between all partners
- Verification of the conditions and capacities necessary to ensure the feasibility of the project

**Instrumentals**

- Document that formalizes the demand of the receiver
- Existence of sectoral plans of the recipient or mapping of technical assistance required by the recipient
- Feasibility study or diagnostic mission that determines a possible adaptation of the demand initiative
- Regulations within each country that determine the stewardship of cooperation
- Sources of information that reveal the technical capacities of the partners (databases, offer catalogue, sector tables, etc.)
- Single file and standardization of presentation of CTr projects
- Agreements or Bilateral conventions or Trilateral Cooperation Framework between partners

Phase 2: Negotiation and Formulation

a) Negotiation

It is the stage in which the cooperation formula is debated and formalized and the agreements that regulate the relationship between the partners are established. This step generally results in an Agreement Document between the partners, which can take on various names and forms depending on the participants (Memorandum of Understanding, Cooperation Agreement, Letter of Intent, etc.).

These documents are key since they include the objectives, scope and resources available to the project. They also regulate sensitive aspects such as the absence of conditionalities, access to information and the visibility of the project.

At this point it is important to clarify that in many cases there are pre-existing bilateral agreements or framework agreements between the first and second bidders. They usually have a broad character and, in some cases,

define large sectors of work and geographic regions to celebrate triangular formulas. In these cases, the negotiation of each project will have these frameworks as a reference, but in no case will it determine the initiatives, rather each initiative will be negotiated on the basis of the demand presented by the recipient.

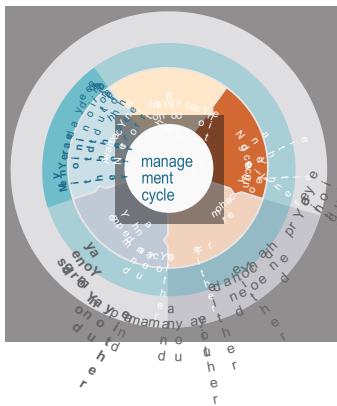
The foregoing implies that the negotiation is a process in which all the partners participate on equal terms and in which the receiving partner is capable of setting an agenda on the table and leading the process, supported by the rest of the partners. For this, it is important to be clear about the demand for cooperation and to have shared objectives around which to negotiate.

The negotiation implies a minimum structure to ensure an effective exchange of communication between the partners. This structure is generally made up of high/medium level representatives of the cooperation governing bodies of each partner, who usually assume the negotiating powers of cooperation in each country. This structure will define for itself the official or accepted channels for negotiation.

In some cases, the aforementioned structure may coincide with the one established for the formulation of the project, a process that generally takes place in parallel with the negotiation. In the cases in which said coincidence does not occur, the negotiation defines not only the competent actors to formulate, but also a governance structure for all the phases of the process project cycle.

In all cases, it is recommended that the results of the different stages of the negotiation be accurately documented, including the agreements reached.

The main tools to be used in the Negotiation Phase are:



Tools Associated with the Negotiation Phase

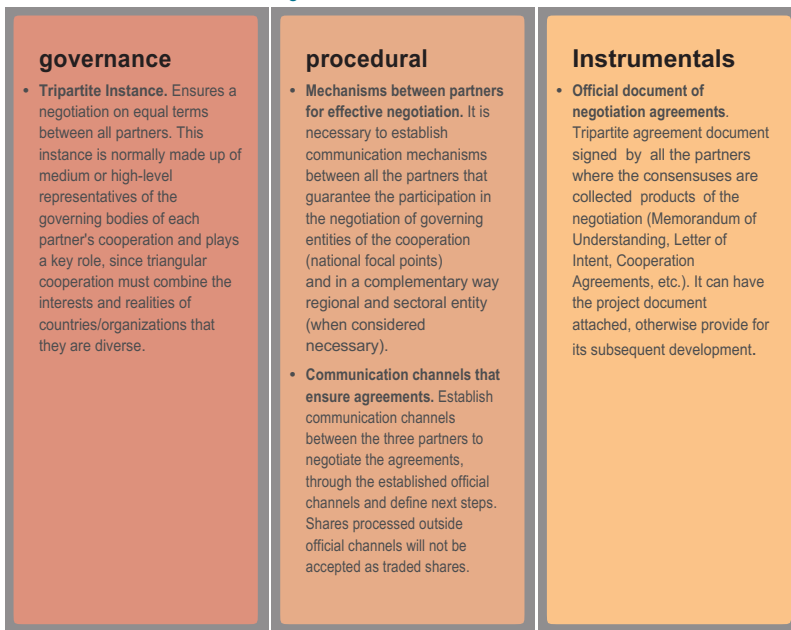


Figure 5 summarizes the practices and tools associated with this phase, highlighting the main tools in bold. It should be noted that the practices and tools outlined below for the Negotiation Phase have certain limitations, when it comes to projects that are submitted to Funds or other pre-existing instruments in which the negotiating capacity is very limited.

FIGURE 5

Practices and Tools Associated with the Negotiation Phase



b) Formulation

This stage usually takes place parallel to the Negotiation, complementing each other, since planning the project allows us to specify requirements and conditions and, therefore, a more successful negotiation. Likewise, the negotiation agreements are a guide to the margins to formulate.

In the formulation with a logical framework approach, the project document is prepared and the planning matrix is developed based on the established results. At this stage, all relevant technical aspects of the project must be defined.

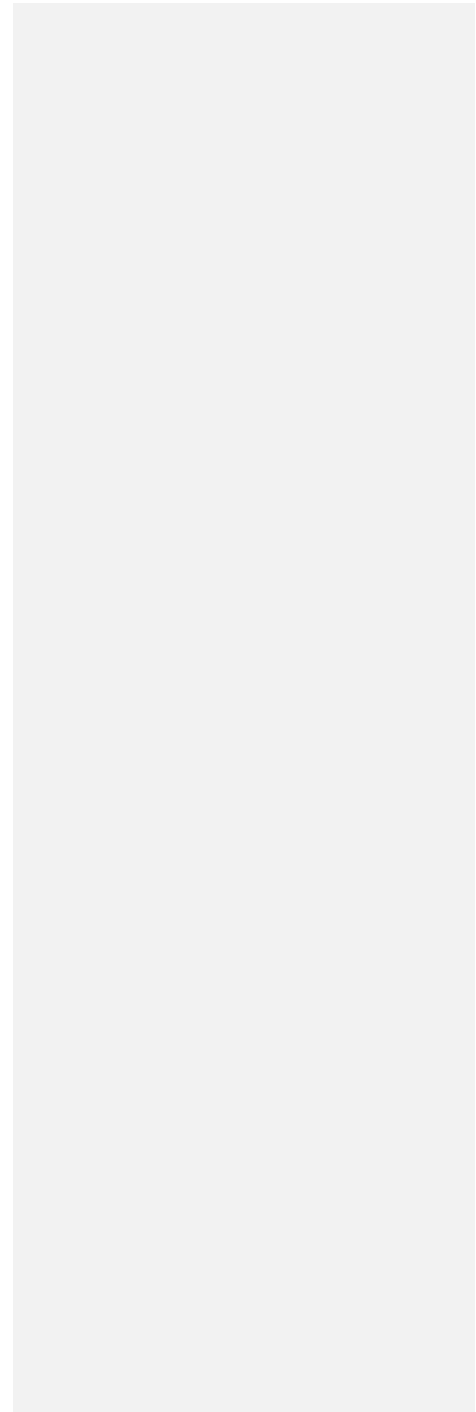
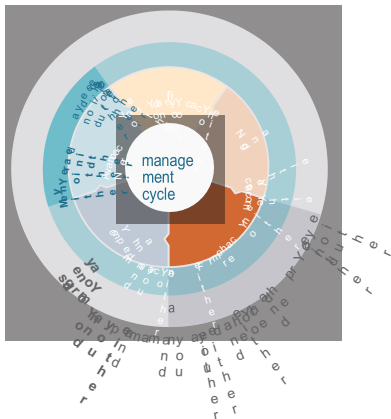
In order for the formulation process to reach pertinent results, it is necessary that the sectoral instances of the recipient partner and the first provider (s1) actively participate in the process, since they are the ones who have the specific sectoral knowledge and who ultimately execute the Projects.

From the formulation, the role to be played by each of the partners must be clear, and in particular the degree and type of involvement of the second offeror. Its sectoral technical assistance will only be given when requested by the receiving partner, by virtue of the fact that it generates an added value to the project.

From the agreements between the three partners, the results matrix is defined, with indicators and means of verification. It is preferable that these indicators are based on the goals established in the receiving partner's policies. In addition to the results, it is good to anticipate possible risk factors and factors for the sustainability of the project.

In addition to the technical elements, in the formulation phase, the administrative and financial elements of the project must be defined: procedures, administrative framework, budget and contributions from all partners, financial monitoring, etc.

The main tools proposed for the Formulation Phase are:



Tools Associated with the Formulation Phase

governance

- **tripartite instance that guide the formulation.** Tripartite body made up of the three partners, which may have one or more levels (managerial and technical), depending on what the partners define in the negotiation. Its constitution It should be formalized either in the Tripartite Agreement or in the project document itself. In this instance, it is advisable for the governing body of cooperation in each country and its corresponding sectoral institutions (executing agencies) to participate. This instance is not necessarily the same one that carries out the negotiation of the project, this will vary from case to case. This is the body responsible for organizing project management.

procedural

- **Work meetings between all partners to formulate.** the complexity of roles and actors is one of the characteristics of triangular cooperation, while it is a factor that generates challenges and enriches the formulation. Therefore, to clarify the initiative to be carried out carried out and the roles that each actor plays, it is necessary to hold face-to-face or virtual formulation work spaces with all the actors (meetings, workshops, formal exchange of communications, etc.), leaving a record of the agreements reached.

Instrumentals

- **Project document.** Endorsed by all the partners, and that contains all the relevant aspects for the effectiveness of the initiative: results planning matrix, agreements, indicators, monitoring mechanisms, roles of partners, responsible parties, management and follow-up mechanisms, communication between parties, contingency mechanisms, schedule of activities, budget and breakdown of contributions (human resources and species), risk factors, mechanisms for access to information, visibility strategy, systematization mechanisms, monitoring and investigation missions tracing.

FIGURE 6

Practices and Tools Associated with the Formulation Phase

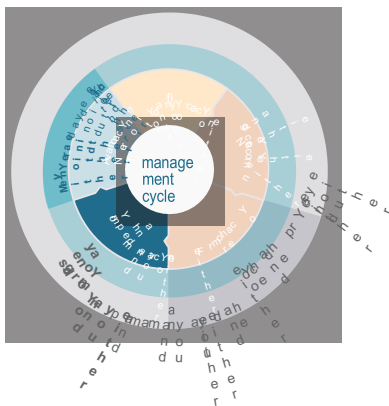


Phase 3: Implementation

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As has already been mentioned, in this phase the execution of the project is carried out, maintaining the terms agreed upon in the formulation stage and it is recommended that they be included in the Project Document. If the project warrants it and based on a demand from the recipient partner, changes can be made to it, always requiring a formal agreement from all partners in this regard.

As in the other phases, the leadership of the receiving partner is key, therefore it is necessary that they have the capacities to fulfill said function. Designating an implementation team, in which, in addition to the governing body of the cooperation, the sectoral institutions (executing agencies) participate, is key in this regard. Participation must translate into a real involvement that includes its executors, who will ensure the sustainability of the actions, which among other aspects will seek to leave installed capacities in said partner.



The rest of the partners, however, have co-responsibility for the success of the project and, therefore, will support the recipient partner as necessary, while fulfilling the previously agreed roles and functions, within which undoubtedly the execution of the activities, as well as the follow-up and joint monitoring of the results proposed by the project.

The Implementation phase will be guided by what is agreed in the project document and more specifically by what is indicated in the POA or Action Plan (as called in each case). These documents include not only the proposed results but also the planning of activities and the financial execution and resources associated with them, elements that are also subject to constant monitoring among the partners.

Verification of compliance with the proposed activities (monitoring) will be key to making possible adjustments to the action. Equally important is the systematic verification of results, in order to ensure that the objectives set for the project (monitoring) are being met.

From both processes, follow-up and monitoring, the partners will make efforts to ensure that they extract the appropriate learning elements for future initiatives. Likewise, the quality of available information available for evaluation will depend on these two processes and their systematization.

As results are obtained, it is convenient to give them visibility, as agreed between the partners. Above all, it is relevant for the recipient partner, in order to promote appropriation in the beneficiaries and a certain commitment from the political level in this regard.

The main tools proposed for the Implementation Phase are:

Associated Tools to the Implementation Phase

governance

- **Tripartite technical instance.** Led by the recipient partner, who ensures the execution, monitoring and decision-making of decisions, where preferably the sectoral institutions that execute the project are included. As is well said, this instance has a merely technical nature and deals with the day-to-day of the project, using mainly formal, but also informal, articulation spaces. The same can report to a decision-making body superior decisions, when necessary.

procedural

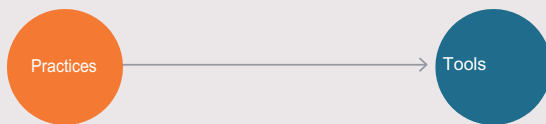
- **Execution of what was planned.** Execute the project planning (POA or Action Plan) agreed between the partners in the established times. This document may form part of the Documentation of the Project or subsequently derived from it. In any case, it includes the specific programming of activities and results over time, as well as the planning of the necessary resources for their fulfillment. Depending on the scope of the project, it can have an annual duration and execute more than one throughout the life of the project.
- **Follow-up instances.** Celebrate instances, preferably convened by the receiving partner, to follow up and implement mechanisms ongoing communication between all partners. A relevant part of the implementation is the verification of compliance with what has been agreed upon, which can be done through follow-up (programmed activities) and monitoring (achievement of results). Within the framework of the project, the parameters for this verification from the formulation stage. During implementation, the partners will jointly carry out the pertinent agreed-upon follow-up and monitoring actions, establishing for this purpose specific communication mechanisms and celebrating the instances that are considered pertinent and that will be foreseen in the document of the project.

Instrumentals

- **documents of agreement.** That reflect the commitments of decision-making bodies of decisions made between all partners. These documents will be generated from the instances held by the Tripartite Committee and will account for the discussions sustained.
- **Technical reports on compliance with activities (monitoring) and results (monitoring).** The reports will show the progress of the project and make decisions about possible reorientations. For its development, it is convenient to have parameters, formats and common methodologies that simplify the work and allow a shared vision among the partners. It is also advisable to have agreements on the division of labor, in this sense.

FIGURE 7

Practices and Tools Associated with the Implementation Phase



- 01 The receiving partner has institutional capacities to lead the project, for which it is supported by the s1 and s2
- 02 are kept terms of Project agreed in the negotiation and formulation stage, although new requirements defendants by the receiving partner, given the changing circumstances throughout the execution
- 03 The roles and functions defined in the project document are fulfilled as agreed between the partners
- 04 All partners participate jointly and periodically in the implementation and execution of the project, as well as in the monitoring of results
- 05 The receiving partner as well as its executing and beneficiary institutions have a real involvement during the execution of the project, in order to ensure the sustainability of the actions
- 06 constant administrative-financial monitoring is carried out and knowledge of all partners, analyzing changes that imply new requirements or adjustments to the programming of resources
- 07 The initiatives leave capacities installed in the partner receiver
- 08 The implementation foresees mechanisms for learning
- 09 The visibility is based in the results effective achieved in the project and are available to all actors, with special protagonism of the receiver partner

**governance**

- Tripartite technical body led by the recipient partner, which ensures execution, monitoring and decision-making, preferably including sectoral institutions executing the project

**procedural**

- Execute the POA or planning of the project agreed between the partners in the times established
- Celebrate instances, preferably convened by the recipient partner, to follow up and implement permanent communication mechanisms between all partners
- Document and systematize the development of the project
- Carry out follow-up missions, if deemed appropriate
- Give visibility to the project as agreed between the partners

**Instrumentals**

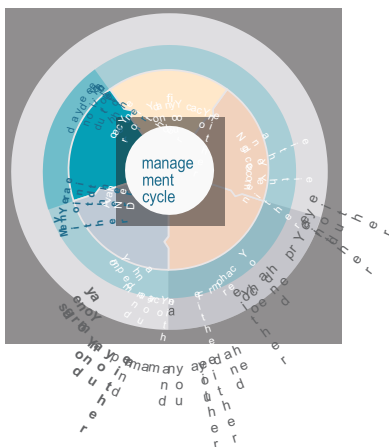
- Documents that reflect the commitments of the decision-making instances held between all the partners
- Technical reports on compliance with activities (monitoring) and results (monitoring)
- Use of agile mechanisms that ensure coordination between partners (group mail and use of other ICTs)
- Communication tools, such as publications, press releases, banners, etc. for project visibility

Phase 4: Evaluation

Evaluation is the phase with the least practice in triangular cooperation, hence there are no major methodological references to carry out this process. However, evaluation is key not only to highlight the achievement of results, but also as a tool for learning and continuous improvement in the management of cooperation.

Triangular cooperation formulas do not always lead to medium or large projects, quite the contrary, they are often initiatives that are very limited in terms of time, scope and resources, but they are nonetheless susceptible to evaluation. What will vary is the type of evaluation to be carried out, which has to be adapted to the resources and time available for it. Therefore, a forecast of resources from the formulation stage will be necessary in this regard.

The size and availability of resources will also define whether or not an external evaluation is carried out. Peer reviews can be a good practice when you do not have many resources to evaluate. In any case, what is certain is that all partners are required to have minimum structures to evaluate



entities or persons who fulfill said function, and who therefore have the necessary skills and competences to do so. Even in the case of external evaluations, it will be necessary to define terms of reference and follow up on the evaluation, which will always imply specific knowledge of evaluation and therefore will always require qualified personnel.

In a triangular cooperation project, it is convenient for the partners to agree on several aspects related to the evaluation process, among the most important the criteria and the scope of the evaluation. Generally, the evaluations tend to be oriented to the review of compliance with results, however, they can also review compliance with agreements, the relevance of the management mechanisms used, the effective use of the resources provided in the execution of the project on the programmed, the sustainability of the project, the lessons learned and good/bad practices by the three partners, relative to the management of the projects, etc.

In any of the cases, it is convenient that the partners define these evaluation criteria together and make them clear before starting an internal or external process. In the case of self-assessments, it is necessary to be very rigorous and also agree on a methodology to carry out the exercise.

Whether it is external evaluations or internal processes, the information available for evaluation plays a key role in the process, since it is the basic input for the evaluator. Said information is normally generated automatically from follow-up and monitoring tasks, and that is why they are so relevant. When there has been no follow-up and monitoring, the evaluation task is practically impossible since there will be no systematized information on the project. In some cases, evaluation exercises have also been carried out without having organized information, but not without high financial and time costs.

Tools Associated with the Evaluation Phase

governance

- Tripartite body (between the three partners) responsible for defining the project evaluation process by consensus, and that accompanies it in all its steps. This instance can validate the evaluation team, the methodology, the Work Plan, the documents of partial and final results produced in the evaluation exercise.
- **Competencies and resources for evaluation within each partner.** Evaluation unit or instance that, within the governing entities of cooperation of each partner, assumes the functions of evaluation. To assume this competence, they can be ad hoc instances to assume this competence or personnel dedicated to other tasks that can assume evaluation functions. and have the skills to do so. Having these instances is key since the evaluation is usually a highly technical issue with a lot of specificity and, therefore, it is necessary to have capacities installed in the institutions, even to follow up on external evaluations.

procedural

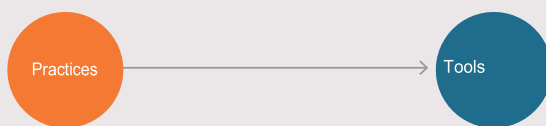
- **Define the scope and criteria of the evaluation to be carried out.** The partners by common agreement must establish the most relevant parameters of the evaluation, which are normally the scope and criteria of the evaluation. They will be collected in a document of terms of reference. Throughout the evaluation process, there may be findings that suggest the need to incorporate new elements in the evaluation and that can be duly considered by the partners. The scope of the evaluation will also be determined by the resources and time available for it.
- **Active participation of all partners in the different evaluation stages.** The partners will ensure their participation in the entire evaluation process. They will provide the inputs that may be required and will provide the necessary time to take part of the activities of the exercise and to validate the documents generated, product of the same.

Instrumentals

- **Document of terms of reference of the evaluation agreed upon by the partners.** This document is the basis for the design evaluation methodology. The achievement of the expected results of the evaluation process will depend on the quality of the terms of reference that are elaborated. It must be remembered that evaluation is not only a parameter of quality control/results, but also and above all it is a tool of learning and improvement, therefore its design must be as thorough as possible. It is desirable that the document of terms of reference contains clear objectives, criteria, deadlines and expected products based on the scope agreed between the partners.

FIGURE 8

Practices and Tools Associated with the Evaluation Phase



- 01 The partners have a joint evaluation mechanism, criteria defined by consensus that define the way each partner evaluates and participates in said process, as well as how to communicate the results
- 02 The three partners have the minimum structures and human resources to assess projects. The recipient in particular has the capabilities to actively participate and validate the results reflected in it
- 03 There are flexible mechanisms that allow the evaluation criteria to be adapted to new circumstances
- 04 all the inputs of the project cycle, necessary to carry out the evaluation of the project, are available
- 05 It is sought that the evaluations focus on the verification of compliance with results and on showing the relevance of the project for the recipient's public policies, in addition to revealing other relevant aspects.
- 06 The three partners and their executing institutions are responsible for the objectives achieved and those not achieved.
- 07 socialized the results, project achievements and lessons learned as an information and empowerment tool, favoring the mobilization of the key actors that can influence the political levels to guarantee the conditions for the continuity.
- 08 Defined by common agreement the mechanisms to give visibility to the results of the evaluations and for the survey of good practices



governance

- Tripartite body responsible for defining the methodology in a consensual manner and accompanying the project evaluation process
- Evaluation unit or instance that, within the governing entities of cooperation, assumes the functions of evaluation



procedural

- Define the scope and criteria of the evaluation to be carried out
- Active participation of all partners in the different evaluation stages
- Use of all execution, follow-up and monitoring reports as inputs for the evaluation
- socialization of the results and learning of the project with all the participating actors (also beneficiaries)
- Dissemination of "brief application", if it is contemplated within the evaluation



Instrumentals

- Document of terms of reference of the evaluation agreed upon by the partners, which includes the scope and criteria of the evaluation exercise
- Final evaluation report document with findings and recommendations endorsed by the three partners
- Documents generated in the life cycle of the project will be available to the evaluator
- Systematization document of the project that extracts the good practices of the project



Tracking and monitoring

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a) Tracing

Monitoring is an activity that each partner (cooperation governing body) carries out permanently and individually throughout the project cycle, using its own parameters and procedures. However, it is possible to reach agreements between the partners to carry out a common follow-up on certain aspects that are relevant for both parties. It is this shared tracking that is referred to in this guide.

This follow-up can cover aspects such as: the fulfillment of activities, the performance of the roles of each partner, financial execution, the application of procedures, the articulation of actors, the visibility of results, the sustainability of actions, etc. Associated with these actions, some of the following practices can be contemplated:

- The partners agree on the aspects to which they will monitor jointly.
- The partners constantly exchange information during the life cycle of the project with a periodic review of the progress and execution status of the project.
- Joint reports are available that reflect the participation and involvement of the actors and institutions involved.
- The bodies responsible for executing the project exchange activity reports with the agency/instance in charge of cooperation. These reports will be the main inputs for decision making.
- There is a tripartite instance that, in the light of the follow-up reports, takes measures to reorient the various aspects of the project and its fulfillment.
- Follow-up meetings are held periodically and, extraordinarily, when requested by any of the partners.
- The three partners exchange their experiences in the comprehensive monitoring of the project.

No specific tools have been developed that are linked to these practices, since they will depend on the specific agreements on the aspects that will be monitored jointly.

b) monitoring

Monitoring, unlike follow-up, occurs only in the implementation stage and must necessarily be common to all partners, since it is based on the achievement of jointly proposed results. It is carried out by verifying the sources that allow measuring compliance with the indicators marked for each result. It is recommended that these indicators be proposed by the recipient partner based on the goals of their own policies.

Some of the suggested practices for monitoring can be:

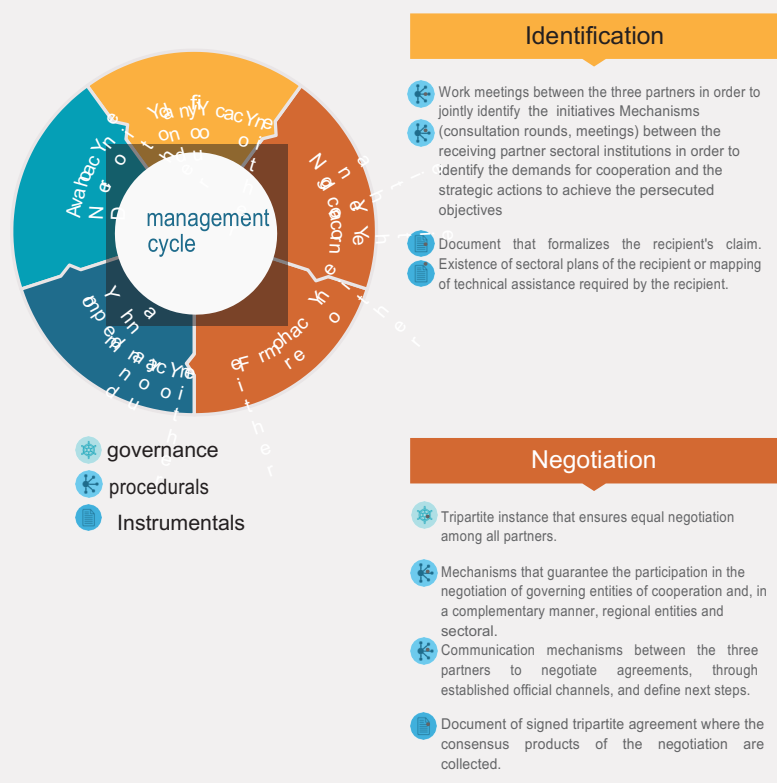
- Partners design mechanisms for monitoring and reporting forms for their joint reporting
- All partners participate jointly in the monitoring of results and prepare the respective reports
- When the partners decide, s1 and s2 will carry out verification missions to verify the achievement of the results and objectives

In the monitoring phase, some of the tools to be used could refer to the preparation of baselines, the design of Reports, the agreement on the results matrix with its respective indicators, etc.

11. Cooperation capacities are understood as the different technical strengths and expertise that countries possess and that they can offer and share as technical assistance to their partners.

FIGURE 9

Summary of the main tools identified



Formulation

- ✳️ Tripartite body made up of the three partners, which may have one or more levels, and whose constitution is formalized.
- 🔄 Hold face-to-face or virtual formulation work spaces with all the actors (meetings, workshops, formal of communications exchange, etc.), leaving a record of the agreements reached
- 📄 Project document endorsed by all the partners that contains all the relevant aspects for the effectiveness of the initiative.

Evaluation

- ✳️ Tripartite body responsible for defining the methodology in a consensual manner and that accompanies the project evaluation process.
- ✳️ Evaluation unit or instance that, within the governing entities of cooperation, assumes evaluation functions.
- 🔄 Define the scope and criteria of the evaluation to perform
- 🔄 Active participation of all partners in the different evaluation stages
- 📄 Document of terms of reference for the evaluation agreed upon by the partners, which includes the scope and criteria of the evaluation exercise.
- 📄 Final evaluation report document with findings and recommendations, endorsed by the three partners.

Implementation

- ✳️ Tripartite technical instance led by the recipient partner, which ensures the execution, monitoring and decision-making, preferably including the sectoral institutions that execute the Project.
- 🔄 Execute the POA or project planning agreed between the partners in the established times.
- 🔄 Hold instances, preferably convened by the recipient partner, to follow up and implement permanent communication mechanisms between all partners.
- 📄 Documents that reflect the commitments of the decision-making instances held between all the partners.
- 📄 Technical reports on compliance with activities (monitoring) and results (monitoring)



ANNEXES

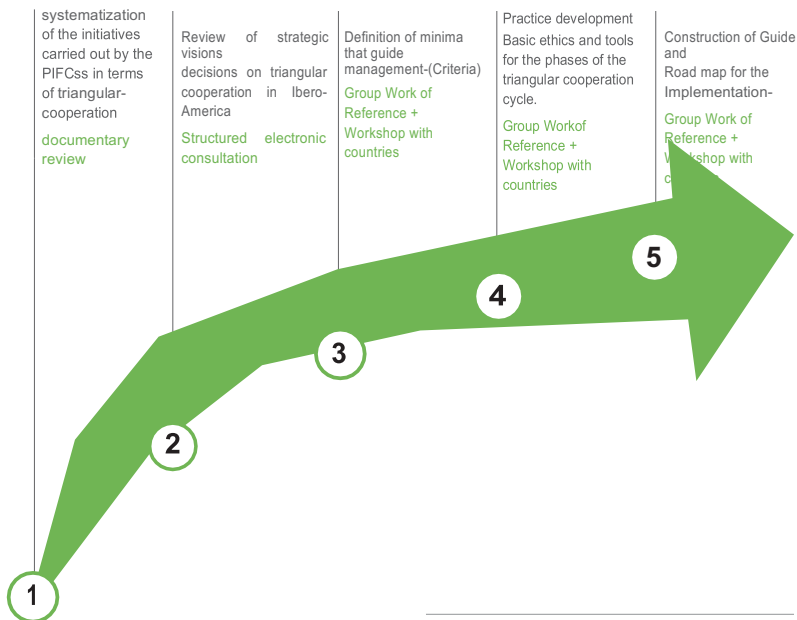
➤ Appendix 1

Guide construction process

The process of preparing this Guide, was carried out over five months, which included various activities carried out by an international consultant, among which we can highlight: (a) the structured consultation with the countries that are part of the PIFCcs, regarding the strategic and institutional frameworks with

those managed by triangular cooperation, and (b) the holding of two workshops (Bogotá, July 2014; San Salvador, August 2014)¹² in which the countries debated and defined the criteria applicable to triangular cooperation in said space and outlined concrete measures for the implementation of the Guide.

Actions developed during the construction process of the Guide



¹² The aforementioned Workshop Reports are available on the PIFCcs website <http://www.cooperacionsursur.org>

➤ Appendix 2

Development of the criteria according to the phases of the project cycle

ADAPTABILITY

The initiatives are adapted to the recipient's context, respecting its priorities, times, cultural and institutional characteristics. It also requires administrative and financial flexibility on the part of the partners.

	Ideal practices that allow the application of the criterion	Examples of tools that allow the realization of internships
Identification	<ul style="list-style-type: none"> • There is an analysis of whether the initiative can be adapted to the reality of the receiving partner • The structured offer of cooperation from the s1, the support opportunities of the s2 and the technical assistance needs of the recipients are public knowledge 	<ul style="list-style-type: none"> • Feasibility study or diagnostic mission that determines a possible adaptation of the initiative • Mapping of technical assistance required in recipients • Updated offer of cooperation in the other two actors (s1 and s2), surpassing tools such as catalogs
Negotiation	<ul style="list-style-type: none"> • The negotiation process ensures that the initiative that is formulated and supported is adapted to the needs and reality of the recipient. 	<ul style="list-style-type: none"> • a document is generated that reflects the commitment to adaptation. Ex. Commitment letter signed by the three parties
Formulation	<ul style="list-style-type: none"> • The initiatives are formulated and planned adapting to the appropriate times for the re-acceptor • There is clarity on the legal and administrative frameworks of the three countries and agreements are reached on which ones are going to be used 	<ul style="list-style-type: none"> • a governance structure is composed of the three partners that take agreements on time, legal and administrative frameworks • Signed commitment that guarantees the execution of the project in the established times. • Financial administrative rules agreed by the three partners
Implementation	<ul style="list-style-type: none"> • the procedures to be followed by the project are adapted • The three partners seek flexible cooperation frameworks, especially in terms of the administrative • The three partners have the flexibility to adapt to changing circumstances throughout the execution • The sectoral institutions that execute the project, play a very active role in the project, since they largely mark the technical adaptability of the project to the reality of the recipient 	<ul style="list-style-type: none"> • Monitoring reports of the execution of Project • Agreed decision-making space for possible adjustments • Contingency strategies that allow reorientation if necessary • Articulation spaces within the s1 and the receiver that allow fluid communication with the sectors
Evaluation	<ul style="list-style-type: none"> • There are flexible mechanisms that allow the evaluation criteria to be adapted to new circumstances 	<ul style="list-style-type: none"> • Follow up reports and monitoring results are used for possible adjustments ToRs of the evaluation

JOINT

The actors linked to the project show convergence and relate to each other based on a formal framework and an (informal) interpersonal connection that are functionally positive for the development of the project. To ensure this articulation, the actors of a project establish a governance structure for it, which favors interaction between the partners and from which to jointly direct and decide on the development of the project.

	Practices ideals that allow the application of the criterion	examples of tools that allow the realization of internships
Identification	<ul style="list-style-type: none"> The governing body of the cooperation in each partner is defined partner 1 and receiver have internal mechanisms in each country that allow them to identify the ideal sector partners for each project 	<ul style="list-style-type: none"> The stewardship of cooperation is regulated within each country Establish a mechanism that guarantees the identification of focal points in the different Ministries and Regions/States/Provinces that report to the National Focal Point
Negotiation	<ul style="list-style-type: none"> Existence of a project governance body and an instance to conduct the negotiation and formulation process in which the three partners participate in a coordinated manner. 	<ul style="list-style-type: none"> Tripartite Committee or other governance and leadership structure that may include one or more levels
Formulation	<ul style="list-style-type: none"> the times and internal communication channels of each partner will be considered decision-making and dispute settlement mechanisms are established 	<ul style="list-style-type: none"> Schedule of activities in project document that reflects the ideal execution times, in particular those of the recipient Tripartite Committee for decision-making and dispute settlement
Implementation	<ul style="list-style-type: none"> regular meetings are held to reach agreements The activities are carried out with the knowledge of all the actors 	<ul style="list-style-type: none"> Video conferences Communication of start of activities through notes or other formal mechanism
Evaluation	<ul style="list-style-type: none"> They don't take care or carry out evaluations without the existence of explicit agreements in this regard by the three parties the aspects to be evaluated and the way to carry it out jointly are agreed 	<ul style="list-style-type: none"> Preparation of TOR that specifies in detail what is to be evaluated there are trained technical resources from the three partners to carry out a self-assessment (if applicable)

CONTRIBUTION FROM ALL PARTIES

All the partners contribute to the projects through the resources and means available to each one, generating appropriation. These contributions are recognized by all partners regardless of their nature (financial, technical, in kind, etc.)

	Ideal practices that allow the application of the criteria	Examples of tools that allow the realization of internships
Identification	<ul style="list-style-type: none"> The three partners conceive the project as a space for exchange and mutual learning and consider, from the outset, the specific contributions they are going to make to it. 	<ul style="list-style-type: none"> Letter of intent signed by the three parts
Negotiation	<ul style="list-style-type: none"> the specific contributions that each partner will make to the project are formalized All contributions are recognized by all partners 	<ul style="list-style-type: none"> Tripartite agreement where the governance scheme is developed and the contributions of the three parties are agreed upon The design forms and the project formulation document incorporate the specific definition of the contributions to be made by each of the partners, regardless of their nature (contributions, technical, financial, etc.), species)
Formulation	<ul style="list-style-type: none"> Each partner foresees internal actions to ensure the contributions to which it has been committed. 	<ul style="list-style-type: none"> Budget forecasts and commitment letters from sectoral ministries, committing human resources for the Project Advance programming of contributions in kind in the planning of the sectoral ministries Contingency item in case of inconveniences or changes agreed by all the parts Valuation of technical assistance and contributions in kind The execution reports include compliance with the agreed contributions
Implementation	<ul style="list-style-type: none"> during execution of the project, compliance with the contributions committed by each partner is reviewed 	<ul style="list-style-type: none"> Establish compliance with agreements as a criterion within evaluation methodologies
Evaluation	<ul style="list-style-type: none"> The evaluations collect compliance with the agreement, including that of the contributions made by each partner 	

JOINT LEARNING ON MANAGEMENT

The partners involved recognize a clear benefit of the project in that it brings them a specific value for themselves. They foresee as a relevant and specific result of the initiatives, the sharing of learning and experience of management itself.

	Practices ideals that allow the application of the criterion	Examples of tools that allow the realization of internships
Identification	<ul style="list-style-type: none"> the new initiatives are analyzed in the light of the experiences accumulated New programs are designed considering the review of previous programs 	<ul style="list-style-type: none"> Digital tool that collects good and bad practices Instances of revision of the triangular programs where the three partners participate
Negotiation	<ul style="list-style-type: none"> There is a consensus to review at the end of the phase, the negotiation and formulation process as a key element in the definition of projects and programs, highlighting strengths and weaknesses of the process 	<ul style="list-style-type: none"> Executive document agreed between the parties that guarantees the joint learning of the management, which is included in the Agreement where the commitments between the parts Reports that collect the lessons learned, good and bad practices of the process Generate spaces to exchange learning and errors that occurred during the negotiation process
Formulation	<ul style="list-style-type: none"> Mechanisms are provided in the project document to review learning throughout the project The formulation of projects that are a continuation of another, will take up aspects indicated in evaluations of previous phases (when applicable) 	<ul style="list-style-type: none"> Common methodology of analysis agreed between the actors for learning, with guidelines on what we are going to review
Implementation	<ul style="list-style-type: none"> There is a periodic review of the progress and status of project execution, including analysis and exchange on the participation and involvement of the actors and institutions involved in project execution. The management reports have an analytical component (and not only descriptive), based on the methodology designed by the partners that allows the evaluation of joint learning on management 	<ul style="list-style-type: none"> Follow-up committees with defined mechanisms to exchange learnings from the process Monitoring report
Evaluation	<ul style="list-style-type: none"> The terms of reference of the evaluation address the lessons learned and good/bad practices by the three partners regarding the management of the projects. all the inputs of the project cycle, necessary to carry out the evaluation of the project, are available The three partners seek minimum structures and human resources to evaluate projects 	<ul style="list-style-type: none"> Development of common criteria for the evaluation methodology Execution or follow-up reports, monitoring results, systematization of the different stages In the case of large-scale programs or projects, project resources are reserved to carry out an evaluation according to previously established criteria and the way in which their results will be communicated is agreed upon. Have units/departments with the capabilities to assess within agencies

COMMUNICATION ORIENTED TO CONSENSUS

Decisions are made by common agreement between all partners. For them, the projects have clear established channels that indicate how and between which actors the communication will be carried out within each country and between the partners. Agreements are formalized through these channels.

	Ideal Practices that allow the application of the criterion	Examples of tools that allow the realization of internships
Identification	<ul style="list-style-type: none"> The three partners exchange information on the request for cooperation and establish agreements under the leadership of the recipient 	<ul style="list-style-type: none"> Online database of supply and demand of the CT Unique file for project CT presentation Strategy that defines the communication route and networks of interaction and exchange of information
Negotiation	<ul style="list-style-type: none"> The three partners meet, maintain fluid communication through established official channels, reaching agreements and next steps 	<ul style="list-style-type: none"> Standardize the first "meeting, workshop" where the three partners meet as the first step of the communication process aimed at consensus Document of Commitments that establishes the official communication channels, indicating the official communication links between the three partners Do not accept as traded shares, those shares processed outside official channels
Formulation	<ul style="list-style-type: none"> Under the leadership of the recipient, the project is formulated by consensus with the participation of the three partners 	<ul style="list-style-type: none"> Creation of a tripartite or management committee or a co-ordination Workshop for the Formulation where all the Institutions are involved as well as the liaisons in charge of the cooperation of the three partners Project document and POA are agreed upon by all partners and are accompanied by an operating agreement that includes the mechanisms and channels of communication between the three partners (meetings, videoconferences, email, official communications) and the communication at the national level, especially of the s1 and the receiver
Implementation	<ul style="list-style-type: none"> The three participating partners are informed and monitor the execution of the project, under the leadership of the receiver 	<ul style="list-style-type: none"> Creation of a group email for the project, which includes all the actors involved Implement the rule of raising memory aids, or document of agreements of the meetings Monitoring report
Evaluation	<ul style="list-style-type: none"> There are criteria and processes defined by consensus to evaluate and to communicate the results 	<ul style="list-style-type: none"> Consensus assessment methodologies Evaluation process defined between the three partners Terms of Reference agreed between the three partners for the evaluation of the project Evaluation report

CLEAR DEFINITION OF ROLES

The projects include a detailed definition of the actors involved in a project as well as the roles and functions to be played by each of them. This definition will reflect an agreement between the parties.

	Ideal Practices that allow the application of the criterion	Examples of tools that allow the realization of internships
ID	<ul style="list-style-type: none"> the role of the receiver as plaintiff in the first instance is recognized 	<ul style="list-style-type: none"> Official statement of demand as a starting point for any project
Negotiation	<ul style="list-style-type: none"> The three partners play a negotiation role, defining in each case who formalizes the request and by what means. It is defined who has the power to negotiate within each country 	<ul style="list-style-type: none"> Development of regulatory frameworks that regulate the role of cooperation negotiation within the countries
Formulation	<ul style="list-style-type: none"> The document project includes the roles to be played by each partner, and the level of involvement of the s2 The project document presents the definition of the roles of the executing institutions as well as the focal points within each of the partners (coordination and execution roles). There is a technical and political commitment by the three parties to assume the role that has been agreed 	<ul style="list-style-type: none"> Signed document endorsed by all partners as implementation agreements or other Project document with clear definition of roles accompanied by a more specific document that defines roles and responsibilities, which is agreed upon and agreed upon by all parties Channels of communication established at a formal and technical level between the three partners
Implementation	<ul style="list-style-type: none"> The roles defined in the project document are fully fulfilled Coordination roles are not assumed by the execution instances or vice versa 	<ul style="list-style-type: none"> Monitoring committees, tripartite or other, in which all the actors and institutions involved participate. Execution review instance, how the roles are being performed, monitor whether the roles are being fulfilled
Evaluation	<ul style="list-style-type: none"> The TdR of the evaluation reflect the form of participation of each one of the partners in the evaluation process 	<ul style="list-style-type: none"> TdR worked together defining participation

EFFECTIVENESS OF INITIATIVES

The projects contemplate agreed results, processes and mechanisms that lead to effective compliance of the objectives established by the three partners.

	Ideal practices that allow the application of the criterion	Examples of tools that allow the realization of internships
Identification	<ul style="list-style-type: none"> The three partners are involved from the beginning in the identification of the initiatives, in order to have a clear demand with well-defined objectives. The recipient demonstrates political and technical clarity in defining their demands for cooperation Flexibility in the time given to the recipient partner to define their demands for cooperation and evaluation of their capacities 	<ul style="list-style-type: none"> Work meetings between the three partners in order to jointly identify the initiatives Mechanisms (consultation rounds, meetings) between the receiving partner sectoral institutions in order to identify the demands for cooperation and the strategic actions to achieve the objectives pursued Receiver Help Desk Mapping Analytical document that verifies the capacity from the receiver (pre-feasibility)
Negotiation	<ul style="list-style-type: none"> The three partners participate in the entire negotiation process, on equal terms In the negotiation phase, the recipient (and their respective institutions) clearly state their objectives and demands to be met with the initiative The cooperation governing institutions of the three partners, who have the global vision of cooperation in each of their countries, participate in the negotiations. 	<ul style="list-style-type: none"> Hold work and exchange meetings within each partner, with the participation of the Foreign Ministry, cooperation focal points and sectoral institutions, so that all actors are aware of what is being negotiated and under what terms/sectors
Formulation	<ul style="list-style-type: none"> The receiving partner leads the process of formulating the initiative, clearly indicating its request for cooperation The governing bodies of cooperation and the sectoral institutions of the partners with expertise in the matter (mainly the receiving partner) participate in the formulation. In the formulation of the initiatives, all the procedures and management arrangements (both technical, financial and human resources) necessary between the three partners are considered and agreed upon, in order to achieve the objectives, set out in the initiative. 	<ul style="list-style-type: none"> Face-to-face and virtual meetings for discussion and exchange on the initiative to be formulated where the sectoral entities of each partner participate, led by the partner receiver Project documents that include all the relevant aspects for the effectiveness of the initiatives (expected results, roles of the partners, management and monitoring mechanisms and instruments, communication between the parties, contingency)

	Practicesideals that allow the application of the criterion	examplesof tools that allow the realization of internships
Implementation	<ul style="list-style-type: none"> • Collaboration and accompaniment by partner 1 and 2 so that the recipient can lead the process and thus respond to their cooperation demands • There are flexible mechanisms that allow, during the execution of the initiatives, to be able to adjust them, in order to adapt the projects to possible changes in the demands of the receiving partner. • There is a permanent follow-up to the implementation of the activities and a monitoring of the achievement of results 	<ul style="list-style-type: none"> • Project documents clearly specifying the objectives and demands of the receiving partner, and the activities to be implemented to achieve them • Management Committees and/or follow-up, which meet periodically (either face-to-face or virtual) in order to monitor the execution of activities and make changes to them, if necessary • Fluid and clear communications, using ICTs, between the partners, in order to socialize relevant information for the achievement of the proposed objectives • Agile mechanism that allows contingency measures to be taken
Evaluation	<ul style="list-style-type: none"> • The evaluations consider not only achievement of results but also the parts that allow evaluate No only the fulfillment of the activities, the me- fulfillment of the activities/indicated- management mechanisms used, the role of the rest, but also all the phases of the pro- actors and fulfillment/recognition of the project in terms of management mechanisms, these , etc. 	<ul style="list-style-type: none"> • Methodology defined and agreed between involvement and partner participation roles of these and their fulfillment, etc.

EFFICIENCY IN THE USE OF RESOURCES

All the partners promote and have in a consensual manner the necessary measures to achieve the agreed results with the minimum possible resources, without this implying to restrict the scope of the projects.

	Ideal practices that allow the application of the criterion	Examples of tools that allow the realization of internships
Identification	<ul style="list-style-type: none"> The partner with the greatest experience or political/technical closeness to the recipient) serves as a facilitator for the recipient to identify their needs and potential resources to be made available within the framework of a triangulation 	<ul style="list-style-type: none"> Tripartite legal instrument that establishes the governance of a triangular formula with clear roles, technical, administrative and financial processes, availability of human and in-kind resources, among others Budget and/or resource plan for the project, which makes comprehensively visible the financial, technical, in-kind and/or human resources that will be allocated by the three actors in the initiative, as well as define execution times, monitoring and evaluation, as well as responsible and action roles Have standard formats in which the design of the project budget is contemplated, reflecting the financial, human and in-kind resources for its execution
Negotiation	<ul style="list-style-type: none"> All partners must determine the necessary resources to use to carry out the integral execution of the project, which is specified in the joint construction of a requirements document that includes human and in-kind resources. The partners make a forecast of internal resources as agreed and commit themselves by agreement to guarantee them for the effective execution of the project 	<ul style="list-style-type: none"> Generation of a minimum protocol of action by the partners, for the optimal and transparent negotiation and formulation of triangular cooperation projects (emphasizing substantive and programming aspects that allow visibility of the contributions of the parties both in its technical, financial, human and in-kind dimensions) Commitment letter signed between all the parts
Formulation	<ul style="list-style-type: none"> The project document agreed upon by all the partners involved contains the pre-of course and the programming of other resources with established execution deadlines and clear responsibilities or participation In the project document promote formulas that allow maximization of activities with the available resources Clear administrative and financial rules are established. The people responsible for monitoring the programmatic execution phase and the human, technical and financial resources of the project and the mechanisms for sharing information are also established there are internal control standards that promotes transparency there is an item for contingencies due to changes in the project or new unforeseen requirements, as well as mechanisms for joint decision-making on said item. 	<ul style="list-style-type: none"> Formation of technical and political instances between the partners, to give answers to administrative and financial problems of the project in its stage implementation/execution Budget and programming of clear resources and knowledge by all parties Project document is accompanied by a document containing the administrative and financial provisions Contingency items in the budget project Tripartite Committee or someone else who makes financial decisions

	Ideal practices that allow the application of the criterion	Examples of tools that allow the realization of internships
Implementation	<ul style="list-style-type: none"> Constant administrative-financial monitoring and knowledge of all partners is carried out spaces are held to analyze changes that imply new requirements in the project or adjustments to the programming of resources there is the maturity to discuss the normal or not so normal development of the administrative, technical and financial aspects of a project between the three partners. 	<ul style="list-style-type: none"> Political body that ensures the execution process of the project, considering possible unforeseen limitations in terms of resources and budget programming of the initiative. Establish mechanisms for technical and financial follow-up of the resources of the Triangular Cooperation project, to verify compliance with the programmed elements over those executed so that it can be carried out successfully. systematization of good practices at the time of implementation/execution of the project within its administrative, financial and technical levels.
Evaluation	<ul style="list-style-type: none"> The partners have a joint evaluation mechanism, which reflects the effective use of the resources planned in the execution of the project over those programmed. In turn, the evaluation mechanism or instance allows the partners to have tools that make it easier for them to measure in substantive terms the degree of compliance with what is programmed over what is executed in a Triangular Cooperation project. 	<ul style="list-style-type: none"> Construction of a joint evaluation mechanism, which must consider the substantial aspects that the parties involved in the project can contribute to said phase. In turn, at this stage you can count on the collaboration of an external entity, which can provide neutral elements to resume, by the parties to the initiative for its systematization Approved and consensual project evaluation report, which provides the substantive and performance elements of the role that each of the partners has fulfilled during the execution process of the total cycle of the Triangular Cooperation project.

DEMAND-BASED APPROACH

Cooperation is established voluntarily at the explicit request of the recipient, in accordance with the recipient's national priorities.

	Ideal Practices that allow the application of the criterion	Examples of tools that allow the realization of internships
Identification	<ul style="list-style-type: none"> The receiver has identified the areas in which he requires technical assistance The receiver's demands are clear and communicated in a timely manner The s1 and s2 base the identification process on the needs communicated by the re-receptors The S1 has plans or sectoral information that allows an effective analysis of the demands it receives 	<ul style="list-style-type: none"> Mapping of technical assistance required Knowledge of the technical capacities of the other partners. Need for a platform or other upgradeable means Sectoral identification table in which it is determined how the sector is doing and how it is working based on the country's priorities
Negotiation	<ul style="list-style-type: none"> The negotiation is based on the identification and formalization carried out by the receiver, who communicates it clearly 	<ul style="list-style-type: none"> Exchange of formal communication between the three partners that reflects the demand for the re-acceptor
Formulation	<ul style="list-style-type: none"> The final formulation document is aligned and has the official validation of the recipient's cooperation governing body 	<ul style="list-style-type: none"> Official validation letter accompanying the final project document
Implementation	<ul style="list-style-type: none"> The recipient country has institutional capacities to lead the project the terms of the project agreed upon in the negotiation and formulation stage are maintained, although they may be contemplated New requirements demanded by the receiver 	<ul style="list-style-type: none"> Team in the recipient country, responsible for the Directorate that guarantees the execution Capacity building, technical assistance, transfer of officials to the recipient country, etc. Signed commitment that guarantees the execution of the project as agreed
Evaluation	<ul style="list-style-type: none"> The recipient has the capabilities to actively participate in the assessment The aspects proposed by the recipient that require evaluation are especially taken into account and included in the agreement on the scope and criteria of the evaluation 	<ul style="list-style-type: none"> Technical assistance and training for the recipient to strengthen evaluation capacities

SHARED MANAGEMENT FOR RESULTS

The projects are not limited to the execution of actions but are aimed at results that have an impact on the intended objectives, providing real support to the recipient.

	Ideal Practices that allow the application of the criterion	Examples of tools that allow the realization of internships
Identification	<ul style="list-style-type: none"> The receiving country is clear about the result, it wants to achieve with a certain initiative and the policy to be strengthened with said initiative. 	<ul style="list-style-type: none"> Clear and defined development policy as well as sectoral policies in the recipients
Negotiation	<ul style="list-style-type: none"> The negotiation is governed by the public policy priorities indicated by the recipient country the results and the management based on them are agreed for the entire production cycle. 	<ul style="list-style-type: none"> Agreement document between all parties with the results to pursue
Formulation	<ul style="list-style-type: none"> planning by results and establishing indicators based on the recipient's national plans and priorities, including using government statistics to define baselines, whenever possible 	<ul style="list-style-type: none"> Document of project with matrix of planning by results and with people in charge Agreement on indicators and development of baselines Development of methodologies for results-based monitoring of Triangular Cooperation
Implementation	<ul style="list-style-type: none"> All partners participate jointly in following up of the implementation and execution of the project, monitoring and carrying out missions to review results 	<ul style="list-style-type: none"> Joint monitoring reports Follow-up committee that verifies compliance that allows assessing the results Follow-up meetings to review the results, in a way that allows reformulation if necessary Use of available ICTs to facilitate the communication and follow-up process TdR of the evaluation include the analysis of results
Evaluation	<ul style="list-style-type: none"> Evaluate, among other aspects, compliance with the proposed results The evaluations will seek to show the relevance of the project for the public policies of the recipient 	<ul style="list-style-type: none"> the results of the evaluation are included in the final project report

RECEIVER LEADERSHIP

The projects are led by the recipient country. The rest of the partners recognize and support this leadership in a constant manner, showing co-responsibility.

	Ideal practices that allow the application of the criterion	Examples of tools that allow the realization of internships
Identification	<ul style="list-style-type: none"> The initiatives are born from a need identified by the recipient 	<ul style="list-style-type: none"> The recipient has sectoral development plans Mapping of required technical assistance Strengthening of the technical and institutional capacities of the recipient
Negotiation	<ul style="list-style-type: none"> The receiver has the ability to lead the negotiation (organizes the meetings, establishes the topics, sets the times and routes), and the other partners support him there is evidence of a political commitment on the part of the recipient to carry out the project and the rest of the partners to support it 	<ul style="list-style-type: none"> Letter of commitment for the implementation of the project Technical assistance on issues of negotiation
Formulation	<ul style="list-style-type: none"> Under the leadership of the receiver, the formulation is carried out with the support of all the actors 	<ul style="list-style-type: none"> Strengthening of technical and institutional capacities for the formulation of projects Active participation of the receiver, presiding over coordinating the Tripartite Steering and Monitoring Committee, as appropriate Manual of procedures, project execution, standardized action protocols, in which the responsibility for each of the partners is determined
Implementation	<ul style="list-style-type: none"> The recipient has a specific and permanent team that is in charge of leading the execution of the project Partners 1 and 2 encourage and value an active role of the recipient 	<ul style="list-style-type: none"> Evaluation Work Plan that clearly reflects the recipient's role in the evaluation
Evaluation	<ul style="list-style-type: none"> The receiver takes a fundamental role in the evaluation process, actively participating and validating the results reflected in it. 	<ul style="list-style-type: none"> Letter of validation of the results of the evaluation by the recipient

SHARED RESULTS

The initiatives have a public character. The actors involved in the projects ensure by common agreement the knowledge of results to all the relevant actors for the same.

	Ideal practices that allow the application of the criterion	Examples of tools that allow the realization of practices
Identification	<ul style="list-style-type: none"> Apart from the results that can be achieved with the development of the project, it is established what the results will be for each partner in particular at the end of the project 	<ul style="list-style-type: none"> Document that establishes the results for each partner in particular.
Negotiation	<ul style="list-style-type: none"> The objectives and results of the project are negotiated and agreed by consensus among all the actors, placing the responsibilities of each partner for their achievement. 	<ul style="list-style-type: none"> Implementation letter or agreement
Formulation	<ul style="list-style-type: none"> monitoring mechanisms and compliance indicators are established for each released 	<ul style="list-style-type: none"> The project document establishes mechanisms for monitoring and compliance with results with those responsible The project document establishes clear roles that guarantee the involvement and recognition of all the actors
Implementation	<ul style="list-style-type: none"> The three partners share the experience and results on equal terms, based on coordinated and collective work during execution. joint monitoring is carried out on the agreed results 	<ul style="list-style-type: none"> The tripartite committee establishes meeting instances to share the partial results throughout the execution monitoring system that measures compliance with results
Evaluation	<ul style="list-style-type: none"> The three partners and their executing institutions are responsible for the objectives achieved, and those not achieved The evaluation of results is established as a criterion, indicating an analysis of the level of fulfillment of the responsibilities regarding them by each partner. 	<ul style="list-style-type: none"> Prepare a simple publication that contains information about the development of the project and the results achieved Consider instances that allow sharing the results achieved with the beneficiaries of the project

SUSTAINABILITY OF ACTIONS

The projects leave capacities installed in the receiver, who shows commitment and seeks the means for the continuity of the results obtained.

	Ideal practices that allow the application of the criterion	examples of tools that allow the realization of internships
Identification	<ul style="list-style-type: none"> The initiatives demanded constitute a real need within the framework of national priorities 	<ul style="list-style-type: none"> The existence of a national development plan that clearly defines national priorities Institutional diagnosis on capacities in order to establish strategies that seek to give sustainability to actions Knowledge of the technical offer of the countries Communication mechanisms between cooperation directors and sectoral institutions
Negotiation	<ul style="list-style-type: none"> There is political commitment on the part of the recipient to give continuity to the initiative or to institutionalize measures proposed by the project The receiver has a clear goal 	<ul style="list-style-type: none"> Agreement or commitment letter
Formulation	<ul style="list-style-type: none"> The projects are linked to the public policies of the recipient country and its priorities in a real way the participation and involvement of executing institutions (beneficiaries) is ensured during the formulation process risk factors that may affect the sustainability of the project are considered 	<ul style="list-style-type: none"> Work meetings and consultation with all the actors involved Tripartite or Steering Committees for the formulation where executive instances participate. The project document has a matrix of risk factors That the project documents are standardized according to the Logical Frameworks (which include, for example, risk factors)
Implementation	<ul style="list-style-type: none"> The receiving partner as well as its executing and beneficiary institutions must have a real involvement during the execution of the project, in order to ensure the sustainability of the actions. The activities included in the project are incorporated into the programming of the executing agencies and good institutional practices. The project leaves installed capacities 	<ul style="list-style-type: none"> The monitoring of actions and results based on the project document and the POA is boarded up Sectoral documents that contemplate the project or its actions as part of its measures Evaluation criteria defined to verify the sustainability of the actions
Evaluation	<ul style="list-style-type: none"> The evaluation will verify whether the project included criteria for sustainability socialize information about the results and achievements of the project, as an empowerment tool, that allows mobilizing the key actors that can have an impact at the political levels to guarantee the conditions for continuity 	<ul style="list-style-type: none"> systematization and dissemination of project results, using written media, electronics etc.

VISIBILITY OF ALL PARTIES

the participation of all the partners involved in the project is recognized and made known, and the way in which the results of the project are shared is established by consensus.

	Ideal practices that allow the application of the criterion	Examples of tools that allow the realization of internships
Identification		<ul style="list-style-type: none"> • Visibility actions are not carried out by any of the partners until there is a negotiation on the project to be implemented, its objectives and the mechanisms for visibility.
Negotiation	<ul style="list-style-type: none"> • channels and resources are negotiated for the visibility 	<ul style="list-style-type: none"> • Stipulate in the MOU or commitment document between the partners, all the actors involved. Likewise, it must be ensured that this document is signed by all the actors (be it as observers) • Establish a visibility protocol in which all partners agree on the aspects of the project that will be given visibility and who will be authorized to do so
Formulation	<ul style="list-style-type: none"> • elements are remembered of visibility towards "external actors" such as the beneficiary population 	<ul style="list-style-type: none"> • Working group within the recipient (beneficiary) with all the actors; and delegates of members 1 and 2 who participate in the meetings. • Use of relevant/political spaces to give visibility to the triangular project, as agreed between the partners
Implementation	<ul style="list-style-type: none"> • The visibility will be based on the effective results that are being achieved in the project and will be used by all the actors, but with a special role for the receiver. 	<ul style="list-style-type: none"> • Evaluation documents that contemplate aspects of visibility of the results
Evaluation	<ul style="list-style-type: none"> • Mechanisms defined to give visibility to the results of evaluations and to survey good practices. The fore going by common agreement between all the partners 	

► Annex 3

Table of roles/actors

- Leadership
- Participation

Actors	ID	NEGOTIATION	FORMULATION	IMPLEMENTATION	TRACKING	MONITORING	EVALUATION
rector of cooperation s1							
rector of cooperation s2							
Director of recipient partner cooperation							
Sector institution s1							
Sector institution s2							
Recipient partner sector institution							
Cooperation offices of s1 and s2 in the recipient partner							



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