THE VALUE ADDED OF TRIANGULAR CO-OPERATION: LESSONS LEARNED FROM THE EU-LAC PROGRAMME FOR TRIANGULAR CO-OPERATION (ADELANTE)

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Abstract

This paper is the result of a joint pilot exercise of the “Toolkit for identifying, monitoring and evaluating the value added of triangular co-operation” among the EU-LAC Facility for Triangular Co-operation (ADELANTE) and the OECD. The eight projects of the ADELANTE Facility worked with the questionnaire of the evaluation tool to assess the value added of working in a trilateral partnership. The EU team and the projects agreed that the six areas identified as potential value added of triangular co-operation are valid for ADELANTE. The joint pilot exercise was insightful and inspiring for all of the partners involved as an instrument for mutual learning. The recommendations arising from this joint exercise will contribute to the design of future EU triangular co-operation initiatives, aiming to make good use of the value added of the modality and addressing the challenges in a constructive, forward-looking way.

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Abbreviations and acronyms

BAPA +40	Second High-level UN Conference on South-South Co-operation
CAF	Development Bank of Latin America
CRS	Creditor Reporting System
CSO	Civil society organisation
DAC	Development Assistance Committee
DEVCO	European Commission Directorate-General for International Co-operation and Development
EU	European Union
GPI	Global Partnership Initiative
IADB	Inter-American Development Bank
LAC	Latin America and the Caribbean
NGO	Non-governmental organisation
ODA	Official development assistance
OECD	Organisation for Economic Co-operation and Development
SDGs	Sustainable Development Goals
UN	United Nations
USD	United States Dollar

Executive summary

Triangular co-operation is on the rise – the Second United Nations High-level Conference on South-South Co-operation (BAPA+40) provides a good momentum to assess the value added of this modality. Many countries and institutions decide to engage in trilateral partnerships because they want to make good use of the complementary strengths of the different partners involved, scale-up proven solutions to development challenges or co-create in an open and flexible joint learning environment.

The eight projects of the European Union (EU) – Latin America and the Caribbean (LAC) Facility for Triangular Co-operation (ADELANTE) followed similar objectives. When aiming to assess the results of the first four years of ADELANTE (2016-2019), applying the "Toolkit for identifying, monitoring and evaluating the value added of triangular co-operation" proved to be useful. The Toolkit follows the assumption that each triangular co-operation project or programme has both development and partnership objectives and results. Most initiatives are planned towards achieving development objectives, whilst the partnership objectives are implicitly included, but not systematically monitored and evaluated. The EU ADELANTE team and the OECD worked jointly with the third tool of the Toolkit "Designing evaluations to take account of the value added of triangular co-operation" and the evaluation questions were shared with all eight ADELANTE projects.

This paper summarises the main results and recommendations from this joint Toolkit pilot exercise. Along the three advantages of the exercise identified by the EU, the following reflections for the ongoing and upcoming ADELANTE projects emerged:

Advantage 1 - evaluative and learning: *To reflect on how the modality of triangular co-operation worked for the ADELANTE projects and to take these lessons learned for the design of a potential next phase of the facility*.

- It is important for the next generation of ADELANTE projects to start with a clear triangular co-operation mind-set, processes, project cycle, and support structure, in which the EU becomes a full and active member in the partnership. Moreover, it would be beneficial if all partners – state and non-state actors - are involved from the beginning, asserting full ownership, jointly designing the project activities and objectives, reducing risks and building trust while forming the partnership.
- Second, the current ADELANTE projects have relatively high budgets and a governance structure that puts a considerable degree of responsibility on the co-ordinating pivotal partner. Project budgets could be better adapted to the realities of the co-ordinating institutions. Potentially, co-ordination tandems to both reinforce the funding role of the partners and enhance joint learning on management, could be thought of.
- Third, the EU could consider a mix of small trust-building trilateral initiatives and larger triangular co-operation projects. The first could eventually be scaled up to larger projects, and the latter may result from scaling-up previous activities or existing co-operation experiences. There may be good value in continuing current projects with less financial support from the EU and more co-financing from partners to continue the exchange and maintain the learning networks.

Advantage 2 - methodological and reinforcing ownership: *To help partners understand better the dynamics, benefits and challenges of triangular co-operation, and how to better engage in this modality.*

- It would be desirable to work with current and future ADELANTE partners to find a minimum consensus on how to manage triangular co-operation jointly and effectively, facilitating everyone's contributions and active participation.

Advantage 3 - strategic: *To enhance the visibility of the ADELANTE projects in each partner institution and to identify and highlight the added value of each project under the ADELANTE Facility*.

- First, the EU could assess the possibility of extending the scope of ADELANTE to include extra-regional partners in Africa and Asia, to both export and import expertise in addressing development challenges.
- Second, partnering with non-state actors (e.g. civil society organisations, private sector, academia, philanthropy, or local and regional governments) was also highlighted as a good practice.
- Third, the EU could increase the visibility, transparency, learning and more strategic use of triangular co-operation. Indeed, the EU could aim to systematically spot successful trilateral components or activities within its larger programmes to assess their potential to be scaled up.

Along the six areas of possible value added identified in the Toolkit, the eight EU ADELANTE projects confirmed all of them in their questionnaire replies for this pilot exercise.

1. *Building ownership and trust*

All partners exerted ownership by contributing resources to the project and shared costs beyond the contributions of the European Union, which was a successful way of ensuring ownership and co-responsibility. Indeed, the level of comfort reached led to building up trust among the partners involved by administering each other's funds. This was facilitated by the fact that, in most cases, the partners had worked together in the past and, therefore, were familiar with project-related processes. Furthermore, this level of trust among partners allowed to create a safe space for joint innovation, exchange and implementation of new ideas.

2. *Promoting complementarity and increasing coordination in development co-operation*

In most ADELANTE projects, expertise was pooled from Latin America and the Caribbean before looking for complementary expertise from other regions. At the same time, some projects highlighted that partnering with civil society organisations from other regions brought additional expertise to the projects. The EU support was valued in all projects and was often considered as a catalyser to build on partners' complementarities, both on financial and managerial aspects. Flexible working methods were identified as good practice and the buy-in and ownership of the beneficiary partner assured that the development solutions were adapted to the reality and context of the beneficiary. Mechanisms of bilateral and multilateral co-operation, as well as with other stakeholders, were strengthened within the scope of the ADELANTE projects.

3. *Sharing knowledge and learning jointly*

Without exception, all projects reported that partners learned from each other. This shows ADELANTE's strong commitment for capacity development, including for institutions to take up the role as facilitator and provider of co-operation. Indeed, projects reported that, by engaging in this triangular exchange, the capacities of all partners were implicitly strengthened, including those of the European partner institutions in the projects.

4. *Co-creating solutions and flexibility*

The ADELANTE projects see great value added of co-operating among countries with similar conditions and challenges, providing fertile ground for co-creating solutions, which is reflected in the strong regional network character of the projects. Nevertheless, flexibility in terms of budgets and administrative adjustments has proven to be important to enable the co-creation of cost-effective, context-specific solutions throughout the project cycle. In addition, concerns regarding intellectual property rights were raised and addressed to ensure the continuous openness to co-create and exchange among the partners.

5. *Enhancing volume, scope and sustainability*

Additional in-kind and financial resources were mobilised by partners beyond the projects. Moreover, further projects reported that additional partners (e.g. civil society) and regional and global networks joined or were created during the project duration, which are very likely to continue beyond the termination. Although some projects envisioned working towards ensuring sustainability of results from the beginning, most of them had not introduced, yet, mechanisms to continue exchanging after the projects end.

6. *Achieving global and regional development goals through strengthened partnerships for sustainable development*

The Agenda 2030 is guiding all ADELANTE projects and they consciously discussed the alignment of their activities with specific SDGs. Furthermore, some of the projects where developed aligning global and regional strategies, contributing directly to regional development goals.

Concluding, the joint Toolkit pilot exercise was insightful and inspiring for all of the partners involved. It was conceived as an instrument for mutual learning which enriched the knowledge and expertise on triangular co-operation of both the EU and the OECD.

Introduction

> *"In comparison with other project experiences, we feel that the ADELANTE Programme has a greater impact because of the presence of EU representatives and EU experts, and the opportunities to meet with other project teams under the Programme, while benefitting from the support of a dedicated technical assistance team."*
>
> *Representative of the project Mirada Ciudadana*

The above quote shows that the diversity and plurality of perspectives, peer exchange, and inputs by all partners (including the facilitator) add value to trilateral projects, in comparison to bilateral or regional initiatives. Many practitioners and policy makers remember situations when they have asked or were asked to specify: "what is the value added of implementing this project in a triangular co-operation?" The EU-LAC Facility for Triangular Co-operation, ADELANTE, went out to systematically seek answers to this question by using the OECD's "Toolkit for identifying, monitoring and evaluating the value added of triangular co-operation".

The Toolkit was inspired by the observation that many countries and institutions choose to work trilaterally because they want to make use of the comparative advantages of the different partners involved, strengthen partnerships or scale-up proven solutions to development challenges. However, often, the partners involved do not incorporate this additional and significant value into the project design. As a result, projects are designed, monitored and evaluated from the perspective of development results and do not take into account the value or the importance of the partnership created, nor how synergies between the two have been created, if at all.

Besides its developmental and strategic objectives, establishing a partnership is at the heart of triangular co-operation, which is why this modality is relevant for achieving the SDGs. In triangular co-operation projects, development and partnership objectives are both relevant and, mutually reinforcing, with the partnerships created potentially lasting longer than the project itself and leading to the development of new triangular activities with the same partners (OECD, 2018[1]).

Against this background, and based on discussions in international meetings on triangular co-operation in Lisbon and the Global Partnership Initiative (GPI) on Effective Triangular Co-operation (GPI, 2019[2]), in the Toolkit, the OECD proposed six areas where triangular co-operation may add value, namely (OECD, 2018[1]):

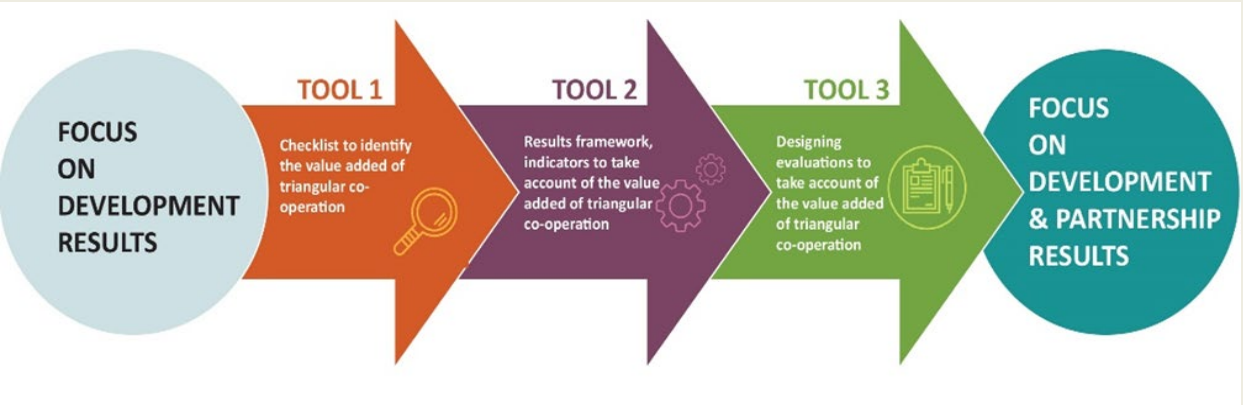
1. Building ownership and trust;
2. Promoting complementarity and increasing co-ordination in development co-operation;
3. Sharing knowledge and learning jointly;
4. Co-creating solutions and flexibility;
5. Enhancing the volume, scope and sustainability;
6. Achieving global and regional development goals through strengthened partnerships for sustainable development.

Box 1. Toolkit for identifying, monitoring and evaluating the value added of triangular co operation

To ensure that the twin objectives of partnership and development results are fully considered in a trilateral initiative, the Toolkit suggests three tools.

- Tool 1 - Identifying the value added of triangular co-operation: A checklist of six different areas where triangular co-operation may typically add value from a partnership perspective.
- Tool 2 - Formulating indicators to account for the value added of triangular co-operation: The value that triangular co-operation adds to the partners involved can be measured and monitored in the same way as in other development co-operation projects: by formulating objectives, creating indicators and measuring results. This calls for results frameworks that also account for partnership-specific results, besides the intended development results. Tool 2 provides guidance for developing such results chains and indicators.
- Tool 3 - Designing evaluations to take account of the value added of triangular co-operation: Tool 3 provides ideas for designing an evaluation that combines the DAC criteria for evaluation and South-South co-operation principles into evaluation matrices that can support gathering evidence on the value added of triangular co-operation.

Figure 1. Tools of the OECD Toolkit



Source: (OECD, 2018[1]). OECD Toolkit for identifying, monitoring and evaluating the value added of triangular co-operation.

For the EU, this Toolkit was interesting for its flagship programme on triangular co-operation – ADELANTE – which was launched in 2015 with a budget of EUR 10 063 365. The objective of the programme is to foster horizontal relations between Latin America and the Caribbean countries and of these with Europe, while encouraging the exchange of knowledge and taking advantage of the capacity of all of its partners to provide solutions aimed at the sustainable development of the region. The European Commission launched a call for proposals that resulted in the co-financing of 8 projects that involve 54 organisations from 18 LAC countries, in addition to several European institutions since 2016 (ADELANTE, 2019[3]).

In November 2018, representatives from ADELANTE and the OECD met and discussed the possibility of doing a joint exercise to work with the Toolkit. At that time, the EU was aiming to take stock of the eight ADELANTE projects as these are coming to a close and as the EU is considering to introduce changes in the programme design for a potential second phase. The conversations continued in early 2019 and ADELANTE decided to work with Tool 3 (evaluation questions) to assess the value added of working trilaterally systematically.

On 19 March 2019, representatives from the OECD presented the Toolkit during a workshop of all ADELANTE projects and held individual meetings with representatives of the projects at the margins of the Second High-level UN Conference on South-South Co-operation (BAPA +40). Following these conversations, the OECD designed a questionnaire along the evaluation questions of Tool 3, i.e. addressing all six areas where triangular co-operation may add value. Through the facilitation of the ADELANTE Technical Assistance team, the projects individually shared their replies from April to May 2019. On 18 June, OECD and the ADELANTE team held a short workshop at the margins of the European Development Days to clarify questions and to add background information. The questionnaire replies and the outcomes of these meetings and workshops are the main source of information for this report.

According to the ADELANTE team, working with the OECD Toolkit had three key advantages:

1. **Evaluative and learning:** To reflect on how the modality of triangular co-operation worked for the ADELANTE projects and to take these lessons learned for the design of a potential next phase of the facility;
2. **Methodological and reinforcing ownership:** To help partners understand better the dynamics, benefits and challenges of triangular co-operation, and how to better engage in this modality;
3. **Strategic:** To enhance the visibility of the ADELANTE projects in each partner institution and to identify and highlight the added value of each project under the ADELANTE Facility.

At the same time, for the OECD this pilot exercise was very valuable, as the experiences feed into revisions and updates of the Toolkit. Experiences of using the three tools are crucial to ensure that it responds to the needs of triangular co-operation initiatives. Furthermore, this joint pilot is conceived as an instrument for mutual learning which enriches the knowledge and expertise on triangular co-operation of both the EU and the OECD.

The findings of this exercise will be presented in four Chapters, as follows. Chapter 1 provides a brief overview of ADELANTE and embeds its key characteristics in a broader context of further 750 trilateral activities that are included in the OECD's online project repository (OECD, n.d.[4]). The EU was interested in this kind of comparison to understand where the ADELANTE projects range in an international comparison. This part of the report is not directly linked to the Toolkit, but is drawn from project information and OECD data.

Chapter 2 presents some overarching, broad impressions of the ADELANTE projects which arise from the Toolkit pilot but do not strictly fit in just one of the six areas of the Toolkit. The eight ADELANTE projects provided interesting information which allowed for a better insight into the success factors and governance structure of the facility and the individual projects.

In Chapter 3, following the structure of the OECD Toolkit (OECD, 2018[1]), the concrete aforementioned six areas where triangular co-operation may add value are discussed along the particular experiences of the eight ADELANTE projects. This Chapter is a pilot of Tool 3 of the Toolkit.

Some reflections from the authors and ideas for the way forward are provided in the final Chapter 4 of this report.

Chapter 1. ADELANTE – the EU Triangular Co-operation Facility to move the LAC region forward

This Chapter provides a brief overview of the ADELANTE Facility and its eight projects by embedding its key characteristics in a broader, global context along the following characteristics: sectors, budgets, durations and partners involved. This analytical exercise will set the scene for the subsequent qualitative analysis of the replies to the questionnaire provided by the ADELANTE projects in the context of the Toolkit's Tool 3.

Thanks to this technical analysis, Chapter 1 enhances the OECD's knowledge of existing triangular co-operation initiatives by closely studying one of the most prominent triangular facilities that are being currently implemented. For the EU, Chapter 1 allows to put in a global perspective the characteristics of one of its flagship initiatives.

ADELANTE at a glance

In 2015, the Directorate-General for International Co-operation and Development (DEVCO) of the European Commission launched the Regional Facility for International Co-operation and Partnership, renamed later as ADELANTE. The scope of the ADELANTE projects covers almost the whole LAC region, with 18 countries and 54 public and private organisations participating, and contributing to achieving the Sustainable Development Goals (SDGs) (see Figure 2) (ADELANTE, 2019[3]).

Figure 2. Overview of the eight ADELANTE projects

	DESCRIPTION	COORDINATING ENTITY	TOTAL BUDGET	BENEFICIARY COUNTRIES	DIRECT CONTRIBUTION TO THE 2030 AGENDA	COMPLEMENTARY CONTRIBUTION
Aporte a la Seguridad Alimentaria de la Población de Cuba	Increasing the availability of safe food of animal origin and raising levels of animal health in order to improve food security for the population of Cuba.	International Cooperation Agency for Development (AGCID) - Chile	1,089,633.45 €	Cuba	2	9, 12
DIALOGAS	Strengthening the effectiveness of programs aimed to overcome poverty and improve education, through the inclusion and evaluation of transversal and socio-emotional skills.	International Cooperation Agency for Development (AGCID) - Chile	635,580.00 €	Argentina, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Italy, Paraguay, Peru and Uruguay	10, 4	1, 8
EDEM Emprendimiento y Desarrollo Empresarial en Mesoamérica	Supporting entrepreneurs to develop and strengthen their business ideas and supporting small and medium enterprises to increase their capacity for innovation.	Presidential Agency for International Cooperation (APC) - Colombia	2,368,000.00 €	Belize, Colombia, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama and the Dominican Republic	1, 8	9, 17
EVALUA Instituciones con impacto social	Institutionalizing public policy evaluation to allow informed and effective decision-making and to contribute to a more equal and sustainable society.	International and Ibero-American Foundation for Administration and Public Policies (FIIAPP) - Spain	1,552,629.30 €	Colombia, Costa Rica, Ecuador, Paraguay, Peru and Uruguay	16	5, 10, 13, 17
Proyecto Regional Fortalecimiento de la Justicia Restaurativa	Applying alternative solutions to incarceration, promoting a more humane and equitable justice that provides opportunities to the most vulnerable populations.	Judicial Power - Costa Rica	1,029,182.60 €	Colombia, Costa Rica and Mexico	16, 5	1, 3, 10, 17
MiradaCiudadana Buena Gobernanza en Municipios de Mercosur	Strengthening institutional capacities and good governance in order to improve the efficiency of municipalities and thus achieving quality public policies focused on reducing inequality gaps.	Municipal Intendency of Cerro Largo - Uruguay	512,159.00 €	Argentina, Brazil, Chile, Paraguay and Uruguay	16, 11	4, 5, 8, 10
LATINOAMERICA Y EL CARIBE PROYECTO seda	Providing training, tools and appropriate technology for sericulture to support women and vulnerable populations develop a sustainable economic activity.	National Institute of Industrial Technology (INTI) - Argentina	2,283,805.00 €	Argentina, Brazil, Colombia, Cuba and Mexico	1, 12	1, 5, 13, 17
RED CALLE	Influencing public authorities and sensitizing civil society to the cause of the homeless by means of a more effective people care policy aimed at improving their living conditions.	Ministry of Social Development (MIDES) - Uruguay	592,376.61 €	Brazil, Chile, Colombia, Costa Rica, Italy, Paraguay and Uruguay	1, 10	2, 3, 11, 17

Source: Source: Information provided by ADELANTE in the context of the 2019 European Development Days.

Sectors

Triangular co-operation is a modality that supports in achieving all SDGs. When implementing and discussing the ADELANTE projects, they mapped to which SDGs the projects aim to contribute. As a result, the ADELANTE team found that the eight current projects mainly contribute to achieving nine Sustainable Development Goals and 27 of their targets (ADELANTE, 2019[3]). The main contribution is towards SDG 16 (Peace, Justice and Strong Institutions). There are also significant contributions to SDG 1 (No Poverty), SDG 10 (Reduced Inequalities), SDG 17 (Partnerships), and special attention to SDG 5 (Gender Equality)[1].

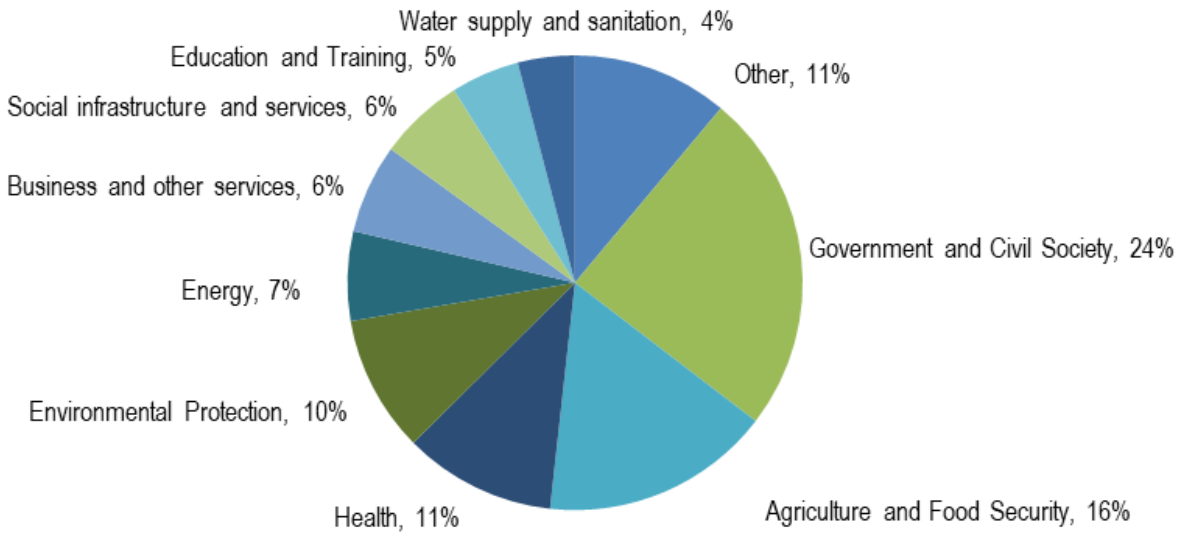
[1] Information available at ADELANTE website: http://www.adelante-i.eu/quienes-somos

The topics and sectors[2] include:

- Governance and civil society: three projects (Evalúa, Restorative Justice, Mirada Ciudadana)
- Business and other services: two projects (EDEM, SEDA)
- Agriculture and food security: one project (SA Cuba)
- Education: one project (Dialogas)
- Other social infrastructure and services: one project (Red Calle)

This is in line with what can be observed globally according to the OECD's triangular co-operation online project repository[3] (see Figure 3). Of the 758 projects in the OECD's online project repository, the main sectors were similar as in the ADELANTE projects, namely: government and civil society (24%), agriculture and food security (16%), health (11%), environmental protection (9.4%), and energy (7%). Interestingly, the majority of multiregional projects focus on agriculture and food security (24%), rather than government and civil society (17%) (GPI, 2019[2]).

Figure 3. Percentage of projects by sector globally, according to OECD's triangular co-operation online project repository



Source: Based on data voluntarily reported to the OECD since 2012, first published in (GPI, 2019[2]).Triangular Co-operation in the Era of the 2030 Agenda: Sharing evidence and stories from the field.

Budgets

ADELANTE budgets are often higher than the majority of global triangular co-operation projects. The budgets for the ADELANTE projects are relatively high - ranging from 512 159 EUR to 2,4 million EUR (ADELANTE, 2019[3]). ADELANTE projects are on average USD 1 419 204. In comparison, of the 577 projects that reported their budgets in the OECD's online project repository, 68% of the reported projects

[2] According to the classifications of the OECD Creditor Reporting System.

[3] OECD Triangular Co-operation Online Project Repository. Available at https://www.oecd.org/dac/dac-global-relations/triangular-co-operation-repository.htm

had a budget below USD 1 million, and 48% had a budget that was smaller than the ADELANTE project with the lowest budget – EUR 500 000 (GPI, 2019[2]) (see Table 1).

Table 1. Number of projects by budget in the OECD's triangular co-operation online project repository

Budgets	Number of projects	%
< USD 100 000	133	23%
Between USD 100 000 and 500 000	144	25%
Between USD 500 000 and 1 000 000	116	20%
Between USD 1 000 000 and 5 000 000	133	23%
Between USD 5 000 000 and 10 000 000	18	3%
> USD 10 000 000	33	6%
Total	577	100%

Note: No data was available for 181 of the 758 projects contained in the online repository.
Source: Based on data voluntarily reported to the OECD since 2012, first published in Triangular Co-operation in the Era of the 2030 Agenda: Sharing evidence and stories from the field (GPI, 2019[2]).

Durations

The duration of the ADELANTE projects is in line with the overall global trend. Confined by the duration of the ADELANTE umbrella programme, the eight projects have a duration between 2 and 4 years (35 months on average) (ADELANTE, 2019[3]). This average duration is the same for the projects reported to the OECD, where 49% have the same life span of between two and four years. Another 27.3% lasted less than two years, 21% lasted between five and ten years, while only 2% lasted more than ten years (GPI, 2019[2]) (see Table 2).

Table 2. Number of projects by duration in the OECD's triangular co-operation online project repository

Project duration	Number of projects	%
< 12 months	97	14.30%
Between 12 and 24 months	88	13%
Between 25 and 48 months	332	49%
Between 49 and 132 months	146	21.50%
> 132 months	15	2.20%
Total	678	100%

Note: No data was available for 80 projects of the 758 projects contained in the online repository.
Source: Based on data voluntarily reported to the OECD since 2012, first published in Triangular Co-operation in the Era of the 2030 Agenda: Sharing evidence and stories from the field (GPI, 2019[2]).

Partners involved

The ADELANTE projects show that triangular co-operation is multi-level and involves many types of actors. In line with the Agenda 2030, most ADELANTE projects have a strong network character with several state and non-state partners in different countries in the region, including chambers of commerce, universities and research institutes, co-operatives, civil society organisations, the private sector,

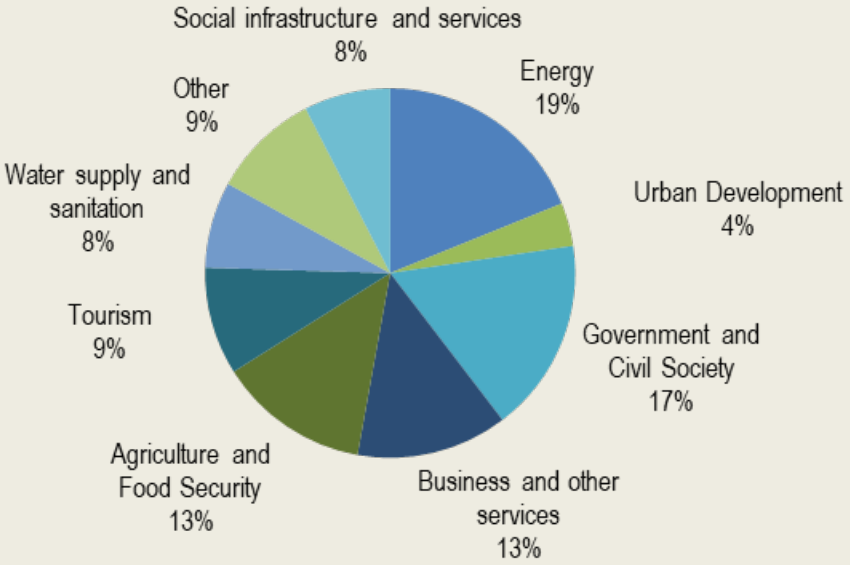
municipalities, ministries and others fostering and contributing to inclusive and diversified partnerships (ADELANTE, 2019[3]). This experience could be shared with other partners to incentivise similar approaches.

Box 2. Triangular co-operation is becoming increasingly multi-stakeholder

While governments and international organisations (IOs) are still the main actors in triangular co-operation, the engagement of non-state actors is on the rise. The 2030 Agenda signalled to non-state actors that their involvement in development co-operation is crucial for the fulfilment of the SDGs. Not only civil society organisations (CSOs), academia and the private sector, but also philanthropies, regional and local governments, are actively encouraged to contribute to triangular co-operation in order to mobilise further resources (expertise, finance, human resources) and to implement more effectively locally-driven projects. Almost 40% of the projects reported to the OECD are supported by partners beyond governments and IOs, with 17% of these involving CSOs and another 17% academia and research institutes, followed by the private sector (9%), philanthropic institutions (3%) and sub-national actors (3%). These non-state actors also work together on triangular projects: 13% of the projects implemented with non-state actors involve partners from two or more fields (be they civil society, academia, the private sector, philanthropy or sub-national actors). Of these, 21% are between civil society organisations and academia or research institutes, 21% are between CSOs and the private sector, and 22% are between the private sector and academia (GPI, 2019[2]). These engagements reflect the diversity of stakeholders in triangular co-operation, as well as the necessity to draw expertise from various fields for triangular projects to be more successful and effective.

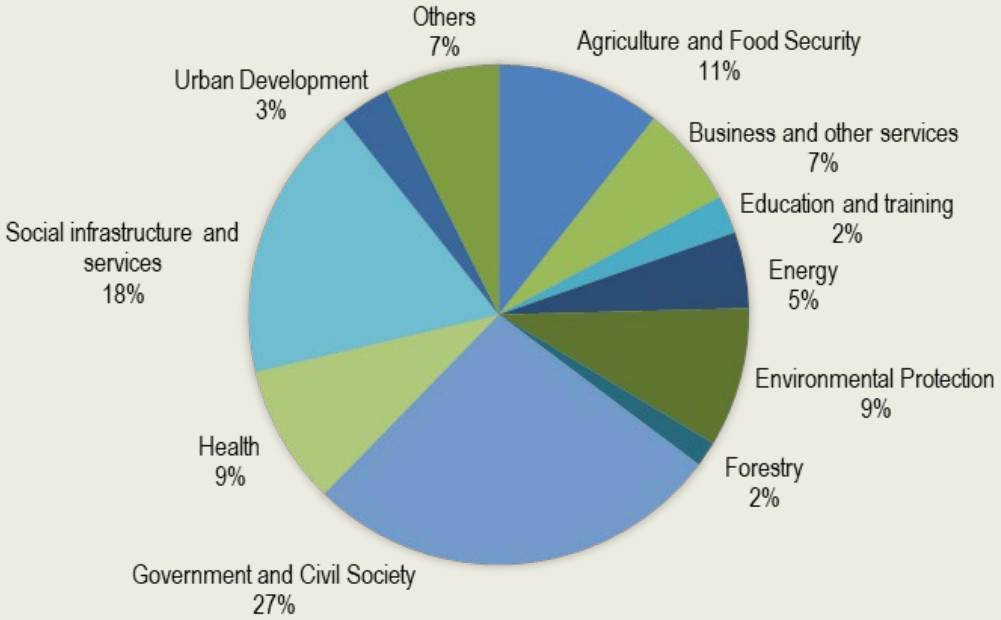
According to the triangular co-operation projects that have been reported to the OECD repository, both the private sector and CSOs make good use of their comparative advantages when engaging in trilateral partnerships. Comparing the sectors, the private sector is a natural partner in projects related to infrastructure development (see Figure 4), whereas CSOs often engage in projects related to governance issues and social infrastructure (see Figure 5).

Figure 4. Sectors in triangular co-operation projects which involve the private sector



Source: OECD Online Triangular Co-operation Project Repository (OECD, n.d.[4]). Available at http://www.oecd.org/dac/triangular-co-operation/triangular-co-operation-repository.htm

Figure 5. Sectors in triangular co-operation projects which involve civil society organisations



Source: OECD Online Triangular Co-operation Project Repository (OECD, n.d.[4]). Available at http://www.oecd.org/dac/triangular-co-operation/triangular-co-operation-repository.htm

This comparison of the ADELANTE projects with overall data from the OECD's online project repository showed that the ADELANTE projects range among those with higher budgets and an average duration. Given the relatively high budgets of the ADELANTE projects, a 50-50 cost sharing model would probably not be realistic. But to enhance ownership, ensure an efficient and effective use of the project resources, different models of joining resources from all partners could be scoped and thought of for the next ADELANTE generation. In terms of duration, it would be advisable to ensure sustainability, not least by assessing the possibility for ADELANTE projects to apply for several phases or more *ad hoc* support after the project ends (see Chapter 3). Similarly the ADELANTE projects share the same sectorial orientation as the majority of those projects in the OECD online project repository. Especially partners in the Latin America and Caribbean region exchange knowledge and experiences in the field of government and civil society. ADELANTE is living the trend of increasingly working with regional and local governments, as well as partners beyond national governments, namely CSOs and the private sector.

Chapter 2. Overarching impressions from the replies of the ADELANTE projects

This chapter gathers reflections on overarching, broad impressions of the ADELANTE projects that do not strictly fit in just one of the six areas of the Toolkit. Doing so, contributes to a deeper understanding of the projects and paves the way for the analysis of Tool 3, while at the same time sparking first ideas for a potential second phase of the facility.

Moving from a traditional approach to a contemporary understanding of triangular co-operation

ADELANTE has taken a specific path in starting as a facility supporting regional South-South Co-operation in Latin America and the Caribbean, which then took a more trilateral spin after the projects were selected through a call for proposals. This could be understood as the first stage in a transition from the traditional perspective to a contemporary approach of triangular co-operation.

Traditionally, in the international debate and within the UN system, triangular co-operation was understood as a DAC member or international organisation supporting (financially) South-South Co-operation. With the 2030 Agenda and a changing development co-operation landscape, many partners in triangular co-operation are opting for a broader concept (see Figure 6). Indeed, the New European Consensus on Development states that:

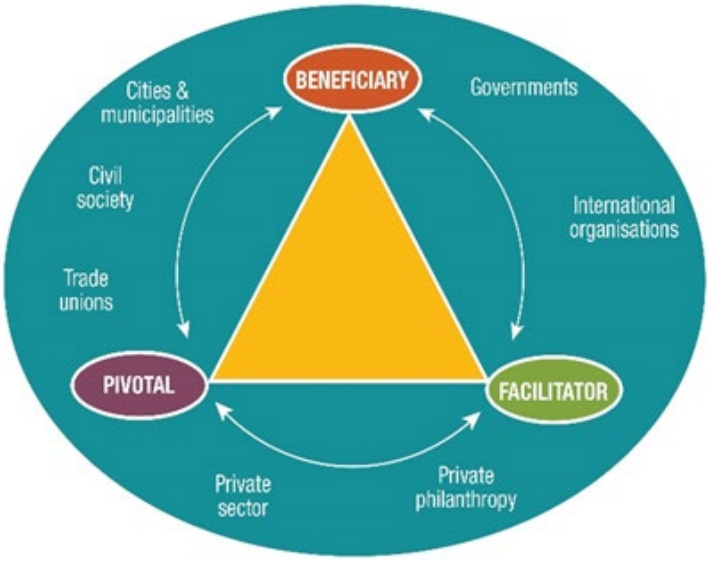
> *'The EU and its Member States will develop partnerships with more advanced developing countries in order to promote the implementation of the 2030 Agenda through […] the exchange of best practices, technical assistance and knowledge sharing. In addition, the EU and its Member States will work with these countries to promote South-South and triangular co-operation consistent with the development effectiveness principles'.*
>
> *The New European Consensus on Development (European Union, 2017[5])*

As such, a contemporary understanding of triangular co-operation is based on the assumption that three roles are needed (which may evolve throughout implementation) for an activity to be considered triangular (GPI, 2019[2]), namely:

- The **beneficiary partner** that requests support to tackle a specific development challenge.
- The **pivotal partner** that has relevant domestic experience of addressing the issue in a context similar to that of the beneficiary country and that shares its financial resources, knowledge and expertise.
- The **facilitating partner** that helps connect the partners, supporting the collaboration financially and technically.

Partners may include countries and international organisations as well as partners at the sub-national level, but also actors from civil society, private philanthropy, private sector and academia. Pivotal partners are usually other developing countries or institutions, or countries from the same region as the beneficiary country.

Figure 6. Three roles in triangular co-operation



Source: Visualisation based on discussions in the GPI and (GPI, 2019[2]) Triangular Co-operation in the Era of the 2030 Agenda: sharing evidence and stories from the field.

In the case of ADELANTE, most projects were initially planned and implemented in a way that the EU is supporting regional South-South co-operation, providing the majority of the funding (80%), but also attracting significant in-kind contributions (20%) from the project partners. Additionally, in-kind contributions in the form of hosting events, travel costs, expert exchanges, etc. are provided by all partners in the eight projects.

The EU perceived that all the projects under the facility responded at least to the abovementioned roles of facilitator, pivotal and beneficiary partner. Although the ADELANTE Programme did not start with a trilateral approach, there was interest and willingness to move into that direction.

ADELANTE shows vividly that roles may change throughout a trilateral collaboration – as most projects mention a role change throughout the project – with everyone sharing knowledge and everyone learning at the same time. In some projects, the traditional understanding of triangular co-operation changed into one in which all the institutions had been both pivotal and beneficiary partners simultaneously, generating a significant learning ground. Notably, this happened in projects with a strong 'network' format (e.g. Dialogas, Red Calle or Mirada Ciudadana). It is noteworthy to mention that a more contemporary approach to triangular co-operation also took place when the pivotal partner was receptive to the contributions of the beneficiary (e.g. EDEM and SEDA). It seems that those projects that have fewer partners (e.g. SA Cuba) have a stronger EU involvement. In the projects with many LAC partners the EU's added value also lies in facilitating the participation of other European partners (e.g. IILA) as well as providing funding. All projects value the work and contributions of the technical assistance team of the EU.

Governance structure and co-ordination of the ADELANTE projects

The ADELANTE projects have a specific governance structure with a pivotal partner that serves as co-ordinating the project and administering its results, one or several beneficiary partners who at the same time share their knowledge and expertise, and the EU as facilitating the co-operation (by providing financial support and sharing knowledge and experience from diverse European experts) not least through its technical assistance team. This adds another layer of co-ordination to the usual structure with three roles/types of beneficiary, facilitator and pivotal partners. Furthermore, some projects have established an additional steering committee as the co-ordinating institution took up the role of second facilitator (EVALÚA) or smaller sub-projects (SEDA), which proved useful for the specific approach of these projects.

Overall, the structure is similar to the EU's usual way of doing regional co-operation through consortia of institutions from EU member states within the model of delegated co-operation (e.g. EDEM see Figure 8 or SA Cuba see Figure 9). A difference is that European institutions are experienced with administering and managing the large EU funds, whereas this posed a challenge to some of the partners in the ADELANTE projects who were doing this job for the first time. For instance, in the case of SA Cuba the Chilean agency for the first time had to procure equipment, which is usually not foreseen within its operations. According to Chilean data, the annual budget of the Chilean Agency for International Development Co-operation is USD 4 million (OECD, 2019[6]) . The EU funds for SA Cuba and DIALOGAS roughly total USD 1.8 million – almost one half of the agency's annual budget for all of its South-South and parts of its triangular co-operation. It is likely that challenges arise in this situation. It may be advisable to re-think this extra layer of co-ordination to a co-funding model of the EU and the pivotal partner(s) funding components of the triangular project. Also, an option could be co-ordination tandems between different co-ordinating institutions.

Regarding the EU – with DEVCO as the facilitating partner - it started with supporting the eight projects on a more *ad hoc* basis, moving towards a stronger, continuous support role of the technical assistance team[4] and in the recent year also a stronger role for representatives from DEVCO. This evolution can probably be best explained by learning on the spot about the way of working in triangular co-operation and concrete demand from the partner countries. The LAC region is very experienced with different models of triangular co-operation and thus, institutional learning for providers may happen, where this openness exists.

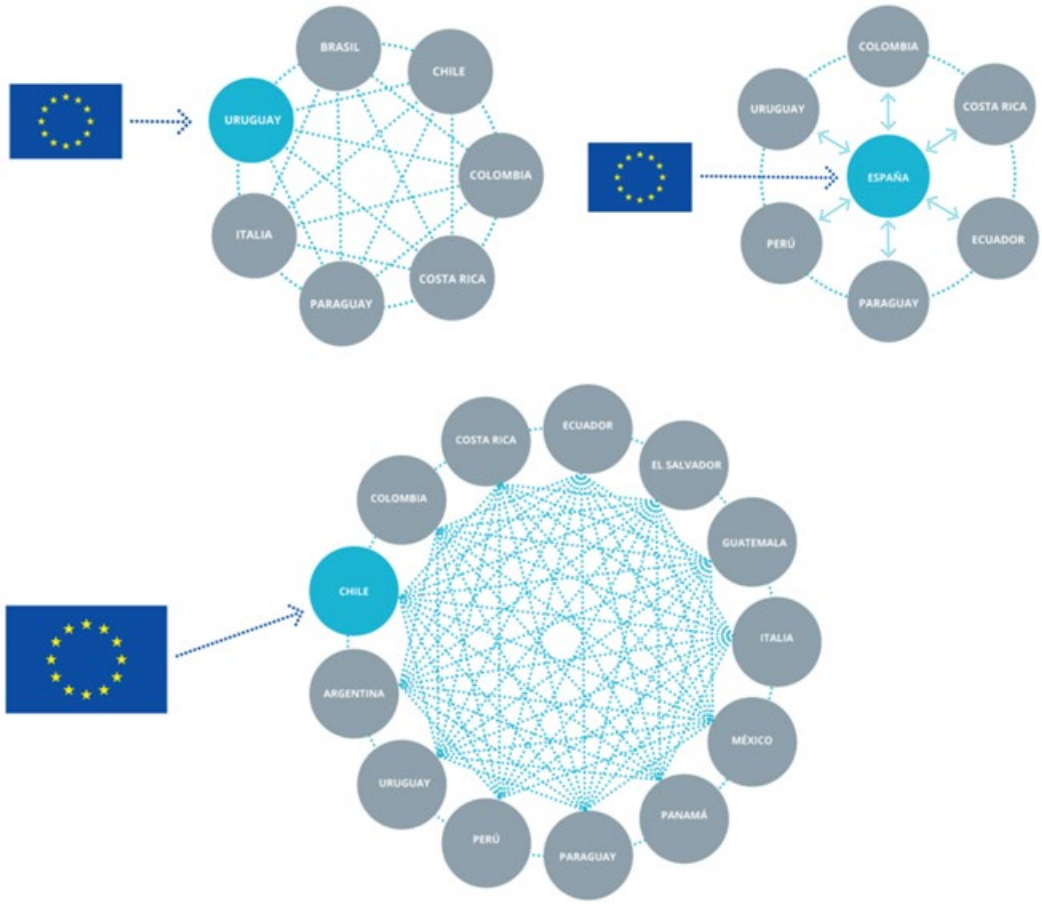
In some cases the respondents specifically suggested including European technical experts, i.e. asking for a stronger role of the facilitator, in the next phase or round of projects, responding to the value added of complementary expertise in triangular co-operation (see Chapter 3). All projects value the work and contributions of the technical assistance team of the EU. It is noteworthy to mention that, when extra-regional partners are involved, the projects specifically value their contributions (e.g. Italian and Spanish institutions involved in DIALOGAS, SEDA, EVALÚA). In the case of EVALÚA, the fact that FIIAP has the capacity to manage EU delegated co-operation gives them a distinct role as project co-ordinator. The structure of the ADELANTE projects varies, which reflects the diversity of triangular partnerships and the flexibility to adapt to particular specificities and requirements. Three main types of structures can be identified in ADELANTE projects:

- **A dense network structure:** In Dialogas, Red Calle and EVALÚA, all partners are internally connected and exchange experiences and knowledge. Only the pivotal partner is directly linked with the EU. In this kind of network structure, all partners learn and provide knowledge at the same time, with roles changing continuously throughout the project life (see Figure 7).

[4] A team of three consultants: team lead, expert for project management and communication expert.

Figure 7. Dense network structure

Red Calle (left), Evalua (right) and Dialogas (bottom)

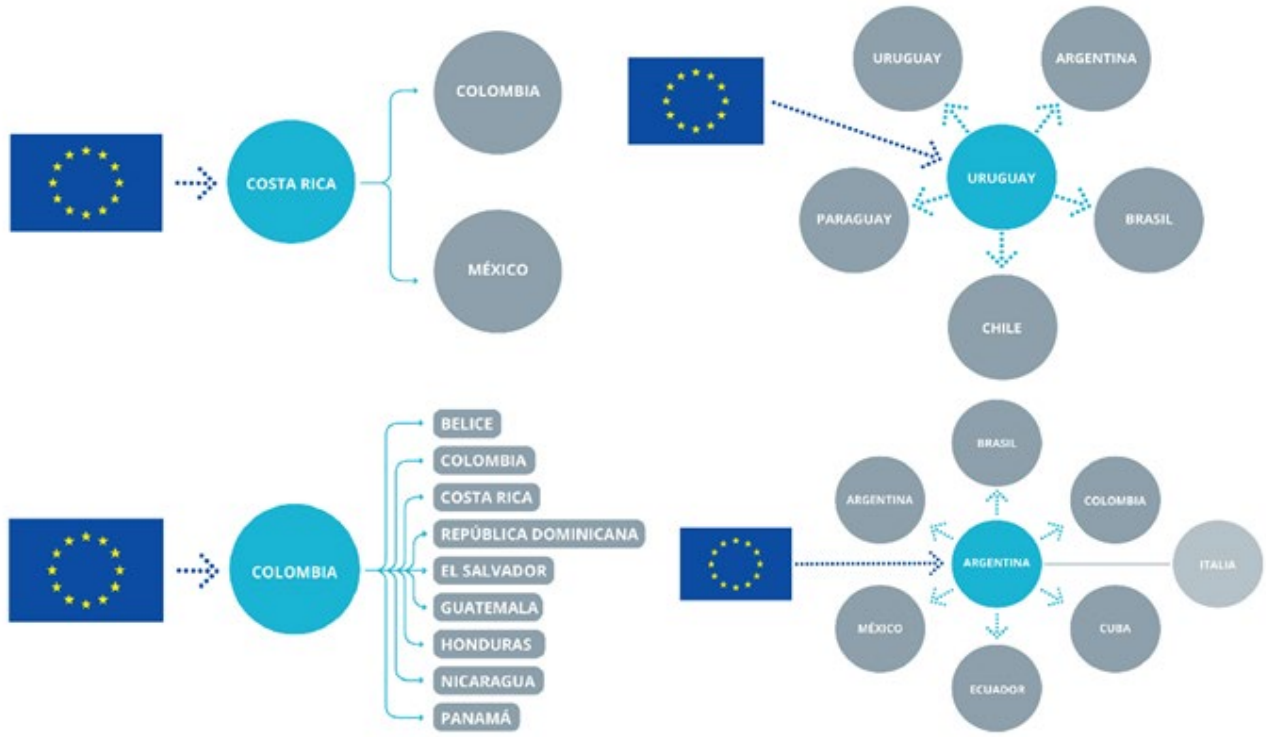


Source: Visuals provided by ADELANTE in the context of the 2019 European Development Days.

- **A network centred on the pivotal partner:** In Restorative Justice, Mirada Ciudadana and EDEM, the pivotal partner takes a key role by linking the EU with the other partners, which are otherwise not connected. Consequently, all networks depend on the pivotal partner, and exchange flows among beneficiaries may appear less fluid (see Figure 8). The project network in SEDA is similar with the exception of a second pivotal – in this case the experience of Italy is introduced in the system through the pivotal partner (Argentina) and, subsequently, transferred to the partners.

Figure 8. Network centred on the pivotal partner

Restorative Justice (top-left), Mirada Ciudadana (top-right), EDEM (bottom-right) and SEDA (bottom-left)



Source: Graphics provided by ADELANTE in the context of the 2019 European Development Days..!!>

- **Traditional triangular co-operation structure:** SA Cuba illustrates the most traditional triangular co-operation approach of having a facilitator – pivotal – beneficiary, although the project evolved towards a more contemporary understanding of triangular co-operation throughout its implementation (see Figure 9).

Figure 9. Traditional triangular co-operation structure

SA Cuba

Source: Graphics provided by ADELANTE in the context of the 2019 European Development Days.

Success factors: political will, scaling-up previous bilateral and regional co-operation, linking triangular co-operation initiatives to regional EU programmes and fostering exchange

Research and discussions at BAPA +40 are showing that political will at the highest possible level is a success factor for triangular co-operation projects (IsDB and UNOSSC, 2019[7]). Examples of including South-South and triangular co-operation in the Constitution of a country, national law and policies are Egypt, Indonesia, Mexico and Morocco. These countries have been engaging actively in triangular co-operation initiatives, based on strong political support. On the project level, high-level commitment may also be sought after project initiation and it may grow throughout the project life span. In terms of political support and backing among the ADELANTE partner country governments, there is an interesting comparison between Dialogas and Red Calle: Dialogas reported challenges throughout the development of the project because the project's topic was not on the political agenda of its partners, whereas Red Calle was receiving strong political support from the highest levels of the partners involved. Both projects achieved good outcomes, but the paths were different due to varying political backing.

Except for SA Cuba, all of the projects were based on previous bilateral co-operation:

- Either within the scope of other EU regional programmes:
  - EUROsociAL: Dialogas, EVALÚA, Red Calle - the project itself results from a joint learning experience through a former North-South and triangular co-operation project; or
  - Restorative Justice: in addition to previous collaboration in EUROsociAL, co-operation within further bilateral projects with other providers of development co-operation existed.
- Within the scope of previous bilateral South-South, North-South and regional co-operation:
  - EDEM: collaboration under the regional SICA framework and work at the ministerial level;
  - Mirada Ciudadana: the different municipalities already knew each other and worked together occasionally, this collaboration was formalised (and funded) through ADELANTE;
  - SEDA: previous collaboration in the Latin American Network of Silk and a Cyted-project (Ibero-American Program of Science and Technology for Development) about natural fibres.

Project partners mentioned previous co-operation as a success factor and highlighted that triangular co-operation allowed to better harness the benefits of partnering with the EU, unlike the regional approach. The EU considers that the primary outcome of the transition from the bilateral/regional approach to triangular co-operation was the improvement of learning processes and knowledge sharing. Indeed, all projects confirmed that pivotal partners recognised the potential of the beneficiaries to substantially contribute their knowledge to the benefit of all other partners.

The links with other EU regional programmes were regarded as success factors. In fact, some projects organised joint events and workshops, or received financial contributions for work that was done within the thematic areas of these programmes. ADELANTE projects only involve partners from LAC and from the questionnaire replies, it is evident that there is great value in the regional exchange due to similar conditions and a shared language.

However, innovative ideas might also come from other regions and this would promote exposure to different ways of working and approaching the project topics. In this regard, the EU reported that they have received internal requests, as well as from partner countries to think about extending the scope of ADELANTE beyond the LAC region. Although the current instrument is restricted to allocate funds to Latin America, the EU is assessing the possibility of including partners from other regions in the future through a new instrument for the next Multiannual Financial Framework (2021-2027). This would potentially

facilitate exchange among different EU regional projects and enhance inter-regional trilateral exchange. Many countries in LAC already work with African and Asian partners with good results which could be further leveraged within the scope of a second phase of ADELANTE.

Chapter 3. Piloting Tool 3: Analysis of the ADELANTE replies along the six areas of the value added of triangular co-operation

In line with Tool 3 of the OECD Toolkit, Chapter 3 provides information on the six areas where triangular co-operation may add value based on the particular experiences of the eight ADELANTE projects. For the OECD, Chapter 3 represents a high-valued pilot exercise that brings first-hand feedback on Tool 3, leveraging the knowledge on this instrument to both feed into revisions and updates of the Toolkit and ensure that it responds to the needs of triangular co-operation activities.

All eight EU ADELANTE projects show high satisfaction in the way that the partners work together, trust each other, own the project, make use of their complementary strengths, learn and co-create jointly, work to ensure sustainability of the networks and results, think about involving partners beyond governments and aim to achieve global goals, such as the Sustainable Development Goals. The exercise of using the OECD Toolkit for identifying, monitoring and evaluating the value added of triangular co-operation (OECD, 2018[1]) triggered a more systematic discussion of what it means to be part of a triangular co-operation, the adaptations that are needed to make the most out of this co-operation, the need to systematise learning experiences, and which value added it brings for the development and partnership results. Chapter 3 is based on the ADELANTE projects replies to the Toolkit questionnaire, workshops and conversations in Buenos Aires (March 2019) and Brussels (June 2019) as well as follow-up communication with DEVCO and the Technical Assistance Team.

Building ownership and trust

All ADELANTE projects felt that every partner was valued, listened to by the other partners, could influence the project processes and that everyone contributed to the projects. Partners are co-responsible for the project success and over time, they learned to adjust their institutional requirements. **All partners exerted ownership by contributing resources to the project and shared costs beyond the contributions of the European Union, which was a successful way of ensuring ownership and co-responsibility**. It is noteworthy to mention that, at times, each entity was directly responsible for managing its own funds and contributions, which also boosted ownership. Furthermore, the responsibility of hosting events, workshops and seminars changed throughout the project duration, which led to a rotating responsibility for logistical and content preparations of project events. At the same time, it enabled a broader range of colleagues and local stakeholders, who would otherwise not be able to travel to the project meetings, to

better understand the reality of the project. In addition, this rotation of events allowed partners to better understand the reality and context of their peers, which also fostered trust.

A level of comfort was reached leading to build up trust among the partners involved by administering each other's funds, which is also due to the specific governance structure of a co-ordinating institution that received the EU funds and administered them on behalf of the other partners. At times, each entity is responsible for managing its own funds and contributions. Red Calle mentioned that transferring funds to different institutions was not included in the project agreement, so that there were no institutional mechanisms in place to allow for this. In fact, no project reported trust issues in regards to funds administrated by the partners. All partners contribute in kind (roughly 20% of the project budgets).

This level of comfort and trust was facilitated by the fact that **partners, in most cases, had been already involved in implementing projects and formulating ideas and objectives together in the past and, therefore, were familiar with project-related processes** (see Chapter 2). Also, strengths and weaknesses of each partner were known beforehand in some cases or came out during the project life, so that the projects could be adapted accordingly and at times continue the working methodologies from former partnerships, like in Mirada Ciudadana. This project valued the possibility for representatives from sub-national governments to participate in trilateral development co-operation projects with the facilitation and funding of the EU. The different municipalities had been meeting and exchanging prior to the project, but funding to institutionalise and think co-operation differently and with new partners was lacking before.

EVALÚA highlighted that **triangular co-operation projects can create a safe and trusting space for joint innovation, exchange and implementation of new ideas.** EVALÚA produces confidential results and has created a mechanism where it is compulsory to consult the other partner institutions before taking any decisions regarding the project. Through the horizontal exchange and the project management structure that EVALÚA chose, the participating institutions are strengthened by maintaining their own dynamics and values. On a more technical level, in the case of SEDA, the project required introducing legal measures related to intellectual property rights to boost trust and encourage an open exchange of knowledge.

In SA Cuba, partners mentioned that they learned to adjust to the respective institutional requirements throughout the implementation of the project. Often learning about the different administrative rhythms (e.g. reporting cycles or fiscal years) and requirements (e.g. procurement) is an underrated achievement in triangular co-operation. For instance, in a different case in South Africa, the United States Agency for International Development observed that projects were implemented smoother, once an understanding for the other partners' institutional constraints and opportunities was established. This process requires continuous open communication among all partners[5].

Nevertheless, technical, administrative and communication challenges can appear, affecting project progress, trust as well as active, timely contributions by all partners. For instance, partners reported in SA Cuba that they learned to adjust to the respective institutional and administrative requirements throughout the implementation of the project. Regarding communicational challenges, in Mirada Ciudadana, the exchange with experts that were able to speak the local language was appreciated, fostering comfort, trust and a feeling of being understood, also culturally. Overall, the ADELANTE team reported that communicating in the same language impacted trust greatly.

[5] Insights shared during a phone interview with USAID representatives on 29 May 2019.

Promoting complementarity and increasing co-ordination in development co-operation

All projects reported that partners brought complementary strengths, such as specific expertise, technology, networks, etc. The **EU support was very valued in all projects, often considered as a catalyser to build on partners' complementarities, both in financial and in terms of learning from project management experiences.** For instance, the technical support and monitoring by the EU was key for Restorative Justice. A crucial success factor for making use of complementarities, is a horizontal exchange which, in the case of this project, led to more creative and innovative outcomes than in other forms of co-operation.

In most cases**, expertise was pooled from LAC first, before looking for experts from other regions**. This practice has proven to be successful, not least to strengthen Latin American networks. However, some projects mentioned that inputs and different experiences from Europe or elsewhere would have been an interesting addition to the projects, increasing the diversity of perspectives, which was generally perceived to be a value added of triangular co-operation.

Projects also reported on the **access to a diversity of perspectives in triangular co-operation projects**. In Mirada Ciudadana, the combination of international, national and local experts was crucial to build on synergies and complementarities. In the same line, EDEM reported that the participation of all institutions involved in the projects was essential for the development of the project, although such a diversity of institutions can be challenging when having an inclusive dialogue.

In the case of EVALÚA, mixed teams from Latin America and Europe jointly conducted some of the project activities and conducted evaluations which were enriched by the different perspectives. This diverse composition of evaluation teams was fundamental to realise the strengths and detect the own institution's weaknesses as well as those of partner institutions. In this project, the cost-benefit ratio was much higher if mixed teams and local experts could provide the necessary expertise jointly, in comparison to filling knowledge gaps only with international experts.

Similarly, in Red Calle, **partnering with civil society organisations from other regions brought additional expertise to the project**. However, Red Calle also described these relations as quite complex and not without challenges, as the topic of people living on the street is sensitive and loaded with social tensions in all countries. Even countries with high levels of development in LAC and Europe have not managed to find satisfactory solutions. In this sense, it is also difficult to move away from the traditional view of North-South co-operation, which continue to influence practices in this field, leading to discrepancies in the level of expectations. Red Calle observed that in some cases the beneficiary partners were expecting different types of support from the project experts, in the form of "knowledge and recipes" to design policies. The approach that Red Calle took, was to facilitate meetings and horizontal exchanges among representatives of the public administrations, civil society, and academia in each partner country. This was at the same time the strategic approach of the project, the methodology and a contribution to joint and co-ordinated work. The project aimed to work as catalyser to form and make use of national networks – rather than providing ready-made solutions.

For this round of ADELANTE projects, the call for proposals only allowed governments to apply and each co-ordinating institution needed a government waiver and approval before the application was approved[6]. **Besides the additional knowledge, networks and expertise of non-state actors, they may also help to ensure project continuity and stability although external factors,** e.g. in times of elections and

[6] According to the Guidelines for grant applicants to the Regional Facility for International Cooperation and Partnership of the European Commission (European Commission, 2016[9]).

government changes or other external influences. Several projects reported an impact on the projects, once one or more governments changed - challenging the planned development of the project. During those times, partners beyond governments can continue the project work, while government partners may need to wait for new instructions or staff to be assigned. This issue was also raised by many triangular co-operation projects around the globe. In comparison to bilateral co-operation it was often noted, that trilateral activities are not impacted as much, due to the role of the third (or more) partner(s).

Depending on the partner countries' context, **flexible working methods were identified as good practices by the ADELANTE team**. For instance, in the case of SA Cuba, virtual communication was challenging, so that missions and activities in partner countries were essential to better harness partners' complementarities. This project is the only one with a clear beneficiary, Cuba. However, in other projects where Cuba was involved (e.g. SEDA) roles changed more fluidly and everyone provided and benefited (see Chapter 2).

Partners co-ordinate their activities, leading to greater coherence of development approaches and harmonisation of South-South and North-South co-operation. The ADELANTE projects reported that **co-ordination took place at all levels**: political level (between the EU Commission and government representatives), project co-ordination level (e.g. between the EU and the partner agency) and implementation level (e.g. between technical partners). Projects also reported that **some of these partnerships built on existing bilateral networks from the diverse partners involved and the additional funding and support from the EU enabled to increase the span of the network and to bring in new expertise.** For instance, in SEDA, agreements, the use of ITC and the creation of a group helped in the institutionalisation of the network. In fact, INTI, the co-ordinating institution in the SEDA project, launched another call for proposals for small projects and activities to be supported through the project. These are specifically targeted at small producers of silk and co-operatives, thus including the private sector and CSOs with a view to reaching the smallest production and sales entity for silk in LAC. SEDA project members strongly advocated for reaching consensual decisions among all partners.

Similarly, in Restorative Justice, the validation by the **beneficiary appears as a guarantee to assure that the development solution is adapted to the reality and context of the beneficiary**. Thus, these projects have built in mechanisms to continuously ensure the ownership and buy-in of all partners.

Mechanisms of bilateral and multilateral co-operation, as well as with other stakeholders, were strengthened within the scope of the ADELANTE projects. In EVALÚA, this was facilitated by the fact that the co-ordinating institution was recognised by the EU as eligible entity to manage delegated co-operation. In fact FIIAP is the only European co-ordinating institution, which potentially slightly changes the trilateral nature of this project, as the governance structure resembles EU delegated co-operation.

It was highlighted that **the ADELANTE 'umbrella' programme allows for better identifying links and organise exchanges with other EU programmes and projects, fostering exchange and mutual learning among different projects**. In fact, in some projects, in-kind contributions from larger EU regional programmes contributed to the project activities, where opportunities for synergies between the project and the larger EU programme. Furthermore, respondents also recognised the added value of those 'umbrella programmes' because they allowed to articulate with diverse and regional programmes (e.g. EDEM).

Sharing knowledge and learning jointly

Knowledge was shared among the partners involved in all projects. To do so, some projects reported that they built on existing regional structures or previous bilateral experiences (both South-South and North-South Co-operation). In others, it is noteworthy to mention that - like in EVALÚA - partners identified

a shared value; in this case 'institutional discretion' to foster trust and knowledge sharing about methodologies, internal weaknesses, as well as political and sensitive projects. In others, such as SEDA, agreements regarding intellectual property rights were signed to allow an open exchange of knowledge and a trustful relationship among the partners (see above).

Without exception, all projects reported that partners learned from each other. Concrete examples of results of joint learning processes were identified by most projects (see Box 3).

Box 3. Examples of results of a joint learning process in ADELANTE projects

Quotes by the ADELANTE partners

'The Red Calle project is, by itself, the result of a joint learning process that combines former partners' experiences in North-South co-operation and triangular co-operation' – Red Calle

'One of the most valuable experiences of the project was the exchange of technological and scientific knowledge' – SEDA

'The most valuable joint learning process was to know more about the social and economic context in the partner countries, which allowed to surpass challenges and advance in the creation of entrepreneurship and business development enablers. For instance, El Salvador created the conditions to emerge local entrepreneurship despite the challenge of violent gangs; Honduras managed to create a network of entrepreneurs thanks to the chambers of commerce; or, Nicaragua improved the situation of entrepreneurs in times of political instability. In other words, the best result was to be aware that, although different levels of economic development, all partners had positive experiences to share'- EDEM

'The evaluation on gender equality in Costa Rica which we realised for MIDEPLAN benefitted from the lessons learned and direct feedback from the Colombian partners of the Department for National Planning (DNP)[…] The evaluations that we financed in Peru, Uruguay and Ecuador on the fight again gender-based violence are demonstrating the potential to learn jointly and improve the quality of public policies. […] Overall, the most valuable experience has been to find solutions to common problems […] demonstrating that it is constructive to learn from the partners' solutions' – EVALÚA

'For the implementation of the Interagency Binding Protocol of the State of Mexico, the project counted with the support of judiciary staff from Colombia and Costa Rica. The experience of Costa Rica allowed to design a roadmap for the implementation of the Protocol, and Colombia's knowledge allowed to organise the activities hierarchically. As a result, although it was not anticipated, an action plan was produced, which increased the project's added value' – Restorative Justice

'The Municipality of Peñalolén has innovation workshops, where it transfers solutions and shares experiences on entrepreneurship, with a special focus on women's entrepreneurship. For the development of a participative management initiative in Candiota, the mayor learnt from Peñalolén's experience. Furthermore, the Municipality of Cerro Largo learned from the experience of San Isidro's experience on youth programmes' – Mirada Ciudadana.

'The most valuable experience was to create a shared understanding of the common problems, which allowed to find better solutions jointly' – Dialogas

> ‘[through the project] both the Cuban Ministry of Agriculture and the Chilean Agency for International Cooperation and Development, with the support of the European Union, acquired experience in the co-ordination and implementation of triangular co-operation projects’ – SA Cuba
>
> Source: Information provided by the ADELANTE partners when answering the questions of Tool 3 of the “Toolkit for identifying, monitoring and evaluating the value added of triangular co-operation”.

In Red Calle, the method of a peer learning process has proven to be very useful to stimulate an environment of learning jointly and openly sharing experiences, challenges and weaknesses.

The ADELANTE projects show strong commitment for capacity development, including for institutions to take up the role as facilitator and provider of co-operation. Projects reported that **by engaging in this trilateral exchange, the capacities of all partners were implicitly strengthened, including those of the Northern partners**. For example, experiences from LAC were useful for European partners in Red Calle, where the issue of people on the street is a challenge throughout Europe, and good practices in LAC inspired changes in Italy. The same happened in Dialogas regarding transversal and socioeconomic competencies. In SEDA, the Italian partner learned about silk production in LAC and is adapting its ways of working based on this learning experience.

Furthermore, the specific case of the Chilean Agency for International Development Co-operation (AGCID) is interesting. AGCID co-ordinates two of the eight ADELANTE projects and is engaging in a learning process about identifying and mobilising domestic expertise on the project topics. Thus, another level of co-ordination in Chile is added to the project structure and this process contributed to strengthening AGCID’s role and capacities in the Chilean co-operation system. Through the specific project structures, all coordinating institutions increased their management capacities by managing the ADELANTE projects. However, administering and managing the relatively large project funds that the EU provided, was challenging for some of the institutions.

Co-creating solutions and flexibility

The ADELANTE projects see great value added of co-operating among countries with similar conditions and challenges, providing good basis and fertile ground for co-creating new solutions. Practical solutions to development challenges took into account experiences from different actors in the ADELANTE projects. Like this, solutions that were fragmented before the project activities could be brought together. **All projects have a strong regional network character:** rather than developing solutions to the same problem in every country, they make use of the possibility to exchange on them through regional platforms and networks (e.g. SEDA or EDEM).

The case of Dialogas illustrates well how solutions are co-created by all partners. In the questionnaire replies, the project acknowledged that the partners involved did not have the specific technical expertise to respond to the current challenges on the topic and, therefore, all experts (both national and international) jointly looked for new, common solutions.

EDEM also mentioned interesting experiences in working with private, state and regional partners to co-create solutions. The process of co-creating solutions is both a means and an end of the project, in which countries select some of the socialised tools and, afterwards, implement those that have a higher possibility of success.

Flexibility in terms of budget and administrative adjustments has proven to be important, like in SA Cuba, were procurement of equipment turned out to be more complex than expected. Restorative Justice highlighted the openness and flexibility of the facilitator to adapt to evolving contexts in order to efficiently introduce adjustments and redefinition of roles, when needed.

The openness to co-create solutions may generally be impacted by concerns related to intellectual property rights (IPR), which is why the Toolkit assesses the issue of IPR in this section. However, the replies of the projects showed a strong link with trust issues. Others replied here that due to the nature of the projects there were no concerns regarding IPR (e.g. Mirada Ciudadana). According to EDEM and Red Calle, intellectual property rights still need a deeper discussion among participants to reach a common agreement on the topic.

Enhancing volume, scope and sustainability

Additional in-kind and financial resources were mobilised by partners beyond the projects. Indeed, the actual value of the projects was often much higher than the official costs because each partner provided in-kind contributions (hosting events, travel costs, experts, etc.) or because some unplanned, in-depth knowledge was required for the development of the project, asking for the inclusion of external experts. Some projects reported challenges in the quantification of these costs due to their variable nature and/or the context of the country, like in SA Cuba. At the same time, SA Cuba is the only ADELANTE project which procured technological equipment – the other projects are based on sharing knowledge and experiences among the partners.

For example, Restorative Justice can draw on human resources from different instances of the Judiciary in Costa Rica to contract different actors in the project activities. Furthermore, a high-level commission is in charge of monitoring at the institutional level of the project implementation. Human resources of the Planning Department as well as the technological resources for monitoring and follow-up are also available, as this project belongs to the portfolio of institutional projects.

EVALÚA quantified the additional resources that external partners brought in as EUR 50 000 from EUROCLIMA for a workshop on monitoring and evaluating climate policies, as well as a workshop on the gender quality policy of Costa Rica together with EUROsociAL (EUR 10 000) and Bridging the Gap (EUR 20 000). EVALÚA tackles a cross-cutting issue for various other regional programmes, so that synergies could be found. This exchange was facilitated by the co-ordinating institution, FIIAP, which is at the same time part of the consortia implementing these other EU programmes. In EDEM, the project estimates that in-kind contributions from experts of seven additional Colombian institutions may amount to up to EUR 250 000.

At the same time, EVALÚA extended the project network beyond its members to involve institutions from the region with a good reputation and consolidated trajectory in the area of evaluating public policies (e.g. CONEVAL in Mexico, DIPRES in Chile and the Ministry of Planning in Brazil). The Inter-American Development Bank and the Development Bank of Latin America (CAF) were included as further regional partners with financial and political weight in the region.

Further projects reported that additional partners and networks joined the project. For instance, **civil society** played a key role in Restorative Justice, in which the social component of the project required a close collaboration with civil society organisations in all phases of the project implementation. Similarly, civil society emerged as a central actor in SEDA, where research institutions, academia, co-operatives and social organisations scaled up resources and boosted the visibility and prestige of the project. For SEDA and EDEM it is important to work with the private sector, as the project results need to be owned by the relevant partners and training courses need to be adapted to their specific needs. For Mirada Ciudadana,

because of its focus on working with local governments, communication and exchange with all relevant actors in the field, both multi-stakeholder and multi-level, is essential and there are several interesting experiences in this regard.

Furthermore, **scaling-up from regional to global networks**, based on the experiences in the ADELANTE programme is being discussed in Red Calle, showing the value of triangular projects on enhancing the volume and scope of development co-operation projects. Already, additional partners include global campaigns, such as "A place to call Home" and has close ties to European and US associations (European Federation of National Organisations working with the Homeless and the Institute of Global Homelessness).

In some cases, working towards ensuring sustainability of results was envisioned from the beginning, like in Mirada Ciudadana, while only seen to be important for the last phase of the project by others. Mirada Ciudadana foresees agreements to assure the sustainability and follow-up of the project, and SEDA highlighted the need of reaching an agreement among the partners to assure a single monitoring mechanism for the follow-up process after the implementation, which could be supported by follow-up missions, like in SA Cuba. EDEM relies on the networks that will be created and strengthened throughout the project, while Mirada Ciudadana aims to count with second-level institutions to assure continued co-operation. Lastly, SA Cuba scopes the possibility of evolving direct communication with partners into new projects in the medium term.

Restorative Justice will be replicating the different designs of training activities which are happening with the three partnering Judicial Powers partners, as well as the instruments in place which allows continuity of the work developed over the years of the project.

At the time of completing the questionnaire, most of the projects had not introduced, yet, the definitive mechanisms to continue exchanging after the termination of the project. Nevertheless, some have already started to root project activities into national and regional structures with a view to strengthening sustainability and continuity once the programme ends (EDEM). This strongly depends on how well the relationships are developed among partners throughout the implementation of the project:

> *"The relationships between partners are created and strengthened, and they will continue to develop independently of the project as long as there is a mutual interest in sharing experiences; the technological platforms as well as the website of Restorative Justice of each of the partnering Judicial Powers contribute to this."– Restorative Justice.*
>
> *"The technicians […] have developed professional relationships in constant and direct basis" – SA Cuba.*
>
> *"The best sustainability strategy is including the project outcomes in the respective national policies and systems" – EVALÚA*

In others, the continuity of the exchange will depend on the agencies' willingness to continue supporting the dialogue mechanisms (Mirada Ciudadana).

Most projects build on existing networks or have established regional networks for exchange. These are very likely to continue beyond the project duration, although in some cases they were not scoped during the design but suggested later on during the implementation of the project (Restorative Justice). Potentially, the EU could support with small funds for a second phase or certain follow-up activities. Involving CSOs, academia and the private sector in project sustainability strategies may contribute to the project outcomes being co-owned by all partners and reaching local communities. Furthermore, online platforms and webpages with project results/products are also a way to contribute to strengthening sustainability.

Achieving global and regional development goals through strengthened partnerships for sustainable development

The Agenda 2030 is guiding all ADELANTE projects and they consciously discussed the alignment of their activities with the SDGs (see Figure 2 for an overview). Mirada Ciudadana mentioned that today all project partners are sensitised to work towards enhancing the visibility of their contributions to the SDGs, without adding an extra burden to the project work. In Restorative Justice, the project has indicators to measure the impact of mainstreamed SDG targets (e.g. indicators on gender), as well as indicators broadly regarding institutional and community accountability. For EVALÚA, some challenges appeared regarding reporting the contributions towards achieving the SDGs due to lack of knowledge/instruments on how to measure those contributions. Partners in the SEDA project acknowledged that each country has set specific priorities which feed into the design of the common overarching project objectives.

Furthermore, **some of the projects where developed within the framework of alignments between global and regional strategies and contribute directly to regional development goals.** For instance, SICA Emprende is the background for the EDEM project which aims at strengthening competitiveness in the region. The Mesoamerican countries have jointly developed a regional strategy for business development and entrepreneurship and are in the process of implementing it, not least through the Centre for the Promotion of Micro and Small Enterprises (CENPROMYPE). Exchanges and discussions in the project help in finding a regional consensus which then has larger political implications[7]. At the same time, the EDEM project observed that at the level of the recipient institutions, the alignment to regional and global goals is not as clear as from a project co-ordination perspective.

All projects presented their results at global or regional events and engaged in networks and discussions, which were facilitated through the ADELANTE umbrella programme. ADELANTE actively participated in the Second High-level UN Conference on South-South Co-operation (BAPA +40) and presented its experience at further regional and international events. Beyond that, some of the projects kept the discussions at technical level, avoiding direct involvement in discussing potential discrepancies in official political positions (e.g. EVALÚA).

The ADELANTE questionnaire replies have shown that all six areas of the Toolkit are important and relevant. The links with regional and global development strategies may not always be as evident to all project partners, but the strong alignment to the 2030 Agenda and the SDGs is proof of the importance of this aspect. Concrete examples of the results of joint learning processes were mentioned by the ADELANTE projects and they valued the innovative results of co-creating joint solutions. Ownership by all partners was high and triangular co-operation seems to especially foster trust by creating a safe space for discussion, exchange and experimenting. The ADELANTE projects were remarkably aware of the partners' strengths and weaknesses and could therefore make good use of the complementary expertise.

[7] The Vice Ministers responsible for business development in the Mesoamerican region are members of the board of CENPROMYPE, so that there are direct links back to the policy-making process.

Chapter 4. Reflections and ideas for the way forward

This joint EU-OECD exercise to pilot the "Toolkit for identifying, monitoring and evaluating the value added of triangular co-operation" was very insightful, enriching and inspiring for all partners involved (see Box 4). Some of these reflections may feed into the ADELANTE projects that are still ongoing, others may be useful for new projects. Summarising the main findings from this pilot exercise, seven main messages and recommendations emerge along the three areas of the benefits of this exercise (evaluative and learning; methodological and reinforcing ownership; and, strategic).

Evaluative and learning

I) Start new ADELANTE projects from the beginning with a clear triangular co-operation mind set, processes, project cycle, and EU support structure

Engaging in this Toolkit pilot exercise turned out to be of an additional value in sensitising the ADELANTE projects for a triangular co-operation mind set and way of working. It would be useful for future projects to already start the whole project cycle from the call for proposals, project identification, selection, implementation and eventually monitoring and evaluation in this spirit. During the current phase, ADELANTE has moved from an initial approach of supporting South-South co-operation, to a triangular perspective thanks to the impulse given by the EU. Therefore, the eight projects were not very concrete at the beginning in how to engage in the triangular partnership. At the same time, it would respond to the demand of the current projects, to identify a more active role of the EU (including the technical assistance team). Ideally the role of the EU extends beyond simple support to becoming a full and active member of the partnership. This could be mirrored already in the design of the next call for proposals, for instance by assessing how the technical assistance team might support, e.g. through training courses – potentially also joining forces with other EU members states. Based on the experiences of the current ADELANTE projects, in the future, it would be important to ensure that all partners - representatives from governments, CSOs, private sector, academia, regional and local governments – are involved from the beginning and own the project design. This ownership and collaboration could also be reflected in the administration of project funds, which may require assessing the possibility for different project partners to receive funding, not only one co-ordinating institution.

Furthermore, the first generation of ADELANTE could be given the opportunity to participate in ADELANTE meetings of the new projects to share their experiences, challenges and lessons learned of working in triangular co-operation. This will benefit the new projects that could exchange ideas, clarify doubts and get recommendations from the first generation of ADELANTE. This will contribute to reduce risks and to design effective triangular co-operation projects.

II) Better adapt the ADELANTE project budgets to the realities and constraints of the co-ordinating institutions and potentially think about co-ordination tandems.

In comparison to other triangular co-operation projects worldwide, the ADELANTE projects have relatively high budgets and a governance structure that puts much responsibility on the co-ordinating pivotal partner to distribute and disburse these funds to achieve the project results. Many institutions in Latin America and the Caribbean are not used to managing such large funds, as their way of engaging in South-South and triangular co-operation is mainly through in-kind contributions (e.g. sending experts, organising events, etc.). While this may strengthen the capacities of the co-ordinating institution, it may be challenging for some of these institutions to bear the sole responsibility. This calls for more clarity in the objectives of the EU: is providing the full budget to one co-ordinating institution aimed at strengthening the capacities of that institution? Or is it linked to the EU's regulations and project management requirements? If the latter is the case, it might be useful to consider a different approach for triangular co-operation projects.

Possibly, the EU could think about co-ordinating tandems among different pivotal partners or among a LAC and a European institution. This would at the same time, reinforce an active role of partners in funding the projects, and enhance joint learning about different ways of managing projects.

When it comes to larger project expenses and procuring equipment or technology, it may be useful to allow for a certain flexibility and to assess which partner in the trilateral initiative may be best placed to do so.

III) Consider a mix of small trust-building trilateral initiatives and larger triangular co-operation projects.

Most ADELANTE projects had an important common starting point: many project partners knew each other, had previously worked together and jointly submitted the proposal to the EU to support or institutionalise the collaboration. Ownership and trust were very high in all of the ADELANTE projects, but this may not always be the case in the future. Therefore, the EU could consider a mix of different project types and activities:

- Projects with low budgets and short durations could be supported to build trust through collaborating and jointly achieving first project results. The possibility to scale up successful partnerships and projects should be given.
- Projects in the medium budget range with a primary focus on e.g. technical exchange, workshops, seminars, short-term expert dispatch.
- Larger projects which may result from scaling-up previous activities or which are based on existing co-operation experiences and which may incorporate "hardware" elements, such as procuring equipment, construction, etc.
- Furthermore, besides scaling-up and building on the EU national and regional programmes, links with broader development co-operation initiatives in the partner countries of a triangular co-operation could be scoped, so that the EU/ADELANTE contribution is linked well to the overall co-operation ecosystem leading to a systemic impact.

For the existing ADELANTE projects, it will be important to continue the exchange and maintain networks beyond the project duration. If projects are considering to apply for a second phase, the pros and cons should be carefully assessed in the selection of future projects. There may be good value in continuing current projects with less financial support from the EU and more co-financing from the partners. The current model of engaging in larger projects, almost exclusively funded by the EU could be re-assessed to remain flexible.

Methodological and reinforcing ownership

IV) Work with current and future ADELANTE partners to find a minimum consensus of how to do triangular co-operation jointly and effectively, e.g. by referring to the PIFCSS Guidelines, other manuals and toolkits (including the OECD).

This joint EU-OECD Toolkit exercise has shown that it is beneficial for all partners to be aware of the challenges and opportunities of working in triangular co-operation from day 1 of the project. This sensitisation comes hand-in-hand with the acknowledgement of the facilitating partner (the EU in this case) that all partners have different administrative requirements and guidelines for project management. To facilitate everyone's contributions and active participation in the process, the new ADELANTE projects could work on finding a minimum common denominator of how to jointly manage triangular co-operation projects. The "Management Guidelines for Implementing Triangular Co-operation" by the Programme for the Strengthening of South-South Co-operation (PIFCSS) of the Ibero-American General Secretariat (PIFCSS, 2015[8]) may be a good starting point for this discussion.

To better grasp the value added of triangular co-operation in the new ADELANTE projects, indicators and ideas from the OECD Toolkit could also be included in the project design. For instance, the German Regional Fund for Triangular Co-operation in LAC attached the Toolkit to its templates for project proposals and makes it obligatory to include indicators from the Toolkit in the project design. Furthermore, the EU could expand the use of the Toolkit to other regions, triangular co-operation programmes and projects, as well as other partnership oriented modalities (e.g. multi-stakeholder partnerships).

This process may call for a stronger role of the technical assistance team, as the EU's guidelines and reporting requirements would still need to be met for internal purposes. However, this extra administrative burden should be kept at a minimum to allow the partners to focus on delivering the project results.

Box 4. The value of the joint EU-OECD pilot exercise of the Toolkit

This peer learning exercise among the OECD and the EU was mutually beneficially. The OECD took valuable lessons on working with the toolkit and learned about the importance of consciously designing projects with a triangular co-operation mind set. Based on this and future pilots of the Toolkit, it will be revised and adapted to best fit the demands of triangular co-operation projects and programmes. First impressions point to some evaluation questions producing slight redundancies (e.g. complementarity and co-creation, or the issue of intellectual property rights as a trust issue and a concern when co-creating solutions).

In the view of the EU ADELANTE team, the Toolkit has allowed recognising the strategic value and adequate, context-dependent, use of the triangular co-operation logic which is well illustrated in the six areas of the value added of triangular co-operation. At the same time, engaging in this exercise raised more awareness among the project partners about the modality and its value. Due to ADELANTE's specific path from supporting regional South-South co-operation to triangular co-operation, many (technical) partners were not familiar with what it means to be working trilaterally. Therefore, this pilot exercise had both an evaluative and a reflective character.

Furthermore, by making use of the OECD Toolkit, the ADELANTE team observed that the projects were interested in:

- Knowing more about triangular co-operation and how to apply this modality;

- Understanding if they were using the Toolkit correctly, as well as if there was room for improvement in its implementation;
- Identifying and disseminating the added value of the correct application.

Strategic

V) Assess possibilities of extending the scope of ADELANTE to include extra-regional partners in Africa, Asia and the countries in the European Union's neighbourhood.

The EU has many regional projects with components of triangular co-operation throughout the world. ADELANTE is the EU's flagship triangular co-operation facility and as such well positioned in LAC. An exchange among ADELANTE and EU regional programmes in LAC is already happening and its scope could be extended to other regions. Indeed, interesting experiences to tackle a certain issue may be found in Africa or Asia or vice versa, LAC may be able to offer expertise to these regions in addressing their development challenges. Furthermore, trilateral programmes with countries in the European Union's neighbourhood could be of mutual interest. Therefore, an openness to exchange and to engage with other regions will be mutually beneficial.

VI) Encourage partnerships with non-state actors, such as civil society organisations, private sector, academia, philanthropy, or partners from local and regional governments.

All of the ADELANTE projects recognise the value of partnering with non-state actors and partners from local and regional governments. According to the questionnaire replies, non-state actors play the roles of partners contributing:

- Specific expertise and networks;
- As trainers for seminars or beneficiaries of training from triangular co-operation projects;
- As facilitators in de-centralised triangular co-operation, linking public and private partners at different levels of governance;
- As voice from the ground, informing project implementation and embedding the as project results among the beneficiaries of the projects;
- As continuous partners in the triangular co-operation projects, e.g. during times of elections or government changes, when the engagement of partners from the governments may be restricted.

Based on these good experiences, the EU could systematically seek to include non-state actors and/or partners from local and regional governments in the call for proposals for new projects or where appropriate within the project life cycle.

VII) Increase visibility, transparency, learning, and more strategic use of the modality of triangular co-operation in the EU.

The EU could benefit from mapping its triangular co-operation activities – be they single projects, part of an umbrella programme or components of larger EU programmes and projects – to learn from its current practices and use the modality more strategically and effectively in the future.

Moreover, the EU could aim to systematically spot successful trilateral components or activities within its larger programmes to assess their potential to be scaled up. Triangular co-operation is growing and likely to become a more important and 'normal' way of delivering development co-operation for the future. The

EU as one of the largest providers of development co-operation could share its expertise and lessons learned and could be at the forefront of thinking trilaterally.

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Annex A. Overview of the ADELANTE projects

Table A 0.1. Mirada Ciudadana, Red Calle and SEDA projects

Project title:	Mirada Ciudadana	Red Calle	SEDA
Countries/ IOs:	Uruguay (Intendencia de Cerro Largo); Chile (Municipality of Peñalolén); Chile (Municipality of Los Andes); Argentina (Municipality of San Isidro); Brazil (Municipality of Aceguá); Brazil (Municipality of Candiota); Paraguay (Municipality of Presidente Franco); Paraguay (Municipality of San Bernardino); European Union	Uruguay, Costa Rica, Brazil, Chile, Paraguay, Colombia, Italy, European Union	Argentina, Mexico, Cuba, Brazil, European Union
Objective:	To improve the governance and implementation of quality public policies that reduce the gaps of existing inequalities in the region.	To strengthen the national public policies of the countries involved by sharing and refining tools; to promote exchanges, co-operation and dissemination of innovations in order to improve the living conditions of people in street situation.	To explore ways of developing a sericulture in Latin America and the Caribbean.
Description of activities related to the case story topic:	With local governments as beneficiary, pivotal and facilitating partners, this innovative project has embraced the principles of the 2030 Agenda as the blueprint that guides all activities. SDGs 5, 10, 11 and 16 may be the most evident goals related to this project, but all 17 goals are indivisibly embedded in the project's actions, with a universal approach regardless of the development levels of the partners. The project has engaged in a process of localising the goals in order to track progress on each one of the countries involved and has ensured that there is relevant representation from all segments of society, for which CSOs are a fundamental part of all actions. It also follows the principle of multi-stakeholder partnerships through the involvement of not only local governments and a multilateral organisation such as the European Union, but also the private sector, central government and academia.	To strengthen a network of public institutions that deal with people in the street, while promoting a dynamic that allows the identification and systematisation of good practices for further analysis and incorporation into each of the partners' processes.	Through a combination of unique technical expertise ranging from biologists and agronomists to engineers and textile experts, encompassing all stages of the silk value chain, the project co-creates targeted solutions for local producers and artisans in the region.
Budget:	EUR 512 159	EUR 592 376	EUR 2 283 805
Project period:	1 January 2017 – 30 June 2019 (30 months)	1 April 2017 – 31 October 2019 (31 months)	2017-2020 (48 months)

Table A 0.2. SA Cuba, DIALOGAS and EDEM projects

Project title:	SA Cuba	DIALOGAS	EDEM
Countries/ IOs:	Chile, Cuba, European Union	Argentina, Chile, Colombia, Costa Rica, El Salvador, European Union, Paraguay, Peru, Uruguay	Colombia, Honduras, Nicaragua, Guatemala, Dominican Republic, Costa Rica, Centro Regional de Promoción de la MIPYME – CENPROMYPE, European Union
Objective:	Increasing the availability of safe food of animal origin and raising levels of animal health in order to improve food security for the population of Cuba.	To strengthen the effectiveness of programs for overcoming poverty and improving education at the regional level, through the improvement of the ability to assess and develop transversal and socio-emotional competences (CTS) of people in vulnerable situations.	To contribute to the reduction of poverty and inequalities through the development and / or improvement of policies, strategies and tools for entrepreneurship and innovation, as well as to strengthen the capacities of the Chambers of Commerce in their attention to micro, small and medium enterprises, in search of greater competitiveness.
Description of activities related to the case story topic:	The project aims to increase food security, both in quantitative and qualitative terms, in Cuba. To do so, the project will increase the availability of safe food of animal origin and will raise levels of animal health. In addition, the project also aims to train professionals in food security and animal health. Furthermore, the availability and technological updating of equipment, as well as the necessary infrastructure for the management of the National Laboratory for Food Hygiene will be improved.	A spin-off from a previous development co-operation initiative financed by the European Commission, this project has managed to insert the concept of transversal and socio-emotional competences in the agendas of many public institutions in the region. Through a number of regional meetings and the formalisation of a co-ordination mechanism called MESACTS, the project has served as a catalyst for the inclusion of several new countries both as members of the project and the co-ordination mechanism, enhancing the initial volume and scope. Project beneficiaries have gone up from 7 initial partners to a total of 24 institutions between partners, associates and members of MESACTS. By becoming part of the project and the MESACTS, member institutions have acquired serious commitment towards the sustainability of the actions carried out during the project and thus continuing to work on incorporating evaluations and education programs related to transversal and socio-emotional competences beyond the implementation period of the project.	Specific actions are being implemented in co-ordination between this project and another EU funded regional project implemented by CENPROMYPE (ADESEP), thus scaling up resources and identifying complementarities between two development co-operation initiatives.
Budget:	EUR 1 089 633	EUR 635 580	EUR 2 368 000
Project period:	1 February 2017 – 31 January 2020 (36 months)	1 January 2017 – 1 May 2019 (28 months)	24 November 2016 - 23 November 2019 (36 months)

Table A 0.3. EVALUA and Strengthening Restorative Justice

Project title:	EVALÚA	Strengthening Restorative Justice
Countries/ IOs:	Spain, Colombia, Peru, Paraguay, Costa Rica, Uruguay, Ecuador, European Union	Costa Rica, Colombia, Mexico, European Union
Objective:	To share experiences in evaluation generated in the field of public institutions in Latin America and perform technical assistance with peer support to make this tool an institutionalised practice in their respective countries, and thus improve learning and informed decision-making in the scope of projects, programs and public policies.	To strengthen Restorative Justice in adult and juvenile criminal matters, with greater emphasis on the attention of vulnerable populations.
Description of activities related to the case story topic:	This project's innovative approach to achieving its set objectives revolves around a learning-by-doing methodology where all partners get involved in the evaluation of specific public policies while learning in the process, providing feedback and incorporating the results in the improvement of newer versions of these policies. This approach allows for resource optimisation and sustainability of the actions while the evaluations are jointly performed by both external consultants and government officials, who will later replicate the exercises in their respective institutions. The project has also created a knowledge management strategy with a significant repository of documents available to the general public, delivering not only enhanced capacities but also tangible assets.	The project partners have engaged in a number of interdisciplinary activities aimed at learning about their best practices in order to adapt and incorporate them to their respective procedures and legislations related to Restorative Justice. They have also learned from third-party successful initiatives, such as specific experiences of the cities of Turin and Palermo on juvenile restorative justice. All project partners travelled to Italy and later engaged in a series of internal meetings to build trust and take ownership of the project results. Several guidelines have been drafted in all three project countries to help systematise the process of Restorative Justice.
Budget:	EUR 1 552 629	EUR 1 029 182
Project period:	16 January 2017 – 15 January 2020 (36 months)	1 February 2017 – 31 December 2019 (35 months)

Annex B. Questionnaire for the ADELANTE projects to assess the value added of triangular co-operation by using elements of the "Toolkit for identifying, monitoring and evaluating the value added of triangular co-operation"

Background

The strong emphasis of the Sustainable Development Goals (SDGs) on partnerships – with Goal 17 dedicated to global partnerships – calls for greater consideration of how and when partnerships are most effective in delivering a development impact. Besides its developmental and strategic objectives, establishing a partnership is at the heart of triangular co-operation, which is why this modality is relevant for achieving the SDGs. The "Toolkit for identifying, monitoring and evaluating the value added of triangular co-operation" offers ideas for policy makers, practitioners and evaluators to better capture the value added of triangular co-operation. In triangular co-operation projects, development and partnership objectives are both relevant and, typically, mutually reinforcing, with the partnerships created potentially lasting longer than the project itself and leading to the development of new triangular activities with the same partners.

This questionnaire is designed for the Facility of EU-LAC Triangular Co-operation (ADELANTE) to assess the value added of the partnerships that were created. It is based on Tool 3, but also draws on inputs of the other two Tools of the OECD Toolkit. Six areas of how trilateral partnerships add value were identified in the Toolkit. These are:

1. Building ownership and trust;
2. Promoting complementarity and increasing co-ordination in development co-operation;
3. Sharing knowledge and learning jointly;
4. Co-creating solutions and flexibility;
5. Enhancing the volume, scope and sustainability; and
6. Achieving global and regional development goals through strengthened partnerships for sustainable development.

You are invited to share your experiences and views by replying to the questions that are aimed to assess these six areas.

Ownership and trust

Ownership and trust seem like concepts and processes that are difficult to assess, as they inherently depend on the perceptions of the partners involved. Therefore, this set of questions approaches the concepts by addressing different aspects of ownership and trust, including:

- Shared responsibility: All partners take responsibility for the project management and implementation.
- Resources: Ownership is exerted by all partners involved, e.g. by contributing resources to the project. Partners may join funds and delegate the administration to one partner.

Please share your personal perceptions when replying to the questions below and, where possible, provide an example to illustrate your views.

Table A 0.1. Ownership and trust

Value added of triangular partnership	Evaluation questions
Ownership is increased and trust is established between the partners involved.	How do the different partners influence the project process? What role do the partners have in the partnership and why do they play this role? Which role did the others play?
	How do the different partners work together in the triangular co-operation? Is there an understanding of the obstacles and shortcomings among the partners? Do they feel their contributions are valued?
	Why would you/would you not administer funds of others in the triangular co-operation project?
	How do the partners administer (joint) funds of the project? Why were certain funding/budget structures created?

Complementarity and increasing co-ordination in development co-operation

Partners in triangular co-operation projects ideally make best use of the complementary strengths that each partner brings into the collaboration, such as specific expertise or access to technology. By having access to a diversity of perspectives, ideas and experiences, new solutions can be created, in line with the national development goals and strategies of the beneficiary partner(s). Moreover, local experts from pivotal countries often have experiences that are more adapted to the local and regional conditions than international experts, enhancing complementarity even more.

Table A 0.2. Complementarity and increasing co-ordination in development co-operation

Value added of triangular partnership	Questions
Partners make use of complementary strengths to achieve development results.	How can the relation between the partners' different expertise and technologies be described? Which expertise has been brought in by which partner?
	How interested are the partners to learn about the expertise/technology of the other partners? Do they critically reflect their own expertise/technology?
	How can the relation of local and international experts be assessed? In comparison to other project experiences, were there any differences in terms of complementarity and cost-benefit?

Sharing knowledge and learning jointly

By bringing together different partners and types of knowledge, all partners continuously learn from each other throughout the project lifespan. They share knowledge and practical solutions that take advantage of the similarities in national contexts and of the best that South-South and North-South co-operation has to offer. Triangular co-operation can be a learning by doing, leading to capacity development, also in areas of managing development co-operation projects. At the same time, it is useful to include conscious elements of knowledge sharing in trilateral initiatives.

Table A 0.3. Sharing knowledge and learning jointly

Value added of the triangular partnership	Questions
Partners share knowledge, learn jointly and continue exchanging experiences after the project ends.	How do the partners share their experiences among each other? Are they also ready to share products that are still work in progress – why/why not? Are they listening to others and do they feel listened to when brainstorming?
	Could the partners describe a process where the result of a joint learning exercise was applied in a triangular co-operation project?
	How do the partners discuss continuing the exchange after the project ends? Will the partners continue sharing knowledge and experiences?
	Looking back, what was the most valuable experience for each partner in learning from the others?

Co-creating solutions and flexibility

For partners to successfully co-create joint solutions in triangular co-operation, a first step is to arrive at the same understanding of the development challenge at hand. When assessing the challenge and possible measures to address it, all partners (including the beneficiary) make use of their specific knowledge and expertise. Like this, solutions that were fragmented before are brought together, which in an ideal case leads to innovative, cost-effective, flexible and context-specific solutions to development challenges.

Table A 0.4. Co-creating solutions and flexibility

Value added of triangular partnership	Questions
Partners co-create solutions to development challenges that are innovative, affordable, flexible and context-specific.	How was the development challenge/the issue that the triangular co-operation addresses discussed among partners? Which changes took place over time?
	Which expertise did the partners have before working in the project? What triggered the idea to bring different solutions together and co-create, based on this expertise?
	How did the partners ensure a good balance between openness to co-create, flexibility and internal concerns, such as intellectual property rights?

Enhancing volume, scope and sustainability

Triangular co-operation can mobilise partners, in-kind resources and funding, thus increasing the volume and scope of development co-operation projects. It can also be an entry point for scaling-up bilateral projects, or be integrated into larger development co-operation programmes where a component of the programme may be implemented trilaterally. Thinking about possibilities for scaling-up and ensuring sustainability beyond the project duration ideally happens from the beginning of the project onwards. One way could be to encourage different types of stakeholders to participate and effectively engage in triangular co-operation projects, including the private sector, academia, civil society, private philanthropy, parliaments, regional and local governments.

Table A 0.5. Enhancing volume, scope and sustainability

Value added of triangular partnership	Questions
Partners mobilise additional resources, networks and institutions to enhance the volume, scope and sustainability of triangular co-operation projects.	What additional resources were mobilised beyond what was planned for the triangular co-operation project? What would be the approximate/estimated monetary value of these additional resources?
	Why did the partners decide to work with external partners (e.g. NGOs, research institutions, private sector, etc.) while the project was still running?
	How do the additional partnerships bring an innovative element to the triangular co-operation?
	Could the partners name examples of follow-up activities that were designed and implemented up to X months after the project was completed? If yes, how many?
	Could the partners name examples of continued co-operation beyond the project duration? How were the networks, platforms or individual exchanges institutionalised after the project ended?

Achieving global and regional development goals through strengthened partnerships for sustainable development

By working closely in trilateral initiatives, partners build trust and learn about the others' views, national goals and international strategies. They develop a better understanding for aims and constraints of all the partners involved and arrive at discussing instruments, tools and overarching principles for development co-operation. Furthermore, triangular co-operation can contribute to promoting and disseminating local good practices at the regional or global level. Ultimately, all these factors foster partnerships and an enabling environment to achieve regional and global goals.

Table A 0.6. Achieving global and regional development goals through strengthened partnerships for sustainable development

Value added of triangular partnership	Questions
Through triangular co-operation projects, the partners involved contribute to achieving the SDGs by promoting more effective development co-operation and shaping a common understanding of international development.	How do the partners discuss the ways that their project aligns to regional and global goals, e.g. to the SDGs?
	Do the partners discuss their countries' positions in regional and global fora openly? How do they deal with different opinions?

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