



SYSTEMATISATION OF THE ADELANTE PROGRAMME • 2016-2020

Lessons learned from **Triangular Cooperation** between the European Union and Latin America and the Caribbean

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Introduction

The purpose of this document is to compile and analyse the lessons learned from ADELANTE, the European Union's flagship programme for Triangular Cooperation with Latin America and the Caribbean.

The experiences gathered in it are the result of the implementation of eight projects co-financed by the programme during the period 2016 to 2020. These projects have been characterised by addressing different thematic areas, taking place in several countries and with a wide variety of actors, building on different forms of collaboration among one another and with different action strategies.

However, ADELANTE has touched on many other important areas of work these past four years: the added value of Triangular Cooperation as a development modality, the contribution to the 2030 Agenda, knowledge management, strategic relationships and an active role in Triangular Cooperation, communication and visibility.

Each of these areas has resulted in numerous experiences and lessons learned that, collected and processed in a timely manner, are contributing to the construction of a knowledge base that draws on collective experiences, and which will certainly lend support to future processes as well.

While the Programme itself has been in charge of the leadership and coordination of this document, the systematisation process has benefited from a useful and valuable external perspective, resulting in an analysis of a wealth of project-related information, as well as information from the Programme and its strategic partners, and the international agenda on Triangular Cooperation.

The process involved various meetings and interviews, as well as a thorough reflection exercise. The outcome is a consultative document that begins with an analysis of Triangular Cooperation and its development in Latin America and the Caribbean, by situating the ADELANTE Programme and other donors in this context. Systematic fact sheets for each of the projects are presented below, indicating the key contributions to the 2030 Agenda. Lastly, the lessons learned within the Programme are presented through specific instruments, such as the knowledge bank, with a special mention of communication and visibility, which has been an important hallmark of the programme's identity.

By making all of this information available to the general public, both the projects and the Programme wish to reiterate their commitment to one of the fundamental principles of Triangular Cooperation: sharing knowledge and learning together.

ADELANTE Programme

Welcome



Jolita Butkeviciene

Directorate - General for
International Cooperation
and Development (DG DEVCO)
European Union

It is an honour for me to write these opening remarks to the document *Systematisation of the ADELANTE Programme 2016-2020. Lessons Learned from Triangular Cooperation between the European Union and Latin America and the Caribbean*.

The systematisation of these past four years could be considered bittersweet, since it involves talking about lessons learned while this stage of the Programme comes to a close. However, I see it as an opportunity. On the one hand, to bid farewell to projects that have successfully implemented their planned activities and achieved their objectives. On the other hand, because it opens the door to a new phase, with additional and improved partnerships, and through which we can renew the European Union's commitment to Triangular Cooperation.

Undoubtedly, the context of the relationship between Latin America and the Caribbean and the European Union has changed in the last four years, when we presented in Buenos Aires (Argentina) the projects that now form part of the ADELANTE Programme. Our notion of development processes has evolved into a multidimensional approach. We believe that we must focus on a new type of international cooperation; one that is able to offer tailor-made responses, while bringing together a myriad of experiences and capacities of all types of actors (both internally, within the region and external). Even the Programme itself has evolved from initially focusing on regional support for South-South Cooperation towards a more triangular modality, in which all actors are partners and beneficiaries in the exchange of experiences and the transfer of knowledge.

I believe that Triangular Cooperation allows us to work on the basis of more innovative cooperation structures, in which multiple partners come together to offer personalised responses within the framework of the 2030 Agenda. Concepts such as OWNERSHIP, TRUST, FLEXIBILITY and the JOINT SEARCH FOR SOLUTIONS have been key in the implementation of the ADELANTE programme. Its eight projects have contributed to establishing partnership frameworks, in which each partner's commitment has been mutually reciprocated, achieving a multiplier effect.

In these four years of growth, the ADELANTE Programme has been a joint effort between the European Union and Latin America and the Caribbean to work in a different and innovative way. It has enabled us to pool together our diverse experiences and varying capacities to achieve greater impact, and redefine the connection that unites both regions; responding effectively to the new development challenges facing the Latin American region.

However, this EU-LAC partnership will undoubtedly be affected by the COVID-19 pandemic, which is leading us into an unprecedented global crisis. It will have a huge impact on the most vulnerable countries and territories, especially by reversing the social progress made in reducing poverty and hunger in recent decades, and by causing setbacks in the implementation of human rights. Given this situation, we anticipate that the countries of Latin America and the Caribbean will focus on providing health, social and economic responses, as well as focus on the consequences of the pandemic, through numerous triangular initiatives.

As development actors, we will all have to adapt, be creative and agile to identify extraordinary solutions, and our responses must draw on the 2030 Agenda and the principle of **leaving no one behind**. In this context, we must focus on the search for joint solutions, by sharing experiences and knowledge through Triangular Cooperation.

As I mentioned earlier, one stage is coming to a close, but another is just beginning with ADELANTE 2. The great versatility of Latin America and the Caribbean offers opportunities to establish partnerships between countries with different levels of development, and provides the possibility of establishing various ways of working between actors from both regions. Therefore, through Triangular Cooperation, the EU aims to contribute to the external scope of the region as a laboratory of ideas and new types of cooperation.

ADELANTE Programme

The notion of Triangular Cooperation has evolved over time, becoming increasingly relevant in the context of the 2030 Agenda. Triangular Cooperation can be applied to all countries at all stages of development, and places a strong emphasis on partnerships. Under SDG 17 of the 2030 Agenda, all stakeholders are committed to supporting this modality of cooperation as a means to enhance capacities and boost knowledge sharing, as well as increase access to science, technology and innovation.

The *New European Consensus on Development* (2017) particularly highlights the need for innovative engagement with the most advanced developing countries. As part of this commitment, the consensus states that *the EU and its member states shall work together with these countries to promote South-South and Triangular Cooperation, in accordance with the principles of development effectiveness*. Therefore, it is considered an essential modality within the European Union's external action toolkit, in particular with the countries of Latin America and the Caribbean.

The European Commission, through its Directorate-General for International Cooperation and Development (DG DEVCO), has extensive experience in Triangular Cooperation in different regions. In Latin America in particular, this experience dates back to the late 1990s, when various regional initiatives were launched, covering sectors such as Information and Communication Technologies, social development or the fight against illegal drugs.

However, it was in the framework of the EU-CELAC Summit of 2015, when taking into account the previous outcomes and the degree of institutional maturity of the Latin American region, that the *Regional Facility for International Cooperation and Partnership* (later renamed the ADELANTE Programme) was presented, with a budget of more than 10 million euro to support the design of public policies in Latin America. The aim of the Facility was to foster horizontal relationships between the countries of Latin America and the Caribbean and with Europe, in order to strengthen the exchange of knowledge and build capacity among all its partners, with the goal of providing sustainable development-oriented solutions in the region.

That same year, during the last quarter, the European Commission launched a call for proposals, with the final date for receipt of documents set in January of 2016. Participation in the call (with 84 proposals sent) confirmed that Triangular and South-South Cooperation was a matter of widespread interest in Latin America and the Caribbean, and confirmed the existence of an established network of technical cooperation among countries of the region, and many of these with European countries.

The result of the call was the co-financing of eight projects, covering very different thematic areas: sustainable agriculture, social policies, good governance, entrepreneurship and innovation, food security, public policy evaluation, and restorative justice.

ADELANTE was conceived as an innovative mechanism that could capitalise on the European Union's experience in development cooperation, while supporting the use of South-South Cooperation in the region. It combined the promotion of peer learning and capacity building with financial support for the transfer of technology, as well as the provision of inputs or incentives for production.

However, the real added value of the ADELANTE Programme goes far beyond the co-financing of eight projects. The scope of its actions has included nearly the entire region of Latin America and the Caribbean, with the participation of 93 organisations (public, private and social) from 22 European and Latin American countries, contributing at programme level to SDGs 1 and 17.

In addition, during these four years, ADELANTE has had a technical assistance (TA) team to accompany the programme and its projects, contributing with their knowledge and experience in the field of development.

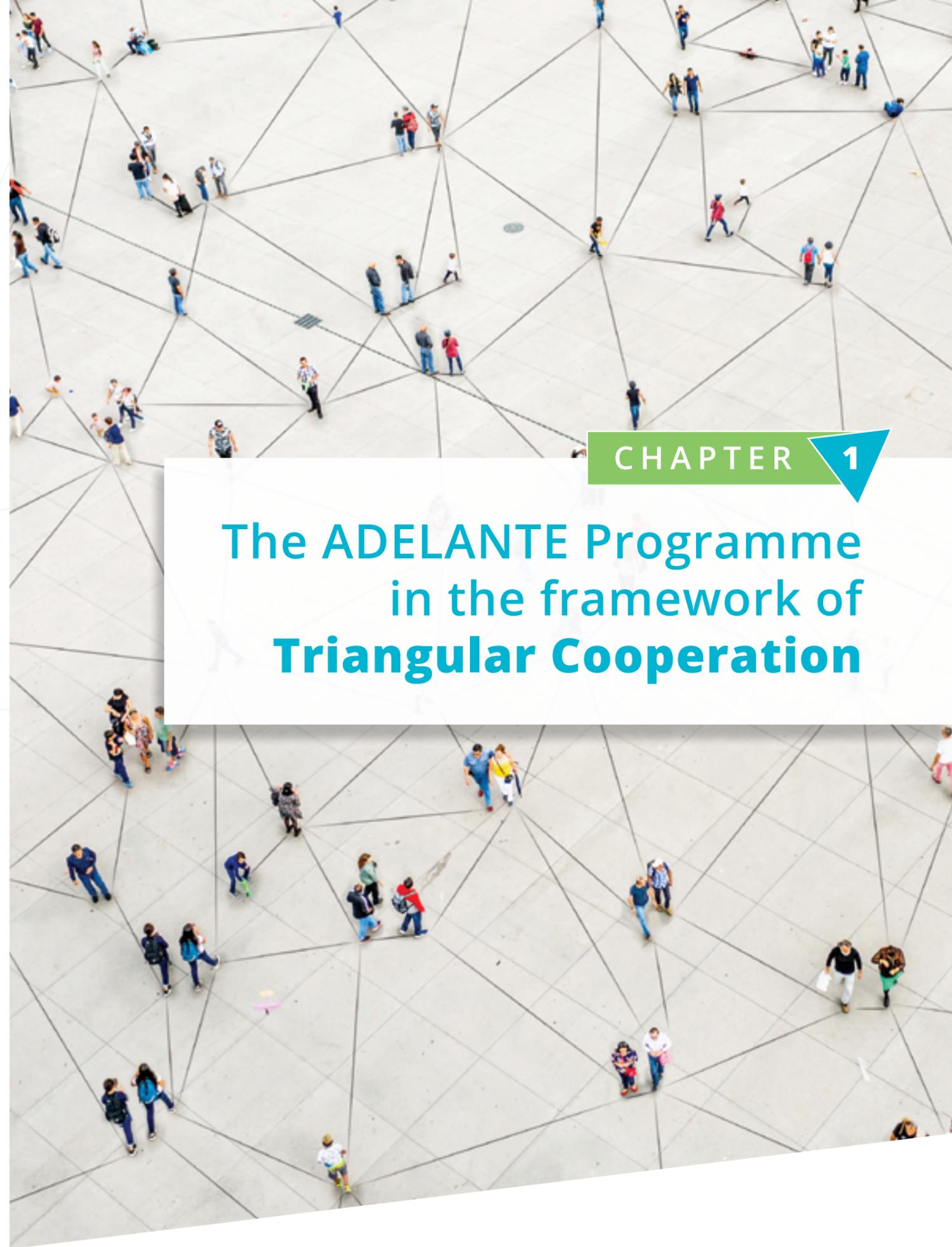
We must focus on a new type of international cooperation that is able to offer tailor-made responses, while bringing together a myriad of experiences and capacities of all types of actors.



The Technical Assistance (TA) team has worked on three main areas: assistance in project management, support in identifying synergies with key actors in the region, and support in the communication and visibility of the Programme and projects.

ADELANTE has undoubtedly become a key player on the international stage in terms of Triangular Cooperation. In addition to the aforementioned elements, also worth noting is the promotion of an open dialogue with the development cooperation institutions of LAC countries, as well as the establishment of strategic relationships with key players in the region, such as AECID, BMZ, Camões I.P., ECLAC, GPI, OECD, PIFCSS or SEGIB.

In this regard, it should be noted that ADELANTE has been part of the discussions on the promotion and future of Triangular Cooperation, through its active participation in key international forums on the subject. As such, ADELANTE has made important contributions to the *Global Partnership Initiative on Effective Triangular Cooperation (GPI)*, sharing case studies, lessons learned and good practices. The Programme has also participated in international forums, such as the 2018 edition of the *Global South-South Development Expo (GSSD-Expo)* and, notably, in the *Second UN High - Level Conference on South-South Cooperation (BAPA+40)*, where the European Union's commitment to Triangular Cooperation was publicly acknowledged among its peers.



CHAPTER 1

The ADELANTE Programme in the framework of Triangular Cooperation

Triangular Cooperation enables the development of new structures, in which the roles are driven by objectives, and which positively challenges the international cooperation system.

▼ Introduction to Triangular Cooperation

Global development policy is the result of numerous efforts to create a range of modalities and practices, which aim to ensure that people come together in agreement on standards of quality, dignity and fairness. Moreover, since the launch of the 2030 Agenda with its Sustainable Development Goals, the main goal of development policy is to *leave no one behind*. It is the recognition that people are at the centre of development, and that each and every person is important for the advancement of humanity.

However, the progress that has been made through the various policies and instruments of development cooperation continues to face challenges that require new strategies and new initiatives, as well as leveraging the lessons learned through strategies of social development, combating climate change and promoting economic growth; all within the complex framework of multilateral policy.

The crisis triggered by the global COVID-19 pandemic joins a host of other challenges, such as the international economic crisis, the devastating effects of climate change, and a time of great transformation within the international system; casting doubt on already fragile agreements, such as the multilateral agenda. Protectionism and populist nationalism are also making a comeback.

The last decade has seen a reduction in the resources available for global development policy, which has led to a prioritisation of economic efforts in the countries most in need in the global South. This prioritisation is essential to intensify efforts and ensure the effectiveness of the resources invested. At the same time, countries have managed to improve their economic conditions by graduating to middle-income countries, as is the case for most Latin American countries, yet they still face enormous challenges in terms of development and fulfilling the goals and targets of the 2030 Agenda.

The classification of countries as middle income is carried out based on the level of income per capita. However, this calculation does not guarantee an equitable distribution of wealth, nor does it ensure that countries can overcome the prevailing social and institutional problems in many cases. The economic transition of the region into the middle income category poses the risk of its exclusion from the international cooperation system, as well as presenting difficulties in mobilising the funding required to fulfil the SDGs, which ECLAC estimates to be between 3 and 14 trillion dollars annually (ECLAC, 2017).

Both the European Union and other traditional and emerging donors have nevertheless maintained bilateral cooperation programmes with Latin American countries, especially in areas where the region is facing its greatest challenges. However, over time, a more symmetrical, horizontal cooperation space is being strengthened, in which beneficiary partners and donors have a greater sense of ownership and can jointly benefit from such cooperation. South-South and Triangular Cooperation is an expression of this new way of working.

South-South Cooperation (SSC) provides a broad framework for collaboration among countries of the global South. With the participation of two or more developing countries, this cooperation can take place on a bilateral, regional or inter-regional level. Developing countries share knowledge, experience, skills and resources to achieve their development goals through joint efforts. Recent advances in South-South Cooperation have resulted in increased South-South trade, South-South flows of foreign direct investment, a move towards regional integration, the transfer of technology, sharing of solutions and experts, and other forms of exchange (Bárcena, 2017).

Associated with South-South Cooperation is Triangular Cooperation (TC), which enables the development of new structures in which the roles are determined by the proposed objectives, and which positively challenges the governance of the international cooperation system. In parallel, it also invites reflection on the different forms of assistance to define a new consensus, new actors and new spaces for action.

The development of South-South and Triangular Cooperation is the result of advances in the global development policy, and the consensus that has been built around it within the multilateral framework. Therefore, as stated in the *Report on South-South Cooperation in Ibero-America 2018 of the Ibero-American General Secretariat* (SEGIB), in the agreements reached in Paris (2005), Accra (2008) and Busan (2011), Official Development Assistance (ODA) is beginning to adopt guiding principles that have informed South-South Cooperation for over forty years, since the adoption of the *Buenos Aires Plan of Action* (BAPA) in the *First United Nations Conference on Technical Cooperation among Developing Countries* in 1978.

These principles, reaffirmed at the *Second UN High-Level Conference on South-South and Triangular Cooperation* (commonly known as BAPA+40), are as follows: ownership of development interventions by beneficiary partners, alignment with national development strategies, coordination of practices and working arrangements between different partners, measuring the impact of interventions, and transparency and accountability in the use of resources (SEGIB, 2020).

It should be emphasised that the legitimacy and validity of South-South and Triangular Cooperation does not stem exclusively from these principles, but also from its adaptation to the involvement of new actors, and its alignment with the Sustainable Development Goals of the 2030 Agenda. In this regard, it is worth noting the role played by actors such as civil society organisations, the private sector and academia, among others, which have lent innovation, effectiveness and transparency to the process.

▼ Triangular Cooperation: definition, benefits and challenges

Triangular Cooperation breaks with the rigid bilateral structure that the cooperation system was built on, to provide a space for different structures, in which countries with varying levels of development join together for development action (Alonso, Aguirre, & Santander, 2019).

This is not a new modality in the system of international cooperation. As early as the 1970s, pioneering experiences took place in which developing countries joined efforts to implement development initiatives in third countries (OECD, 2019). Recent developments in the current debate on development cooperation allude to Triangular Cooperation schemes as processes that allow for harnessing the comparative advantages of the different actors involved, in order to fulfil the Sustainable Development Goals, and to bridge the gap between the two complementary but distinct paradigms of North-South Cooperation and South-South Cooperation. The key lies in representing a modality that allows the concept of shared responsibility to take shape, and which leverages resources for international cooperation (OECD, 2019).

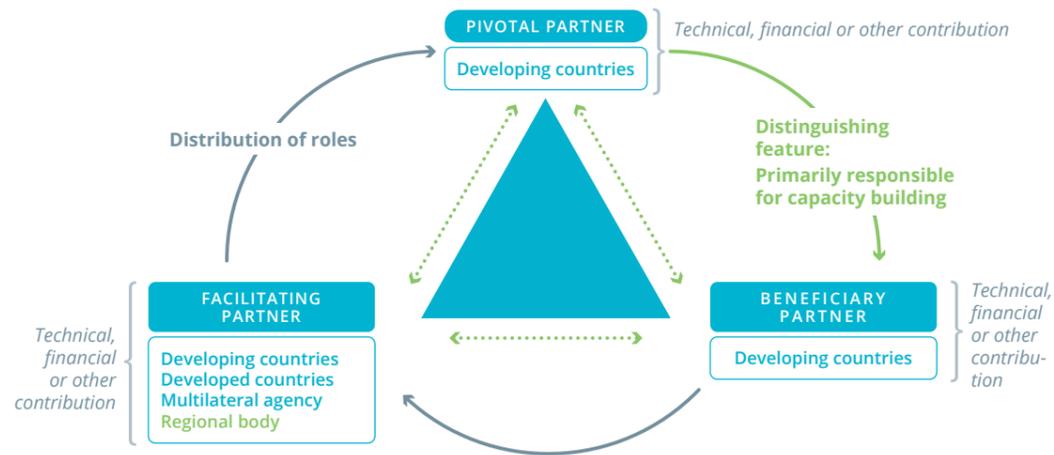
The United Nations, through its *Office for South-South Cooperation* (UNOSSC), defines Triangular Cooperation as **the collaboration through which traditional donor countries and multilateral organisations facilitate South-South initiatives through funding, training, management and technological systems, in addition to other forms of support** (UNOSSC, 2020).

While this definition is quite broad, within the Ibero-American scope, SEGIB has formulated a more specific definition. In this regard, Triangular Cooperation is a **modality of South-South Cooperation, involving a set of actors, in which all can make different types of contributions (technical, financial or other), by dividing the task into three roles: that of the pivotal partner, beneficiary partner (one or several developing countries, in each case), and the facilitating partner (a developing or developed country, regional or multilateral agency, or any partnership or combination of these). The distinguishing feature is determined by the role of the pivotal partner, who is mainly responsible for capacity building**. This definition reflects the unique feature of Triangular Cooperation, in which the roles of countries can vary and take on new forms. This is a highly significant step forward and allows us to adapt to a new international context; breaking with the vertical structures, dependence, and the stratification of actors, which in many cases were more suited to past contexts than to the challenges set forth in the 2030 Agenda.

In the absence of a consensus on the definition of TC, the **ADELANTE Programme** endorses the definition of the **GPI** (*Global Partnership Initiative on Effective Triangular Cooperation*), which states that **Triangular Cooperation (...) focuses on the initiative and the role of the countries receiving support, which creates an opportunity to gather and highlight a wealth of experiences, knowledge and resources from both less developed countries and countries in more advanced stages of development, as well as multilateral, regional and bilateral financial and development institutions** (ADELANTE, 2020).

In general, Triangular Cooperation fosters initiatives involving a beneficiary country, a traditional bilateral or multilateral donor, and another developing or global South country (serving as a pivotal partner). This structure, in which roles are interchangeable, has led Triangular Cooperation to act as a bridge between North-South and South-South Cooperation, transcending these roles and capitalising on the best that both have to offer (Alonso, Aguirre, & Santander, 2019) (United Nations, 2017).





Framework of roles within Triangular Cooperation - (cited from Lopez Cabana, 2019)

Triangular Cooperation schemes take on challenges that need to be addressed and to which solutions are provided, based on experience, evaluation and systematisation.

Within the framework of the 2030 Agenda - in which development is a challenge for all countries, each with their respective goals to achieve, and for which responsibility lies with a multitude of global actors - Triangular Cooperation can be an invaluable instrument. This way of working, based on solidarity, recognises that achieving development goals cannot be the responsibility of a single actor, but requires the joint momentum of all the actors involved. To this, we might add that Triangular Cooperation is based on a win-win rationale for all involved, which allows it to respond to even the most critical points of view that reduce cooperation to a mere instrument for charity.

This is evident in SDG 17 (*partnerships to achieve the goals*), in which it expresses that *the SDGs can only be achieved through solid global partnerships and cooperation*. In its target 17.9, dedicated to *capacity building*, SDG 17 espouses a firm commitment to *increasing international support for efficient and specific capacity-building initiatives in developing countries, in order to support national plans to implement the Sustainable Development Goals, including through North-South, South-South and Triangular Cooperation*.

Nevertheless, it is important to recognise that Triangular Cooperation provides many benefits, but it is also more costly in terms of time and negotiating efforts, since it requires investing more relational capital in building bonds of trust with more actors; refining each role and establishing agreed-upon mechanisms for monitoring and oversight (Alonso, Aguirre, & Santander, 2019). However, once it is launched and begins to show results, it generates its own momentum, which subsequently enables its continuity.

In addition, Triangular Cooperation schemes face challenges that must be addressed, for which solutions can be provided based on experience, evaluation and systematisation. Among these risks, some analysts point to the fact that the presence of a traditional donor breaks with the basic horizontal nature and reciprocity on which South-South Cooperation should be based, as some might suggest. The second risk is that through Triangular Cooperation, traditional donors can grant certain privileges to their preferred partners, thus creating international hierarchies among developing countries. The third risk is that Triangular Cooperation can relegate many developing countries to the role of mere funders, by diminishing a certain degree of autonomy and visibility in their international aid initiatives (Alonso, Aguirre, & Santander, 2019).

In any case, the risks are limited in comparison with the advantages of the model, and are of minor issue compared to those associated with bilateral cooperation. In addition, CT is a very limited model and is particularly based in certain regions. According to the OECD's Triangular Co-operation Project Repository, the countries in the global North most active in Triangular Cooperation are Germany, Japan, Spain and the United States. Among Latin American countries, particularly noteworthy are Mexico, Chile, Costa Rica, Colombia, El Salvador and Guatemala.

Triangular Cooperation in Latin America

CHALLENGES IN THE REGION

As was previously mentioned, Latin America is a region in which the majority of its countries have been classified as middle-income. This means that many of these, especially those at the higher end, are no longer prioritised for participation in bilateral cooperation. However, the commitment of many European countries and the wide-reaching implications of some of the problems in the region has led these to maintain an active international presence, to aid in tackling these daunting challenges.

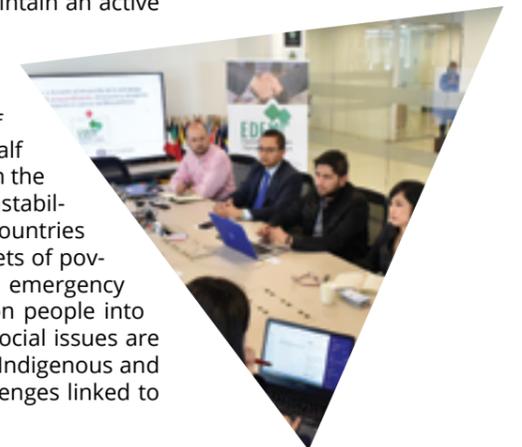
While it is not appropriate to generalise about regions as diverse as Latin America, there are fundamental issues in which all of the countries in the region face the same challenges, and even more so now in light of the current pandemic, which has affected most of the world in the first half of 2020. Latin America is the region with the highest levels of inequality in the world. The concentration of wealth is a source of social discontent and instability, which was manifested in the social movements that swept several countries at the end of 2019. In addition to inequality, the existence of large pockets of poverty is quite common in the region, and both the impact of the health emergency and quarantine measures are expected to send an additional 30 million people into poverty, reaching a total of 300 million people in this situation. These social issues are heightened in particularly vulnerable sectors of the population, such as Indigenous and African-American groups, among others. Adding to all this are the challenges linked to gender inequality.

From an economic standpoint, the region has significant gaps to fill, such as its dependence on raw materials, or the shrinking fiscal capacity that adversely affects social spending as well as the sustainability of public policies in the long-term. The region requires wide-reaching reforms in quality employment, its insertion into global value-added chains, fiscal progressiveness, and access to credit and international financing, in order to emerge from the current economic crisis.

It should be noted that, despite the fact that democracy is well-established in the region, the inefficiency caused by the prevalence of corruption and organised crime weakens the institutional systems and the confidence of citizens in their governments.

In their analysis of the economic prospects of the region, several international bodies (OECD et al., 2019) identified four obstacles that the region faces on its path to development, in which case bilateral, Triangular and South-South Cooperation are all relevant instruments to tackle these issues.

- **Productivity trap.** *The export profile of some LAC countries has been focused on the primary and extractive sectors. Upon opening up to international markets and following the new international trade conditions, the focus on those sectors weakens the participation of LAC countries in global value chains (GVCs), and thus causes a large percentage of the production system to be disconnected from trade, the spread of technology and competitiveness.*
- **Social vulnerability trap.** *This trap affects most informal workers, or nearly half of the working population, who have escaped poverty and represent the vulnerable middle class. Low levels of social protection, coupled with a low capacity to invest in improving their productivity through education and skills development, limit the ability of these workers to gain access to better quality jobs.*
- **Institutional trap.** *This trap appears along with the expansion of the middle class, and the consequent increase in people's aspirations. The level of public confidence and satisfaction have decreased, affecting citizens' willingness to pay taxes (fiscal ethos). In turn, this limits the resources available for public institutions to respond to growing demands.*
- **Environmental trap.** *The concentration of the economy in resource-intensive sectors could generate unsustainable environmental and economic dynamics. Returning to a low-carbon economy is expensive and difficult, and will be increasingly challenging as the global fight to combat the impact of climate change may impose more costs on high-carbon models. In the same vein, however, a high-carbon model is unsustainable because it depletes the natural resources on which it is based.*



All these challenges make Latin America a region where all countries have obstacles to overcome, but they also have lessons learned and solutions of their own to share. This adds to the convenience of sharing a common language, including the ease of communication between Spanish and Portuguese speakers, and the similarity between the institutions of the different countries in the region and the countries of the Western Hemisphere in general.

The region is undoubtedly one of the most conducive environments for dialogue and peer cooperation, and one of the best suited areas for targeted, well-designed programmes that are based on the needs and interests of the beneficiary countries.

CHARACTERISTICS OF TRIANGULAR COOPERATION IN LATIN AMERICA



According to SEGIB's *Report on South-South Cooperation in Ibero-America 2019*, throughout 2017, Ibero-American countries participated in 127 projects and 37 Triangular Cooperation actions, amounting to a total of 164 initiatives. Between 2016 and 2017, the total amount of initiatives increased by 13.6%, linked to an increase of 16.5% in projects over the same period of time (SEGIB, 2020).

The same report presents a more detailed analysis of how Triangular Cooperation initiatives featuring Ibero-American countries have evolved during the period from 2006 to 2017. Two trends were identified that are worth mentioning. On the one hand, there were three stages of growth for all the initiatives: between 2006 and 2008, in which the average increase was more than 27%; between 2009 and 2014, in which the cumulative growth doubled the total number of initiatives, reaching more than 200; and the period from 2015 to 2017, in which the trend was reversed and record negative growth rates were recorded, with a -6.8% annual average, slightly driving down the final number of initiatives. This slight decrease is offset by a recent increase in the number of projects, and does not affect the health of Triangular Cooperation, which in general is growing gradually but steadily.

All countries of the region are highly involved in triangular initiatives, as some are pivotal partners and others beneficiary partners. The countries with the greatest experience as pivotal partners are Mexico, Brazil, Chile, Costa Rica, El Salvador, Argentina, Colombia and Uruguay. It is important to note that involvement as a partner or promoter of triangular partnerships is an individual political decision, especially in Latin America, where regional associations are not as strong.

The commitment to a foreign and regional policy, in which cooperation plays a significant role, reveals their desire to consolidate their position as active players in the development policy of some Latin American countries. This is evident, not only in terms of the number of projects but also in the existence of sophisticated frameworks or action strategies for Triangular Cooperation, which will be discussed later.

According to data from SEGIB, the issues addressed within the projects worth highlighting are the environment, agriculture and food security, as well as social issues. This is consistent with two very distinct regional characteristics; namely, vulnerability to climate change and the fragility of ecosystems in the region. Although the majority of the population in this region resides in cities, it also has a high incidence of rural poverty.

Other areas that stand out for the number of projects that address them include the development of the economic-productive sector, with activities focused on generating opportunities in the most economically depressed areas, and the strengthening of institutions and civil society.

Ibero-American countries participated in 127 projects and 37 Triangular Cooperation actions, amounting to 164 initiatives.

▼ The European Union and Triangular Cooperation

Reaching consensus within the European Union is a complex process, given the diversity of interests and stances on development cooperation, which is well-established in some member states but lesser known in others. However, in 2017, the *new European Consensus on Development* was introduced. This consensus particularly highlights the need for innovative engagement with the most advanced developing countries. As part of this commitment, the Consensus states that the *EU and its member states shall work with these countries to promote South-South and Triangular Cooperation, in accordance with the principles of development effectiveness* (European Union, 2017).

The consensus recognises that Triangular Cooperation (TC) is increasingly relevant for mobilising and increasing cooperation capacities, outside the traditional paths of development cooperation. This is a modality that can foster empowerment at the local level by promoting cooperation and exchanges, helping to fill knowledge gaps and improving technical and policy mobilisation. Triangular Cooperation can also be an instrument through which resources from emerging donors can be used in shared development agendas. In promoting TC, the European Union responds to the need to contribute to the 2030 Agenda through different modalities and, above all, maintain its commitment to middle-income countries.

However, Triangular Cooperation is not a truly new modality for the European Union. For some time, action within the community has been encouraging this type of partnership with varying structures, allowing it to place this previous experience at the service of its new Consensus.

Through the *Directorate-General for International Cooperation and Development* (DEVCO), the EU has acquired extensive expertise in Triangular Cooperation. In Latin America, for example, this dates back to the late 1990s, when several regional initiatives were developed, involving sectors such as ICT, social development and the fight against illegal drugs. This approach led to activities that generally fall into four categories: networking, the exchange of experiences, technical assistance and partnerships (*twinning*). Through these initiatives, **Euroclima**, **El Pacto** (Europe-Latin America Technical Assistance Programme against Transnational Organized Crime) and other programmes have effectively addressed issues related to the challenges of the region, contributing to changes in public policies through peer learning and the exchange of experiences between equivalent institutions in Latin America and Europe, as well as among Latin American countries themselves.

According to SEGIB, between the years 2011 and 2016, Ibero-American countries are said to have participated in up to 17 Triangular Cooperation actions, in which the second provider or facilitating partner was the European Union. Many of these actions were carried out under the umbrella of the **EUROSOCIAL** Programme, which was launched in 2005. This programme, currently in its third edition, aims to promote the exchange of experiences between the two regions, thereby contributing to institutional strengthening and stronger public policies in the countries of Latin America.

The **SOCIEUX** Programme has also responded to specific requests from public institutions in partner countries, in the areas of employment and social protection, and has facilitated joint teams of experts from EU member states and Southern partners for short-term missions.

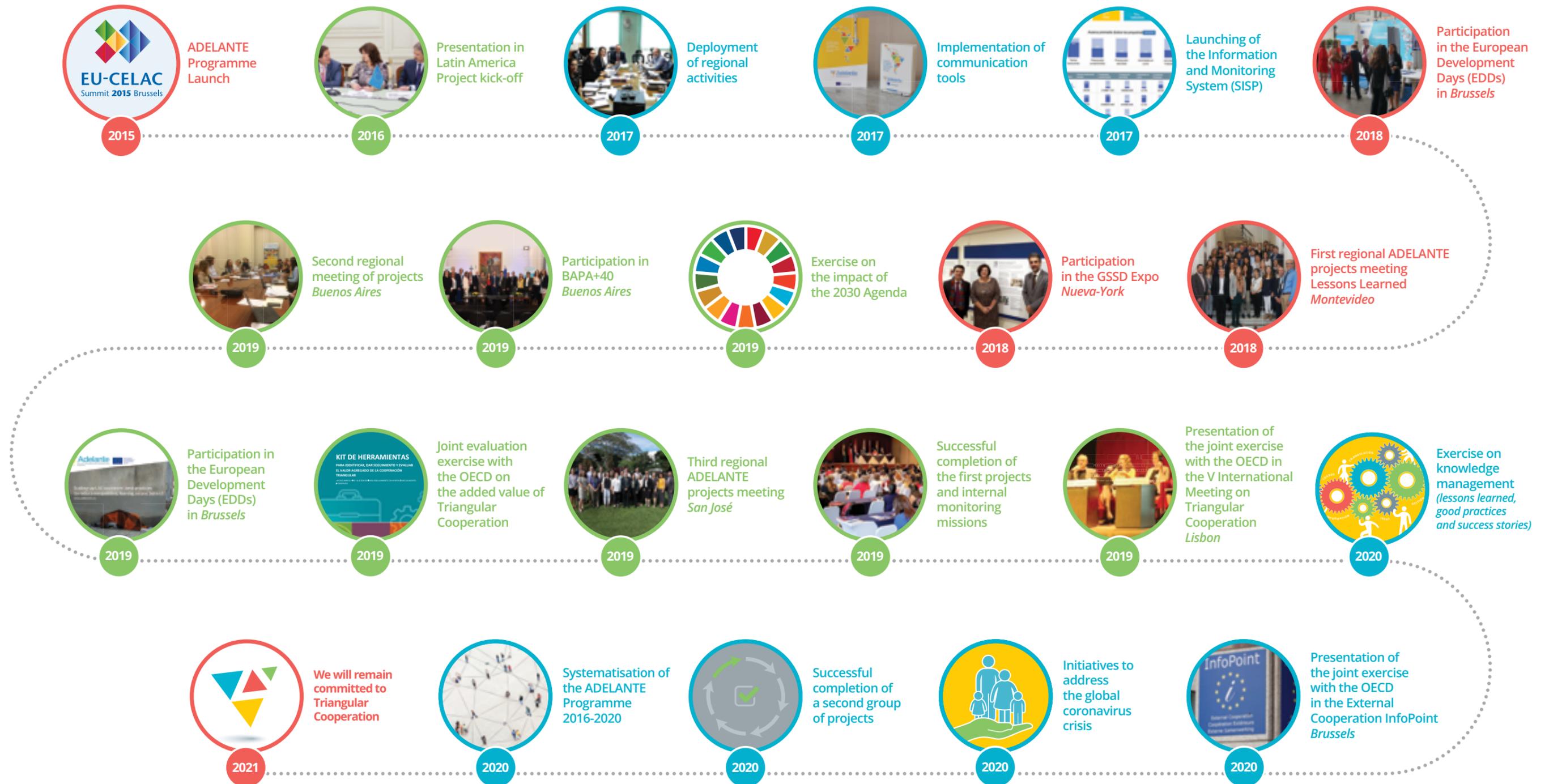
In Asia, the **READI** Programme (*EU-ASEAN Regional Dialogue Instrument*) has facilitated political dialogue and the exchange of experiences between ASEAN and EU officials and experts in a wide range of thematic areas. At the same time, the **EU-South Africa Dialogue Facility** has enabled more than 50 political dialogue projects through peer exchanges. The cooperation activities between **PALOP-TL** and the EU, involving countries from across three continents, provide another successful example of Triangular Cooperation between the European Union, Africa and Asia.

However, a major step forward in Triangular Cooperation was the creation of the *Regional Facility for International Cooperation and Partnership*, at the initiative of the European Commission in 2015. This facility was later named the **ADELANTE** Programme.



2015 - 2020

KEY MILESTONES OF THE ADELANTE PROGRAMME



▼ ADELANTE Programme

The Regional Facility for International Cooperation and Partnership represents a response by the European Union to the commitments that arose from the I and II EU-CELAC Summits of 2013 and 2015, known as high-level dialogues, which, for over twenty-eight years, have continued the tradition of holding meetings and agreements between the EU and the Rio Group (OECD, 2019).

At that time, the EU pledged to strengthen its experience and interest in opening up new avenues to support the implementation of the 2030 Agenda in Latin American and Caribbean countries. By creating an institutional framework in 2017, through the commitment to Triangular Cooperation in the *European Consensus on Development*, the EU pledged to further strengthen the ties created during years of bilateral and regional cooperation.

The resources allocated to this programme solidified the EU's interest in strengthening triangular initiatives, with a budget of EUR 10 million.

It was created with a specific objective, *to identify and promote horizontal relationships between countries of Latin America and the Caribbean, as well as with Europe, in order to strengthen the exchange of knowledge and leverage the capacity of all its partners to provide solutions for the sustainable development of the region, and to fund projects under the principle of shared costs.*

The ADELANTE programme was launched through a call for grants in 2015, receiving 84 project proposals, of which 8 were chosen:

- *Contributing to food security for the population of Cuba*
- *DIALOGAS - Inclusive Development in Latin America: An Opportunity for Governments and Social Actors*
- *EDEM - Entrepreneurship and Business Development in Mesoamerica*
- *EVALÚA - Evaluating Government Policies in Latin America and the Caribbean*
- *Strengthening Restorative Justice*
- *Mirada Ciudadana - Good governance in Mercosur municipalities*
- *Proyecto SEDA - Sustainable Sericulture*
- *RED CALLE - Developing policies to support the homeless*

ADELANTE was conceived as an innovative mechanism that could capitalise on the EU's experience in development cooperation in Latin America, while at the same time supporting South-South Cooperation in the region. This explains the combination of peer learning and capacity building with financial support for the transfer of technology, the provision of inputs and incentives for production. The Programme was designed to emulate the experience of EU bilateral cooperation, which involved designing projects with a simpler structure, in terms of format, length, thematic areas and procedures.

This simplicity led to the initial perception that this model of Triangular Cooperation represented a mere financing instrument of South-South Cooperation. This entailed EU involvement in the provision of funds, and the subsequent establishment of administrative and legal frameworks for accountability and support for the fulfilment of contractual obligations, as well as technical and financial requirements. In short, it was one of the identified risks of TC, which, as experience with ADELANTE has shown, can be assuaged.

Rather, in the context of the lessons learned through the Programme, the model has evolved towards a multi-actor modality; one in which the transfer of financial resources is only one of the dimensions of cooperation, and where the formation of a partnership, where all contributions are equally recognised and valued to achieve common goals, becomes an objective in itself (OECD, 2019).

Specifically, the way in which EU Triangular Cooperation has added value through ADELANTE can be summarised in the following eight aspects (OCDE, 2019):

1. *It contributes substantially to the achievement of 11 SDGs, through the achievement of project objectives.*
2. *EU cooperation is more effective and efficient because it is able to contribute to development results in a more direct way.*
3. *It helps promote and increase the scale of implementation of policies that have proven effective for the countries in the region.*

4. *It facilitates regional exchanges, aimed at the joint search for solutions to the challenges of development and social exclusion.*
5. *It allows for the establishment of a new cooperation modality, based on South-South Cooperation schemes that primarily consist of technical cooperation and knowledge exchange.*
6. *It has regained its ties with many countries in the region that had previously been excluded as beneficiary partners, due to their status as middle-income countries.*
7. *It fosters an international, inter-agency and intersectoral dialogue that contributes to building shared notions of development, along with the criteria and tools to achieve societal well-being.*
8. *It brings together people and institutions who would not otherwise be familiar with one another, and helps build synergies between them to strengthen the achievement of their own development results.*

It is worth noting that ADELANTE, in addition to fostering an open dialogue with the development cooperation agencies of LAC countries, has also maintained strategic ties with key actors in Triangular Cooperation on a global scale (GPI, OECD, OECD - DC and UNOSSC), at the regional level (ECLAC, PIFCSS, SEGIB), and from member states (AECID, BMZ, Camões I.P.).

CHARACTERISATION

The ADELANTE Programme is characterised by the following four dimensions. First, the scale; second, the scope of work; third, the participating countries; and fourth, the actors and their partnership modalities.

The first dimension for comparison is the **scale** (budget) of the projects. According to the data collected by SEGIB, most Triangular Cooperation projects implemented in recent years or which are currently in force feature a budget of between 100 thousand and 1 million US dollars. Thus, the majority of projects are not overly ambitious. However, it is important to note that many of these correspond to broader efforts in terms of funds that allow for the coordination of several initiatives, sponsored by two providing partners (one from the global North and one from Latin America) that launch initiatives with varying scopes and reach. The ADELANTE Programme is slightly above this range, since each of its projects include budgets between 450 thousand and 2 million euro.

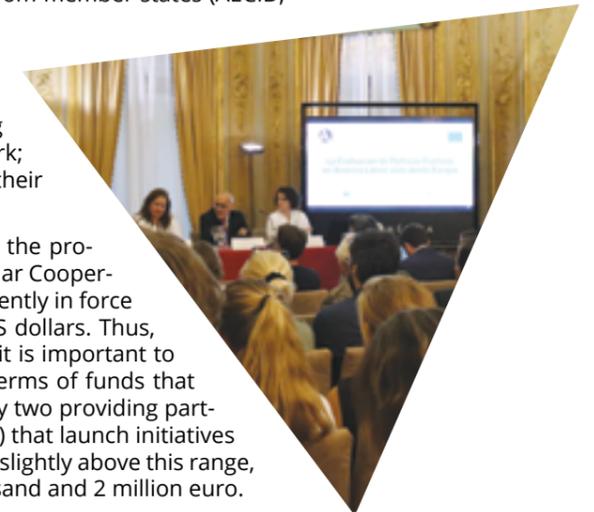
This dimension is significant because it is twofold. On the one hand, there is the funding structure of the projects between the providing partners, and on the other hand, the management capacity of these partners to fulfil the proposed objectives. In the case of ADELANTE, the European Union generally contributes more than 70% of the project budget, whereas the pivotal partner also makes relevant contributions and takes on greater management responsibility, which requires having the capacity to do so.

With regard to the **thematic areas** around which the eight projects of ADELANTE are centred, there is an equitable distribution between several relevant issues; the broadest being the component of economic development and support for production, since this is a common theme in two projects. It also coincides with the inclusion of other thematic areas that seem to spark a great deal of interest, such as food security and social inclusion. In this particular case, it centres on a thematic area not often touched upon, but which is perhaps one of the most relevant topics today: the homeless population.

Particularly noteworthy is the inclusion of a project dedicated to the evaluation of public policies, which represents one of the most important challenges in capacity building and in improving inputs for decision-making and accountability. However, this is often understood as an instrument featured in the cycle of each project, and not as a stand-alone element and a capacity that must be developed and enhanced as such.

It is worth recalling that ADELANTE was not conceived as a sectoral programme, but rather a specific modality. The variety of sectors or thematic areas involved has given it the advantage of serving as a pilot experience of Triangular Cooperation in different areas. This experience has produced very interesting data in each area, which points to a general conclusion: among the sectors addressed, there is no doubt about the suitability of this modality to respond to the challenges set forth in the SDGs.

ADELANTE has had the capacity to test out Triangular Cooperation in different fields, demonstrating that among the sectors addressed, none can be considered less relevant, and all serve to demonstrate the suitability of this modality.



The model has evolved into a multi-actor relationship (...) where the formation of a partnership, in which all contributions are recognised and valued, also becomes an objective in itself, in seeking to fulfil shared goals.

ADELANTE operates in 18 countries, making it a programme with broad regional coverage, which has provided an opportunity to encourage countries that have traditionally played the role of beneficiaries to also become providers.

In view of the alignment of the Programme with the 2030 Agenda, it should be emphasized that the eight projects directly contribute to nine Sustainable Development Goals and 27 of their targets. The key contribution is focused on SDG 16 (*Peace, Justice and Strong Institutions*). However, there are also significant contributions to SDG 1 (no poverty), SDG 10 (*reduced inequalities*) and SDG 17 (*partnerships to achieve the goals*), with special attention given to SDG 5 (*gender equality*); all of which are pillars of the 2030 Agenda (ADELANTE, 2020).

ADELANTE operates in 18 **countries**, making it a programme with broad regional coverage. This has provided an opportunity to encourage countries that have traditionally played the role of beneficiaries to also become providers. When countries graduate from beneficiary partners to pivotal or facilitating partners, this can create virtuous circles and help keep the agenda open to new interests and offers.

The development of a project in Cuba is also worth highlighting. The country is a highly relevant regional actor, undertaking a political process in which its participation in joint capacity-building and exchanges can help support its institutional soundness and strengthen renewed ties with the rest of the region. According to information available in other documents, Cuba is one of the main provider countries in the CARICOM region, along with Mexico and Brazil. Particularly noteworthy are the triangular programmes between Cuba, Brazil and Haiti (Romero, 2015).

Finally, in terms of the **actors** involved, ADELANTE stands out for its plurality of actors and the variety of triangular partnership structures. Based on the DAC repository, the ADELANTE projects have the greatest number and variety of actors by far, initially involving a total of 56 organisations and finally reaching more than 90 during their implementation.

Worth highlighting is the participation of municipalities or sub-national entities as protagonists in one of the eight projects, which has produced evidence on the role and challenges of these actors within Triangular Cooperation, at a time when this debate is in full force.

As for the type of partnership, there are several possibilities within triangular frameworks.

In order to identify the most relevant features of the interventions, it is necessary to explore the origin of the triangular framework and the most prominent bilateral ties between the actors involved. In short, it is a question of focusing attention on the internal dynamics of the Triangular Cooperation scheme; aiming to demonstrate its added value and distinguishing features, comparing it to other modalities rather than drawing attention to its more obvious external characteristics, such as the number and type of actors involved (Alonso, Aguirre, & Santander, 2019). From this point of view, three major Triangular Cooperation modalities can be highlighted:

- Incorporation of a traditional donor into a South-South Cooperation scheme
- Previous relationship between Northern and Southern donors
- Previous relationship between a Northern donor and Southern beneficiary partner

In the case of ADELANTE, most of the projects were formulated and initially implemented under the first approach, in support of South-South Cooperation in the region, i.e. with the European Union providing the bulk of the funding (around 80%), but still appealing to in-kind contributions as deemed appropriate by the project partners (20%).

Moreover, contributions in kind were provided by all partners involved (OECD, 2019). It is also necessary to emphasise some of the existing ties between the European Union and several of the Southern countries involved, in particular through the above-mentioned regional programmes and occasional projects.

Beyond funding, it is worth noting the distinct diversity of the providing partners; an asset that should be taken into account in future editions of the Programme.



DOES ADELANTE CONSTITUTE A PROGRAMME MODEL?

Over time, the conceptual framework from which ADELANTE was borne has been greatly enriched by the experiences during project implementation, in which the active participation and collaboration between a variety of partners has promoted the development, albeit in a broad sense, of some signs of its own identity: a model under construction.

The development of this renowned multi-actor model is best understood as a reflection of the results framework, established by the programme as a whole, which has led to the strengthening of cooperation, knowledge exchange and joint learning between actors, countries and regions. Those results are as follows:

1. Support the national cooperation agencies of the LAC region and the different public actors involved in regional development cooperation;
2. Mobilise additional funds for development cooperation, creating incentives for other countries in the region to participate in development activities with their neighbours;
3. Continue to promote regional integration by opening up new spaces for regional dialogue on common issues and problems;
4. Maximise the impact and effectiveness of development actions in a systematic way, drawing on the knowledge and experience of the beneficiary countries and the EU in the LAC region.

The table on the following page shows the extent to which these results have been internalised and how they manifest themselves naturally in the different trajectories of each project. These distinguishing traits, or hallmarks of the Programme, coincide with the abovementioned results, and in turn help sustain the ADELANTE model.

The first refers to its **distinct partnership-based approach**. The majority of the projects are implemented in more than three countries, with a diverse set of actors, including public institutions as well as the private sector, research centres, academia and civil society from a wide range of sectors. This participation is not insignificant and, as evidenced in the Knowledge Bank of the Programme, has contributed substantially to the development of dialogue, better methods for joint work, and a greater capacity to influence public policies. In some cases, it has fostered closer associations, nearly approaching a network-based way of operating: with great potential for continuity rather than remaining a one-off cooperation initiative.

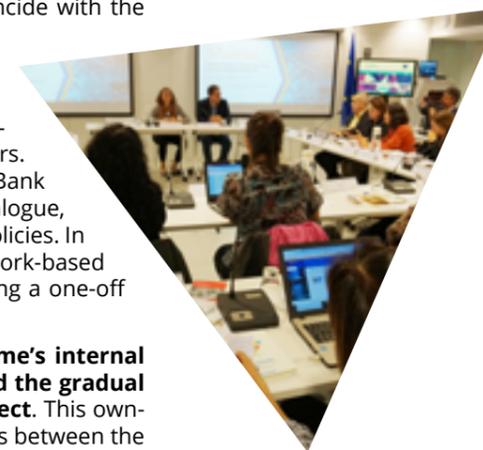
The second, closely related to the previous point, reflects the **Programme's internal dynamics, characterised by fostering the exchange of knowledge and the gradual ownership of the initiatives by the entities participating in each project**. This ownership has had a twofold impact. On the one hand, it has strengthened ties between the actors involved in each project, with a view to achieving common objectives. On the other hand, it has succeeded in consolidating their position at the national level, providing a wider set of possibilities when it comes to reflecting on the scope of certain priorities and public policies, thus optimising the potential impact of project activities.

Finally, there is a **collective learning** component that is fully integrated into the model, and which serves as a source of constant feedback between the various activities and projects, which have also been strengthened through the Programme. This last point has been critical in dealing with potential coordination problems; establishing working dynamics between the stakeholders, who have not only overcome certain challenges (technical and financial management, changes in government, etc.) but have helped to further build trust between them, to the point of exploring the possibility of joint collaboration on future projects and programmes.

Today, and largely as a result of these lessons learned through the Programme, ADELANTE has evolved towards a multi-actor modality, in pursuit of a model in which the transfer of financial resources is considered less relevant than the development of partnerships; one that promotes the knowledge and capacity of the different actors to join forces around common objectives.

ADELANTE was borne out of the need for a framework through which to promote triangular actions and, in particular, the triangular model. Thus, one of its most distinguishing features is that it was created with a dual purpose: on the one hand, to fulfil the objectives established in each of the projects and, on the other, as a pilot programme through which to apply and test innovative Triangular Cooperation solutions.

Most of the projects have been implemented in more than three countries, with a diverse group of actors, including public institutions as well as the private sector, research, academia and civil society, representing various sectors.



ADELANTE was borne out of the need for a framework through which to strengthen triangular initiatives, with a special focus on the triangular modality.

HOW DO THE PROJECTS CONTRIBUTE TO THE ADELANTE MODEL?



The project **Contributing to Food Security for the Population of Cuba** has provided Chile and Cuba with a highly enriching Triangular Cooperation experience, working towards safe food production in Cuba in order to reduce the levels of food insecurity of the population, both in terms of access and quality. The project has been particularly useful in terms of the exchange of knowledge and capacity building between the two countries. The technical missions and internships, which were complemented by study visits to Spain, were carried out under a peer-to-peer approach, thus encouraging a more horizontal type of cooperation.



The aim of **DIALOGAS** (Inclusive Development in Latin America: A Great Opportunity for Governments and Social Actors) has been to raise awareness of, promote and harness *Transversal and Socio-emotional Skills*. As a lesser-known scope of work, it has primarily encouraged a joint reflection on the use of skills and knowledge in each of the countries where the project is implemented (Argentina, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Mexico, Panama, Paraguay, Peru and Uruguay). Based on this, the project fosters the creation of shared solutions through methodological tools that are capable of having a greater impact, both in terms of participation and the establishment of ties within and among countries; thus setting the stage for greater influence in the formulation of public policies. For example, in Guatemala, the leadership of the promoting body, the National Council on Equality (*Consejo Nacional de Igualdades*) has encouraged the inclusion of persons with disabilities, who had previously been excluded from benefitting from Transversal and Socio-emotional Skills.



The **EDEM** project (Entrepreneurship and Business Development in Mesoamerica) focuses on a major challenge: how to support a regional strategy of entrepreneurship, innovation and business development. Led by the *Presidential Agency for International Cooperation* (APC - Colombia), the project aims to support partner entities (chambers of commerce and the ministries of commerce and economy), while at the same time reinforcing the business sector by supporting micro-, small and medium-sized enterprises. In addition to promoting the use of training, it has developed a network of contacts in the spheres of innovation and entrepreneurship to foster international collaboration, and strengthen the culture of entrepreneurship in participating countries.



The **EVALÚA** project (Evaluating Government Policies in Latin America and the Caribbean) has fostered the exchange of knowledge with a horizontal approach between the entities responsible for policy evaluation in the following participating countries: Colombia, Costa Rica, Paraguay, Peru and Uruguay. This has not only facilitated an exchange of good practices and knowledge among countries through a horizontal approach, but has also succeeded in strengthening the participating institutions. In this sense, these entities can set the standard in their respective countries, and harness this knowledge in order to broaden the framework of regional collaboration and improve the quality of public policy evaluations.

Technical teams from local governments of Argentina, Brazil, Chile, Paraguay and Uruguay have participated in the **Mirada Ciudadana** project (Good Governance in Mercosur Municipalities). The objective was to strengthen the institutional capacities and good governance of municipal governments, in order to improve the efficiency of their public management; thus achieving quality public policies aimed at reducing inequality gaps. In addition to the joint learning process between the participating countries, there was an exchange with Spanish organisations, such as the *Spanish Agency for International Development Cooperation* (AECID), and the *Spanish Federation of Municipalities and Provinces* (FEMP). At the same time, European policies on governance, decentralisation and citizen participation have served as a benchmark, during both the project formulation and implementation.



Through the **RED CALLE** project (Developing Policies to Support the Homeless), public administration representatives, international experts and various civil society organisations from Brazil, Chile, Colombia, Costa Rica, Paraguay and Uruguay have joined forces to better understand the problems faced by the homeless population, as well as seeking solutions through public policies. The project has provided an essential step forward in establishing a solid network in the region, ensuring the sustainability of the initiative over time, as well as the institutional strengthening of the entities working in this area. For example, the *Ministry of Social Development* (MIDES) of Uruguay has become a model for the region on this topic.

The development of the sustainable sericulture industry is an activity with a high potential for reducing poverty in Latin American and Caribbean countries. **Proyecto SEDA** (Sustainable Sericulture) contributes to technological advances, scientific research and institutional strengthening, through partnerships between public institutions, academia and civil society. It features a strong element of collective learning, aimed at supporting institutions and individuals through Triangular Cooperation with the European Union. The strengthening of cooperation in the region enhances the associative structure and the silk value chain, in order to promote the commercialisation of this material.



Costa Rica has played an essential role in calling attention to the value of Triangular Cooperation and the benefits it provides through the **Strengthening Restorative Justice** project, which aims to implement alternative solutions to imprisonment in order to promote a more humane and equitable justice system. The project has encouraged an exchange of good practices between the three participating countries (Costa Rica, Mexico and Colombia), as well as the strengthening of knowledge and capacities within each one. For example, learning and sharing experiences from the Costa Rican model of *Restorative Justice* as a potential source of inspiration for the other partner countries.



The ADELANTE model in the framework of multilateral cooperation

In the context of changes in global development policy, the impact of multiple economic crises, and the graduation of middle-income countries, various multilateral bodies have made a clear commitment to South-South and Triangular Cooperation.

The **United Nations** established the aforementioned *United Nations Office for South-South Cooperation* (UNOSSC). This office was one of the first initiatives in this field. Sponsored by UNDP since 1974, it was mandated by the *General Assembly* to advocate for and coordinate South-South and Triangular Cooperation at the global level and throughout the UN system. Undoubtedly, it is the broadest multilateral framework for promoting this modality, having established the most comprehensive systems for dialogue and knowledge building, as well as political support.

ADELANTE participated in the international forums sponsored by UNOSSC, such as the *Global South-South Development Expo* (GSSD) in 2018 and, most notably, at the *Second UN High-Level Conference on South-South and Triangular Cooperation* (BAPA+40), where the Programme was publicly recognised by its peers; confirming that it is on the right path towards advancing Triangular Cooperation (ADELANTE 2020).

This conference made great strides in recognising the value and contribution of South-South and Triangular Cooperation. However, it also shed a light on the challenges yet to come, as well as calling attention to areas for improvement within Triangular Cooperation. In this regard, BAPA+40 *recognised the need to better understand Triangular Cooperation, and to provide more evidence and rigorous information on its magnitude, scope and impact*. It also acknowledged the need to encourage greater information and knowledge sharing, and the register and documentation of good practices (United Nations, 2019)

(SEGIB, 2020). These challenges stem from the need for greater knowledge, and above all, greater cooperation within the triangular modality.

In general, the ADELANTE programme remains very active in the discussions on the advancement and future of Triangular Cooperation, through its active participation in key dialogue processes and forums on the subject. As such, ADELANTE has made significant contributions to the **Global Partnership Initiative on Effective Triangular Cooperation** (GPI), sharing case studies, lessons learned and good practices.

The **Organisation for Economic Co-operation and Development** (OECD), which hosts the *Development Assistance Committee* (DAC), is another organisation that fosters this type of cooperation. In this particular case, the evolution in OECD membership itself reflects the complexity of the current cooperation system. OECD member countries have traditionally been donors, whose beneficiary partners were not part of the organisation. The inclusion of countries such as Chile, Colombia and, more recently, Costa Rica clearly indicates that, while these countries have reached higher levels of income and institutional development, which allow them to be part of the OECD, they in fact still need support in addressing major domestic social challenges.

The OECD's relationship with ADELANTE can be considered symbiotic, as the Programme became a pilot initiative on which the *Toolkit for identifying, monitoring and evaluating the value added of triangular co-operation* (Toolkit) was tested. This toolkit was designed as a result of the *International Meeting on Triangular Cooperation*, held in Lisbon in 2016, drawing inspiration from the observation by many countries and institutions that have chosen to work in a trilateral manner, whether to make use of the comparative advantages of the different partners involved, strengthen partnerships or to scale-up proven solutions to address development challenges.



ADELANTE was also present in international forums, such as the GSSD Expo in 2018 and, most notably, in the second United Nations High-Level Conference on South-South and Triangular Cooperation (BAPA+40).

ADELANTE has contributed through its knowledge of the EU and recent project experience, while the OECD has lent added value to the triangular model through knowledge management and the promotion of experiences and dialogue.

However, the partners involved do not typically incorporate this added value into the project design (OECD, 2019). As a result, projects are designed, monitored and evaluated under a development results-based perspective, but do not take into account the value or importance of the partnerships forged, or how synergies between actors have been created to help attain the objectives. This runs contrary to ADELANTE's strategy.

The *toolkit* specifically contains three tools that serve to identify, monitor and evaluate triangular programmes, not only in terms of their project objectives but also based on their contribution to building partnerships and cooperation systems. These tools were used to evaluate the ADELANTE Programme, resulting in valuable lessons to be learned for the development of Triangular Cooperation (OECD, 2019):

- *Lesson 1: EU Triangular Cooperation should include a working group with national authorities responsible for international cooperation in the region, aimed at fostering leadership among beneficiary partners and identifying the most relevant strategies for establishing triangular partnerships in each country.*
- *Lesson 2: A good project design is key to having successful triangular processes.*
- *Lesson 3: EU Triangular Cooperation should serve as a toolkit that enables the coordination of different triangular frameworks, in accordance with the characteristics of the initiative and the local context in which it is implemented.*
- *Lesson 4: It is important to move towards mutual accountability that serves as a horizontal dialogue between partners, geared towards achieving results.*
- *Lesson 5: Triangular Cooperation is appropriate when mutual benefits are recognised and weighed.*

As a result of this experience, the following document was published: *The Value Added of Triangular Co-Operation: Lessons Learned from the EU-LAC Programme for Triangular Co-Operation (ADELANTE)*. Through this exercise, both institutions worked in close collaboration, fostering spaces for dialogue with representatives of the countries committed to this modality. In this regard, ADELANTE has contributed by applying its knowledge of the EU and recent project experience, while the OECD has added value to the triangular model through knowledge management and the promotion of experiences and dialogue.

Within the context of Latin America, the promotion of Triangular Cooperation also occupies a privileged space, especially considering that many actions arise from the demand and agreements of the States themselves.

The **Ibero-American General Secretariat** (SEGIB) carries out several lines of action, among which the formulation of the *Report on South-South Cooperation in Ibero-America*, published annually since 2007, is particularly noteworthy; serving as a frame of reference for South-South Cooperation and LAC participation. This effort has made it possible to establish the most complete database on South-South and Triangular Cooperation in Ibero-America and the world, and to report on the evolution and status of this modality. In this regard, the document *10 Years of South-South and Triangular Cooperation in Ibero-America* is worth highlighting, which, in 2018, allowed for taking stock of the progress and regional challenges, and to further explore the characteristics of the initiatives and projects that have been implemented.

In addition, SEGIB and the *Ibero-American Programme for the Strengthening of South-South Cooperation* (PIFCSS) are responsible for supporting the dissemination, visibility and positioning of South-South and Triangular Ibero-American Cooperation on a global scale. Launched in 2008 at the *XVIII Ibero-American Summit* in San Salvador, with the participation of 21 member states, the PIFCSS is internationally recognised for its exceptional nature and for the quality of its outputs. There are two products in particular that stand out. On the one hand, the *Management Guidelines for Implementing Triangular Cooperation in Ibero-America*, and on the other, the more recently published *Challenges of Triangular Cooperation in Ibero-America: Identifying Good Practices to Strengthen its Management*. This last document is the result of a reflection exercise in which the ADELANTE Programme also participated (Giacchino, 2020).

The ADELANTE Programme and the European Union have developed a close relationship with Ibero-American initiatives. In fact, the 2019 report features a section on the Programme, which is described in a positive light; not only for its progress but also for its unique purpose and the quality of its projects, as well as for having placed the European Union in a relevant position in the triangular initiatives.



ADELANTE and the Triangular Cooperation initiatives of Germany, Spain and Portugal

Germany and Spain are two of the most active countries in the world in terms of Triangular Cooperation. The two countries have made a strong commitment to the use of this modality in their cooperation relationship with Latin America. Portugal, which has significant cooperation experience with Portuguese-speaking countries in Africa and has fostered trans-regional triangular processes, also echoed this interest and has been very active in this regard.

In this respect, ADELANTE has benefited from the EU member countries having an active role in Triangular Cooperation, many of which have fully integrated this modality into their structures and initiatives.

German Triangular Cooperation

Germany, in turn, carried out its first pilot experiences as early as the 1980s. Nevertheless, over the past decade the country has strengthened this modality and even developed specific mechanisms to this end. Its main partners include Mexico, Brazil and Chile. There has also been interest in scaling up the Latin American experience with German cooperation on other continents (BMZ, 2013).

Germany is one of the OECD - DAC member states most committed to promoting TC globally, and is increasingly using this modality as an effective tool for German international cooperation, particularly in Latin America and the Caribbean.

The *Regional Fund for Triangular Cooperation in Latin America and the Caribbean*, implemented by the *Deutsche Gesellschaft für Internationale Zusammenarbeit* (GIZ) GmbH, as commissioned by the *Federal Ministry for Economic Cooperation and Development* (BMZ), aims to promote public policies for sustainable development through the successful implementation of TC projects. These include beneficiary countries, provider countries in the Latin American region, and Germany as a traditional provider. Since its establishment, more than 69 triangular projects have been implemented, with the participation of over 23 countries in Latin America and the Caribbean and Africa (GIZ, 2017). Half of the interventions have been successfully completed, and at least five projects have been extended in various formats.

A highly significant aspect of German cooperation is that these projects are accompanied by a capacity-building component, through the *Triangular Cooperation Training Network*; a regional platform to facilitate the exchange of experiences and knowledge, providing learning and continuous training on various topics related to Triangular Cooperation.

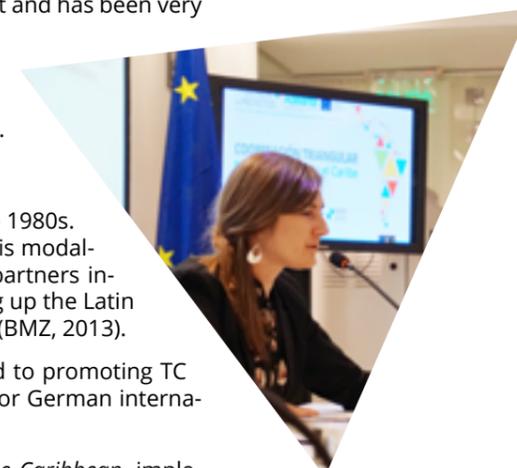
In addition, it fosters political dialogue on TC in the region. Such promotion has taken place through the organisation of four regional conferences to date (Bogotá 2012, Mexico City 2013, Santiago 2015 and Lima 2017); featuring the participation of numerous officials from various political entities and international cooperation agencies, sectoral and technical bodies, embassy representatives, international and regional organisations, as well as civil society representatives and the private sector (GIZ, 2017).

As for the areas in which they operate, the German Cooperation agency, like their Spanish counterpart, has projects in nearly all thematic areas. However, they are especially active in environmental protection and economic advancement, within the framework of business development and other services.

Spanish Triangular Cooperation

Since 2009, Spain has gained significant experience in TC, and is widely recognised in the region for its support to countries and for stimulating international development cooperation in the region, which has allowed the country to participate in TC initiatives and consolidate a dual role in many of these. The Spanish Cooperation is also closely aligned with this modality and with the needs of beneficiary countries (AECID, 2020).

In 2010, the Spanish Government called for greater involvement of the EU in this modality, conducting a preliminary mapping of EU Triangular Cooperation actions and holding a workshop in Madrid, attended by representatives from eight countries (Ayllón, Gomez, & Albarran, 2011).



Projects funded by the BMZ Regional Fund for Triangular Cooperation in Latin America and the Caribbean are accompanied by a capacity-building component, through the Triangular Cooperation Training Network.

Spain has established a model of understanding and carrying out cooperation, in which it places value on (...) guiding TC towards a horizontal approach, with providers seen as equals, and full alignment with the needs of beneficiary countries.

In addition to the support provided by the *Spanish Agency for International Development Cooperation* (AECID) in the strengthening of cooperation structures in countries of the region, Spain (along with the other Ibero-American countries) has promoted and supported Triangular Cooperation, through the creation of the aforementioned *Ibero-American Programme for the Strengthening of South-South Cooperation* (PIFCSS), in which it is the main co-financing partner; with a contribution in the last two years of EUR 220,000, as well as producing the aforementioned *Report on South-South Cooperation in Ibero-America*, prepared by SEGIB.

The first reference to Triangular Cooperation appears in the *Master Plan for Spanish Cooperation 2005-2008*. The current Plan for the period 2018-2021 states that: *South-South and Triangular Cooperation are perfectly aligned with the mission of the SDGs. It has been implemented in LAC, mainly within the scope of Ibero-America, through the Ibero-American Programme for the Strengthening of South-South Cooperation, in which Spain has a long track record of technical cooperation. The current objective is to expand its reach to Africa, to share experiences and build synergies in areas such as migration, gender, employment, combating climate change, water, and modernising public administration. This area of collaboration will enable new fields of work, especially with middle-income countries.*

It should also be noted that AECID has encouraged the signing of memorandums of understanding on TC with Argentina (2009), Brazil (2011), Chile (2009), Ecuador (2014), El Salvador (2011), Mexico (2014), Peru (2015) and Uruguay (2011). In the case of Costa Rica, the *XI Joint Hispano-Costa Rican Commission*, held in 2015, incorporated TC as a new instrument, along with others, such as public private partnerships for development or reimbursable aid, of which four phases have already been carried out (Castiella, 2019).

On the other hand, the *new generation of agreements* signed with Brazil (2015), Chile (2014), Panama (2015) and Uruguay (2015) also allude to Triangular Cooperation, for the implementation of joint actions in benefit of third countries in an equal or lesser stage of development (Castiella, 2019).

In other words, Spain has actively promoted this modality and is also a proponent of developing trans-regional schemes. It is an efficient and effective strategy, bearing in mind the decline in ODA over the last 10 years and the graduation of most Latin American countries into middle-income countries. By the end of 2019, Spain had 50 TC initiatives operating throughout Latin America.

Spain has established a model of understanding and carrying out cooperation that, on the one hand, places value on its own experience in the promotion of TC and, on the other hand, has an interest in guiding TC towards a horizontal approach, seeing providers as equals, and fully aligning with the needs of beneficiary countries (AECID, 2019).

In the case of Spain, the health sector is particularly important, followed by agriculture, environmental protection and sustainability, and education. This experience will certainly be of great interest in light of the emerging priorities due to the coronavirus crisis.

Portuguese Triangular Cooperation

Portuguese Cooperation is more subtle in triangular matters. Nevertheless, their efforts to promote this modality should be taken into account, along with the innovations in their respective model and with regard to their relationship and dialogue with the ADELANTE Programme.

Portugal has signed memorandums of understanding on Triangular Cooperation with Argentina (2008), Brazil (2016), Chile (2016), Uruguay (2016), El Salvador (2017), Egypt (2017), Colombia (2017) Morocco (2017) and Peru (2019), whose main beneficiaries are countries in priority areas for Portuguese cooperation in Africa, along with East Timor (Camões, 2020). Although Latin American countries already carry out cooperation projects with other regions, as Brazil and Chile do, the Portuguese model is worth mentioning because its commitment can help consolidate new providing partners in the region.

The memorandums of understanding signed by Portugal aim to implement Triangular Cooperation initiatives, in order to contribute to the eradication of poverty and the development of beneficiary countries.

ADELANTE, Germany, Spain and Portugal as providers of Triangular Cooperation

The ties between ADELANTE and these three countries, and in particular their Triangular Cooperation programmes, are quite strong and closely connected. In this sense, European Cooperation also draws on the experience of its member states. It highlights Triangular Cooperation in the context of the ties between Europe and Latin America, which tend to be less relevant than the ties of greater immediate interest, such as those with Africa and the Least Developed Countries.

This is one way to strengthen a *special relationship* and establish a space for co-creation. Spain's contribution in this regard is indispensable, and also serves as a link between Europe and Latin America.

When comparing cooperation models, it is possible to see that both Spain and Germany operate by using funds for which proposals can be submitted, with a certain degree of flexibility in their structure. However, in both cases, priority is given to the method based on the traditional relationship between a donor and Southern partner country.

Although there are more and more countries willing to be providers, the fact is that, so far, few countries have devoted themselves to this role through prioritisation within their foreign policy and/or cooperation. Chile, for example, has secured its international reputation as the region's pivotal partner within the triangular modality, allowing it to secure agreements with Germany, Australia, Canada, South Korea, the United States, Israel and Japan. In addition, together with Mexico, Chile provides the largest amount of joint funds (Malacalza, 2020). Mexico, in turn, is Germany's preferred partner, as the latter sees the possibility of consolidating this North American country's position as a donor and harnessing its existing capacities (BMZ, 2013).

Also noteworthy is Spain's joint work with Costa Rica, now concluding the fourth phase of its *Triangular Cooperation Programme*; establishing one of the region's most stable partnerships. Argentina and Uruguay are also regular members in these cooperation frameworks.

The European models harness the complementarity and synergies between the actors involved, and help balance out the relationships between all partner countries for a more symmetrical approach. However, they also run the risk of forming a more bilateral relationship, as if there were two donors, which can also relegate the beneficiary partner to a passive role. In addition, this prior collaboration may narrow the possibilities for the third country to participate (Alonso, Aguirre, & Santander, 2019).

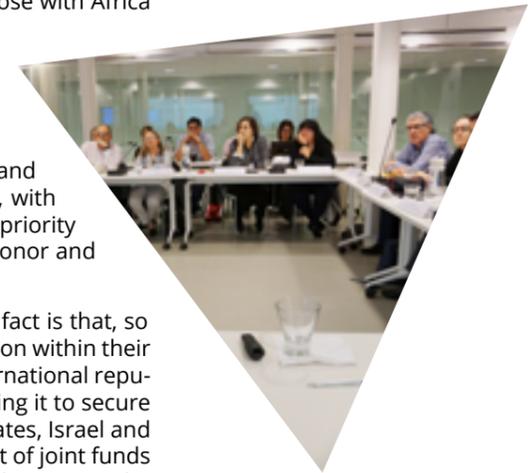
There is no evidence that German or Spanish cooperation has suffered from such an experience, and in fact, in both cases it highlights their ability to leverage the lessons learned and carefully assess their own experience. However, in light of the processes that are currently being strengthened, as is the case of ADELANTE or Portuguese Triangular Cooperation, this can serve as a warning to consider and weigh the risks against the opportunities.

So far, one of the most noteworthy aspects of ADELANTE has been the diversity of roles held by the partner countries. This is an asset that should be valued for its unique approach.

Despite the *novelty* of the formal commitment of the EU to Triangular Cooperation, this actor is at the helm of a programme with a large amount of funds, as well as a strong foothold in multilateral environments. In this sense, it is through its role as an international promoter of the triangular model that ADELANTE has quickly managed to establish itself among the leading cooperation schemes.

The ADELANTE model and Triangular Cooperation schemes of several Latin American countries

According to data from the *OECD Triangular Co-operation Repository of Projects* (DAC, OECD, 2020), all Latin American countries are significantly involved in triangular initiatives, with some as providers and others as beneficiary partners. As indicated, the countries with the greatest involvement, according to the number of projects reported by each in the repository, are Chile, Brazil, Mexico, Colombia, Costa Rica and Uruguay. This is also confirmed in SEGIB's *Report on South-South Cooperation in Ibero-America*, where Argentina and El Salvador also stand out for their involvement. However, it is difficult to track the political and technical approaches to Triangular Cooperation in each of these countries.



The European cooperation models "harness the complementarity and synergies among the actors involved, and help balance out the relationships between all partner countries for a more symmetrical approach."

Countries that develop manuals and technical material help facilitate the processes, and add to the quality of Triangular Cooperation.

This difficulty is partly due to the fact that not all countries have national cooperation agencies, and the offices dedicated to this task are typically integrated within other ministries or institutions. In this sense, it is worth highlighting the portal of the *Ibero-American Programme for the Strengthening of South-South Cooperation* (PIFCSS), which compiles much of the news and opportunities that arise in the countries. The activity of the portal suggests a growing momentum of triangular initiatives.

With regard to other cooperation models, and in order to compare these with the ADELANTE Programme, it is important to consider the way in which Triangular Cooperation is conceived, as well as its technical and political significance.

In terms of approaches, the definition proposed within the scope of Latin America is widely accepted and utilised by all countries. Although this approach was not chosen by the ADELANTE Programme, there are in fact no discrepancies in understanding Triangular Cooperation. On the contrary, what can be seen through its active participation in forums and working meetings is an acknowledgement of the importance and added value of this model.

Another key aspect to consider when comparing ADELANTE with Latin American cooperation schemes involves the development of a *learning system*, or methodological framework to boost Triangular Cooperation:

- Chile has produced and published its own *Triangular Cooperation Guide: Conceptual Framework and Experiences* (AGCID, 2015). In addition, it has developed a working paper, entitled *Evaluating Triangular Cooperation Projects* (AGCID, 2015).
- Colombia also has a *Strategic Framework for Triangular Cooperation* (APC, 2016).
- Costa Rica has also produced guidance documents, such as the *Manual on Technical Cooperation among Developing Countries and Triangular Cooperation*, as well as an analysis on *South-South and Triangular Cooperation: Historical Developments in the International System and in Costa Rica* (Mideplan, 2016).
- In 2012, Mexico produced a 'catalogue of capacities' in cooperation, which has led to the identification of opportunities and partnerships.

The existence of robust Triangular Cooperation methodologies is a significant step forward, as it establishes the objectives, areas and mechanisms for their implementation, thus facilitating the process and reducing the operational costs and negotiations. In this regard, countries that produce manuals and technical material help facilitate processes and contribute to the quality of Triangular Cooperation.

The following is a brief overview of the cooperation systems of the most active Latin American countries in the field of TC:

Chile 🇨🇱. In the last two decades, Chile has been shaping its model of South-South and Triangular Cooperation through three key features: a focus on activities of a technical nature (through the transfer of skills and knowledge), considering diversity when forging new partnerships, and a proactive stance when it comes to timely responses to requests for cooperation, which demonstrates its desire to create a more active and purposeful cooperation model (Santander, G. 2017). This growing interest in forming an active part of TC, along with important recent advances, such as the strategic documents that aim to guide the policy of international development cooperation in the country, reflects Chile's progressive accountability in the governance of an international system that is clearly undergoing a transformation (Santander, G. 2017).

Argentina 🇦🇷 has its *Argentine Fund for South-South and Triangular Cooperation* (FO.AR), with a track record in establishing and consolidating partnerships for development for over 25 years. Its objective is to build capacities through the exchange of knowledge, technologies and best practices, as well as to promote development processes through technical assistance, within the framework of international cooperation projects. In order to promote the involvement of subnational governments at the international level through cooperation, FO.AR also provides the opportunity for Argentinian provinces and municipalities to participate as project stakeholders, as well as sending experts to work on international cooperation activities (Ministry of Foreign Affairs, International Trade and Religious Affairs of Argentina, 2019). *Argentina Cooperates and Argentina Regional* are two of the country's catalogues of capacities, in which the offer of decentralised cooperation is particularly noteworthy.

Mexico 🇲🇽, one of the most active countries in Triangular Cooperation initiatives, is also one of the key promoters and providing partners in the region. As highlighted by the PIFCSS, the country participates as a provider in 94 projects and 28 initiatives, and is a regular partner of both Germany and Japan. Like Chile, its advancements in institutional,

methodological and technical development are what lead other countries to request its support. In the case of Mexico, the creation of information systems and registry of experiences can be highlighted, in line with the aforementioned catalogue of capacities in Argentina. This allows the country to leverage its experience, while facilitating the identification of capacities and potential institutional partners. Particularly noteworthy in Mexico is the level of maturity of its cooperation system, the allocation of its funds for both South-South and Triangular Cooperation, and the development of instruments for various types of cooperation, including educational, technical and scientific modalities.

Costa Rica 🇨🇷 is another highly active player and pioneer in Triangular Cooperation, especially through its relationship with Spain, and its firm commitment to strengthening this modality. The country is a pivotal partner in 12 programmes and 3 initiatives (SEGIB, 2019). It has also made efforts to capitalise on and share its capacities and experiences, through its institutional system and its *Manual on Technical Cooperation among Developing Countries and Triangular Cooperation*, which describes how to organise and manage South-South and Triangular Cooperation in Costa Rica, as well as its *Catalogue of Technical Proposals of Costa Rica*, which showcases the country's expertise on specific issues (Mideplan, 2020).

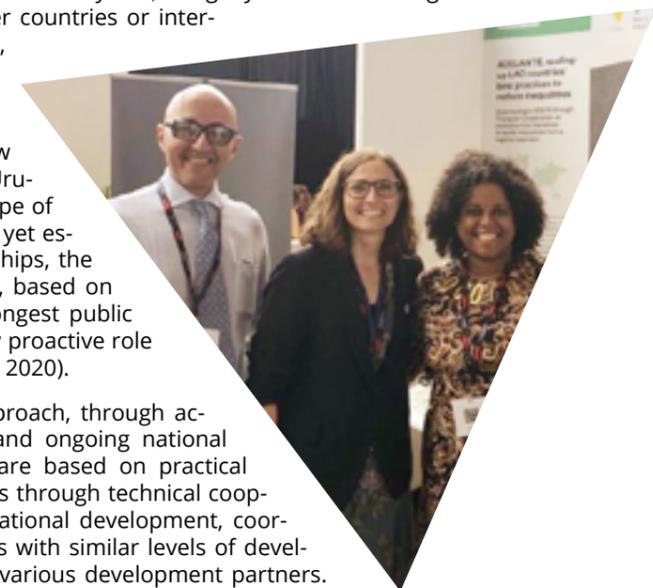
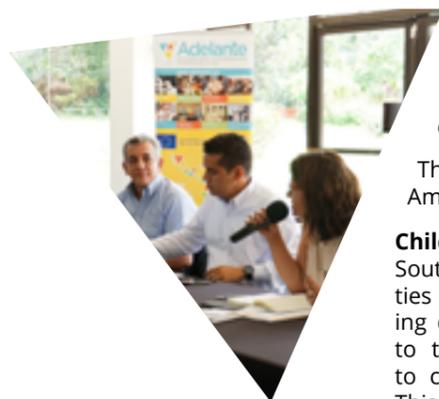
Uruguay 🇺🇾 supports Triangular Cooperation initiatives as a relevant modality, which complements and enhances the richness and strengths of both traditional North-South cooperation and South-South cooperation. In recent years, Uruguay has been calling for the promotion of partnerships with other countries or international bodies for Triangular Cooperation, Spain being its primary partner, followed by Japan, the EU, the United Nations System, Germany and Portugal. These strategic partnerships have made it possible to find new ways of working with traditional partners in Uruguay, allowing the country to expand the scope of its strategy to other regions where it has not yet established many ties. Through these partnerships, the country can also contribute to development, based on the transfer of knowledge regarding its strongest public policies. Undoubtedly, Uruguay plays a highly proactive role in Triangular Cooperation in the region (AUCI, 2020).

El Salvador 🇸🇻 draws from a strategic approach, through actions to strengthen and promote current and ongoing national South-South cooperation initiatives. These are based on practical criteria, such as expanding national capacities through technical cooperation, targeting all sectors and areas of national development, coordinating the requests and needs of countries with similar levels of development, and transparent relationships with various development partners. In accordance with these criteria, El Salvador has viewed Triangular Cooperation as being complementary to a horizontal approach, with the aim of revitalising and consolidating a dual role in development cooperation as both beneficiary partner and provider of technical cooperation (*Ministry of Foreign Affairs of El Salvador*, 2020).

Colombia 🇨🇴 has become an active participant in South-South and Triangular schemes. During the period 2015 -2018, the *Strategic Framework for Triangular Cooperation* was launched, with the objective of positioning Colombia as a provider and strategic partner in the framework of the TC model; aimed at sharing its knowledge, experiences and good practices, as well as the co-creation of innovative and creative solutions to development challenges, including the fulfilment of the *Sustainable Development Goals* (SDGs) in the countries of the LAC region. No new strategy has been launched as of yet. However, the data indicates that the country continues to be actively involved through its various roles in Triangular Cooperation (APC, 2016).

The ADELANTE model and other regional programmes. The cases of EUROsociAL+ and EUROCLIMA+

This last section reflects on, and makes a brief comparison between, the ADELANTE programme and the European EUROsociAL+ and EUROCLIMA+ programmes. The sum of these three programmes provides a general representation of EU cooperation, in its broad efforts to innovate and respond to the specific needs of Latin American countries as facilitators of development processes.



EUROSociAL+, EUROCLIMA+ and ADELANTE represent a serious commitment by the EU to innovate and respond to the specific needs of LAC countries as facilitators of development processes.

EUROSociAL+, which is now in its third edition, is a pioneer programme in a type of co-operation aimed at peer learning and the exchange of experiences between government stakeholders in both regions, fostering the use of a wide range of relevant tools for each process.

Based on a demand-driven approach, the Programme seeks to support the current reform agenda in various Latin American countries, preferably collaborating on more strategic and medium to long-term priorities. Through this, the Programme is incorporated into ongoing formulation and modification processes within the public policies of different countries, which, in addition to having an impact at the national level, often exert a certain influence on the regional or international agendas.

EUROCLIMA+, in turn, is the flagship EU programme on environmental sustainability and climate change, together with Latin America. It aims to reduce the impact of climate change and its effects on the region by promoting climate change mitigation and adaptation, resilience and investment. This programme implements actions that are considered strategically important for the implementation and updating of *Nationally Determined Contributions* (NDC) in its 18 partner countries.

Its action strategy centres on activities that respond to the needs expressed by one or more countries to undertake actions, in which a European cooperation model can provide added value, such as: supporting intra-regional dialogue and cooperation on climate issues in Latin America, supporting bi-regional dialogue and cooperation between Latin America and the European Union (EU) in international climate forums in the context of strategic shared interests (guided by the Paris Agreement and the Sustainable Development Goals), and finally, in providing the complementary expertise of seven different agencies (AECID, AFD/Expertise France, FIIAPP, GIZ, ECLAC and UNEP).

In 2015, the European Commission analysed six European cooperation programmes (ALFA III, AI-INVEST IV, COPOLAD I, EUROCLIMA, EUROSOCIAL II and URBAL III), in view of their contribution to South-South Cooperation. Based on the evidence obtained in the study, it was determined that the regional programmes effectively reflected the priorities of the cooperation policy between the EU and Latin America and the Caribbean, as well as having operationally supported regional integration.

Moreover, as the report pointed out, these regional programmes are Triangular Cooperation programmes by their very nature, as there is tripartite cooperation (three roles) within these. There is a provider of funding, technical assistance or both from a Northern partner (EU), a Southern partner/provider (a Latin American country), and a beneficiary partner country from the global South (also a Latin American country).

In the context of these programmes, four key tools for Triangular Cooperation are used: *networking, the exchange of experiences, technical assistance and partnerships*, in this particular order of importance. *Networking and the exchange of experiences* are the most commonly used. In comparison with other donors, the exchange of experiences can be seen as a Triangular Cooperation tool that is specifically used in European cooperation.

This evidence was very relevant in demonstrating that the European Union is undertaking a radical and wide-ranging effort to innovate and strengthen its activity in Latin America, with models of cooperation that enable regional initiatives and which foster a more horizontal relationship between all members of the region. However, while the programmes analysed in the study address regional priorities, such as capacity building and triangular initiatives, there is a significant difference between these and the ADELANTE model. **This particular programme is unique in its approach, in that it works toward a specific objective in each project and, with the same intensity, aims to build capacities that are specific to the triangular process.** In other words, not only does it operate within a triangular scheme, it also aims to encourage, strengthen and support national agencies to assume leadership roles within this framework.

In any case, there is a clear complementarity and richness in the combination of European programmes, which calls for closer ties and aims to harness the lessons learned, in pursuit of a common goal: none other than the sustainable and equitable development of Latin America, with a demand-driven approach based on the needs of the countries themselves.

Conclusions

As the PIFCSS points out: *Just as South-South Cooperation has reached a sufficient level of maturity to be respected in various fields, Triangular Cooperation must reach a degree of maturity that allows it to advance from the pilot phase; thus situating the partner, who is still referred to as the beneficiary in North-South Cooperation, on equal footing with the developing country, the developed country or multilateral body. This should be seen as a process in which debate and openness to new ideas play an essential role, and in which seed projects can generate more ambitious initiatives, until gradually forming a body of practice* (PIFCSS, 2015).

The overall objective of Triangular Cooperation should not only be to establish itself and grow as a modality, since its main purpose is to essentially break down the barriers between the different actors to pursue joint efforts and shared benefits. In this regard, it is perhaps the modality that best fits with the philosophy behind the 2030 Agenda and the Sustainable Development Goals.

The ADELANTE Programme is an ideal initiative in this sense, and its aim to provide an experimental structure through which to apply innovation and systemic improvement is quite a unique contribution.

ADELANTE has not only enabled the development of high-level projects that tackle strategic issues to fulfil the targets and objectives of the Sustainable Development Agenda, but has also created a methodology for building a body of knowledge and good practice, while also simultaneously carrying out project activities. Based on the implementation of the toolkit for Triangular Cooperation, as formulated by the OECD, ADELANTE has documented the lessons learned, has opened spaces for dialogue and has shared its overall progress. This body of knowledge is a key contribution to the future of both EU programmes and those involving other European facilitating partners.

That is, ADELANTE has operated using a three-fold strategy:

1. On the one hand, carrying out projects with their respective objectives.
2. On the other hand, building the social and relational capital required to foster the continuation of triangular partnerships derived from the projects.
3. Third, the construction of a system of documentation, self-reflection and lessons learned from the process.

Based on the information provided in this document, in addition to this contribution, it is important to assess ADELANTE's ability to overcome the risks that triangular programmes might face.

Among these risks, some analysts point to the fact that the presence of a traditional donor might signify breaking with the horizontal nature and reciprocity on which, as some suggest, South-South and Triangular Cooperation should be based on (Alonso, Aguirre, & Santander, 2019). Nevertheless, based on the evidence derived from the analysis of the ADELANTE Programme, as well as the other triangular programmes in which Spain and Germany have partnered with Latin American countries, it seems that this risk is outweighed by two of the benefits of Triangular Cooperation. First, the possibility of accessing a larger volume of resources, and second, the fact that a two-country project or objective is part of a larger framework, in which prior experience and additional resources can be leveraged to overcome difficulties. Upon weighing the risks and benefits of the triangular modality, it is clear that Triangular Cooperation effectively fosters mechanisms in pursuit of partnerships for a more horizontal approach.

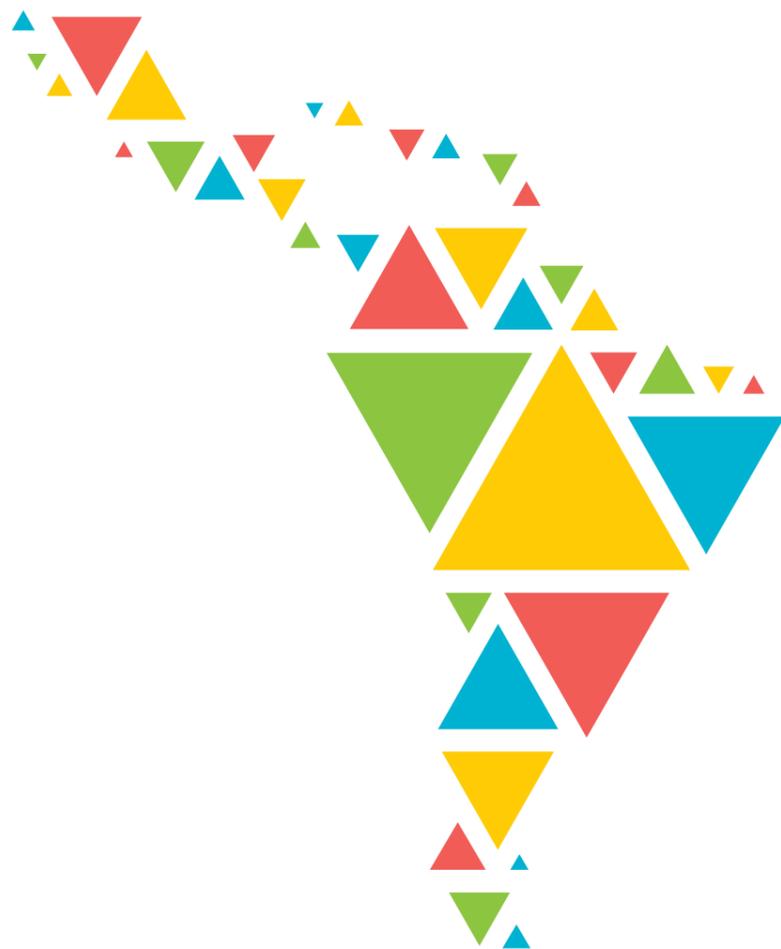
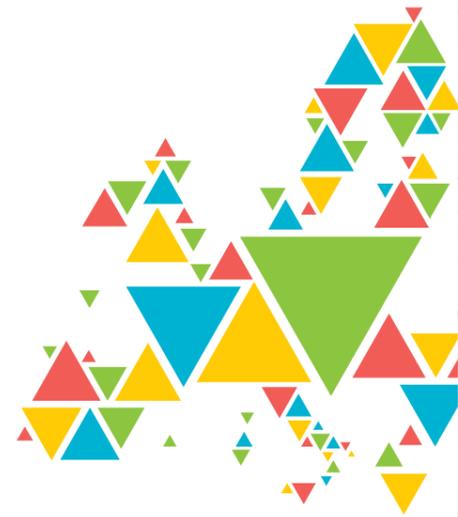
A second risk is that TC could be seen as a way for traditional donors to bestow certain privileges on their preferred partners, establishing international hierarchies among developing countries (Alonso, Aguirre, & Santander, 2019). In this case, while there is indeed a risk of creating social and relational capital between national cooperation agencies, this has not proven to be entirely negative, if clear strategies are included for *preferred* partners to take on the role of increasingly active and rigorous donors, while also actively supporting the *recruitment* and preparedness of new providing partners. The cases of Chile, Mexico and Costa Rica provide a good example. The ADELANTE programme has undoubtedly maintained a very open outlook in its strategy.



ADELANTE has created a methodology that allows for building a body of knowledge and good practice, while also carrying out project activities.

As noted above, cooperation strategies are part of a country's political decisions. Those who have made firm commitments in this regard tend to build their respective internal and external partnerships in the region, so it comes as no surprise that certain partnerships have established a stronger foothold. In any case, this does not appear to hinder the participation of new providers or partners.

The third risk is that Triangular Cooperation could condemn many developing countries to being mere funders, thus diminishing their levels of autonomy and their own international assistance needs (Alonso, Aguirre, & Santander, 2019). Nevertheless, the trajectory of the ADELANTE Programme demonstrates that it has faced this very issue and has managed to overcome it, thanks to its ability to reflect and adapt, which has been a hallmark of the Programme since the beginning of its journey. Evidence shows that in this particular case, the EU is not willing to be a mere funder, and is eager to showcase its capacity as an active and strategic player.



CHAPTER 2

The 8 ADELANTE Projects



In 2015, the European Commission launched a call for Triangular Cooperation grants, which resulted in the co-financing of 8 projects, involving 93 organisations from 22 countries in Latin America and the Caribbean and Europe.



Colombia
Costa Rica
Mexico



Belize
Colombia
Costa Rica
Dominican Republic
El Salvador
Guatemala
Honduras
Nicaragua
Panama



Chile
Cuba



Argentina
Chile
Colombia
Costa Rica
Ecuador
El Salvador
Guatemala
Mexico
Panama
Paraguay
Peru
Uruguay



Argentina
Brazil
Colombia
Cuba
Ecuador
Mexico



Colombia
Costa Rica
Ecuador
Spain
Paraguay
Peru
Uruguay



Argentina
Brazil
Chile
Paraguay
Uruguay



Brazil
Chile
Colombia
Costa Rica
Paraguay
Uruguay



-  Project coordinated by the **Chilean Agency for International Development Cooperation (AGCID)**
-  Implemented in **Cuba**
-  It has contributed to the strengthening of the **Central Laboratories Unit for Agricultural Health (ULCSA)**
-  With the participation of **several European institutions**
-  EU contribution: **EUR 696,057**
-  Total budget: **EUR 1,089,633**



Aporte a la Seguridad Alimentaria de la Población de Cuba

Sustainable Development Goal 2 advocates for a world without hunger, with access to food security and improved nutrition for all. Despite significant progress in the region of Latin America and the Caribbean regarding the Zero Hunger Challenge, many countries still face challenges in attaining a healthy, nutritious and adequate diet for all.

According to the Food and Agriculture Organization of the United Nations (FAO), the increase in extreme poverty since 2014 in the region indicates that the

population faces difficulties in accessing a basic food basket that meets their essential nutritional needs. In the case of Cuba, while it has made important strides in this regard, most notably in eradicating hunger, there is still a gap in animal health and food safety. The project **Contributing to Food Security for the Population of Cuba** stems from the conviction that ensuring the safety of food of animal origin will help increase its availability, thus directly improving the food security of the entire population.



Why is the project important?

Increasing the production of safe food is key to reducing the levels of food insecurity among the Cuban population, both in terms of access and quality. For this reason, one of the priority areas for the country is the *Strategy for Food Health, Quality and Safety*, supporting the implementation of the corresponding national plan, in line with international food safety standards.

In keeping with this objective, the project aims to increase the level of food safety through the training of technicians and specialists from laboratories affiliated with the *Central Laboratories Unit for Agricultural Health (ULCSA)* of the *Ministry of Agriculture (MINAG)*.

It seeks to build scientific and technological capacities to shift towards a more sustainable production, providing greater access to safe food, in line with the country's aim of increasing regulatory and control efforts in the agri-food industry.

Food security is the uninterrupted access to a sufficient quantity of healthy and safe food, as it is essential for good health and the eradication of hunger. The lack of food safety or poor quality of food particularly affects the most vulnerable, who often obtain their food in informal markets, which increases their risk of food contamination. To this end, it is necessary to increase the efforts of each country to implement and expand interventions to improve access to safe, nutritious and adequate food for all.

How was it implemented?

The project was coordinated through a capacity-building approach, carried out through traineeships for Cuban technicians at the *Agriculture and Livestock Service (SAG)* in Chile and technical assistance provided by Chilean technicians in the participating laboratories in Cuba. This exchange and joint work in the two countries has made it possible to orient

the learning objectives towards real, everyday challenges for the technical teams, thus maximising resources and ensuring the best use of mutual learning spaces. In turn, the 20 Cuban technicians who have completed 12 traineeships in both Chile and Europe have taken on the role of agents of change upon their return to Cuba, effectively holding dozens of seminars to share this newly acquired expertise with laboratory technicians and staff from agricultural production units around the country. **The training programme has been supplied with state-of-the-art equipment and inputs for Cuban laboratories**, as a way of ensuring that the increased capacities of the laboratory staff are accompanied by the technological tools needed to carry out tests aimed at improving food safety.



PROJECT TITLE

Contributing to Food Security for the Population of Cuba

OVERALL OBJECTIVE

Contribute to the food security of the population of Cuba

SPECIFIC OBJECTIVES AND EXPECTED OUTCOMES

Improved detection systems in food safety, animal health diagnosis, monitoring and control of the Ministry of Agriculture of Cuba (MINAG).

Result 1:

Improved knowledge of specialists from the Ministry of Agriculture of Cuba (MINAG) on food safety, and animal health diagnosis and monitoring.

Result 2:

Updated and increased availability of equipment, reagents and supplies of the laboratories of the Ministry of Agriculture of Cuba (MINAG), in the area of food safety and animal health diagnosis and monitoring.

AUTHORITY RESPONSIBLE FOR PROJECT IMPLEMENTATION AND PROJECT PARTNERS

The project was coordinated by the **Chilean Agency for International Development Cooperation (AGCID)**. With joint participation of the following institutions:

- Agricultural and Livestock Service (SAG) of Chile
- Ministry of Agriculture (MINAG) of Cuba

PROJECT COORDINATOR

Paola Caro Pino - AGCID

COUNTRIES OF IMPLEMENTATION

Chile and Cuba

START DATE - END DATE (EXPECTED)

February 1, 2017 - December 31, 2021 (59 months)

BENEFICIARY PARTNERS

- MINAG officials working in areas related to food security.
- Persons affiliated with public or private agricultural production units in Cuba.
- The entire Cuban population.



The SAG as a technical pillar of the project

The Agricultural and Livestock Service (SAG) is the official body responsible for supporting the development of agriculture, forests and livestock in Chile, through the protection and improvement of animal and plant health. Its functions include ensuring that food and medicines produced for animals are safe and do not adversely affect their health, in addition to certifying that food of animal origin intended for human consumption is safe, and free from zoonotic diseases that may affect the health and economy of the country. The SAG has 16 laboratories throughout the country, with advanced analysis technology, highly trained professionals, and processes under ISO standards; thus guaranteeing quality in their diagnostics and analyses, aimed at assessing and certifying the health status and quality of plant and animal products.

The SAG contributes to the project through its proven technical capacity, providing assistance and training to professionals within the laboratory network of the *Ministry of Agriculture of Cuba (MINAG)*, as well as

providing advice on the technological updates needed to expand and improve the capacity of Cuban laboratories. As an example, the traineeships carried out by Cuban laboratory technicians, conducted on-site at the SAG, and the technical assistance provided in the Cuban laboratories allowed them to attain certification from the *National Laboratory of Food Hygiene (LNHA)*, under the quality standard ISO 17025 for the determination of salmonella.

With the support of the SAG, it was possible to improve the control and monitoring capacity of the hygienic and sanitary conditions of food of animal origin destined for human consumption, as well as control of feed and raw materials for their production; thus reinforcing public health against zoonotic diseases, contaminants and food-borne diseases. In addition, professional relationships have been cultivated between specialists from both countries, leading to mutual support and the continuation of the joint search for sustainable development solutions.



Juan Garay

Head of Cooperation, European Union Delegation to Cuba

"This Triangular Cooperation project between the EU, Chile and Cuba is highly relevant to the pursuit of food sovereignty.

With a significant impact on the country's economic situation, currently weighed down by a strong dependence on food and energy imports, the project also contributes to sustainable local development. The exchanges between the SAG and MINAG specialists are worth highlighting, along with the provision of equipment and key inputs for health checks of food products of animal origin. It is highly consistent with the EU-Cuba cooperation strategy, and in line with several programmes for food sovereignty, and the development of the biotechnology industry. After a slow start, it is now in full swing and is held in high regard by the beneficiary institutions."



Juan Pablo Lira

Director
Chilean Agency for International Development Cooperation (AGCID)

"For Chile, it is very important to be able to share our experience in food safety with our sister nations, since we are certain that this provides a learning experience for all the countries involved in this initiative. It is also one of the first Triangular Cooperation experiences between Latin America and the European Union under the ADELANTE Programme, which has provided an opportunity to strengthen this modality through the exchange of regional experiences, and the search for innovative instruments in the field of cooperation, which is key to achieving sustainable development."

▼ What was the degree of European involvement?

In addition to the traineeship programme and the technical assistance carried out with the SAG, the project has facilitated exchanges with European entities and experts that have helped to strengthen the skills of Cuban technicians in the field of food safety.

For example, the director of the **National Veterinary Diagnostic Laboratory of Cuba** carried out a study visit to the **Animal Health Research Centre (IRTA-CReSA)**, based in Barcelona, with the aim of improving techniques for isolating classical swine fever virus. The IRTA-CReSA is a centre belonging to the **Institute of Agrifood Research and Technology (IRTA)** a specialised unit affiliated with the **Department of Agriculture, Livestock, Fisheries and Food of the Regional Government of Catalonia**.

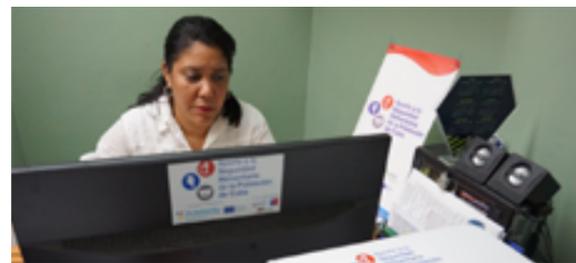
Strengthening the capacity to respond to this swine disease will help guarantee greater access to one of the basic food staples of the Cuban diet.

The project is especially aligned with the fourth expected outcome of the ADELANTE programme: Maximising the impact and effectiveness of development actions through a systematic approach, drawing on the knowledge and experience of the beneficiary countries and the EU partners in Latin America and the Caribbean.

▼ What is the project's lasting impact?

Within the framework of the Strategy for Food Health, Quality and Safety, and in line with other pre-existing international cooperation programmes in this area, **the project has aimed to enhance the scientific and technological capacities of the National Food Control System** by strengthening expertise and building capacity among the technicians and others involved in this work, the improvement of facilities, and the introduction of new technologies in the main laboratories of the country.

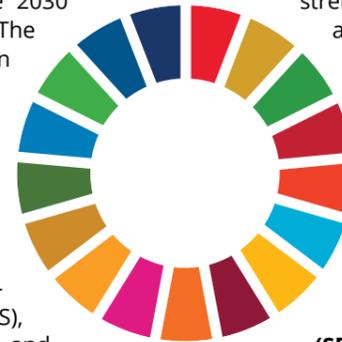
This experience with Triangular Cooperation was considered enriching for both Chile and Cuba, especially in terms of the knowledge exchange between the two countries and capacity building. The technical missions and traineeships in Chile were carried out under a peer-to-peer approach, thus fostering a more horizontal cooperation. This was also enhanced by the study visit to Spain, as well as the collaboration framework created together with the research centre as a result of this visit. There is a strong commitment to ensuring that this network continues beyond the project's time frame, and is open to the addition of new key players in this field.



The project aims to have a significant impact on the learning and knowledge acquired. To this end, the workshops have played a fundamental role in replicating the knowledge gained through the traineeships, in seeking a multiplier effect in order to reach as many Cuban professionals and food producers as possible.

▼ How does the project contribute to the 2030 Agenda?

Although the country has not yet been able to submit a *Voluntary National Review (VNR)* to the *United Nations High-Level Political Forum on Sustainable Development*, Cuba has effectively incorporated the 2030 Agenda into its institutional structure. The inter-agency working group, created in 2018 - the *National Group for the Implementation of the 2030 Agenda for Sustainable Development* in Cuba - is the entity tasked with tracking progress against the SDGs in the country. Its main function is to link the SDGs and their targets to the core strategies and sectors of the *National Plan for Economic and Social Development 2030 (PNDES)*, in addition to monitoring, evaluating and reporting on progress made in the implementation of the 2030 Agenda. The National Group is chaired by the *Ministry of Economic Affairs and Planning (MEP)*, joined by three key entities: the *Ministry of Foreign Affairs (MINREX)*, the *National Office of Statistics and Information (ONEI)*, and the *Ministry of Foreign Trade and Investment (MINCEX)*.



In this context of institutional commitment to sustainable development, Cuba has formulated its *Strategy for Food Health, Quality and Safety*, and has aimed to strengthen its National Food Control System; a task to which the project has lent ample support. **It is worth noting the project's contribution to ensuring access to healthy, nutritious and sufficient food for all people throughout the year (SDG 2), as well as to increasing scientific research and improving technological capacity (SDG 9); especially when these objectives are focused on more sustainable consumption and production patterns (SDG 12).**

It should also be noted that the two participating countries in the project, Cuba and Chile, are committed to the implementation of the *CELAC Plan for Food and Nutrition Security and the Eradication of Hunger 2025*; a plan developed in full alignment with the approach and priorities of the 2030 Agenda in this area.



Contributing to Food Security for the Population of Cuba
has directly and indirectly contributed to the following SDGs:



Target 2.1: By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.

Improving animal health standards and increasing the availability of safe food of animal origin leads to healthier, more nutritious food and a more efficient diet for people, especially the most vulnerable. Through the training of Cuban technicians and improvements in the laboratory facilities attached to the MINAG, the people of Cuba will have better access to healthy food and, consequently, greater food security.



Target 9.5: Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending.

With the aim of improving both the quality of facilities in the country and enhancing the capacities and know-how of technicians and others involved in this work, the project has strengthened scientific and technological capacities in the sector. The training received by laboratory technicians, as well as the purchase of equipment, supplies and reagents, has benefitted the *National Food Hygiene Laboratory*, the *National Veterinary Diagnostic Laboratory* and the *National Laboratory for Avian Research and Diagnosis of Cuba*.

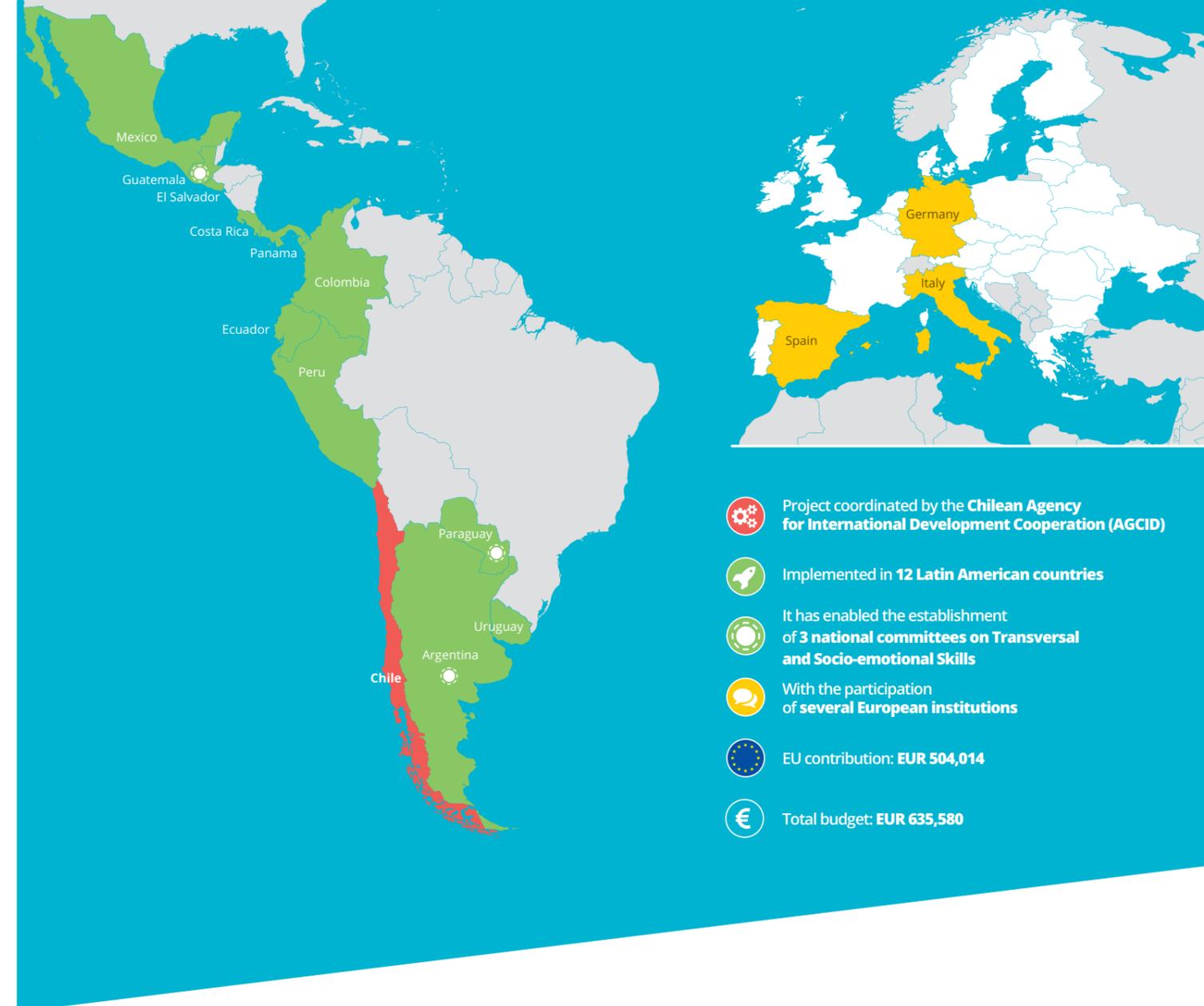


Target 12.A: Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production.

The project has encouraged the training of technicians and professionals from laboratories belonging to the *Central Laboratories Unit for Agricultural Health (ULCSA)*. These training sessions are subsequently replicated through additional training at public and private agricultural production units in Cuba. As a result, both material and non-material inputs have allowed for additional analyses, with the goal of improving access to healthy, quality food of animal origin for the Cuban population.



More information on **Contributing to Food Security for the Population of Cuba:**
www.adelante-i.eu/en/contributing-food-security-population-cuba



- Project coordinated by the **Chilean Agency for International Development Cooperation (AGCID)**
- Implemented in **12 Latin American countries**
- It has enabled the establishment of **3 national committees on Transversal and Socio-emotional Skills**
- With the participation of **several European institutions**
- EU contribution: **EUR 504,014**
- Total budget: **EUR 635,580**



In contrast with previous decades, recent years have shown a very negative trend in terms of combating poverty and reducing inequality on a global scale. Unfortunately, Latin America and the Caribbean has also been affected by this pattern. According to the *Economic Commission for Latin America and the Caribbean (ECLAC)*, while there were 46 million people in extreme poverty in the region in 2014, this number increased to 63 million people in 2018. Cuts in social spending, carried out by many countries in response to economic stagnation, have directly affected the

most vulnerable families, along with cuts to the social programmes that serve as the last buffer of protection in curbing the rise of extreme poverty. The **DIALOGAS** project, with a strong commitment to Triangular Cooperation, was designed to improve the effectiveness of poverty alleviation programmes, by promoting Transversal and Socio-Emotional Skills, which have been shown to help facilitate the entry and permanence of the most vulnerable populations in the education system and workforce.



V WORKSHOP - URUGUAY

▼ Why is DIALOGAS important?

DIALOGAS seeks the joint construction of solutions, which can ideally be translated into sectoral policies, aimed at the inclusion of Transversal and Socio-Emotional Skills in poverty alleviation programmes. To this end, based on the principles of Triangular Cooperation, the project proposes a model of work that transcends the concept of welfare-based assistance to foster joint reflection, and leverages the skills and lessons learned in each of the participating countries; focusing on methodologies that encourage participation and forging closer ties between actors within and between countries.

For example, DIALOGAS has promoted the formal establishment of inter-agency and intersectoral forums on Transversal and Socio-Emotional Skills at the national level in Argentina, Guatemala and Paraguay. In Paraguay, the sponsoring agency is the *National Council for Equality (CONADI)*. Thanks to the participation of this public institution, with its mandate of promoting the inclusion of persons with disabilities, it was possible to share the positive effects of Transversal and Socio-Emotional Skills in programmes designed for this population.

▼ How was it implemented?

The project is ambitious in its scope, with a strong network-building component. The formation of social protection agreements, aimed at stimulating economic activity in a dignified manner and by guaranteeing social rights, always requires joint efforts between an array of different institutions, as well as establishing processes that do not always yield short-term results. In addition, as in the aforementioned case, there are often a number of factors that pose major challenges, such as the different political agendas and priorities (which require

long processes of information gathering and consensus), different internal dynamics and ways of working (which can generate challenges in coordination), and changes in governments (which can affect political priorities, relationships and focal points), among others. Not only has DIALOGAS overcome these difficulties, it has also been able to generate strong interest in the region; so much so that by the end of the project, 5 additional countries had been added, reaching a total of 12 countries involved. **To this effect, one of the project's major highlights is the strengthening and consolidation of the Regional Committee for Technical Cooperation on Transversal and Socio-emotional Skills (MESACTS), as the most important forum in the region that enables a fruitful exchange between Latin American specialists and politicians in this field.**

Transversal and Socio-emotional Skills, also known as life skills, are the attributes or characteristics of a person, such as communication skills and teamwork, which enable a more effective work performance and social skills. These are a key factor in improving the level of employability of vulnerable populations, as well as boosting the workforce in the job market.

The opinions of the participants indicate that both the approach and the activities carried out throughout the implementation were highly opportune, in order to achieve the results and objectives as established in the project. Special emphasis was placed on the management and well-organised systematisation of regional meetings, as well as the use of virtual platforms to sustain forums for coordination. The project provided high-quality systematisation exercises throughout its implementation, as well as the dissemination and presentation of lessons learned.

DIALOGAS has enabled significant improvements in the agendas of the participating countries. For example, a pilot exercise was carried out in Argentina, Colombia, Paraguay and Uruguay, for the *Evaluation of Emotion Regulation in Adolescents*, by means of a regional psychometric assessment scale, which was jointly designed and validated by the countries in the context of the project. More than 200 officials from different institutions received training, learning about the cross-sectoral nature of these Transversal and Socio-Emotional Skills and their focus on the most vulnerable populations.

PROJECT TITLE

DIALOGAS - Inclusive Development in Latin America: An Opportunity for Governments and Social Actors.

OVERALL OBJECTIVE

Strengthen the effectiveness of poverty alleviation programmes and improve education at the regional level.

SPECIFIC OBJECTIVES AND EXPECTED OUTCOMES

Improve the capacity to develop and assess the Transversal and Socio-Emotional Skills of people in vulnerable situations.

Results:

- *Establishment of a regional network comprised of the ministries and agencies in 7 countries*, to implement policies that promote Transversal and Socio-emotional Skills in the context of educational programmes, inclusive development and poverty reduction.*
- *Share and adapt tools to strengthen Transversal and Socio-emotional Skills among the poor and vulnerable, with a view to increasing the impact and effectiveness of social, educational and employment policies aimed at social and productive inclusion, and poverty reduction.*
- *Evidence produced and validated regarding successful public policies for the strengthening of Transversal and Socio-Emotional Skills among vulnerable populations, with a specific focus on the evaluation of these competencies, as well as pedagogical proposals to strengthen these skills, with the possibility of sharing results at the regional level.*



IV WORKSHOP - PARAGUAY

- *Evaluation of the tools for measuring the Transversal and Socio-Emotional Skills of vulnerable populations at the regional level.*
- *Guidelines incorporating Transversal and Socio-Emotional Skills into the qualification frameworks, formulated and shared among countries.*
- *Coordination of spaces for national inter-agency coordination for the effective incorporation of Transversal and Socio-Emotional Skills, focused on vulnerable populations.*

** 5 new countries were added during the implementation of the project, reaching a total of 12 participating countries. In addition, 3 expected results were added to those initially established, for a total of 6 results achieved.*



III WORKSHOP - PERU

AUTHORITY RESPONSIBLE FOR PROJECT IMPLEMENTATION AND PROJECT PARTNERS

The initiative was coordinated by the **Chilean Agency for International Development Cooperation (AGCID)**, with support from the **Italian-Latin American Institute (IILA)**, and the joint participation of the following institutions:

- Department of Social Welfare - Paraguay
- National Planning Department (DNP) - Colombia
- Ministry for the Coordination of Social Development (MCDS) - Ecuador
- Ministry of Education - Peru
- Ministry of Labour and Social Security (MTSS) - Costa Rica
- Technical Planning Secretariat - El Salvador

PROJECT COORDINATOR

MSc. Eloísa García - AGCID

COUNTRIES OF IMPLEMENTATION

Argentina, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Mexico, Panama, Paraguay, Peru and Uruguay.

START DATE - END DATE

January 1, 2017 - May 1, 2019 (28 months)

BENEFICIARY PARTNERS

- Officials and professionals from the institutions that comprise the Regional Committee on Transversal and Socio-emotional Skills (MESACTS).
- Public officials and employees of ministries and government agencies that manage the institutional programmes related to Transversal and Socio-emotional Skills.
- Students in primary and secondary education, youth and adults benefiting from job orientation assistance and training systems, along with vulnerable populations benefiting from poverty alleviation programmes in the participating countries.



Stella Zervoudaki
Ambassador and Head of the European Union Delegation to Chile

"The DIALOGAS project embodies the European Union's desire to harness the experience gained through many years of development cooperation, making the leap towards schemes that allow for maximum impact at the regional level. Part of its success lies in building upon the foundations of other cooperation programmes in which Chile has participated, such as EUROsociAL. In this sense, a key element has been the leadership of AGCID, by ensuring a high degree of efficiency in promoting initiatives of this nature."



Juan Pablo Lira
Director
Chilean Agency for International Development Cooperation (AGCID)

"DIALOGAS reflects the desire for integration between the countries of the European Union and Latin America, in order to exchange lessons learned and experiences that will allow us to move towards more stable, cohesive and fair societies. We are committed to continuing these joint efforts in our respective territories, in order to ensure that international cooperation represents one of the key pillars in achieving the sustainable development in the region and in our country."

What was the degree of European involvement?

Through the EUROsociAL Programme, an initiative on Transversal and Socio-emotional Skills was launched in 2015, which allowed for the creation of a coordinating body on this topic at the regional level, known as the *Regional Committee on Transversal and Socio-emotional Skills (MESACTS)*, which, as was mentioned, has become one of the central pillars of DIALOGAS. Thanks to EUROsociAL, in the early stages of the project, the participating countries had access to innovative experiences from the UK, Germany and Spain in the field of vocational education and training.

In terms of European contributions, thanks to its extensive expertise on the topic and in the region, the ILLA facilitated the participation of the Italian organisation *Comitato Internazionale per lo Sviluppo dei Popoli (CISP)*, having been a key partner throughout project implementation. It has lent its knowledge in the field and commitment to the management, coordination and continuity of the project activities, including the MESACTS.



The project is especially aligned with the third of the four expected programme outcomes of the ADELANTE Programme: continue to foster regional integration by opening up new spaces for regional dialogue on common issues and challenges

What is the project's lasting impact?

Leveraging knowledge management within public policies has been a central theme of DIALOGAS. The methodologies used, the capacities established in each country's technical teams, the creation of inter-agency coordination spaces at the national level, and the strengthening of MESACTS at the regional level have all made it possible to harness and transfer the lessons learned, facilitate the continuity of the improvements made, and incorporate these in new partner countries.

The development of a knowledge network, bolstered by this Triangular Cooperation approach, made it possible to move beyond the national scope, to seek common solutions to the challenges of development and equal opportunities in the region, involving a significant number of sectoral institutions. This way of working has also led to an increase in the volume and scope of the project, facilitating the establishment of links and synergies with new institutions that share common objectives, such as the *Development Bank of Latin America (CAF)*; a recently incorporated key partner in ensuring the sustainability of the MESACTS over time.

However, the most significant contribution of DIALOGAS is undoubtedly its ability to transcend the basic framework to promote knowledge, always aiming for a real impact on public policies.



Without the project, we would not have been able to achieve the consolidation of this space, in which 12 Latin American countries are currently participating, and where the knowledge generated aims to influence public policies in our respective countries.

Laura Pabón,
Director of Social Development
National Planning Department - Colombia

How does the project contribute to the 2030 Agenda?

DIALOGAS has contributed to the achievement of the Sustainable Development Goals in the participating countries, especially in relation to ending poverty and reducing inequalities, with significant impact throughout the region. By supporting Transversal and Socio-Emotional Skills, and positioning these at the highest level of public policy debate, **the project promotes the reduction of poverty through appropriate social protection measures (SDG 1) and, on the other hand, fosters equal opportunities and the reduction of inequalities (SDG 10); by increasing the number of young people equipped with the necessary skills to gain access to employment (SDG 4) and therefore bolster the job market in the countries, thus reducing the number of unemployed youth (SDG 8).**



The ADELANTE Programme is aligned with several relevant priorities of the participating countries in relation to the implementation of the 2030 Agenda in their respective territories. It was possible to observe this alignment by cross-referencing the objectives of each project with the priorities and strategies of the countries, as established in their *Voluntary National Reviews (VNRs)*, as regularly presented to the *High-Level Political Forum on Sustainable Development of the United Nations*, and which serve as key mechanisms for the tracking and follow-up of the 2030 Agenda. In addition, *ECLAC's Quadrennial Report on Regional Progress and Challenges in Relation to the 2030 Agenda in Latin America and the Caribbean (2019)* was consulted to reflect an overview of development in the region.

DIALOGAS has contributed directly and indirectly to the following SDGs:



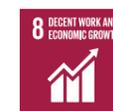
Target 1.3: Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.

In order to improve access to education and employment for the most vulnerable populations, the inclusion of Transversal and Socio-Emotional Skills in the social programmes of the project partner countries will increase the coverage of social protection systems.



Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

The incorporation of Transversal and Socio-Emotional Skills as essential competencies, mainly aimed at youth in the participating countries, promotes the effectiveness of public policies targeted to vulnerable people in terms of education and work, thus enabling access to decent work and job permanency.



Target 8.6: By 2020, substantially reduce the proportion of youth not in employment, education or training.

The recognition of Transversal and Socio-Emotional Skills as a key factor in improving the level of employability of vulnerable populations, as well as performance in the workforce, is one of the cornerstones of DIALOGAS. The project aims to strengthen these skills, in order to improve job insertion and training programmes as well as education policies throughout their lives.



Target 10.3: Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.

The project has contributed to reducing inequalities by promoting public policies that incorporate Transversal and Socio-Emotional Skills into educational curricula, along with technical and vocational education and training. On the contrary, the absence of these competencies would make it difficult for the most vulnerable groups to enter and/or stay in the education system and workforce.

Target 10.7: Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies.

Having a range of key regional competencies in place would allow for a rapid and optimal identification of migrants who can perform certain jobs, according to the needs of the countries to which they migrate, in order to unify the requirements for the migrant population to be able to directly enter the workforce.

Are there specific examples of country-level contributions?

In **Argentina** 🇦🇷, the introduction of Transversal and Socio-Emotional Skills into social programmes increased the scope and coverage of social protection systems. Given that the country's immediate challenge, in addition to poverty alleviation, is to reduce inequalities and fill the gaps in society, the project was implemented in consistency with SDG 1, more specifically with its Target 1.3; as it has helped incorporate Transversal and Socio-emotional Skills as part of a broader strategy to promote employability. The implementation of the *National Committee on Transversal and Socio-Emotional Skills* in Argentina, as a result of the project, demonstrates the strengthening of the initiative and ownership by the institutions in the country.



In **Guatemala** 🇬🇹, closing the existing gaps for equality of indigenous groups and socially excluded persons is a priority for the country, along with its commitment to increasing employment opportunities for youth. In the formation of a national inter-agency body, the sponsoring agency is the *National Council for Equality (CONADI)*. The participation of this government institution has made it possible to introduce Transversal and Socio-Emotional Skills to persons with disabilities, a group that is generally marginalised. In addition, the topic of indigenous peoples was included in a seminar, which also contributed to the goal of social inclusion in the country. In this context, DIALOGAS has directly contributed to the achievement of these targets in the country under SDG 10.

Under SDG 4, **Chile** 🇨🇱 is committed to increasing the number of youth and adults with the necessary skills, including technical and professional competencies, so they are able to gain access to quality employment, decent work and entrepreneurship. In this respect, DIALOGAS has focused on supporting the participating institutions through several workshops and training sessions held in the country, which have resulted in the formulation of a *Catalogue of Key Competences for Employability*.



I WORKSHOP - COLOMBIA

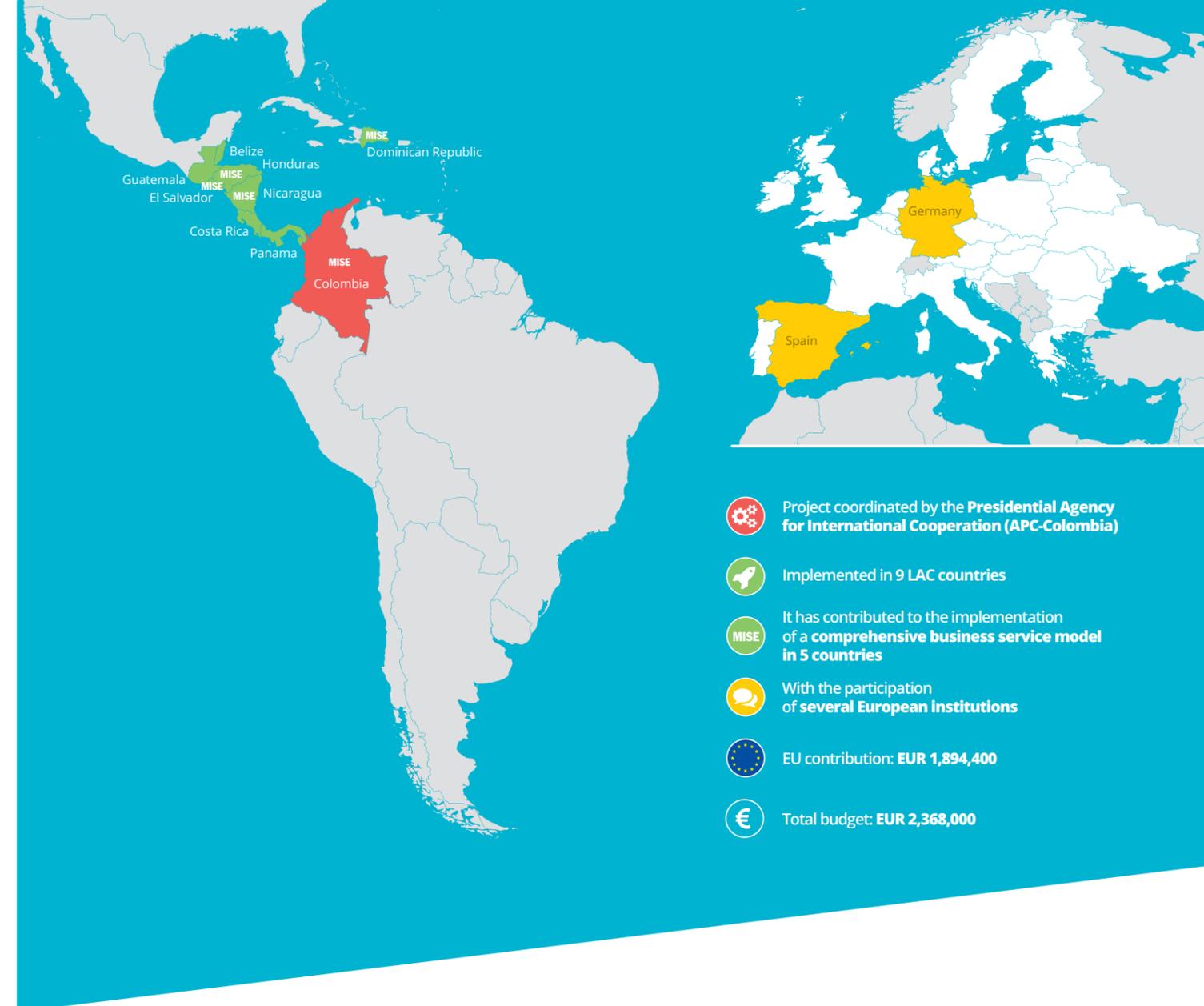
Colombia 🇨🇴 has one of the highest levels of extreme poverty in the region. Against this background, the Colombian government is committed to overcoming this problem, by prioritising mechanisms for the exchange of knowledge and good practices. This approach also includes building institutional capacities in the field of education. In this regard, the pilot validation initiative for the emotional regulation tool that was implemented in the country, together with the *Ministry of Education*, has contributed to institutional and capacity-building in the area of Transversal and Socio-Emotional Skills. Similarly, this strengthening was made evident through the key role of the *National Planning Department (DNP)* of Colombia, acting as coordinator of the MESACTS.

One of the main challenges for **Panama** 🇵🇦 is to implement socio-educational programmes and interventions that foster equality and anti-discrimination, thus DIALOGAS has been highly relevant to the country in this regard. As part of the project, Panama was one of the countries that ratified the declaration of commitment to include Transversal and Socio-Emotional Skills in public policies for vulnerable populations, and is currently in the process of setting up a national council to address these competencies. These actions are all examples of policy alignment with the national 2030 Agenda, such as increasing educational opportunities and access to employment.

Uruguay's 🇺🇾 priorities include capacity-building and quality education for young people, to therefore expand access to decent work. In the same vein, as part of its exercise in aligning national policies with the 2030 Agenda, Uruguay identified two related SDGs as national priorities: SDG 4 (quality education) and SDG 8 (decent work and economic growth). This link has been strengthened through DIALOGAS, as the dual approach of the project makes it possible to maintain alignment with both SDGs at country level. Thus, the formation of the *National Committee on Transversal and Socio-Emotional Skills* in Uruguay has added to this process of strengthening.



FINAL SEMINAR - CHILE



-  Project coordinated by the **Presidential Agency for International Cooperation (APC-Colombia)**
-  Implemented in 9 LAC countries
-  It has contributed to the implementation of a **comprehensive business service model in 5 countries**
-  With the participation of **several European institutions**
-  EU contribution: **EUR 1,894,400**
-  Total budget: **EUR 2,368,000**



Decent work and economic growth (SDG 8), along with industry, innovation and infrastructure (SDG 9) are seen as an opportunity to overcome poverty from a prosperity-based approach. The **EDEM** project, coordinated by the Presidential Agency for International Cooperation (APC-Colombia), aims to

strengthen and provide tested tools to key entities in these thematic areas, while at the same time foster entrepreneurship in the participating countries. The aim of the project is to boost the business sector, entrepreneurship and innovation, through a regional approach as well as a country-specific strategy.

Learn more about DIALOGAS:
www.adelante-i.eu/en/dialogas and www.mesacts.com



▼ Why is EDEM important?

Poverty is very often associated with a lack of opportunities, which in turn generates social exclusion. **The contribution of EDEM is essential because it provides opportunities to entrepreneurs and small and medium-sized businesses, facilitating access to training, collaborative networks, advisory services and other necessary resources; all through a comprehensive intervention model to foster entrepreneurship and business ventures.** This type of initiative is highly relevant for LAC countries, not only because of the region's potential in innovation and entrepreneurship, but also for the opportunities it presents at the institutional level; bringing national institutions closer to the private sector through the joint creation of solutions, adapted to the needs of the market. Learning by doing is a model for both the entities involved and the final beneficiaries, individuals and companies, and to this end, builds capacities and reduces the knowledge divide.

MSMEs (micro, small and medium-sized enterprises) are an essential component of the productive sector in Latin America. Developing skills in entrepreneurship, innovation and business development is fundamental.

▼ How was it implemented?

With Triangular Cooperation as a modality, the project has developed two complementary lines of action; each focused on strengthening the key actors, both public and private, in the business sector. **On the one hand, it has worked with the government entities in each country in charge of policies to foster entrepreneurship and business development, through the transfer of tools, and aligned with the Regional Entrepreneurship Strategy of the Central American Integration System (SICA), known as SICA Empeñe, and in coordination with the Regional Centre to Promote the Competitiveness of Micro and Small Enterprise in Central America (CENPROMYPE). Furthermore, the chambers of commerce from participating countries were involved, for the transfer of a comprehensive business service model that aims to strengthen capacities to support micro, small and medium-sized entrepreneurs.**

The project, through its partner entities, has offered training in topics such as business strategy, marketing, accounting, production and innovation, for public officials and employees of ministries, and public and private entities belonging to the entrepreneurship and business development ecosystem, who in turn are responsible for providing services to the entrepreneurs and businesspersons in the participating countries.

By way of example, the *Bogota Chamber of Commerce* (CCB) supported five chambers of commerce in the region in the adaptation and implementation of a *Comprehensive Business Services Model* (MISE), benefiting a total of 300 micro, small and medium-sized enterprises that were selected for this new model of targeted assistance. In terms of individual impact, hundreds of small and medium-sized businesspersons in different countries have been assisted, who have outlined their business plans through workshops and advisory services.



The contribution of the EDEM project to the implementation of the Agenda Regional MIPYME (Regional Agenda on MSMEs) has been very enriching. The formulation of the SICA Empeñe Regional Strategy is a good example. This was carried out by providing tools and good practices within the ecosystems of our countries, which are now stronger and more in synch, in the pursuit of a regional ecosystem. The countries had the opportunity to analyse and put into practice regional and national tools for the promotion of entrepreneurship, thus boosting the ecosystem; an initiative that has been essential in promoting dialogue between the public, private and academic sectors.

Miosotis Rivas Peña, Executive Director
Regional Centre to Promote the Competitiveness of Micro and Small Enterprise in Central America (CENPROMYPE)

PROJECT TITLE

EDEM - Entrepreneurship and Business Development in Mesoamerica

OVERALL OBJECTIVE

Advance business competitiveness in Mesoamerican countries, while also contributing to reducing poverty and inequalities in the region.

SPECIFIC OBJECTIVES

- SO.1. *Strategies are developed in Mesoamerican countries to strengthen national entrepreneurship ecosystems.*
- SO.2. *The establishment of a Comprehensive Business Services Model (MISE) in Mesoamerican countries, which boosts the competitiveness of micro, small and medium-sized enterprises in the region, coordinated by the chambers of commerce.*

AUTHORITY RESPONSIBLE FOR PROJECT IMPLEMENTATION AND PROJECT PARTNERS

The initiative was coordinated by the **Presidential Agency for International Cooperation** (APC-Colombia), with joint participation of the following institutions:

- Bogota Chamber of Commerce - Colombia
- Cartagena Chamber of Commerce - Colombia
- Chamber of Commerce and Industry of El Salvador - El Salvador
- Chamber of Commerce and Industry of Tegucigalpa - Honduras
- Chamber of Commerce and Services - Nicaragua

- Regional Centre to Promote the Competitiveness of Micro and Small Enterprise in Central America (CENPROMYPE)
- Ministry of Economy - Guatemala
- Ministry of Industry and Trade - Dominican Republic
- Ministry of Trade, Industry and Tourism (MINCIT) - Colombia
- Secretariat of Economic Development - Honduras

PROJECT COORDINATOR

Carlos Augusto Castaño - APC-Colombia

COUNTRIES OF IMPLEMENTATION

Belize, Colombia, Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua, Panama.

START DATE - END DATE (EXPECTED)

November 24, 2016 - August 23, 2021 (57 months)

BENEFICIARY PARTNERS

- Public officials and employees of the ministries and government agencies tasked with the development of the micro, small and medium-sized enterprises in the participating countries.
- Employees, professionals and consultants from entities, organisations and supporting bodies, affiliated with the entrepreneurship ecosystems of the participating countries.
- Entrepreneurs and small or medium-sized enterprises in the countries involved.

▼ What was the degree of European involvement?

The project has taken European policies as a reference to strengthen productive capacity and sustainable business development.

In addition, visits to various institutions and renowned centres in Spain were carried out, with the aim of learning about different ecosystems of business innovation and entrepreneurship, to be able to subsequently pass on the good practices observed, for a multiplier effect. The visit to the *Science and Technology Park of Extremadura* (PCTE) was also a highlight of the project, in order to learn about the *MAKE Methodology to boost entrepreneurship ecosystems*, as well as to consider its potential replication in Colombia and the other participating countries. Several project participants also attended

the *South Summit* in Madrid, one of the most important global events for innovation and entrepreneurship, which served to expand the network of contacts in this area and to give visibility to the project and its participating institutions.

On the other hand, a start-up associated with the *Autonomous University of Madrid* (UAM) supported the design of the project's knowledge management strategy, resulting in the development of a toolkit to systematise the lessons learned. In addition, project participation included the *Triangular Cooperation Training Network for Projects between Latin America and the Caribbean and Germany*, sponsored by the *Federal Ministry of Economic Cooperation and Development of Germany* (BMZ).





Patricia Llombart Cussac
Ambassador and Head of the
European Union Delegation to
Colombia

"The EDEM project has served as a space for dialogue and the exchange of good practices between the entrepreneurship and innovation ecosystems of Colombia and Mesoamerica, while also harnessing several European experiences as a frame of reference, which has shown how peer cooperation can lead to mutual benefits, greater efficiency in the use of resources and greater effectiveness of initiatives. We hope that this network of actors will continue to promote a regional dialogue on good policies and programmes for economic growth, entrepreneurship and innovation."



Ángela Ospina de Nicholls
Director-General
Presidential Agency for International
Cooperation, APC-Colombia

"The transfer of knowledge, good practices and technology has strengthened the capacities of institutions, entrepreneurs and businesspersons in the region, which in turn has led to better job opportunities and greater innovation among micro, small and medium-sized enterprises. In this sense, the EDEM project contributes to SDGs 1, 8 and 9; reducing poverty, improving decent work and the exchange between innovation and industry in the Mesoamerican region."

▼ What is the project's lasting impact?

A central aspect of EDEM is the development and transfer of knowledge management tools, so that all the lessons learned can be replicated in the various countries by each of the participating institutions, to utilise this knowledge beyond the implementation phase.

In this sense, **EDEM has provided a methodology for knowledge transfer that covers the key elements in the transfer of instruments for entrepreneurship and to strengthen the business sector.** This methodology, using an integral approach, is applied from the beginning of the design of each instrument and throughout the process (based on implementation, sustainability and replication), without waiting for the final lessons learned.

EDEM is particularly aligned with the third of the four expected outcomes of ADELANTE: continue promoting regional integration by opening up new spaces for regional dialogue on common issues and problems.

than a mission...A passion!, providing Mesoamerican countries with solid methodologies, experiences and techniques to be used within their service model.

EDEM also commits to involving all actors, from knowledge providers to beneficiary partners and implementing agents, in all phases of the process. Thanks to their participation in various events and study visits, a network of contacts in innovation and entrepreneurship has been established, which may be of great interest to promote international collaboration and strengthen the entrepreneurial ecosystems in the participating countries. In this sense, there is greater potential for future cooperation between participating institutions (European Union, APC-Colombia and all other partners) as a result of this Triangular Cooperation initiative; boosting regional competitiveness.



HONDURAS

The methodology includes five key aspects:

- 1) adapt solutions to the socio-cultural aspects of each country;
- 2) identify potential risks and anticipate obstacles in the transfer process;
- 3) in an orderly manner, collect the knowledge generated throughout the process by all actors;
- 4) more effective monitoring of the application of the transferred knowledge and its impact on the beneficiaries;
- 5) generate evidence to provide feedback throughout the process. Joining this methodology is the *Entrepreneurship Model SENA*, more



DOMINICAN REPUBLIC

▼ How does the project contribute to the 2030 Agenda?

According to the *Economic Commission for Latin America and the Caribbean (ECLAC)*, policies to promote decent work are essential to eradicating poverty and reducing inequality in the region, especially in terms of the divide between medium and large businesses and small and micro enterprises. In addition, providing opportunities for individuals to access the job market and embark on business ventures is essential to overcoming inequality, and can help contribute to poverty alleviation in the region. EDEM aims to foster entrepreneurship and build innovation capacity in participating countries, so that individuals can develop and strengthen their business ideas, with a view to increasing income and reducing the employment gap. In this sense, **EDEM contributes to poverty alleviation (SDG 1) through strategies related to decent work and economic growth (SDG 8), also oriented towards the integration of small businesses and**



entrepreneurs in value chains and the job market (SDG 9).

The ADELANTE Programme is aligned with several main priorities of the participating countries, regarding the implementation of the 2030 Agenda in their respective territories. It was possible to observe this alignment by cross-referencing the objectives of each project with the priorities and strategies of the countries in their *Voluntary National Reviews (VNRs)*, as regularly presented to the *High-Level Political Forum on Sustainable Development of the United Nations*, which serve as key mechanisms for the tracking and follow-up of the 2030 Agenda. In addition, ECLAC's *Quadrennial Report on Regional Progress and Challenges in Relation to the 2030 Agenda in Latin America and the Caribbean* (2019) was consulted to reflect an overview of development in the region.

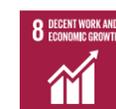


EDEM has contributed directly and indirectly to the following SDGs:



Target 1.2: By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.

EDEM seeks to improve the skills of entrepreneurs and businesspersons to enhance their business plans and companies, thus generating jobs and income. To this end, successful instruments were transferred from Colombia to the other participating countries for their respective implementation. As entrepreneurship ecosystems increase their impact on entrepreneurial and business strengthening, it has a ripple effect on the creation of more jobs and income-generating opportunities, with the aim of reducing the number of people living below the poverty line.



Target 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

The SICA Emprende strategy undertaken has resulted in the establishment of an employment law in some of the beneficiary countries. EDEM strengthens this regulation by providing the tools to support entrepreneurship, at the service of the entrepreneur. The project supports SDG 8 by strengthening entities forming part of the entrepreneurship ecosystems, in particular by supporting entrepreneurs and micro-enterprises, so that more individuals can start their own businesses and create additional jobs.



Target 9.3: Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets.

EDEM pursues the transfer of financial tools to support entrepreneurship, such as, for example, seed capital funds and angel investors. These tools, with successful implementation methodologies in Colombia, are applied in other countries of the region, with the support of CENPROMYPE, and within the framework of the SICA Emprende strategy; thus facilitating access to financing for entrepreneurs in the beneficiary countries of the project, with support from both the public and private sectors.

▼ Are there examples of specific country-level contributions?

One of EDEM's strengths has been its coordination and alignment with other existing initiatives in the region, allowing for a more powerful impact in terms of its contribution to the 2030 Agenda, as well as alignment with the sustainable development priorities of these countries. According to the *Regional Entrepreneurship Strategy of the Central American Integration System (SICA Emprende)*, there are a large number of companies that fall within the category of micro, small and medium-sized enterprises in countries such as Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras and Nicaragua. In this regard, EDEM has worked in line with the SICA strategy, with a view to SDG 8, especially Target 8.3, when it envisaged *promoting the formalisation and growth of micro-enterprises*. In addition, having the *Regional Centre to Promote the Competitiveness of Micro and Small Enterprise in Central America (CENPROMYPE)* as one of the project partners has facilitated joint efforts, under a shared vision to promote the competitiveness of SMSEs in the region.



On the other hand, as one of the main lines of action of the project, the *SENA Entrepreneurship Model: more than a mission..A passion!* aims to contribute to SDG 8, through an institutional strategy that fosters a culture of entrepreneurship and guarantees a sustainable entrepreneurship scheme that can be scaled up, based on training, advisory services and seed capital. In this respect, the technical assistance and methodological transfer provided by EDEM benefits the entrepreneurship ecosystems in Mesoamerican countries that have national strategies to achieve SDGs 1, 8 and 9; striving for equal access to decent work and establishing spaces for innovation and entrepreneurship. This can be seen in several of the *Voluntary National Reviews (VNR)* presented by these countries.

Costa Rica places emphasis on affirmative actions to foster opportunities for decent work, entrepreneurship and self-employment, and is committed to the formulation of training programmes for entrepreneurship or job placement, within the framework of SDG 1. In addition, lines of action are implemented targeted to youth in the country, so that they can participate in technological knowledge projects, and thus become part of the innovation processes.

Guatemala aims to promote entrepreneurship through its *National Entrepreneurship Policy (Guatemala Emprende)*, fostering participatory spaces for future entrepreneurs, and to connect them with financing, up-to-date training methodologies in entrepreneurial skills, and support for their ventures. The country has indicated that due to the lack of opportunities for entrepreneurship and innovation, as well as the scarce resources for small and medium-sized enterprises, there is a need for sustained momentum through the creation of policy instruments with medium and long-term strategies.

In turn, **Panama** has a policy and programmatic framework to promote entrepreneurship, through the *Ley Panama Emprende* (Panama Entrepreneurship Act) and the *Fondo de Fomento Empresarial* (Business Development Fund).

According to **CEPAL**, another regional challenge in promoting access to employment is to advance the development of skills and competencies for the digital world, so that both young people and adults have the skills necessary to find decent employment or to start their own business. The EDEM project has been able to meet this challenge with targeted actions for digital skills training.

For example, in **Honduras**, the *Heroes Fest* event (entrepreneurship and innovation festival) was coordinated among all actors in the entrepreneurship ecosystem aiming to strengthen skills, activate analytical and creative thinking, and encourage an entrepreneurial mentality through innovation, technology, financing and digital marketing.

Colombia's *Voluntary National Review (VNR)* highlights the different government programmes enacted to promote business growth through innovation, such as the *Programa de Capital Semilla de iNNpulsa of Colombia* (iNNpulsa Seed Capital Programme) to encourage innovation and entrepreneurship for small and medium-sized enterprises, or the *Programa Aldea*, which seeks to build a community where innovative businesspersons and entrepreneurs can develop, commercialize and distribute their goods or services. The fact that these are featured as key programmes in EDEM, which receive feedback with each transfer to the different project partners, validates the alignment of the project with the country's entrepreneurship strategy for the 2030 Agenda.



-  Project coordinated by the **International and Ibero-American Foundation for Administration and Public Policies (FIIAPP)**
-  Implemented in **6 Latin American countries**
-  It has helped establish **6 public policy monitoring committees**
-  With the participation of **several European institutions**
-  EU contribution: **EUR 1,242,103**
-  Total budget: **EUR 1,552,629**

EVALUA
Instituciones con impacto social

The evaluation of public policies began in the early nineties in Latin America. However, it was not widely utilised until later on, and it is just in the last decade that there has been a gradual awareness of its usefulness, ushering in an increasing professionalism in this field of work. The **EVALUA** project, coordinated by the International and Ibero-American Foundation for Administration and Public Policies (FIIAPP), was

created at the behest of several countries in the region, in order to improve the quality of decision-making in formulating public policies. To this end, the project fosters debate among participating countries in order to encourage the use of evaluations as a key tool for a deeper analysis of relevant elements, such as alignment, effectiveness and continuity of policies and programmes.

Learn more about EDEM:
www.adelante-i.eu/en/edem



▼ Why is EVALÚA important?

This initiative was created with the aim of enhancing knowledge on evaluation methodologies at the regional level, as well as leveraging these for the design and improvement of public policies, which is a pending task for many countries where the evaluation process has not yet been formalised. In addition, this project adds value through an exceedingly practical approach. On the one hand, it builds capacities in this area at the public and institutional level in the countries involved. On the other hand, it enhances know-how by providing creative and innovative elements in its application, which enrich the reflection and analysis, thus allowing public policy decision-makers to be better prepared and well-informed.

▼ How was it implemented?

The project has sought to address the matter of public policy evaluation in various thematic areas. Particularly noteworthy is the **commitment to strengthening the Inter-agency Group on Public Policy Evaluation, comprised of the co-applicant entities of the project, in charge of evaluation at the centralised level in their respective countries.** This is a technical exchange with a regional approach, focused on priority issues in the political and social agendas of the participating countries. Through the project, the institutions have made progress in the area of coordination as national leaders in the evaluation of policies, programmes and projects; coordinating their activities through the national evaluation agendas of the respective countries.

Some innovative elements are also worth highlighting. For example, the evaluation of Costa Rica's National Policy on Gender Equality and Equity (PIEG) was enriched by a thematic traineeship between partner institutions, on methodological approaches for evaluating gender policies.

Evaluation is an integrated instrument for public policy analysis, representing a recent professional specialisation of a multidisciplinary nature, which aims to assess the effectiveness of public policies and their programmes by comparing the results and impact achieved against the expected outcomes, and also by leveraging the means at their disposal; always issuing an assessment.

This exercise was followed up by a specific workshop, organised by the *Ministry of Planning and Economic Policy* (MIDEPLAN), which brought together the various entities and individuals involved in the traineeships, as well as gathering all the recommendations from the evaluation. Another innovative element, which is considered a good practice, is the initiative to encourage the review of evaluations by peer entities that may not necessarily be involved in the evaluation itself. This external view helps compare, contrast and

enrich evaluations with a greater variety of perspectives and approaches. This feedback mechanism has proven useful in improving evaluations, as well as in the implementation of recommendations in the countries. An external perspective allows for space to incorporate additional elements, add expertise, and above all, learn together.

All lines of work, with their specific activities, have been carried out in accordance with the expected results, effectively fulfilling the objectives.

Furthermore, in parallel, the project began progressively incorporating new institutional actors from the region into the Inter-Agency Group, such as the *Budgetary Affairs Office of Chile* (DIPRES), the *National Council for the Evaluation of Social Development Policy* (CONEVAL) of Mexico, and the *Ministry of Planning* of Brazil.



PROJECT TITLE

EVALÚA - Evaluating Government Policies in Latin America and the Caribbean.

OVERALL OBJECTIVE

Integrate public policy evaluation into the institutional framework, in order to foster informed and effective decision-making, thus contributing to a more equal and sustainable society.

SPECIFIC OBJECTIVES

SO.1. *To share information, experiences and good practices related to public policy evaluations, thus enabling capacity-building at the national level.*

Result 1.1: Mutual learning and peer review practices.

Result 1.2: New spaces and instruments created for the exchange of information and data analysis.

SO.2. *Strengthen evaluation as a tool for learning and improvement, informed decision-making and accountability, with a view to sustainability.*

Result 2.1: New knowledge generated in the field of public policy evaluation, along with the creation of two knowledge management mechanisms.

Result 2.2: Evaluations included in the National Evaluation Agendas carried out by the co-applicant institutions.

AUTHORITY RESPONSIBLE FOR PROJECT IMPLEMENTATION AND PROJECT PARTNERS

The initiative was coordinated by the **International and Ibero-American Foundation for Administration and Public Policies** (FIIAPP), with the joint participation of the following institutions:

- National Planning Department (DNP) - Colombia
- Ministry of Economy and Finance - Peru
- Ministry of Finance - Paraguay
- Ministry of National Planning and Economic Policy (MIDEPLAN) - Costa Rica
- Office of Planning and the Budget (OPP) - Uruguay
- Technical Secretariat for Planning Ecuador

PROJECT COORDINATOR

Dr. Miguel Angel Lombardo - FIIAPP

COUNTRIES OF IMPLEMENTATION

Colombia, Costa Rica, Ecuador, Paraguay, Peru and Uruguay.

START DATE - END DATE (EXPECTED)

January 16, 2017 - October 15, 2020 (45 months)

BENEFICIARY PARTNERS

- Public officials and employees of ministries and government agencies responsible for evaluation in the participating countries, as well as the ministries and government bodies whose policies and programmes have been evaluated.
- Public officials and employees of the ministries and government bodies in the region who benefit from the evaluations.
- The general public in the region.



▼ What was the degree of European involvement?

The project has organised several methodological seminars in cooperation with various European programmes and projects, such as the **EUROCLIMA+ and Bridging the Gap** programmes, and the project **European support for special forces to combat drug trafficking under Bolivian law.** All participating countries have benefited from these exchanges on practices related to policy evaluation. These collaborative activities among programmes also aim to highlight the efforts being made by various European Union initiatives, for the joint formulation of a development results framework in Latin America.

In parallel, the project has participation in various processes of reflection in Spain, regarding the evaluation of public policies, having been invited by the *Ministry of Foreign Affairs, European Union and Cooperation* (MAE-UEC), and the *Andalusian Institute of Public Administration* (IAAP), among others, to participate in seminars for reflection; to share their experience and at the same time, harness external lessons learned.

In addition, the project has held an advisory role in the process of reviewing the evaluation criteria of the *Development Assistance Committee (DAC)* of the *Organisation for Economic Co-operation and Development* (OECD).

In addition, various Spanish consulting companies and professionals have participated as specialists in evaluation activities, together with Latin American institutions and professionals, allowing the latter to harness this expertise.





Andrea Ferrari Bravo
Head of Cooperation
Delegation of the European
Union to Ecuador

“EVALÚA has made it possible to increase inter-governmental collaboration by fostering higher levels of trust between peer institutions in several countries of the region, as well as facilitating dynamics that go beyond the framework of joint evaluation to generate strong ties, which in turn are instilled in the relationships between the participating countries. In addition, by implementing the recommendations from the evaluations, learning can be capitalised on for better public policies to be designed, to have a positive impact on the lives of citizens.”



Anna Terrón Cusí
Director
International and Ibero-American
Foundation for Administration and
Public Policies (FIIAPP)

“EVALÚA is a project that seeks to instill a culture of evaluation within the institutional framework and the work of administrations, to support the design of more inclusive and effective policies, which therefore promote the creation of more equal, transparent and democratic societies. To this end, the project has facilitated a space for the exchange of knowledge between six Latin American countries; sharing tools and methodologies, as well as information and experiences regarding evaluation among the public administrations involved.”

What is the project's lasting impact?

Enhanced capacities to improve public policy design is one of the most significant impacts of the project.

For example, EVALÚA has responded to the need to incorporate cross-cutting perspectives in evaluations, such as reducing inequalities, gender mainstreaming and the inclusion of persons with disabilities. In this context, it was possible to address a gap in the knowledge and awareness of these groups, who are often excluded when designing public policies.

The initiative has clearly demonstrated the benefits of Triangular Cooperation in the region. In seeking the exchange of knowledge and good practices between countries in a horizontal way, EVALÚA has aimed for joint ownership between institutions, which not only strengthens these entities internally, it also allows them to serve as examples in their respective countries, as well as being potential providers in futures cooperation actions.

In addition, the Triangular Cooperation modality has

EVALÚA is particularly aligned with the fourth expected outcome of the ADELANTE Programme: Maximising the impact and effectiveness of development actions through a systematic approach, drawing on the knowledge and experience of the beneficiary countries and EU partners in Latin America and the Caribbean.

been strengthened through the consolidation of strategic regional partnerships and networks, with the diverse European contributions as an added value.

In the project, external parties were invited to participate in the evaluations. This allows institutions from other countries with similar competencies to assess the quality of the outputs. This peer review has lent legitimacy to the process and has led to the creation of a network, since it is effectively an exchange between countries facing similar challenges.

Finally, in order to ensure the sustainability of such a project over time - which would require the formalisation of the use of such tools in the long term - the implementation of the monitoring committees, comprised of the partner institutions of the project within the *Inter-Agency Group on Public Policy Evaluation*, is a key element in the follow-up of existing evaluations, as sharing the outcomes and lessons learned in the process.

How does it contribute to the 2030 Agenda?

In order to foster institutional strengthening through public policy evaluation, EVALÚA has contributed to several priority SDGs in the countries involved. In its *Quadrennial Progress Report on Regional Progress and Challenges of the 2030 Agenda for Sustainable Development in Latin America and the Caribbean*, the *Economic Commission for Latin America and the Caribbean* (ECLAC) recognises that the current phase of implementation of the Agenda requires a greater effort in the alignment between the SDGs and public policies, through the development of institutions and mechanisms for monitoring and evaluation. **With a direct contribution to SDG 16, by accompanying the partner institutions, the project aims to strengthen partner institutions to be effective, accountable and transparent at all levels. In addition, there have been significant advances towards a more equal and sustainable society (corre-**



sponding to various targets of SDGs 5, 10 and 13), as well as the formation of partnerships and networks (SDG 17).

The ADELANTE programme is aligned with several relevant priorities of the participating countries regarding their respective implementation of the 2030 Agenda. It was possible to observe this alignment by cross-referencing the objectives of each project with the priorities and strategies included in the *Voluntary National Reviews* (VNR) of each country; regularly presented at the *UN High-Level Political Forum on Sustainable Development*, and which are essential mechanisms for the tracking and follow-up of the 2030 Agenda. In addition, *ECLAC's Quadrennial Report on Regional Progress and Challenges in Relation to the 2030 Agenda in Latin America and the Caribbean* (2019) was consulted to reflect an overview of development in the region.

EVALÚA has contributed directly and indirectly to the following SDGs:



Target 5.4: Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate.

Target 5.C: Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

EVALÚA promotes the evaluation of public policies aimed at gender equality and the empowerment of all women and girls, applying a rights-based approach. As observed in the evaluation on the *Gender Equality Policy* in Costa Rica, in order to ensure a consistent gender perspective, it is important to incorporate this approach throughout the public policy cycle, from design to evaluation. In doing so, actions that foster gender equality can be continued beyond the possible changes in government.



Target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

Target 10.3: Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.

One of EVALÚA's strategies is to promote the evaluation of public policies aimed at the social, economic and political inclusion for all, as well as the full inclusion of persons with disabilities. As an example, the project has worked in coordination with the European project *Bridging the Gap*, with the participation of a disability specialist to assist with the evaluation. By evaluating public policies designed to ensure equal opportunities and reduce inequalities, the project can achieve greater impact by supporting evaluation processes that employ an inclusive approach.



Target 13.2: Integrate climate change measures into national policies, strategies and planning

Target 13.B: Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities.

The project has promoted the evaluation of public policies aimed at combating climate change and its effects. In collaboration with the European *EUROCLIMA+* programme, a regional dialogue on climate policy assessment was established, also exploring its relationship to the SDGs and the role of civil society in this endeavor. In addition, the project has fostered the exchange of experiences between representatives of Latin American countries, European institutions and the United Nations on the topic. For example, from the regional workshop conducted with *EUROCLIMA+*, it was possible to support the processes of evaluation, monitoring and follow-up with inclusive indicators. To improve inter-agency coordination and communication, emphasis was placed on the relevance of the public policies in addressing the effects of climate change on vulnerable populations, and in particular, its impact on the current inequality divide in the region.



Target 16.6: Develop effective, accountable and transparent institutions at all levels.

Target 16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels.

Target 16.A: Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime.

Target 16.B: Promote and enforce non-discriminatory laws and policies for sustainable development.

Making institutions more effective, accountable and transparent is one of the main goals of EVALÚA. The recommendations arising from the evaluation processes have had an impact on institutional development, thus fostering the transparency and accountability of the partner institutions. To this effect, the project has encouraged the use of evaluation findings as a tool for institution building and informed decision-making. On the other hand, the involvement of various national actors throughout the process reflects the participatory nature of the project. In terms of Target 16.B, a number of perspectives were incorporated into each of the evaluations carried out, including a gender-based approach, environmental sustainability and the inclusion of persons with disabilities.

Are there examples of specific country-level contributions?

In **Colombia**, the *National Planning Department* (DNP) has been implementing a monitoring strategy since 2016, which seeks information on the tangible and financial progress of the goals and outcomes linked to the SDGs, pertaining to all the *Territorial Development Plans* in the country. According to its *2018 Voluntary National Review* (VNR), one of the major challenges at the public policy level is the strengthening of measurement and evaluation schemes, in pursuit of learning and scaling up. EVALÚA has contributed to the introduction of behavioral experiment methodologies in the evaluation of various programmes, which has had an impact on the generation of greater evidence on the implementation of the SDGs.



According to **Costa Rica's** *2017 National Voluntary Review*, the challenges for the *Legislative Assembly* in relation to the SDGs involve the use of tools for evaluation, monitoring and follow-up for decision-making, and producing methodologies that improve the programming, effectiveness and efficiency of public spending. In addition to the *Evaluation of the National Policy on Gender Equity* (PIEG), the project has enabled the design of an impact assessment for the *Human Papilloma Virus (HPV) Vaccine Programme*, for a direct contribution to SDGs 5 and 3, respectively.

Ecuador has received support for the *Evaluation of the National Plan for the Eradication of Gender-Based Violence* and the *Evaluation of the 2016 National Post-Earthquake Reconstruction Plan*, which directly contributes to SDGs 5, 11 and 13. The country now has a strategy in place to improve post-earthquake resilience, which focuses on women, vulnerable populations and persons with disabilities. In addition, it has implemented a strategy to combat gender-based violence and violence against women, children and adolescents.



As part of the project, the *Ministry of Economy* of **Paraguay** participated in an international workshop to design an evaluation of anti-trafficking policies. The workshop aimed to generate an exchange of knowledge between various institutions and countries, in order for the participants to acquire basic knowledge on the different methodologies for evaluating and designing anti-trafficking policies.

The country has legislated several initiatives, such as the *Protocolo General para la Atención de Personas Afectadas por la Trata* (Protocol for Assistance to Human Trafficking Victims in Paraguay) and the *Ley de Prevención, Combate y Atención a Víctimas de la Trata de Personas* (Law to Prevent and Combat Human Trafficking and Assistance to Victims). Through this partnership, the *Ministry of Finance* in Paraguay is being supported through an evaluation of all State interventions to assist victims of trafficking. Strengthening national institutions to prevent violence and combat terrorism and crime is one of the main challenges in the country, so this project has been particularly relevant in this sense.

In **Peru**, the *Voluntary National Review* (VNR) emphasises that with regard to the *evaluation of policies and plans*, the country faces a challenge in promoting the effective use of available information, as well as in implementing the agreed-upon compliance monitoring of governance agreements. The government has also implemented a new strategic planning cycle, highlighting one of the essential steps for the country: the *monitoring and evaluation of policies and plans for continuous improvement*. In this sense, EVALÚA is helping to fulfil this mandate through training and evaluation, in cooperation with the relevant authorities in the country, such as the *Joint Evaluation for Women's Emergency Centres*.

Uruguay has benefited from two technical assistance activities under EVALÚA: *technical assistance for the data collection and analysis of the Evaluation of the Cuenca-Casavalle Plan*, and the *Capacity Development Plan for Monitoring and Evaluation*. Through these project activities, strengths and synergies have been generated in administrative networks, creating homogeneity in the evaluations between different departments and national offices, through specific actions. In addition, the *Office for Planning and Budget* (OPP) of the

Republic of Uruguay has been able to enhance its capacities, including those of the Uruguayan public institutions tasked with monitoring and evaluation. EVALÚA has also supported the *Evaluation of the Action Plan for a Life Free from Gender-Based Violence*, which, as in the case of Ecuador, contributes to the fulfillment of SDG 5.



-  Project coordinated by the **Judicial Branch of Costa Rica**
-  Implemented in **3 Latin American countries**
-  It has contributed to the enactment of the **Restorative Justice Law in Costa Rica**
-  With the participation of **several European institutions**
-  EU contribution: **EUR 722,692**
-  Total budget: **EUR 1,029,182**



For decades, different parts of the region have suffered from the consequences of violence and poverty. Among those most affected by this reality are undoubtedly the victims, but there are also a myriad of individuals affected by the trauma that these conflicts have caused. Restorative Justice has emerged as a way of dealing with the conflicts of the past through consensus. Throughout Latin America, there are increasing efforts to construct conciliatory theoretical frameworks and implement programmes and projects based on restorative practices.

The **Strengthening Restorative Justice** project, led by the Costa Rican Judicial Branch (Poder Judicial), arose from both the success of its previous projects and its favourable reputation, in addition to the relevance of this topic in the partner countries. Costa Rica lends its broad experience in this area to other countries, transferring its know-how as well, with the aim of building capacity and harnessing the knowledge of each of the partners, based on feedback and mutual learning.

Learn more about EVALÚA:
www.adelante-i.eu/en/evalua



▼ Why is Strengthening Restorative Justice important?

Restorative Justice is a relevant topic for many countries of the region, in which the processes of conciliation and harmony are yet to be resolved. It is significant for several reasons: for its optimisation of resources, its adaptability to different contexts (even the most complex, for example, regarding indigenous peoples), the high level of satisfaction as a result of both victims and offenders, and its effectiveness, both from the point of view of non-repetition and re-integration. In this context, the project adds value by proposing a dual approach. On the one hand, it seeks to advance different aspects of Restorative Justice at the national level, including through approaches adapted to the context of vulnerable populations, along with a gender-based approach. It also incorporates a second level of operation through the transfer of knowledge, by promoting spaces for the exchange of experiences between the participating countries themselves, and between these and the European Union.



▼ How was it implemented?

The project is managed directly by the **Judicial Branch of Costa Rica**, and encompasses a wide variety of actions, ranging from the exchange of experiences and joint regional coordination, to technological innovation, as well as establishing procedures and protocols, the training of judicial personnel and civil society representatives, awareness-raising and outreach, and the evaluation of results, among others. All of these actions revolve around the application of a restorative approach to justice in three key areas: minors in conflict with juvenile criminal law, convicted persons and indigenous peoples. The project coordination team has been able to effectively coordinate with the participating institutions and efficiently manage the available resources, achieving each of the expected outcomes and meeting all established objectives.

Worth noting, among other aspects, is the fact that more than 2,000 people have participated in training and awareness building in Restorative Justice in Colombia, Costa Rica and Mexico, including civil society representatives and public officials involved in the different areas of Restorative Justice. Also worth highlighting is the joint and participatory development of ten tools, prepared by working teams from the three countries involved, for the improved application of Restorative Justice procedures at different stages; including outreach, inter-agency and intersectoral coordination, and liaising for better implementation. These tools have been very useful in improving the efficiency and effectiveness of Restorative Justice activities in each country. In the case of Colombia, the *Protocol to apply a restorative approach and the incorporation of restorative agreements and outcomes in the criminal process* has been shared among the judges, as the tool that systematises the appropriate ways to include restorative practices in criminal proceedings, based on a constitutional interpretation.

Restorative Justice, also called Restitutional Justice, is a way of approaching justice as a focus on the needs of victims and the rehabilitation of perpetrators of the crime, rather than simply punishing for punishment's sake or complying with abstract legal principles.

PROJECT TITLE

Strengthening Restorative Justice

OVERALL OBJECTIVE

Implement alternative solutions to imprisonment, in order to promote a more humane and fair justice system, thereby increasing opportunities for the most vulnerable populations.

SPECIFIC OBJECTIVES

- SO.1. Promote Restorative Justice as an alternative model to conflict, contributing to social peace.
- SO.2. Inform stakeholders in the judiciary sector and civil society about the approach and benefits of Restorative Justice in criminal and juvenile criminal matters, through the design of audiovisual campaigns.
- SO.3. Training of trainers in Restorative Justice in criminal and juvenile criminal matters, as well as training of stakeholders in the judiciary sector and civil society.
- SO.4. Implement Restorative Justice in criminal and juvenile criminal matters involving vulnerable populations, such as minors, indigenous peoples, migrants, people of African descent, women, the elderly, persons with disabilities, and persons of diverse sexual orientations.
- SO.5. Using various tools, monitor the research and systematisation processes of the application of Restorative Justice in criminal and juvenile criminal matters, and in assistance for vulnerable populations.
- SO.6. Exchange experiences at the international level, contributing to restorative practices in criminal and juvenile criminal matters.



AUTHORITY RESPONSIBLE FOR PROJECT IMPLEMENTATION AND PARTNERS

The project was coordinated by the **Judicial Branch of Costa Rica**, with the joint participation of the following institutions:

- Centre for Mediation, Reconciliation and Restorative Justice of the Judiciary of the State of Mexico - Mexico
- Judicial School "Rodrigo Lara Bonilla" - Colombia

PROJECT COORDINATOR

MSc. Jovanna Calderón - Judicial Branch of Costa Rica

COUNTRIES OF IMPLEMENTATION

Colombia, Costa Rica, Mexico

START - END DATE

February 1, 2017 - December 31, 2019 (35 months)

BENEFICIARY PARTNERS

- Public officials and professionals of ministries and government agencies with expertise in Restorative Justice in the participating countries.
- Officials and professionals of the judicial systems in the participating countries.
- Users of judicial systems, mainly vulnerable persons.

▼ What was the degree of European involvement?

In 2013 and 2014, the *Judicial Branch of Costa Rica* and the *Vice-Ministry of Peace* of Costa Rica, with the support of the EUROsociAL Programme, developed the *Alternative Mechanisms for Conflict Resolution (MASC)* project. The aforementioned project inspired the current Restorative Justice project, and was subsequently enhanced through a technical cooperation initiative that contributed to the construction of the *Policy on Restorative Juvenile Justice in Costa Rica*, led by both institutions. **These prior activities, funded by the European Union and within the framework of the EUROsociAL programme, were highly relevant in promoting Restorative Justice in the country, both at the institutional and social level, and have thus contributed to the current project.**

In addition, thanks to a study visit to the cities of Turin and Palermo, the project has allowed for first-hand experience; specifically with the Italian model of Restorative

Justice in criminal proceedings for minors, with a particular focus on serious crimes. The more than twenty public, private and social entities visited have contributed enormously to this learning process.





María Antonia Calvo Puerta

Ambassador and Head of the European Union delegation to Costa Rica

"Costa Rica, Mexico and Colombia have three very different judicial systems, and are the three most advanced countries in the region in terms of leading a shift towards Restorative Justice. This project has facilitated the exchange of knowledge and experiences, so that Costa Rica (which has also taken on the role of coordinating partner), Mexico and Colombia can continue to advance as innovators in the region in this area. Undoubtedly, this experience affirms that the project has positioned itself as an innovative initiative in the region in terms of Triangular Cooperation between Latin American countries and the European Union, thanks to the exchange of experiences with Italy."



Gerardo Rubén Alfaro Vargas

Judge of the Criminal Court of Appeals and Rector of Restorative Justice Judicial Branch of Costa Rica

"This Triangular Cooperation initiative has allowed us to build capacities in project management and Restorative Justice. Thanks to the joint work between the judicial authorities of Costa Rica, the State of Mexico, Colombia and the European Union, the project has successfully carried out 100% of its activities. The region has benefitted a great deal, with partner countries advancing beyond the scope of the project. Without a doubt, these actions have allowed us to build ties to continue strengthening Restorative Justice, for a more humane justice system that contributes to fairer societies."

What is the project's lasting impact?

SDG 16 calls for *promoting peaceful and inclusive societies for sustainable development, facilitating access to justice for all and building effective, accountable and inclusive institutions at all levels*. Along these lines, the project has responded in a direct and tangible way to the need to facilitate access to more equitable justice processes in the region, thus fostering inclusion and harmony in overcoming past conflicts.

The Costa Rican initiative has been essential, not only in terms of the theme and the application of Triangular Cooperation, and the benefits of this modality, but also in designing a flexible structure that is adapted to each country's context. This flexibility has led to the strengthening of specific capacities of each of the actors and, above all, **has created a space for the joint exchange of good practices between the three countries. Not only has this space been consolidated, with the potential to last over time, but will also allow these countries to offer their expertise and experience to third parties, whether through technical cooperation or Triangular Cooperation initiatives.**



Strengthening Restorative Justice is particularly aligned with the third of the four expected outcomes of the ADELANTE Programme: continue promoting regional integration by opening up new spaces for regional dialogue on common issues and problems.

As mentioned above, the project has had a major impact on improving the implementation of Restorative Justice in each country, thanks to the design of protocols to apply customised tools for each phase, as well as through raising awareness, sharing information and providing training on the topic of Restorative Justice in Colombia, Costa Rica, and Mexico. So much so, that it was declared of *institutional interest* by the judiciary of each partner country; thus confirming the ownership of the initiative at the institutional level and guaranteeing its sustainability over time.

In addition, the project has stood out as an initiative that creates innovative solutions with great potential. Among others, it highlights the inclusion of an indigenous world view in restorative processes, in order to provide indigenous peoples with an instrument through which to reconcile their ancestral practices of justice with institutional systems.

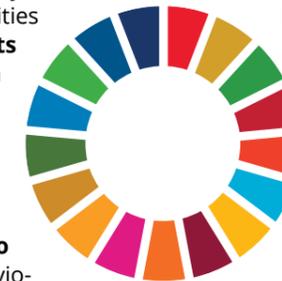


More importantly, the actions did not remain mere words on paper, but clearly had an impact on users of this service, who now have access to a faster, more comprehensive and more humane process; where the victims can actually begin to recover, while the accused are positively integrated into society.

Rafael Segura Bonilla
Deputy Judge of the Third Chamber
Judicial Branch of Costa Rica

How does the project contribute to the 2030 Agenda?

The project has contributed to the 2030 Agenda in the participating countries by increasing the use of Restorative Justice for alternative solutions to imprisonment, thus fostering more humane and equitable justice systems; which, in turn, provides opportunities for the most vulnerable populations. **In its progress report on the implementation of the 2030 Agenda in the region, the Economic Commission for Latin America and the Caribbean (ECLAC) recognises that inequality is linked, among other factors, to a lack of opportunities to participate in society and have access to justice.** Also emphasised is the fact that violence in its various manifestations, and the corresponding zero-tolerance response, represents one of the main obstacles to development.



The ADELANTE programme is aligned with several relevant priorities of the participating countries regarding their respective implementation of the 2030 Agenda. It was possible to observe this alignment by cross-referencing the objectives of each project with the priorities and strategies included in the *Voluntary National Reviews (VNR)* of each country; regularly presented at the *UN High-Level Political Forum on Sustainable Development*, and which are essential mechanisms for the tracking and follow-up of the 2030 Agenda. In addition, ECLAC's *Quadrennial Report on Regional Progress and Challenges in Relation to the 2030 Agenda in Latin America and the Caribbean* (2019) was consulted to reflect an overview of development in the region.

The project has contributed directly and indirectly to the following SDGs:



Target 1.3: *Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.*

Integration of the principles of Restorative Justice leads to reparations for the harm caused to both the victim and the community, while helping them acquire the tools they need for a peaceful coexistence in society. Therefore, a Restorative Justice system can be considered a strategy for both social protection and cohesion.

Target 1.B: *Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions.*

The project contributes to this goal by incorporating Restorative Justice into the institutional framework as an alternative model to conflict, mainly for the most disadvantaged populations, and with a strong impact on peace and poverty alleviation.



Target 3.5: *Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol.*

By ensuring that persons who commit crimes related to problematic drug use can receive the necessary treatment, the judicial system can have a positive impact on personal, family and societal health.



Target 10.2: *By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.*

The technical support and exchange of good practices between the judicial branches of Costa Rica, Colombia and the State of Mexico envisages a unique approach for the inclusion of all persons, with a particular focus on traditionally excluded groups: women, youth and indigenous peoples.



SDG 16: *Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.*

The project has directly contributed to SDG 16 and all its targets, having responded meaningfully to the need to expand access to a more equitable justice system, to foster peaceful coexistence in the region. Measures aimed at the agile resolution of criminal and juvenile legal conflicts has resulted in an inclusive, collaborative and mutually respectful process. The project activities allowed for establishing spaces for dialogue and the exchange of experiences and good practices at the inter-agency level, and in that sense, strengthening the internal dynamics of each institution and building capacities of judicial personnel, for improved public service to users of Restorative Justice.

Gender as a cross-cutting strategy



Since 2017, at the national level, the countries of Colombia, Costa Rica, and Mexico have all presented their advances in the formulation of gender equality policies, with a strong political commitment to the *Regional Gender Agenda*; defined as a roadmap for fulfilling the SDGs in Latin America and the Caribbean. Through the implementation of policies that link the economic, social and environmental dimensions of sustainable development, the Agenda contributes

to achieving gender equality and overcoming inequalities within and between countries.

This strategy is key to creating the structural conditions, mechanisms and resources needed to guarantee women's rights and advance towards gender equality.

By strongly emphasising this approach, the project, in keeping consistent with each country's national policies and strategies, has managed to orient all of its decisions towards gender equality, in an area as sensitive and yet strategic as access to justice.

Are there examples of specific country-level contributions?

The strengthening of judicial institutions is one of **Costa Rica's** main priorities, and the fact that the Costa Rican model programme, *Restorative Criminal Justice and Juvenile Justice*, is considered a benchmark to be replicated represents an important step forward for the country. In addition, given its dual status as both provider and beneficiary partner of international cooperation, the country certainly values the exchange of knowledge and experience. In this sense, as a result of the Triangular Cooperation actions carried out under the ADELANTE Programme, they were able to introduce the good practices exchanged and observed during the technical visits to Italy into their judicial system, as well as transfer this knowledge to the other two participating countries. On the other hand, it should be noted that one of the major priority issues for Costa Rica, according to its recent *Voluntary National Review (VNR)*, relates to security, coexistence and access to justice, so the outreach campaign promoted by the project on Restorative Justice, *Reparar vale más que castigar (Rectify instead of Punish)*, was a highly successful contribution to the country.



conflict, through its *Final Agreement for Ending the Conflict and Building a Stable and Lasting Peace*, the country has focused on human rights and peaceful societal coexistence as essential objectives and as a strategy for its development, centred on structural solutions to the conditions that lead to violence. The *Agreement* also aims to heal the wounds caused by the conflict, guaranteeing victims' right to the truth, reparations and non-repetition, through a process of transitional justice. Therefore, the development of the *Manual of Qualitative and Quantitative Indicators for the Systematisation and Monitoring of Restorative Justice with a Human Rights-based Approach* has proved to be a highly relevant contribution within the framework of the project.

In **Mexico**, closing the existing gaps for indigenous peoples and socially excluded groups is a priority. Thus, the *Restorative Justice Training Module, which respects the worldview of indigenous peoples*, has been a valuable tool in this regard. Moreover, the integration of this tool in the judicial academic body is aligned with the national strategic objective of targeting actions to populations that have been historically discriminated against. In addition, in its *Voluntary National Review (VNR)*, the country recognises that it faces a number of challenges related to institutional weakness, and the presence of criminal organisations that hinder the implementation of SDG 16. It is for this reason that the Strengthening Restorative Justice project, which specifically aims to achieve this SDG, has been especially relevant at the institutional level in Mexico.



The past conflict in **Colombia** has disproportionately affected women's lives. In this regard, applying a gender-based approach to project activities proves consistent with national policies for the 2030 Agenda, such as the *Restorative Justice Training Module with a Gender Perspective* as a tool to improve judicial processes in this area. Also, in response to the aforementioned



- Project coordinated by the **Municipality of Cerro Largo**
- Implemented in **5 Latin American countries**
- Contribution to the **Localisation of the 2030 Agenda** in 17 municipalities
- With the participation of **several European institutions**
- EU contribution: **EUR 407,166**
- Total budget: **EUR 512,159**



The processes of government reform in Latin America, which on many occasions have placed issues such as decentralisation and local governance at the centre of the debate, have gradually demonstrated the importance of local and regional governance. This process, which has not stopped evolving, has become increasingly complex, including new challenges, agendas and actors.

This debate has been bolstered by the adoption of the *2030 Agenda for Sustainable Development*, and the consensus generated on the importance of *localisation* to fulfill each of the *Sustainable Development Goals*.

The role of local and regional governments is key to adapting the global agenda to the characteristics and circumstances of each respective territory. This involves countries establishing their own goals and targets, and determining the means of implementation, as well as defining indicators to measure and monitor progress. The **Mirada Ciudadana** project was created with the aim of building institutional capacities within municipalities, so that they can take up this challenge and guarantee quality public policies, with a special focus on reducing inequality gaps and ensuring gender equality as a cross-cutting priority.

More information on Strengthening Restorative Justice:
www.adelante-i.eu/en/strengthening-restorative-justice



▼ Why is Mirada Ciudadana important?

Mirada Ciudadana draws on the experience of previous programmes and projects in the Southern Cone countries in capacity building for local governments, and directs its efforts towards the localisation of the 2030 Agenda; creating networks of municipalities for that purpose, and encouraging multi-level and multi-stakeholder participation.

In this regard, Mirada Ciudadana contributes in a direct and tangible way to the commitment of the partner countries to sustainable development, guiding policies towards closing existing inequality gaps, with a focus on gender mainstreaming.

As local actors tend to be more in tune with the day-to-day reality in their respective territories and closer to the lives of its citizens, the municipalities that participate in this initiative will be in a better position to address the local development challenges, through solutions for the well-being of their citizens.

▼ How was it implemented?

Mirada Ciudadana is a pioneering project, as one of the first Triangular Cooperation initiatives managed by a local entity and situated entirely at the municipal level. It has been implemented through two lines of action: capacity-building and fostering political dialogue.

Good governance is comprised of the political and institutional processes, through which development-oriented decisions are made and implemented. Improving local governance is a vital tool for maximising administrative efficiency, guaranteeing social inclusion, boosting economic development, ensuring environmental sustainability, and creating an environment of peace and public participation.

Strengthening the capacities of both the partner municipalities and their citizens was carried out through tested methods, such as training sessions, specialised seminars, the exchange of experiences and technical assistance. All of the activities were centred on topics such as the localisation of the 2030 Agenda, open government and good governance, citizen participation, entrepreneurship and gender equality, among others.

In terms of political dialogue, efforts were made to take advantage of existing spaces and at the same time, complement these with new spaces, specifically oriented towards the project objectives. Also worth highlighting are the *Policy Talks* held between local government partners, for the joint identification of solutions for Sustainable Development, based on the contexts of their respective municipalities and encouraging open dialogue and policy formulation. After the first meeting at the beginning of the project, it was decided that accompaniment, through technical / thematic workspaces, would enable the participation of a greater number of stakeholders, including final beneficiaries. It is worth noting that these spaces have allowed for working with civil society at the local level, and these actors, in turn, have received training and have been involved in the governance of their territories.

At the same time, the project has enabled the identification of good practices and the establishment of ties with key institutions, such as the *Federación Argentina de Municipios* (Argentinean Federation of Municipalities - FAM), the *Congreso de Intendentes* (Congress of Mayors - CI), and the *Federación de Municipios de Rio Grande do Sul* (Federation of Municipalities of Rio Grande do Sul - FAMURS).



For the municipality of Peñalolén, the Mirada Ciudadana project has meant a change in the way local governments understand development, as it has shown us the importance of capacity building for our public officials, the relevance of collaboration between municipalities, and learning about successful experiences with programmes and projects developed within our local governments, which we have been able to share in the meetings.

Carolina Leitaó
Mayor of Peñalolén, Chile

PROJECT TITLE

MIRADA CIUDADANA Good Governance in Mercosur Municipalities.

OVERALL OBJECTIVE

Strengthen the institutional capacities and good governance of municipalities, in order to improve the efficiency of their management, thus achieving quality public policies aimed at reducing inequality gaps.

SPECIFIC OBJECTIVES

SO.1. Institutional capacities of local governments (partners and beneficiaries) and civil society strengthened, to participate in the delivery of quality public services through the principles of open government.

R1. Technical teams of local governments and beneficiaries receive accredited training and specialisation in improving management, participation and citizen oversight in the short and medium term.

R2. Members of civil society from the partner municipalities and beneficiaries participate in training and awareness raising, as well as the design of public policies in their respective territories, and in the mechanisms of transparency, accountability and citizen oversight.

SO.2. Spaces for political dialogue created, which promote the formation of the Mirada Ciudadana Municipal Network for South-South and Triangular Cooperation, collaborating on the implementation and follow-up of the SDGs, as well as identifying good practices that can be replicated in different municipalities and local governments in Latin America.

R3. Policy talks between partner municipalities and beneficiaries to raise awareness on issues, such as good governance, democratic governance, citizen participation, transparency, social monitoring and citizen oversight, and the potential strength of South-South and Triangular Cooperation.

R4. Eight local territories in the Southern Cone with information systems, indicators and monitoring of public policies developed in their territories, along with the level of fulfilment of the Sustainable Development Goals.

R5. The local beneficiary communities are aware of the opportunities offered through the project, as well as the support of the European Union (visibility).

AUTHORITY RESPONSIBLE FOR PROJECT IMPLEMENTATION AND PROJECT PARTNERS

The project was coordinated by the **Intendencia De Cerro Largo** (Municipal government) in Uruguay, with the joint participation of the following municipalities:

- Municipality of Aceguá - Brazil
- Municipality of Candiota - Brazil
- Municipality of Peñalolén - Chile
- Municipality of Presidente Franco - Paraguay
- Municipality of San Bernardino - Paraguay
- Municipality of San Isidro - Argentina

PROJECT COORDINATOR

MSc. Lucy Larrosa - Intendencia de Cerro Largo

COUNTRIES OF IMPLEMENTATION

Argentina, Brazil, Chile, Paraguay and Uruguay.

START DATE - END DATE

January 1, 2017 - March 31, 2020 (39 months)

BENEFICIARY PARTNERS

- Senior officials, public servants and employees of the 17 municipalities involved in the project.
- Inhabitants of the municipalities involved, with a particular focus on the most vulnerable groups.

▼ What was the degree of European involvement?

European policies on governance, decentralisation and citizen participation were an important point of reference during the project formulation phase, as was the experience of the Spanish Federation of Municipalities and Provinces (FEMP) in inter-agency coordination, transparency, citizen participation, good governance and localisation of the 2030 Agenda.

In addition, several activities, financed by the European Union in Uruguay, inspired the formulation of several project components, such as the programme *Desarrollo social de las zonas rurales más pobres del Norte de Uruguay* (Social Development of the Poorest Rural Areas in Northern Uruguay - PRODENOR), along with the projects *A los ojos de todos: contraloría ciudadana y monitoreo social* (citizen oversight and social monitoring), *Cohesión social y territorial del Eje Ruta 7* (Social and territorial cohesion), and *Cerro Largo Incluye* (An Inclusive Cerro Largo).

Mirada Ciudadana has maintained a particularly strong relationship with Spain, coordinated across different

channels. During this time, project representatives have participated in several courses on open government, organised by the *Spanish Agency for International Development Cooperation* (AECID), in collaboration with the *National Institute of Public Administration* (INAP) and the *Ministry of Territorial Policy and Civil Service*. Participants also took part in the *certification programme in South-South Cooperation* from the *University Institute for Development and Cooperation* (IUDC) of the *Complutense University of Madrid* (UCM). At the same time, Spanish experts, such as the municipal representative *Josep Villarreal* of the *City of Barcelona*, and *Javier Cortés*, a specialist in the localisation of the 2030 Agenda and affiliated with the *UN Global Compact Cities Programme*, have participated in training and capacity building in Cerro Largo and other municipalities; with the aim of helping the project partners define their strategies for the localisation of the 2030 Agenda.





Stefan Agne
Head of Cooperation
European Union delegation
to Brazil

"The Mirada Ciudadana project has demonstrated the importance of participation, as well as the leadership of sub-national actors within Triangular Cooperation, setting a successful precedent that will undoubtedly contribute to a reflection on the future of this modality. Moreover, the governance of many Mercosur municipalities has been directly strengthened, building on principles and values shared between the European Union and the region: democracy, the rule of law, transparency, participation and sustainable development."



Carmen Tort
Mayor of Cerro Largo
Uruguay

"For the Government of Cerro Largo and its partners, Mirada Ciudadana has allowed us to build our capacities, exchange experiences, engage in dialogue and learn from one another, and we are also inspired to improve the quality of democracy through citizen participation. We believe that it is worth taking on the challenge of sustaining these spaces, building stronger and more efficient institutions capable of developing policies that improve people's lives, and acknowledging the important role of local governments for Sustainable Development and the 2030 Agenda."

▼ What is the project's lasting impact?

Senior officials, public officials and employees of local governments of Argentina, Brazil, Chile, Paraguay, Uruguay committed to the 2030 Agenda and sustainable development, trained in the localisation of the Agenda, open government and governance, citizen participation, entrepreneurship, and gender equality; all with international experiences as a benchmark. Also worth highlighting is the *Guide for Localising the SDGs*, formulated within the framework of the project.

Spaces created for political and technical exchange, as well as cooperation between the municipalities of

Argentina, Brazil, Chile, Paraguay and Uruguay; adding significant value to the collective learning process, aimed at reducing the existing inequality gaps in the region and with gender equality as a cross-cutting strategy.

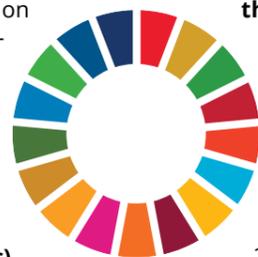
Mirada Ciudadana is particularly aligned with the third of the four expected outcomes of the ADELANTE Programme: continue promoting regional integration by opening up new spaces for regional dialogue on common issues and problems.

The fact that local governments have a space in which to continue evolving, in coordination with other actors within the framework of Triangular Cooperation, is proof that this is an appropriate modality

for the sustainable development challenges faced by local governments in the Southern Cone and throughout Latin America.

▼ How does the project contribute to the 2030 Agenda?

As was previously mentioned, local governments play an essential role in adapting all national goals, targets and indicators of the 2030 Agenda to local contexts. This adaptation has a significant impact on planning and budgeting, as well as in all decisions related to the implementation of local policies, which are strengthened through processes of civil society participation and the involvement of other actors. **Through the planned activities, Mirada Ciudadana has directly influenced capacity building for the implementation of SDG 11 (sustainable cities) and SDG 16 (effective institutions), as the goals most closely related to municipal strengthening, in addition to SDG 10 (reduced inequalities) and SDG 5 (gender equality) as cross-cutting themes, as well as SDG 4 (quality education) and SDG 8 (decent employment and economic growth) as sectoral priorities, among others.**



The ADELANTE programme is aligned with several relevant priorities of the participating countries regarding their respective implementation of the 2030 Agenda. It was possible to observe this alignment by cross-referencing the objectives of each project with the priorities and strategies included in the *Voluntary National Reviews (VNR)* of each country; regularly presented at the *UN High-Level Political Forum on Sustainable Development*, and which are essential mechanisms for the tracking and follow-up of the 2030 Agenda. In addition, ECLAC's *Quadrennial Report on Regional Progress and Challenges in Relation to the 2030 Agenda in Latin America and the Caribbean (2019)* was consulted to reflect an overview of development in the region.

Mirada Ciudadana has contributed directly and indirectly to the following SDGs:



Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

Through institutional training, coordination and linkages, the aim is to strengthen the capacities of those living in the participating municipalities, so they can become leaders and ensure continuity of employment policies in each territory; with a focus on women, youth and the most vulnerable groups. For example, through an exchange with the EDEM project, tools were formulated that promote an entrepreneurial mentality and culture.



Target 5.1: End all forms of discrimination against all women and girls everywhere.

Target 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

Target 5.B: Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.

Target 5.C: Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

The project fosters awareness of gender equality and inclusion in all its actions, in order to fight discrimination against women and girls in all municipalities. In addition, the hands-on training provided to women in the use of new technologies helps improve access to information and opportunities. Positive gender policies are especially geared towards women and their opportunities for employment, entrepreneurship and empowerment. As an example, there is a plan in place to assess the amount of resources allocated to gender policies developed in the partner municipalities, to subsequently include this information in a monitoring and follow-up system.



Target 8.9: By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.

In all municipalities, *Natural Tourism plans* are being developed to promote natural, heritage and shopping tourism, as well as training and awareness-raising for groups of women entrepreneurs, especially targeted to women artisans.



Target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

Good governance and municipal management, within the context of the project, is aimed at promoting social, economic and political inclusion of all people, seeking to reduce inequality gaps.



Target 11.3: By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.

Training and technical assistance provided to all participating municipalities has an important component of inclusive and sustainable urbanisation, through integrated planning and participatory management.



Target 16.6: Develop effective, accountable and transparent institutions at all levels.

Target 16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels.

Target 16.10: Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.

Mirada Ciudadana aims to promote transparency through active citizen participation, under the principles of open government, as observed in the *International Seminar on Open Government and Governance*. Inclusive and participatory measures are encouraged in municipalities, with citizen participation and decentralisation as essential elements in the project. Through policies regarding access to public information, accountability, transparency and citizen participation, both public officials and members of civil society receive training in this area.

Are there examples of specific country-level contributions?

In its *Voluntary National Review (VNR)*, **Uruguay** emphasises the localisation of the 2030 Agenda as a national priority. With regard to municipal development, the *Uruguay Integra* programme focuses on SDG 11, and more specifically on participatory planning and management at the municipal level, with the aim of enhancing the institutional development of municipalities and improving their capacity to implement initiatives with citizen participation. In line with the country's commitment to fulfilling the 2030 Agenda at the local level, and within the framework of the project, the session on *Localisation of the Sustainable Development Goals in Municipalities* was particularly noteworthy, in which several Uruguayan municipalities also participated.



Chile, in its *Voluntary National Review (VNR)*, stated that it has been adopting several institutional measures over time, with the aim of *building a more just, peaceful and inclusive society*; providing the example of its multi-actor initiative, the *Mesa de Gobierno Abierto* (Open Government Council). In this regard, the *International Seminar on Open Government and Governance*, held in Chile, included the participation of Chilean civil society organisations and educational institutions; in line with the country's strategy of promoting good local governance and citizen participation, which confirms that *Mirada Ciudadana* has provided a meaningful contribution to the country.



Brazil is among the leaders in the region in the local implementation of the 2030 Agenda, making specific mention of the importance of localising the SDGs in its *Voluntary National Review*, and providing a range of tools specifically for this purpose; among which the *Mandala Municipal ODS* (SDG Municipal Guide) stands out. *Mirada Ciudadana* has directly influenced this strategy, through technical and human contributions. For example, the Municipality of Aceguá held a session to analyse municipal management, and evaluate the contributions from each area of the municipal government to the SDGs. Since the country's priorities include decentralisation, the empowerment of its municipalities, and the alignment of policies to achieve the SDGs, the project has been especially relevant in this sense.

Paraguay is committed to improving social and economic opportunities for women, through an expansion of the policy framework for the special protection of women, and the commitment to formulating a new *National Equality Plan*. In the same vein, workshops were held in several Paraguayan municipalities, which enabled capacity-building in priority areas, such as management and participation, with a gender lens and a focus on the SDGs, and partnerships with academia, the business sector and civil society in the Alto Paraná region. Furthermore, as was the case in several municipalities in the other participating countries, the project facilitated a space to exchange experiences and provide direct training to groups of women entrepreneurs and artisans.



LATINOAMERICA Y EL CARIBE
PROYECTO
geda

Silk production is an artisanal activity that does not require large areas for cultivation, costly investments in technology or highly skilled labour. It is also an industry primarily comprised of family farmers and small-scale producers, and in this sense, provides them with an accessible and quick opportunity to start a small business and generate income.

Proyecto SEDA directly supports the development of the silk value chain to contribute to boosting the economy in the LAC region, while involving actors from different sectors. Through the promotion of sericulture as a productive sector, the project encourages sustainable practices and local added value, with a gender perspective.

More information on **Mirada Ciudadana**:
www.adelante-i.eu/en/mirada-ciudadana



▼ Why is Proyecto SEDA important?

Sericulture is an activity with great potential to improve the quality of life of some of the most vulnerable populations. It is an activity that, with the right knowledge and tools, can be both environmentally and economically sustainable. In addition, it can be undertaken by small-scale entrepreneurs in rural areas and cooperatives, as well as by artisans, or as a supplementary economic activity for women. This, together with the fact that demand far exceeds supply in this case, makes Proyecto SEDA an initiative with enormous potential to contribute to poverty reduction in various countries in Latin America and the Caribbean.

Sustainable sericulture is an environmentally-friendly practice that consists of the rearing of silkworms, with a set of techniques to produce silk as the final product.



Through this initiative, expertise and tools are transferred in order to strengthen the entire silk value chain, especially targeted to small-scale producers, small-holder farmers and producers, artisans, civil society organisations, protected social enterprises, educational institutions in marginal areas, entrepreneurs from lower-income sectors and rural and peri-urban areas in six LAC countries.

▼ How was it implemented?

Proyecto SEDA involves entities from different sectors and different contexts, lending a multidisciplinary and multidimensional element to the work carried out, both conceptually and in the field. With the coordination of the *National Institute of Industrial Technology (INTI)* of Argentina, a leader in research and development, and supported by the five internationally renowned universities, experimental centres and cooperatives, **the project encompasses a wide scope of actions. These range from training in primary production and production technologies, to genetic research on the silkworm and the development of innovative uses of its products and sericulture activities, as well as enhancing and equipping production units and laboratories, all with a clear environmental sustainability strategy.** Proyecto SEDA is an excellent example of Triangular Cooperation, since it is collaborative in nature and enjoys a constant exchange of knowledge among the partners involved.

In addition, the project has a *Sericulture Support Fund* with over EUR 400,000 available, with the objective of boosting production processes linked to sericulture in all its stages: primary production, textile material processing and marketing. This fund will provide direct financing to more than 30 small-scale producers and artisans, cooperatives and research projects in Argentina, Brazil, Colombia, Ecuador and Mexico.



PROJECT TITLE

Proyecto SEDA - Sustainable Sericulture.

OVERALL OBJECTIVE

Contribute to poverty in the LAC region through sericulture, with a sustainable approach and local added value.

SPECIFIC OBJECTIVES

- SO.1. Improve the technical and organisational capacity of support groups and direct beneficiaries.
- SO.2. Strengthen the development of appropriate technologies for sericulture, with equitable added value.
- SO.3. Improve access to critical materials for sericultural production.
- SO.4. Strengthen South-South and Triangular Cooperation and peer-to-peer communication.

AUTHORITY RESPONSIBLE FOR PROJECT IMPLEMENTATION AND PROJECT PARTNERS

The project was coordinated by the **National Institute of Industrial Technology (INTI)** of Argentina, with the joint participation of the following institutions:

- *Centro Turístico y de Capacitación Sericícola y de Rebojería de Jiquilpa (Tourist Centre and Sericulture and Handicrafts Training of Jiquilpa)* - Mexico,
- *Experimental Station Indio Hatuey* - Cuba,
- *National Institute of Agricultural Technology (INTA)* - Argentina,
- *Società Cooperativa Sociale SOCIOLARIO Onlus* - Italy

- *Universidad de Buenos Aires (Faculty of Agriculture)* - Argentina
- *Universidad Estatal Amazónica* - Ecuador
- *Universidade Estadual de Maringá* - Brazil
- *Universidade do Minho* - Portugal
- *Universidad Pontificia Bolivariana* - Colombia.

PROJECT COORDINATOR

Patricia Marino, Engineer - INTI

COUNTRIES OF IMPLEMENTATION

Argentina, Brazil, Colombia, Cuba, Ecuador and Mexico.

START DATE - END DATE (EXPECTED)

January 1, 2017 - December 31, 2021 (60 months)

BENEFICIARY PARTNERS

- Public officials and employees of the partner institutions of the project.
- Managers of institutions involved in sericulture training and production.
- Managers of cooperatives, entrepreneurs from marginal sectors, smallholder farmers and producers, small-scale artisans and sericulture producers from the participating countries.
- Families and communities of the target beneficiaries of the project.

▼ What was the degree of European involvement?

Proyecto SEDA can be characterised by maintaining a constant exchange with European organisations, through different modalities. Study visits and participation in international conferences have contributed to the project's success, such as the *International Silk Conference* held in Italy, or the visit to the *Council for Agricultural Research and Analysis of Agricultural Economics* (an Italian entity and leading body in the European Union in the field of sericulture, and proprietor of the *bombyx mori* silkworm gene bank). In addition, the *International Textile Machinery Exhibition*, organised by the *European Committee of Textile Machinery Manufacturers*, and held in Barcelona, was attended by project partners. Furthermore, a working meeting was held with the *FIBRENAMICS Group*, the international multi-sectoral platform for the development of innovative materials and fibre-based products, coordinated by the *Universidade do Minho* in Portugal. Lastly, there was a noteworthy intervention at the *International Conference on Natural Fibres 2019*, held in Oporto, where the project achievements were presented and the foundations were laid for the incorporation of the *Universidade do Minho* as an associated entity of the project.



On the other hand, it is worth highlighting the contributions of the professionals who have advised the project, such as Silvia Cappelozza, coordinator of the *Council for Agricultural Research and Analysis of Agricultural Economics*; Giovanna Salice, coordinator of the *Latin American Silk Network (RELASEDA)*; Germano Al-lara, an expert in natural dyes; and Giorgio Al-lara, expert in sericulture production. Also worth mentioning for their support are Professor Raul Fanguero, director of the *Grupo FIBRENAMICS*, and the consultant Marina Chahboune, who conducted an international consultancy for the project in the field of circular economy and sustainable fashion. Finally, it is important to note the contribution of the *Directorate-General for Development Cooperation of the Ministry of Foreign Affairs and International Cooperation of Italy*, and the *Fondazione CARIPOLO*, which funded the initiative of the *Italian-Latin American Institute (IILA)* to create the *Latin American Silk Network (RELASEDA)*, which gave rise to the current project.



Luca Pierantoni
Head of Cooperation
Delegation of the European Union to
Argentina

"SEDA is a key regional Triangular Cooperation project, since it contributes to poverty alleviation and job creation in the region, by strengthening the sericulture value chain and empowering women, through the use of appropriate and sustainable technologies (since the majority of silkworm farmers and artisans are women). INTI, as a coordinating body, already has extensive experience in projects with the European Union. The EU, in turn, in addition to providing financial support, has provided the project with European experts, making it possible to visit leading institutions and exhibitions, from which good practices have been observed and replicated, to continue to strengthen the textile chain."



Ruben Geneyro
President
National Institute of Industrial Technology (INTI) - Argentina

"Working as a network helps strengthen our region, in seeking complementary solutions to common problems. Proyecto SEDA enables coordination and joint efforts in developing the sericulture value chain, while respecting the distinct productive characteristics of Latin America, as well as ancestral knowledge and techniques in handicrafts, and adding value to a fibre as precious as silk. Triangular Cooperation has allowed us to collaborate with institutions that we had previously worked with, to build capacities of both our technical teams and the micro, small and medium-sized enterprises, along with producers and artisans who are the ultimate beneficiaries of this project."

What is the project's lasting impact?

- **Building capacities** as a source of employment for a wide range of actors, including family farmers, smallholder farmers and producers, artisans, civil society organisations, protected social enterprises, educational institutions in marginal areas, and entrepreneurs from lower-income and marginal sectors in rural and peri-urban areas of Latin America.
- **The promotion of sericulture as part of a regional poverty reduction strategy**, with a comprehensive approach, ranging from support to individual producers and local institutions, to strengthening cooperation in the region by boosting the network of associations and the value chain.



- **The incentive for scientific research**, and research on the development of new materials and uses within sericulture, as well as for the recovery and preservation of wild silk extraction techniques, while respecting conservation and safeguarding biodiversity.
- **Guidelines for promoting a sustainable value chain**, based on circular economy principles.
- **A network of demonstration centres** will provide training, support the production and collection of primary materials for local producers, and promote dissemination activities.
- **The Sericulture Support Fund** will support a large number of multipliers / outreach agents, who will see their capacities strengthened in promoting and raising awareness of sericulture in the region.



Proyecto SEDA is especially aligned with the fourth expected outcome of the ADELANTE Programme: Maximising the impact and effectiveness of development actions through a systematic approach, drawing on the knowledge and experience of the beneficiary countries and the EU partners in Latin America and the Caribbean.



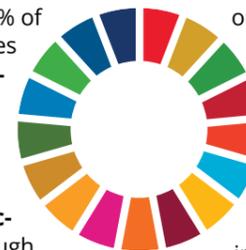
The project has strengthened sericulture through the training of professionals in the sector in the relevant institutions; attending international conferences to draw upon scientific and technological innovations in the silk industry, as well as to present research conducted in Latin American laboratories, and promote sustainable practices and principles of circular economy.

In particular, the financial assistance funds for sericulture projects in Brazil are geared towards promoting this sector in the poorest productive regions in the country, with a view to contributing to gender equality, especially regarding projects centred on the social inclusion of women and persons with disabilities; with the hope of a positive impact on the economy and society in this country.

Alessandra Aparecida Silva
Professor PhD
Universidade Estadual de Maringá, Brazil

How does the project contribute to the 2030 Agenda?

In Latin America and the Caribbean, small-scale producers are an essential pillar, not only for food production but also for handicrafts and other primary products. Both ECLAC and FAO stress the importance of supporting these groups, indicating that 80% of agricultural production in the region comes from family farming. **With a view to reducing poverty (SDG 1) in the participating countries, Proyecto SEDA aims to boost sericulture as an economic activity, at the same time promoting decent work, economic growth and supporting producers' networking capacity (SDG 8).** Through training on sustainable production and responsible consumption, and by reusing silk by-products, Proyecto SEDA indirectly contributes to SDG 12 in terms of sustainability and circular economy, as well as to SDG 13, through a strategy that prioritises environmentally-friendly production and the sustainable use of resources and inputs.



In addition, it contributes directly to SDG 5 by encouraging the empowerment of women in the working groups, providing tools and spaces with appropriate technology so that women, especially those in precarious situations, can carry out their activities.

The ADELANTE Programme is aligned with several relevant priorities of the participating countries regarding their respective implementation of the 2030 Agenda.

It was possible to observe this alignment by cross-referencing the objectives of each project with the priorities and strategies included in the *Voluntary National Reviews (VNR)* of each country; regularly presented at the *UN High-Level Political Forum on Sustainable Development*, and which are essential mechanisms for the tracking and follow-up of the 2030 Agenda. In addition, ECLAC's *Quadrennial Report on Regional Progress and Challenges in Relation to the 2030 Agenda in Latin America and the Caribbean (2019)* was consulted to reflect an overview of development in the region.

Proyecto SEDA has contributed directly and indirectly to the following SDGs:



Target 1.A: Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions.

Through the *Sericulture Support Fund*, funds are mobilised to improve the technical and organisational capacities of sericulture producers and entrepreneurs, thus contributing to poverty alleviation in the region.



Target 8.2: Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.

Target 8.4: Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production.

Sericulture is a supplementary productive activity for low-income populations, which supports environmentally-friendly practices and adds value to local production. For this, professionals are trained in good practices in sustainable sericulture, incorporating the latest global trends, such as resource regeneration, circular economy and sustainable fashion. In this regard, the project is contributing to a new paradigm shift within the textile industry, based on the circular economy and under the principles of responsible production and consumption.



Target 12.2: By 2030, achieve the sustainable management and efficient use of natural resources.

Proyecto SEDA promotes sustainable production practices that add value to local production, as well as providing training on responsible and sustainable production and consumption, such as reusing silk by-products and ensuring efficient use of natural resources and inputs.



Target 13.B: Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities.

Through the transfer of technology and knowledge in activities such as agro-ecological and environmentally-friendly management, Proyecto SEDA has assisted silk producers and artisans, many of whom belong to vulnerable populations, to employ responsible production strategies; avoiding the use of pesticides and promoting the reuse and recycling of silk products.

▼ Are there examples of specific country-level contributions?

With the objective of contributing to **Argentina's** main poverty reduction strategies, Proyecto SEDA has directly influenced this area through assistance for the infrastructure and capacity building of several Argentinian partner entities, including state universities and national research institutes. In addition, Target 2.3 of SDG 2, adopted as a priority goal by Argentina, aims to *increase the country's productive potential by 2030, adding value through balanced and sustainable agro-industrial development... and providing support to small and medium scale producers and rural workers, by increasing their income and improving their quality of life.* In this regard, the *Sericulture Support Fund* launched by the project is a tool that will significantly help reach this goal. With the resources and supplies needed for production, Argentinian silk producers will be able to add value to this activity and improve their income.



In its *Voluntary National Review (VNR)*, **Brazil** emphasises that actions focused on the production and use of sustainable resources, research and capacity building are highly relevant to the federal government's agenda. The country has more than 4 million smallholder rural productive units, and prioritises strategies to overcome poverty that are essentially based on inclusive actions for production in rural areas. Therefore, supporting scientific research, sustainable production and the promotion of technical and scientific cooperation are direct contributions of the project towards the country's objectives in this area.



Colombia in its *Voluntary National Review (VNR)* has highlighted its commitment to the circular economy, as well as the reuse and recovery of waste (SDG 12), and aims to position itself as a supplier of green businesses and bio-based products. As an associate centre of the project, researchers from the *Universidad Pontificia Bolivariana* studied the residues of silk cocoons, which are normally disposed of in textile production processes, and found valuable uses for this waste; paving the way for increased sustainability of small-scale sericultural production.

Cuba has prioritised technical cooperation for capacity-building and the development of appropriate technologies, through technology and knowledge transfer mechanisms. Through the project, the *Indio Hatuey Experimental Station* has benefited from various training sessions, workshops and handicraft techniques, as well as receiving tools for sericultural production.

One of **Ecuador's** key national priorities, as detailed in its *Voluntary National Review (VNR)*, is to promote training, technology transfer, research, innovation and entrepreneurship. At the same time, the country also aims to *strengthen the organisation, network building capacity and participation of family farmers and smallholder agriculture*, with a view to the 2030 Agenda, as well as to promote local productive agricultural and artisanal enterprises. Proyecto SEDA works closely with the *Universidad Estatal Amazónica*, and more specifically, with the *Department of Earth Sciences*, in search of innovative solutions to improve sericulture production. Furthermore, part of the *Sericulture Support Fund* is also allocated to supporting small-scale producers and artisans in Ecuador, thus contributing to the goals prioritised by the country.

Mexico, on the other hand, states in its *Voluntary National Review (VNR)* that one of the main challenges for the country is to *ensure that local producers have access to markets with high added value.* In this sense, Proyecto SEDA has been highly relevant for the country, since the inputs provided and the institutional support have lent added value to the local sericulture production. This is evidenced, for example, in the support received by the *Centro Turístico y de Capacitación Sericícola y de Rebojería de Jiquilpa* (Tourist Centre and Sericulture and Handicrafts Training of Jiquilpa) in Michoacan, for enhanced production of silkworm eggs.



Gender as a cross-cutting strategy

At the regional level, the *Economic Commission for Latin America and the Caribbean (ECLAC)* emphasises the urgent need to support women smallholder farmers, entrepreneurs and artisans. By recognising a gender-based approach as a core strategy for development and prosperity in the region, women entrepreneurs are also supported to foster their leadership and participation in local economies. Proyecto SEDA has contributed to this need through empowerment strategies (e.g. establishing a quota for a greater number of women to attend training sessions and events), and by encouraging the formation of entrepreneur associations, led mostly by women.



-  Project coordinated by the **Ministry of Social Development - Uruguay (MIDES)**
-  Implemented in **6 Latin American countries**
-  Contributed to the formation of the **Red Calle Latinoamericana**
-  With the participation of **several European institutions**
-  EU contribution: **EUR 473,842**
-  Total budget: **EUR 592,376**



Homelessness is a complex, multidimensional issue that represents the harshest aspect of social exclusion. It occurs throughout the world, whether in the most prosperous cities or the most economically depressed areas of the planet. In recent years, amidst economic growth, Latin America and the Caribbean has made great strides in the area of well-being and social protection. However, the rising number of people living on the streets highlights the challenges still to overcome on the continent.

Specifically, with regard to homelessness, the proposed solutions have proven to be varied and, on many occasions, insufficient and arriving too late. Shedding new light on this problem will highlight the historical gaps in the field of social protection; with incomplete, often duplicated and disjointed assistance efforts that need to be overcome.

RED CALLE has succeeded in bringing together six Latin American countries, committed to advancing the development of comprehensive public policies that seek to improve the quality of life for the homeless.

More information on Proyecto SEDA:
www.adelante-i.eu/en/proyecto-seda - <http://seda.inti.gob.ar>



Why is RED CALLE important?

Despite achieving varying levels of progress in addressing homelessness, **the governments of Brazil, Chile, Colombia, Costa Rica, Paraguay and Uruguay have decided to take a step forward to improve the development of their public assistance policies. To achieve this, RED CALLE aims to move past the concept of welfare-based assistance, to consolidate a social policy with a rights-based approach.**

RED CALLE is an expression of dialogue between government actors, who join together for continuous coordination with social actors and international experts. A representative example of the work carried out took place in Paraguay where, through work with the *Ministry for Children and Youth*, the need to advance in the conceptualisation of the issue was identified, specifically with regard to children and adolescents in this situation. Thanks to the technical exchange between the institutions of the partner countries, new national agreements were reached for the design of a public policy targeted to this group in Paraguay.

Overall, the project's activities have helped solidify an enabling environment for innovation, in terms of public policies for the region, in synch with other initiatives to eradicate homelessness around the world.



In our role of supporting the social policies of the twenty member countries of Latin America, the IILA values ADELANTE and RED CALLE as strategic partners to help us secure a space for dialogue, exchange and Triangular Cooperation between Europe and Latin America, within the context of a political agenda where homelessness has become a topic of utmost priority.

Cristian Brisacani
Head of RED CALLE
Italian-Latin American Institute - IILA

How was it implemented?

Through RED CALLE, it has been possible to further explore the reality of homelessness, from a broader and more structural approach, thus enabling a paradigm shift in the way that it is conceptualised. From this, emphasis was placed on the importance of coordinating social care policies, which include the provision of housing and employment as well as access to public goods and services.

Through a strong networking approach, capitalising on the strengths of each partner and identifying unmet needs, the project has been a pioneer in providing an assessment of social policies for the homeless in its member countries.

The project was primarily implemented through technical country visits, which have facilitated the exchange of knowledge and the dissemination of innovative actions, together with awareness-raising to prioritise the issue within national and regional agendas, as well as among civil society and academia.

Embedded in the triangular nature of the project, the joint construction of work agendas was encouraged, along with the systematisation of experiences and lessons learned, resulting in a more optimal use of time and resources.

The effectiveness of working as a network was evident at the *International Forum*, upon project completion, where the many lessons learned were shared; making it possible to continue building ties between the different organisations and countries. More than 200 people participated in the event, including representatives of government agencies, international organisations, civil society networks, private companies, universities, etc., as well as European Union officials and international experts.



Given its complexity and diverse nature, homelessness requires a broader and more structural understanding; that goes beyond the traditional vision that has historically focused on individual causes, towards responses focused almost exclusively on the rehabilitation and reintegration of the homeless.

PROJECT TITLE

RED CALLE - Network of Latin American Countries for the Development of Policies to Support the Homeless

OVERALL OBJECTIVE

Influence institutions and raise awareness among civil society regarding the reality of homelessness, in order to achieve more effective policies aimed at improving their living conditions.

SPECIFIC OBJECTIVES

SO.1. Improve and strengthen national public policies to address homelessness, sharing and fine-tuning approaches, solutions and tools formulated at the national level.

SO.2. Formally establish a regional network on comprehensive policies for the homeless, to promote exchanges, cooperation and share innovative approaches.

SO.3. Raise awareness among public institutions, national and international bodies and civil society to prioritise the issue.

R.1: A regional network on policies for homelessness formally established and operational, among public institutions of the 6 participating countries, and open to incorporating other potential partners.

R.2: National policies for homelessness assessed and strengthened in the 6 participating countries.

R.3: Share and improve regional tools to increase the effectiveness of policies focused on the homeless (guidelines to conceptualise the issue, its evaluation and monitoring, and setting standards for the provision of services).

R.4: Raise awareness among public institutions, national and international agencies and civil society to prioritise the issue.

AUTHORITY RESPONSIBLE FOR PROJECT IMPLEMENTATION AND PROJECT PARTNERS

The project was coordinated by the **Ministry of Social Development (MIDES)** - Uruguay, with the joint participation of the following institutions:

- Italian-Latin American Institute (IILA)
- Ministry for Children and Youth - Paraguay
- Ministry of Citizenship - Brazil
- Ministry of Health and Social Protection - Colombia
- Ministry of Human Development and Social Inclusion - Costa Rica
- Ministry of Social Development and Family Services - Chile
- Ministry of Women's Affairs, Family and Human Rights - Brazil

PROJECT COORDINATOR

Yanella Posente - Ministry of Social Development - Uruguay

COUNTRIES OF IMPLEMENTATION

Brazil, Chile, Colombia, Costa Rica, Paraguay and Uruguay.

START DATE - END DATE

April 1, 2017 - October 31, 2019 (31 months)

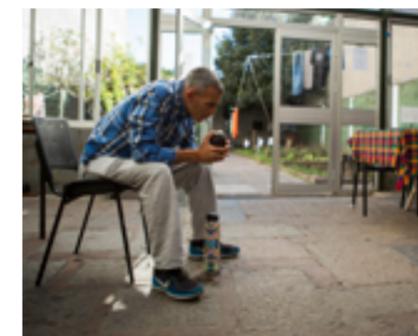
BENEFICIARY PARTNERS

- Public officials and professionals from the institutions that comprise the RED CALLE network.
- Officials and employees of ministries and public agencies with expertise in public policies and assistance for the homeless.
- Homeless persons in the participating countries.

What was the degree of European involvement?

As is the case with other ADELANTE projects, **the EUROSociAL Programme is at the origin of the RED CALLE project.** Through its component of *comprehensive social protection systems*, EUROSociAL fostered the creation of the *Grupo de trabajo permanente de América Latina sobre personas en situación de calle* (Permanent Working Group of Latin America for the Homeless), which gave rise to the current project.

The project has an essential element of learning and knowledge sharing, which promotes a common understanding of the issue in other countries and their respective responses. In this sense, a significant number of European researchers and organisations have contributed to the project, such as Vincenzo Castelli (of the civil society organisation *On the Road*), Paolo Trevisanato (of the *Proyecto Don Bosco* organisation),



Francesco Padovani (of the *Proyecto Esperanza* organisation), Professor Pedro Cabrera, *Universidad Pontificia de Comillas*, and Professor Isabel Baptista, researcher at the *Centre for Social Intervention Studies*. On the other

hand, **the European Federation of National Organisations Working with the Homeless (FEANTSA) has been a strategic leader in the comparative analysis of European policies for the homeless.** Representatives of the project participated in two international conferences organised by this institution, which served as a platform to establish synergies with European institutions, as well as give visibility to the *Red Calle Latinoamericana* (Latin American Network for the

Homeless). Finally, a study visit was also made to Lisbon to learn about the work of the association *CRESCER* regarding homelessness.



Karl-Otto König
Ambassador and Head of
the European Union Delegation
to Uruguay

"The ADELANTE Programme serves as a means to adapt to new paradigms within cooperation, and allows the European Union to continue working with Uruguay in pursuit of development for the country and the region as a whole. Thanks to this programme, and in particular to the RED CALLE project, we have worked together as equals, learning together and seeking sustainable solutions, which have made it possible to tackle one of the most devastating manifestations of poverty and inequality: homelessness."



Pablo Bartol
Minister
Ministry of Social Development
of Uruguay

"We are highly satisfied with the achievements and the mutual learning process that have made RED CALLE possible. This Latin American Network represents the government in action, committed to improving protections for the homeless. Being homeless is an unfortunate situation, and our goal is to be able to guarantee the right to decent housing. We are working to generate new solutions that address the distinct situations that people face, and this is a commitment and a challenge that we share with all the countries of the Network."



▼ What is the project's lasting impact?

A regional reflection on the progress and challenges of public policies for the homeless, based on the contribution of academic research and the analysis of civil society practices, from a comparative view of international and European experiences.

A comprehensive assessment of each of the six partner countries, which enabled a deeper exploration of topics such as management models and the role of different actors (public administration, civil society, the private sector), along with *Housing First* models, a preventative approach, addressing problematic drug use, the Restorative Justice model, strategies for addressing homeless children and adolescents, and the direct participation and involvement of the homeless.

The expansion and consolidation of the Red Calle Latinoamericana (Latin American Network for the

Homeless), through two specific actions: the signing of an agreement for the institutional consolidation of the *Network* by all the countries involved, and the incorporation of new partners, such as Argentina and the Dominican Republic.

RED CALLE is particularly aligned with the third of the four expected outcomes of ADELANTE: continue promoting regional integration by opening up new spaces for regional dialogue on common issues and problems.

Strengthening of the partner institutions of the project, prioritising political dialogue, consensus and institutional negotiation, and managing to position themselves as leaders at the local and regional level regarding social policies for the homeless. In this same vein, the project worked in coordination with *Red Internacional por la Defensa de la Infancia y Adolescencia en Condición de Calle* (RIDIAACC - the International Network

For the Defense of Street Children and Adolescents), thereby charting a path towards future actions through dialogue between the two networks: government and civil society.

▼ How does the project contribute to the 2030 Agenda?

Designing coordinated strategies and policies to address homelessness is fundamental to eradicating poverty and overcoming inequality in Latin America. Specifically, **RED CALLE has contributed to overcoming poverty (SDG 1) through strategies to reduce inequalities (SDG 10), within the framework of the right to decent housing (SDG 11); also seeking access to healthy food (SDG 2) and universal health coverage (SDG 3) for this population.**

The participation of RED CALLE in the *58th Session of the Commission for Social Development*, which took place in New York in February 2020, is particularly noteworthy. For the first time in the history of the United Nations, this session addressed the issue of homelessness and the lack of adequate housing within the framework of the 2030 Agenda. As a result, in the Declaration, the participating countries explicitly committed to advancing the implementation of a complex

set of urgent multisectoral measures, thereby adopting a definition for the comprehensive measurement and comparative assessment of this issue.



The ADELANTE programme is aligned with several relevant priorities of the participating countries regarding their respective implementation of the 2030 Agenda.

It was possible to observe this alignment by cross-referencing the objectives of each project with the priorities and strategies included in the *Voluntary National Reviews (VNR)* of each country; regularly presented at the *UN High-Level Political Forum on Sustainable Development*, and which are essential mechanisms for the tracking and follow-up of the 2030 Agenda. In addition, ECLAC's *Quadrennial Report on Regional Progress and Challenges in Relation to the 2030 Agenda in Latin America and the Caribbean* (2019) was consulted to reflect an overview of development in the region.

RED CALLE has contributed directly and indirectly to the following SDGs:



Target 1.3: Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.

RED CALLE seeks to improve the living conditions of the homeless, one of the most vulnerable groups facing extreme poverty and exclusion. The project contributes by expanding on the discussion of sectoral policies, and the need to strengthen social protection systems. It is necessary to be able to build bridges between assistance, social integration and the guarantee of citizens' rights. To this end, both national diagnostic reports and subsequent peer reviews have identified gaps in access, coverage and quality in the social protection systems of the participating countries.



Target 2.1: By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.

Access to adequate food is a fundamental human right, as addressed by the various services of the homeless assistance network in the six partner countries. This guarantee involves the direct provision of food assistance, as well as the implementation of actions to enable the homeless to access this right on their own. The proposal of regional guidelines and minimum standards for the provision of services that guarantee access to food will reverse the levels of undernourishment in this population.



Target 3.8: Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

The project also aims to provide health coverage for the homeless population. The diagnostic reports conclude that there is a lack of a structurally sound health strategy in place. Furthermore, discrimination against these populations is an obstacle for access to the universal health care system. In the case of mental health, the difficulties are even greater. For these reasons, RED CALLE echoes the need to have regional guidelines in place, with minimum standards for the provision of health services for the homeless, to guarantee both access and quality care.



Target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

Reducing inequality and social fragmentation, based on the right to social protection and decent work, are intrinsic challenges in tackling poverty and homelessness. The project contributes to this target by strengthening the prioritisation, definition and implementation of comprehensive policies that address the multiple dimensions of homelessness, from a rights-based approach. It also promotes the participation of the homeless population and exchanges with the community in general, seeking the restitution of violated rights and greater social integration.



Target 11.1: By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.

Homelessness is one of the most evident manifestations of poverty, but is also one of the least discussed and least visible issues in public policies for people living on the street. In this sense, attempts have been made throughout the project to include the Ministries of Housing in the initiative, as key actors in this area. At the *58th Session of the Commission for Social Development*, emphasis was placed on the understanding of the lack of decent housing as a violation of human dignity, along with the need to examine the connection with social protection safety nets. This also requires integrated responses from member states, the UN and civil society.

▼ Are there examples of specific country-level contributions?

For **Brazil** 🇧🇷, the country's participation in RED CALLE has allowed it to expand on the exchange of experiences with other countries regarding the *Housing First model*, especially with the governments of Chile and Uruguay. In addition, progress has been made in the implementation of pilot projects, while also focusing on extending the model throughout Latin America. Specifically, it has opened up new opportunities that will allow for further training and capacity building on the subject.

In **Chile** 🇨🇱, participation in the project has enabled networking with experts in the area of new strategies to overcome homelessness, specifically in terms of information systems and the design and implementation of the *Housing First model* in different countries. These actions have resulted in substantial improvements and innovations in Chile's National Homeless Policy and social programmes.

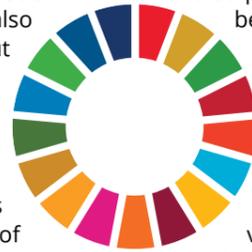
In **Colombia** 🇨🇴, the project has contributed by incorporating a perspective that goes beyond the traditional approach; fostering proposals that aim for transformative solutions, rather than simply dealing with the consequences of social exclusion. It has contributed to the development of measures aimed at reducing the existing stigmatisation that this population faces. In this regard, work is currently underway to formulate a public policy for the homeless that will serve as a set of guidelines, to be followed by municipal entities who in turn implement such policies.

In **Costa Rica** 🇨🇷, through participation in the project, the *Ministry of Human Development and Social Inclusion* was able to further develop its inter-agency agreements. The inclusion of the homeless in the next

national census has been planned in conjunction with the *National Institute of Statistics*. In addition, the project's actions have had a direct impact on the validation of public policies for this population. It has also enabled progress to be made, for greater coordination between the health and social sectors, which have traditionally acted with a fragmented approach to this issue.

In **Paraguay** 🇵🇷, the project has contributed to positioning the issue of homelessness in the public agenda, thus enabling the generation of joint work spaces, where various State actors have managed to coincide for the first time. In this regard, the *Ministry for Children and Youth* has made progress in identifying children and adolescents living on the street, and has begun to design instruments to measure and study this issue in depth. All this, together with the institutional commitment to generate a national public policy with a multi-dimensional approach to assisting this population, taking into account the complexity of the issue.

In **Uruguay** 🇺🇾, through the support of the project, the *Ministry of Social Development* strengthened its capacities for management, dialogue and political discussions with its peers in the region and within the country. RED CALLE allowed Uruguay to exercise the dual role of beneficiary and provider of cooperation, positioning itself internationally on this issue. The opportunity for exchange opened the path to innovative actions, with projects inspired by *Housing First*. In addition, the project created incentives for applied academic research and the formation of self-managed groups of homeless persons, contributing to a better understanding of homelessness by Uruguayan society as a whole.



More information about RED CALLE:
www.adelante-i.eu/en/red-calle



The 8 projects currently funded by the ADELANTE Programme contribute directly to 9 Sustainable Development Goals and 27 of their targets. The primary contribution is made to SDG 16 (Peace, Justice and Strong Institutions), with very noteworthy contributions to SDG 1 (No Poverty), SDG 10 (Reduced Inequalities) and SDG 17 (Partnerships); which form the backbone of the 2030 Agenda, and therefore serve as important pillars of the Programme. Special attention is paid to SDG 5 (Gender Equality).

www.adelante-i.eu/en/2030-agenda

Main lessons learned from the ADELANTE projects

One of the most important challenges in managing initiatives linked to international development cooperation is to avoid losing sight of analysis and reflection, especially during the implementation phase. It is therefore essential to promote joint exercises that include all partners and other relevant actors, aimed at going beyond management towards evaluation, internal reflection and learning.

In this regard, the ADELANTE Programme has carried out a rigorous joint knowledge management exercise, aimed at identifying and systematising the lessons learned, good practices and success stories of each of the projects, which were presented in greater detail in the previous pages. These lessons are collected in an orderly manner in the knowledge bank, available to the general public, and which aims to leverage this knowledge so it can serve as inspiration, or be applied directly by other development projects and initiatives.

» www.adelante-i.eu/en/banco-de-conocimiento

Thanks to this exercise, it was also possible to identify certain distinguishing features of the Programme (creating ties within and between countries, the joint creation of solutions, mutual learning, etc.), and at the same time, to transcend this role by providing useful contributions to the debate on the relevance and suitability of Triangular Cooperation as an appropriate modality through which to address the development challenges of the region.

▼ Lessons Learned

Lessons learned refer to *experiences that have occurred during the development of a project, and which have provided useful learning opportunities to be shared or re-used*. The Knowledge Bank of the ADELANTE Programme offers pieces of knowledge, with a description of the practice or achievement that led to the learning experience, along with the impact it has had on the project, and the added value it lends to Triangular Cooperation.

This exercise for reflection between events-experience-lessons learned serves to anticipate responses to situations that are not always planned, but which are possible or even expected in international development cooperation initiatives.

The lessons of the ADELANTE projects have emerged during their implementation, but they have also provided information to be taken into account throughout the entire project cycle.

It became apparent that during the identification and formulation phase, it is important to develop procedures and build consensus around methodologies that allow for smooth implementation, especially when it comes to ambitious projects that seek to influence public policy, or have an impact on the public agendas of different countries and which involve a wide variety of actors.

In addition, because of their particular characteristics, Triangular Cooperation projects should be especially prepared to face a series of challenges that can strongly affect them; such as changes in policy priorities in the different participating countries, difficulties in the alignment between sector stakeholders from different countries, and each with different levels of experience and expertise on the topic, etc. Thus, it became evident that during project formulation, it is important to allow for sufficient time and resources in the implementation phase, and plan accordingly, in order to continuously revisit priorities and commitments.

The following examples show how certain experiences have translated into lessons learned during project implementation, which can inspire others in the identification and formulation phase, with a view to ensuring the quality (understood as efficiency – effectiveness – impact – sustainability) of the project.

DURING IDENTIFICATION AND FORMULATION:

- Once the political commitment of each of the participating countries has been assessed, seek coordination with all government bodies and administrative units with expertise on the subject, along with the international development cooperation agencies of each country; encouraging strong involvement on their part.

Strengthening Restorative Justice

- Jointly define a working methodology, specifically adapted to the Triangular Cooperation modality, aimed at leveraging its added value and responding from the outset to potential challenges.

PROYECTO SEDA

- Jointly define a peer-to-peer work methodology, adapted to all the participating actors and differentiated for each of the project results and components.

RED CALLE

- Jointly identify the 'non-traditional' risks (sometimes related to the Triangular Cooperation modality) that are most likely to influence project implementation, and jointly develop a specific contingency plan for each potential risk.

DIALOGAS

- Jointly review the current procurement and import regulations of the beneficiary country, and establish an agreed-upon procurement protocol.

Contributing to Food Security for the Population of Cuba

ENVISAGED IN THE PROJECT FORMULATION, WITH A VIEW TO IMPLEMENTATION:

- As a recurrent activity, define a specific methodology for the regular practice of assessing the political commitment of each of the participating countries, while leaving room for the incorporation of new elements, in keeping with the *criterion of opportunity*.

EDEM

EVALÚA

- As a recurrent activity, define a specific methodology for regular dialogue exercises and coordination between top-level policy makers / senior management of institutions in all participating countries.

Mirada Ciudadana

▼ Good Practices

Good practices refer to *achievements that highlight the key factors for success that enabled their attainment*. The Knowledge Bank of the ADELANTE Programme provides pieces of knowledge, with a description of the practice or achievement that led to the learning experience, along with the distinguishing factors, the impact it has had on the project, and the added value it lends to Triangular Cooperation.

In all cases, although they have taken place during the implementation phase, as was the case of the lessons learned, these can serve as inspiration to other projects that wish to ensure quality during the identification and formulation phases.

DURING IDENTIFICATION AND FORMULATION:

- Jointly adapt the project results to the context of each participating country, even going so far as to create a framework of results, differentiated by country.

Strengthening Restorative Justice

- Jointly conduct a mapping of similar initiatives and projects, and establish a protocol for the formulation of collaboration agreements; seeking to leverage the different synergies created.

DIALOGAS

- Jointly define a methodology for knowledge management, to be applied from the start of project implementation.

EDEM

- Jointly define (or adapt) methodologies that are specifically geared towards participation, and harness the contributions of all actors, especially the final beneficiaries.

*Mirada Ciudadana
Proyecto SEDA*

ENVISAGED IN THE PROJECT FORMULATION, WITH A VIEW TO IMPLEMENTATION:

- Enable regular political dialogue exercises between project leaders and senior policy-makers / senior management of institutions in all participating countries, as a recurrent activity.

RED CALLE

- Ensure that all activities related to the exchange of knowledge (internships / traineeships, study visits, etc.) are carried out through a horizontal or peer-to-peer approach, aiming to build capacity in all the countries involved, including visits from/ to all countries.

Contributing to Food Security for the Population of Cuba

- Incorporate the preparation of specialised concept notes on all the themes addressed within the project, especially those that potentially contribute to public policies.

DIALOGAS

- Incorporate peer review into the main project products, including involving external key actors who are not part of the project.

EVALÚA

- As a recurring activity, anticipate face-to-face meetings aimed at reviewing project formulation, analysing changes in each context and the level of compliance with the assumptions / risks.

Contributing to Food Security for the Population of Cuba

▼ Success Stories

Success stories refer to 'ways of doing' that have yielded positive results, and whose application in other projects are likely to deliver the same results. The Knowledge Bank of the ADELANTE Programme offers pieces of knowledge, with an accompanying case summary that also includes the objectives and impact, the key success factors and the added value for Triangular Cooperation.

Many success stories have occurred in response to a lesson learned or the scaling up of a good practice:

- In the RED CALLE project, worth mentioning as a success story is the **successful application of the peer-to-peer work methodology, adapted to all stakeholders and differentiated for each of the project outcomes and components**, within the scoping missions carried out in all the countries involved; in which teams comprised of professionals from all other countries participated.
- In the EDEM project, worth noting is the successful **application of the methodology for knowledge management, to be applied from the beginning of the project**, through the transfer of the 'MISE' and 'Heroes Fest' instruments.
- The Strengthening Restorative Justice Project highlights the **joint adaptation of the project results to the context of each of the countries involved, even achieving a framework of results differentiated by country. In addition, methodologies were applied to foster participation and harness the contributions of all the actors involved, and especially the final beneficiaries**, in the creation of a participatory model for Restorative Justice that directly involves the target population.
- Worth noting in the Mirada Ciudadana project is the **successful application of a specific methodology for dialogue and coordination, between high-level policy makers / senior management of institutions in all participating countries**. A specific development was added to this methodology: the formulation of a work plan following each meeting between policy makers, aimed at developing agreements and making political decisions with the interests of the final beneficiaries in mind.

Other success stories correspond to the development of specific, highly relevant and innovative components of each of the projects, including:

- Proyecto SEDA, featuring the **introduction of the circular economy as a strategy for sustainable production and consumption**, as well as the **formulation of an inclusive communication and visibility strategy, taking into account the interests of the actors involved**.
- Within the DIALOGAS project, the **creation of the National Technical Committee on Transversal and Socio-emotional Skills in several countries of the project**, as well as the **creation of a single instrument to evaluate these competencies**.
- In the EVALÚA project, the **strategic use of recommendations in evaluations** allowed for fundamental improvements in public policies and programmes in the partner countries.

The set of lessons learned, good practices and success stories, identified and systematised by the ADELANTE projects, highlights the importance of:

- Jointly carrying out the planning, identification and formulation of the projects, and to provide spaces for coordination between the partners with a strong peer-to-peer approach; to be maintained throughout the project lifecycle.
- During the planning phase, jointly analyse the idiosyncrasies of Triangular Cooperation, and during formulation, jointly create methodologies / protocols / procedures adapted to this modality, in order to apply these throughout implementation.
- Guide these methodologies / protocols / procedures towards:
 - The exchange and leveraging of knowledge of all stakeholders, from the partners to the final beneficiaries.
 - Harnessing the knowledge generated during project implementation.
 - The impact on public policies, giving priority to participation and dialogue with high-level policy makers / senior management of the institutions involved.
 - Adapting to the reality of each country (political, legal, administrative, sectoral, etc.), always considering the possibility of constructing differentiated results frameworks.
- Sufficient flexibility and room for adapting, to allow for the introduction of innovative, high-impact elements throughout project implementation.

Partners of ADELANTE: 8 projects and 93 institutions from 22 countries in Europe and Latin America and the Caribbean



ARGENTINA

- Ministry of Education of the Government of Buenos Aires
- Municipality of San Isidro
- National Institute of Agricultural Technology
- National Institute of Industrial Technology
- National Institute of Technical Education
- Universidad de Buenos Aires (Faculty of Agriculture)



BELIZE

- Trade and Investment Development Agency



BRAZIL

- Ministry of Citizenship
- Ministry of Women's Affairs, Family and Human Rights
- Municipality of Aceguá
- Municipality of Candiota
- Universidade Estadual de Maringá (Laboratory of Biotechnology)



CHILE

- Agricultural and Livestock Service
- Chilean Agency for International Development Cooperation (AGCID)
- ChileValora
- Ministry of Social Development and Family Services
- Municipality of Los Andes
- Municipality of Peñalolén
- National Training and Employment Service



COLOMBIA

- Administrative Department for Social Prosperity
- Chamber of Commerce of Bogota
- Chamber of Commerce of Cartagena
- Judicial School "Rodrigo Lara Bonilla"
- Ministry of Health and Social Protection
- Ministry of Trade, Industry and Tourism
- National Planning Department
- Presidential Agency for International Cooperation
- Universidad Pontificia Bolivariana (Faculty of Textile Engineering)



COSTA RICA

- Judicial Branch of Costa Rica
- Ministry of Economy, Industry and Trade
- Ministry of Human Development and Social Inclusion
- Ministry of Labour and Social Security
- Ministry of National Planning and Economic Policy



CUBA

- Experimental Station "Indio Hatuey"
- Ministry of Agriculture



DOMINICAN REPUBLIC

- Chamber of Commerce and Production of Santo Domingo
- Ministry of Industry, Trade and Micro, Small and Medium-Sized Enterprises



ECUADOR

- Secretariat of Higher Education, Science, Technology and Innovation
- Technical Secretariat for Planning Ecuador
- Universidad Estatal Amazónica (Department of Earth Sciences)



EL SALVADOR

- National Commission for Micro and Small Enterprises
- National Youth Institute
- Technical Planning Secretariat of the Presidency



GERMANY

- Federal Ministry for Economic Cooperation and Development (BMZ)



GUATEMALA

- Ministry of Economy
- National Council for Persons with Disabilities



HONDURAS

- Chamber of Commerce and Industry of Tegucigalpa
- Secretariat of Economic Development - Undersecretary of Micro, Small and Medium-Sized Enterprises



ITALY

- Cooperativa Social SOCIOLARIO (Social Cooperative)
- Council for Agricultural Research and Agricultural Economics Analysis - CREA
- International Committee for the Development of Peoples - CISP
- Ministry of Foreign Affairs and International Cooperation (Directorate - General for Development Cooperation)
- NGO RE.TE.
- Università di Trento



MEXICO

- Ministry of Education
- The Judiciary of the State of Mexico



NICARAGUA

- Chamber of Commerce and Services
- Ministry of Family, Community, Cooperative and Associative Economy



PANAMA

- Micro, Small and Medium-Sized Enterprise Authority



PARAGUAY

- Department of Social Welfare
- Ministry for Children and Youth
- Ministry of Finance
- Municipality of Presidente Franco
- Municipality of San Bernardino



PERU

- Ministry of Economy and Finance
- Ministry of Education



PORTUGAL

- Centre for Social Intervention Studies
- NGO CRESCER
- Universidade do Minho



SPAIN

- Andalusian Institute of Public Administration
- Animal Health Research Centre IRTA-CReSA
- Barcelona City Council
- Directorate-General for Sustainable Development Policies
- Institute for Fiscal Studies
- International and Ibero-American Foundation for Administration and Public Policies
- Parque Científico y Tecnológico de Extremadura
- Spanish Agency for International Development Cooperation
- Spanish Federation of Municipalities and Provinces
- Universidad Autónoma de Madrid
- Universidad Complutense de Madrid (University Institute on Development and Cooperation)
- Universidad Pontificia de Comillas



URUGUAY

- Ministry of Social Development
- Municipality of Aceguá
- Municipality of Arbolito
- Municipality of Arévalo
- Municipality of Cerro Largo
- Municipality of Fraile Muerto
- Municipality of Nobliá
- Municipality of Plácido Rosas
- Municipality of Ramón Trigo
- Municipality of Río Branco
- Municipality of Tupambaé
- National Institute for Educational Evaluation
- Office of Planning and Budget of the Presidency of the Republic



EUROPEAN UNION

- Bridging the Gap
- EUROCLIMA+
- European Federation of National Organisations Working with the Homeless - FEANTSA
- European Union Delegations in the region
- EUROsocial

- Italian-Latin American Institute - IILA



CHAPTER 3

The challenges faced by the ADELANTE Programme

Managing a Triangular Cooperation project while ensuring quality, and harnessing the added value of this modality, has been a challenge for both the project leaders and managers of ADELANTE, due to the innovative nature of the Programme. Since it is based on the Triangular Cooperation modality itself, rather than on a sectoral or exclusively regional perspective, it presents quite a challenge.

Drawing from one another's knowledge and capacities, and contrasting these with the management and knowledge objectives that have gradually been established, not only has the ADELANTE Programme identified its challenges, it has also developed the mechanisms and tools required to tackle these.

The use of these mechanisms and tools has led to strengthened capacities for all individuals and institutions involved, thus reinforcing their roles as key players in the development of the region.

▼ Project management / monitoring

To ensure quality management of the projects, and to meet a set of standard criteria, a **common knowledge framework** was established for all decision-makers. This became especially necessary since, as was previously mentioned, ADELANTE involves a significant number of actors from different countries, of a diverse nature and with varying approaches to the management of international development cooperation projects.

Challenges

This common knowledge framework for the technical and financial management of projects aimed to:

- Get to know the European Union's dynamics, regulations, methodologies and ways of working.
- Become familiarised with the legal frameworks of the European Union and of each country involved, with regard to technical and financial project management.
- Understand the routines that characterise the day-to-day management of cooperation projects.
- Learn to use and properly integrate tools for technical management, ensuring compliance with regulations and with all commitments made throughout the project cycle, utilising the planning matrix as a frame of reference.
- Learn to use and properly integrate tools for financial management, ensuring compliance with the regulations of the funding partner and of all the participating countries.
- Understand the role and responsibility of the coordinating partner, which is unusual in the context of cooperation projects, but is essential and strategic in the ADELANTE projects.

Mechanisms

A number of mechanisms were put in place to apply this common knowledge framework:

- An **initial assessment of the skills and know-how** of project leaders was carried out through virtual meetings, with adapted work plans, and including at least one on-site visit to each project during the start-up phase.
- A **project management training plan** was designed and implemented, through a number of specialised webinars in which all projects participated, accompanied by virtual meetings for each individual project, as well as face-to-face visits when required.
- The Programme was structured in such a way that **permanent and ongoing support could be guaranteed to the project leaders**, as well as to all the institutions involved. A number of tools were created or developed to ensure this ongoing support:
 - The **Project Information and Monitoring System (SISP)** was created, as an online system that compiles the technical and financial information of each project, thus facilitating follow-up and accountability. It also facilitates integrated monitoring and provides up-to-date information to interested third parties, such as the different DEVCO units, or institutions in participating countries tasked with managing cooperation initiatives.

- A **specific discussion group was established within the Capacity4Dev platform** to share up-to-date information on technical and financial management, with a particular emphasis on reporting guidelines. Key publications (which do not include internal working documents) are made available to all interested parties in the *Help Desk* section of the Programme's website.
- A **weekly information update repository (dashboard) was created**, which compiles the lessons learned from all the technical and financial management processes/ procedures/ consultations carried out by all projects throughout their implementation phase.
- **Face-to-face visits** were conducted to support the projects at pivotal moments (preparation of the first annual reports, preparation of final reports, the development of external audits, etc.), in addition to several unscheduled visits made to address specific needs.

▼ Effectiveness, impact and sustainability

In addition to the common knowledge framework on the technical and financial project management, **support was also provided to the projects, aimed at achieving their objectives** and enhancing their value.

Challenges

These objectives-oriented support aimed to:

- Understand the connection between technical and financial management (efficiency) and the achievement of objectives and their sustainability over time (effectiveness, impact and sustainability), and help guide it in this regard.
- Become familiarised with the most appropriate modalities and tools to obtain relevant information on the fulfilment of the objectives.
- Encourage the participation of all actors involved in the project, in line with the ownership of the initiative and collective action, as promoted through Triangular Cooperation.
- Boost communication and visibility, aimed at achieving the objectives.

Mechanisms

In order to provide this objectives-oriented support, a number of mechanisms were put in place:

- The **Results-Oriented Monitoring (ROM) methodology** was adapted to the Programme, through a Triangular Cooperation approach.
- Several **missions were undertaken to implement and transfer this methodology to the projects.**

▼ Knowledge Management

In the ADELANTE Programme, knowledge management is considered part of comprehensive project management. Although the Programme primarily focused on the technical and financial management in the early years, in the later stages a **strong commitment was made to knowledge management.**

Challenges

This commitment to knowledge management aimed to:

- Understand that more learning is generated during project implementation than was initially planned.
- Understand the importance of collecting lessons learned from projects as they arise, rather than at the end of implementation.
- Understand the importance of knowledge management methodologies and tools to collect, systematise and share the lessons learned.
- Encourage continuous feedback within the Programme, so that all projects and actors involved can benefit from lessons learned.
- Encourage the communication of these lessons to make them available to all actors involved in similar processes.

Mechanisms

To fulfil this commitment to knowledge management, a number of mechanisms were put in place:

- A **knowledge management exercise** was carried out, with a methodology tailored to the ADELANTE Programme.
 - The **ADELANTE Knowledge Bank** was created as a result, compiling good practices, lessons learned and success stories observed throughout the implementation of the projects.
 - **This knowledge bank was linked to the Galaxy and Capacity4Dev platforms**, of the *United Nations Office for South-South Cooperation* (UNOSSC) and the European Union, respectively.
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▼ Harnessing the added value of Triangular Cooperation

As was previously mentioned, the ADELANTE Programme can be considered innovative, since it was derived from a specific modality, rather than from a sectoral or regional perspective. In this sense, the Programme's managers have been strongly interested in maximising the added value of this modality for each of the projects. For this reason, **support was provided to the projects, to become familiarised with and able to leverage the added value of Triangular Cooperation.**

Challenges

This element of support, to gain insight into and leverage the added value of Triangular Cooperation, aimed to:

- Understand the impact of the added value of Triangular Cooperation on the quality of project management, as well as on the technical and financial management, the achievement of objectives, on broader processes and on the project's sustainability over time.
- Understand the impact of Triangular Cooperation on creating ties between the actors involved in a project, between different projects and countries of the region, and between the main actors of Triangular Cooperation.
- Understand how the Triangular Cooperation modality can have a greater impact on the projects, in terms of implementing the 2030 Agenda in the respective countries and in the different areas of action.
- Learn to identify the strengths and weaknesses of the projects from the point of view of Triangular Cooperation, and learn how to approach these.
- Learn to communicate based on the added value of Triangular Cooperation.

Mechanisms

In order to make the most of this accompaniment, to become familiarised with and leverage the added value of Triangular Cooperation, a number of mechanisms were put in place:

- **All projects were encouraged to participate in the BAPA+40**, the *Second High-level United Nations Conference on South-South Cooperation*.
- An **official side event was organised at BAPA+40**, where the projects were able to engage with key actors of different types of Triangular Cooperation, including on a global (OECD), regional (ECLAC, SEGIB, PIFCSS), Latin American (ABC, AUCI) and European level (AECID).
- **The Programme was also present at the latest edition of the Global South-South Development Expo.**
- An **exercise was carried out for each of the ADELANTE projects, applying the OECD Toolkit: for identifying, monitoring and evaluating the value added of triangular co-operation**, working with the projects on the six areas identified by the OECD as elements of added value for Triangular Cooperation: (A) ownership and trust, (B) complementarity and coordination, (C) joint learning, (D) co-creating solutions and flexibility, (E) sustainability, and (F) achieving global and regional development goals through strengthened partnerships for Sustainable Development.
- A **publication was produced, presenting the development and lessons learned from this exercise**. Under the title: *The Value Added of Triangular Co-operation, Lessons Learned from the EU-LAC Programme for Triangular Co-Operation (ADELANTE)*, it was published as a working paper on the OECD website. It has been presented in various forums focused on Triangular Cooperation.

- Several **training sessions on Triangular Cooperation** were organised for all of the projects, including a working session with representatives from SEGIB, PIFCSS, AECID and GIZ at the Spanish Cooperation Training Centre in Montevideo.
- A **repository of reference documents on Triangular Cooperation** was created on the Programme's website.

▼ Contribution to the 2030 Agenda

There is increasing evidence that Triangular Cooperation is a suitable modality for the *2030 Agenda for Sustainable Development*. Thanks to the innovative nature of ADELANTE, the Programme managers were highly interested in exploring the contribution of each of the projects to the 2030 Agenda, as well as reflecting on whether this contribution is more robust when a specific modality is used. To this end, **support to identifying the contributions to the 2030 Agenda was provided.**

Challenges

This 2030 Agenda-oriented support aimed to:

- Become familiarised with the 2030 Agenda and its important role as a benchmark for development in the region.
- Explore the contribution of each of the projects to the 2030 Agenda.
- Understand the context of each project's contribution, in terms of the commitments of each country and the region as a whole, and foster dialogue with key national actors.
- Encourage an SDG-based perspective in all matters of decision-making in the projects.
- Encourage reflection on the linkages between Triangular Cooperation and the effective implementation of the 2030 Agenda in the region.
- Orient communication and visibility towards the 2030 Agenda.

Mechanisms

To provide support to the projects for the 2030 Agenda, a number of mechanisms were put in place:

- An **exercise was conducted to identify project-level contributions to the 2030 Agenda**, with a methodology tailored to the ADELANTE Programme, centred on three areas: the central theme of the project, the complementary components to the central theme, and the cross-cutting strategies. Contributions were identified and justified at the SDG-level, along with their targets and indicators (using the ECLAC regional indicators framework).
- A **communication strategy oriented towards the 2030 Agenda** was defined, which has influenced the overall project and programme communication.

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▼ Sectoral / Thematic Learning

In addition to the interest in quality management, leveraging the Triangular Cooperation modality and the contribution to the 2030 Agenda, the ADELANTE projects, despite being at the forefront of their respective fields, have also shown an interest in continuing to learn, as well as generating and sharing knowledge in their respective sectoral fields. To this end, the Programme has provided the projects with a **sectoral resource centre**:

Challenges

This sectoral resource centre aimed to:

- Add value to and leverage the sectoral knowledge, not only from countries with more established expertise in certain areas, but also those with less expertise but with relevant lessons learned, which can be shared through Triangular Cooperation.
- Harness sectoral knowledge from Europe, through the participation of professionals and institutions from EU member states or the EU itself, fostering a genuine triangular dialogue within all projects.
- Promote the search for and implementation of innovative sectoral solutions.
- Foster ties between professionals, institutions and thematic networks at the multi-country, regional and bi-regional level, between Europe and Latin America.

Mechanisms

A number of mechanisms were put in place to provide content to the sectoral resource centre:

- **International consultancies** were established (short-term participation of professionals or specialists in the project), as a mechanism to provide sectoral knowledge to the projects from other Latin American and European countries.
- **Study visits** (participation of projects in international events and/or on-site visits to leading institutions) were carried out, as a way to link the projects with the sectoral knowledge generated in Latin America, Europe and other leading countries in the corresponding topics.
- **Exchanges between projects** were established and promoted as a conduit for peer-to-peer knowledge sharing.

» www.adelante-i.eu/en/about-us#misiones

▼ **Cross-cutting mechanism: ADELANTE project meetings**

As noted above, each challenge in the ADELANTE Programme has been accompanied by a coordinated response, through a number of associated mechanisms. Among these mechanisms, the **ADELANTE project meetings** are worth highlighting.

These meetings took place in Montevideo in October 2018, in Buenos Aires (as part of the *BAPA+40*) in March 2019, and in San José in November 2019. The last meeting, scheduled for June 2020, could not take place due to the global health emergency caused by COVID-19.

In its three editions, the meetings provided a privileged space in which to jointly tackle each of the challenges, as outlined above, thus helping to define the responses and mechanisms; through a continuous exercise of evaluation, review and improvement.

The meetings were also a useful space for learning for both individuals and institutions alike, and to build ties between professionals and between institutions. They have helped foster a sense of *community* within the Programme, even coining the term **ADELANTE family**.



The added value of Triangular Cooperation: the ADELANTE Programme experience with the OECD Toolkit



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 volume, scope and sustainability
6. Achieving global and regional development goals through strengthened partnerships for sustainable development

» www.adelante-i.eu/en/added-value-triangular-cooperation-adelante-programme-experience-oecd-toolkit

PROJECT INFORMATION AND MONITORING SYSTEM (SISP)

Platform available online for registered users

Dashboard Apoyo y fomento al desarrollo de la estrategia regional de emprendimiento, innovación y desarrollo empresarial en países de Mesoamérica

Panel de control: Ver, Editar

€ 2.368.000,00 Presupuesto | 9 Países | 15 Instituciones | 16 Actividades

Indicadores: Tiempo transcurrido (95%), Presupuesto comprometido (100%), Presupuesto ejecutado (100%), Actividades finalizadas (25%), Actividades en curso (48%)

Actividades	Tipología	País	Estado	Inicio	Fin	Cobertura	Satisfacción	Bot. Imp
A1.R1 Diagnóstico sobre el estado de la implementación del plan de acción de las economías nacionales	Formación	Múltiples	Finalizado	●	●			Editar
A1.R2 Visitas de campo de países beneficiarios a Colombia para conocer la oferta de herramientas utilizadas por los prestadores de servicios institucionales de Desarrollo Empresarial	Formación		Finalizado	●	●			Editar
A1.R3 Análisis y reconocimiento de experiencias colombianas de escalamiento y sostenibilidad financiera.	Formación		Finalizado	●	●			Editar
A1.R4 Adaptación y puesta en marcha del modelo integral de prestación de servicios de fortalecimiento empresarial para cada una de las zonas de comercio e inversión	Formación		En Ejecución	●	●			Editar
A2.R1 Jornadas de asesoría para monitorear, reportar y evaluar la implementación de la política de emprendimiento en el enfoque de emprendimiento colombiano.	Formación		Finalizado	●	●			Editar
A2.R2 Talleres de transferencia de herramientas y servicios de apoyo a nivel de desarrollo empresarial en las fases de identificación y validación del negocio.	Formación		En Ejecución	●	●			Editar
A2.R3 Talleres de referencia técnica para validación y diseño de instrumentos financieros de apoyo.	Formación		Finalizado	●	●			Editar
A2.R4 Acompañamiento de la OGB en la adaptación del sistema de intervención directa de las OGB beneficiarias a 300 empresas a través del modelo de servicios empresariales MISE.	Formación		En Ejecución	●	●			Editar
A3 - El Regula del MISE a esas organizaciones que lo requieren, a través del proceso de gestión de conocimiento de las experiencias realizadas.	Intercambio de Experiencias		En Ejecución	●	●			Editar
A3.10 Apoyo en la Gestión para la implementación de los principales vehículos de financiación.	Formación		En Ejecución	●	●			Editar
A3.R1 Talleres de acompañamiento en la implementación de Redes Regionales de Emprendimiento.	Formación		En Ejecución	●	●			Editar
A3.R2 Talleres de transferencia de herramientas que hacen parte de la política de emprendimiento de Colombia en los ámbitos de cultura, política y mercado.	Formación		En Ejecución	●	●			Editar
A4.R1 Sesiones de trabajo para evidenciar el aporte de asociaciones de emprendedores en el fortalecimiento de una política pública de emprendimiento.	Formación		En Preparación	●	●			Editar
A4.R2 Jornadas de asesoría en la conformación de asociaciones de emprendedores para el fortalecimiento del ecosistema de emprendimiento.	Formación		En Ejecución	●	●			Editar
A5.R1 Encuentro de validación del grado de aceptación de las redes conformadas, por parte de emprendedores.	Formación		En Preparación	●	●			Editar
A5.R2 Encuentro de validación del grado de aceptación de herramientas no financieras, por parte de emprendedores.	Formación		En Preparación	●	●			Editar

Gateway to the system. Provides visual summaries for an up-to-date snapshot of the project situation.

Description

Basic Information Repository.

Provides static information that makes it easier to view the general framework of the project.

Institutions

Database containing information on participating institutions.

Provides updated and detailed information on all actors involved in the project.

Budget

Database with information related to budget execution.

Provides detailed and up-to-date information on all components of the project budget.

Activities

Database with information related to implementation of activities.

Provides updated and detailed information on the activities and compliance with the indicators.

Reports

Report generator.

To extract specific reports, in Excel or PDF, based on key information on budget execution, implementation of activities and compliance with indicators.

Objectives

Results

Documents

Media

Users

The Project Information and Monitoring System (SISP) is a multifunctional online tool, designed and developed by the ADELANTE Programme, which allows the technical and financial project information to be collected and made available to all interested stakeholders, no matter where they are located. Likewise, it groups together the relevant contacts, thus facilitating connections between the institutions participating in the Programme.

The SISP has been a key tool for the technical-financial monitoring of projects in their implementation phase, helping to ensure the highest standards in efficiency and transparency.

The ADELANTE Knowledge Bank and other relevant Triangular Cooperation data banks and databases

▼ The ADELANTE Knowledge Bank

As was previously mentioned, the ADELANTE Programme has been carried out through 8 Triangular Cooperation projects in different thematic areas and across several countries, with a wide range of actors (93 organizations from 18 LAC countries and 4 European countries), with diverse forms of collaboration and varying intervention strategies. These projects have contributed significantly to the sustainable development of the region, and have generated useful sectoral and cross-cutting lessons.

With the aim of collecting and adding value to these lessons learned, as well as sharing them for use by all interested parties, ADELANTE has conducted a collaborative knowledge management exercise, whose results are compiled in a Knowledge Bank that is open to the public on the Programme website.

» www.adelante-i.eu/en/banco-de-conocimiento



This knowledge bank is organised by the *types of know-how generated* (good practices, lessons learned, and success stories), with the *pieces of knowledge* as its main product, which are collected in a coordinated and orderly manner. The 28 pieces of knowledge available at the time of this publication demonstrate the commitment of the projects to quality, improvement and continuous learning. In turn, the Knowledge Bank, and its availability to all audiences, demonstrates the commitment of the projects and of ADELANTE to one of the core principles of Triangular Cooperation: *knowledge sharing and mutual learning*.

Adding to this principle, ADELANTE has fostered dialogue with the main data banks and repositories of South-South and Triangular Cooperation at the regional and global levels, both to facilitate access to information and to identify future areas of joint collaboration. The following paragraphs analyse and compare these data banks and repositories.

ADELANTE KNOWLEDGE BANK

Sharing what we know to improve what we do



▼ South-South Galaxy, by UNOSSC

Its main objective is to respond to the demand by developing countries to learn and collaborate with one another and with other potential partners. It is a well-established platform that aims to provide a wide range of knowledge and opportunities linked to South-South and Triangular Cooperation. In addition to detailed information on successful projects and initiatives (ranging from general information to reflections on high-level impact of development, to also include lessons learned -solutions-), it also provides a database of development organisations and programmes currently undertaking South-South and Triangular Cooperation initiatives (to be able to facilitate contact with them), as well as a section dedicated to available funding mechanisms (in order to facilitate access to these). It features a repository of publications, reports and research, as well as an agenda with up-to-date information on events and activities related to this topic. Although it is targeted to a certain audience - those already involved in South-South and Triangular Cooperation - much of the information is available to the general public.

» www.southsouth-galaxy.org/home-page

NAME OF SOLUTION	ORGANISATION	SDG	COUNTRY	STATUS
Center of Excellence for Leather Skills	GIZ, Ministry of Finance, Government of the People's Republic of Bangladesh (LFMEAD-SEEP), Swiss Agency for Development & Cooperation SDC, International Labor Organization, European Union	01 - No Poverty	Bangladesh	Ongoing
Global Team Work (GTW) in search of Partners' Needs	A. The World Bank, Nepal Tourism Board, Embassy of India & UNDP Nepal, Embassy of United Arab Emirates, g. South Korea, Plaza n. Coca - Costa Rica, VCFTH, Pracharya Group, K. Honda, Amaguma Post, Nepal SB Bank, N. Cao Ho	04 - Quality Education	Bangladesh, Bhutan, India, Nepal, Sri Lanka	Ongoing
New Rice for Africa (NERICA)	Japan, UNOSSC, UNDP, the African Development Bank, others mentioned above	02 - Zero Hunger	Burkina Faso, Cameroon, Central African Republic, Chad, Côte d'Ivoire, Democratic Republic of the Congo, Egypt, Gabon, Ghana (Republic of The), Guinea, Guinea Bissau, Liberia, Madagascar	Ongoing
Niger Handmaid Schools	UNFPF, Danish International Development Agency (DANIDA), European Union, Spain	05 - Gender Equality	Burkina Faso, Cameroon, Côte d'Ivoire	Ongoing

GALAXY AND THE ADELANTE KNOWLEDGE BANK

GALAXY serves as a *one-stop shop*, with the goal of compiling as many South-South and Triangular Cooperation initiatives as possible, while the ADELANTE Knowledge Bank focuses exclusively on the learning generated through its eight projects. In addition, GALAXY aims to serve as a *resource centre* to foster connections between actors and create partnerships, as well as facilitate access to funding. Lastly, while the ADELANTE bank highlights lessons generated through Triangular Cooperation, GALAXY is centred on South-South Cooperation and its application by countries of the global South.

▼ Ibero-American Integrated Data System on South-South and Triangular Cooperation (SIDICSS), of SEGIB

The *Ibero-American Integrated Data System on South-South and Triangular Cooperation* (SIDICSS) is a joint effort by Member Countries of the *Ibero-American Programme for the Strengthening of South-South Cooperation* (PIFCSS), the *Ibero-American General Secretariat* (SEGIB), and the *Technical Unit* of the PIFCSS; aimed at systematising the dynamics of South-South, Triangular and regional Cooperation, **in order to influence decision-making based on the availability of up-to-date data**. At the same time, this systematisation exercise, which involves the recording, editing and continuous updating of data and experiences linked to South-South and Triangular Cooperation activities and projects, contributes to the transparency and follow-up of initiatives. The platform, fed with data provided by the countries themselves (through a process of revision and consolidation by SEGIB), serves as the main source of information for the *Report on South-South Cooperation in Ibero-America*, published annually by SEGIB. It is a platform *intended for use by Ibero-American countries*, but it also aims to contribute to the strategic dialogue with other actors and regions also participating in South-South and Triangular Cooperation.

» www.sidicss.org/sidicss

The screenshot shows the SIDICSS website interface. At the top, there is a header with the logo for 'COOPERACIÓN SUR-SUR' and social media icons. Below the header is a navigation menu with options like 'CONÓZCANOS', 'PAÍSES', 'RECURSOS', 'CONVOCATORIAS', 'INFORME DE LA CSS', and 'CONTACTO'. The main content area features the title 'SIDICSS | SISTEMA INTEGRADO DE DATOS DE IBEROAMÉRICA SOBRE COOPERACIÓN SUR-SUR Y TRIANGULAR'. Below this, there is a paragraph explaining the system's purpose: 'El Sistema Integrado de Datos de Iberoamérica sobre Cooperación Sur-Sur y Triangular (SIDICSS), es un esfuerzo conjunto de los países miembros del Programa Iberoamericano para el Fortalecimiento de la Cooperación Sur-Sur (PIFCSS), la Secretaría General Iberoamericana (SEGIB) y la Unidad Técnica del PIFCSS, con el objetivo de generar herramientas para la sistematización de las dinámicas que acontecen en materia de CSS, Triangular y regional, así como para motivar la toma de decisiones a partir del registro y actualización continua de datos.' There are also social media icons for Facebook, Twitter, and LinkedIn.

SIDICSS AND THE ADELANTE KNOWLEDGE BANK

SIDICSS was envisaged and developed among all Ibero-American countries, as a privileged space for connection between them, therefore its approach leans toward South-South Cooperation. Meanwhile, the ADELANTE Knowledge Bank is centred on Triangular Cooperation. In addition, while the ADELANTE knowledge bank compiles and presents lessons learned, best practices and success stories from its own projects, SIDICSS provides general information on region-wide initiatives. On the other hand, only users (those responsible for uploading data in each country) or personnel from SEGIB can access the SIDICSS system.

▼ OECD Triangular Cooperation Project Repository

It is a repository of Triangular Cooperation projects, open to the public, and with the aim of providing basic information on completed and ongoing TC initiatives. This database is constantly expanding, as the actors involved in Triangular Cooperation can continuously report their activities to the OECD. The repository provides an overview of each recorded initiative.

» www.oecd.org/dac/dac-global-relations/triangular-co-operation-repository.htm

THE SIDICSS TRIANGULAR COOPERATION PROJECT REPOSITORY AND THE ADELANTE KNOWLEDGE BANK

Like the ADELANTE Knowledge Bank, this platform was designed exclusively for Triangular Cooperation initiatives. However, the OECD platform is a database that provides information on cooperation initiatives, but lacks the component of knowledge management that ADELANTE has implemented through its lessons learned, success stories and good practices. On the other hand, while the ADELANTE Knowledge Bank gathers experiences from Latin America and the Caribbean, the OECD platform compiles information on different regional and global initiatives.

Communication of the ADELANTE Programme

The idiosyncrasies of the ADELANTE Programme have been mentioned throughout this document, including the fact that the Programme was modelled on the Triangular Cooperation modality itself, rather than based on a sectoral or exclusively regional perspective. It is also a pioneering initiative in this sense, without any prior frame of reference in terms of identity or positioning, neither for the European Union nor for the other participating countries. These particularities have also posed a challenge for communication and visibility.

To respond to these challenges, a ‘whole of programme’ approach was chosen, going beyond just the sum of its products. To this end, a **work plan for communication and visibility** was designed in a participatory and consensual way with all of the projects.

Challenges

This communication and visibility work plan aimed to:

- Examine the characteristics and added value of Triangular Cooperation, and its adaptation to the challenges faced by the European Union and countries in the region.
- Understand the routines that characterise the day-to-day communication of a Triangular Cooperation programme and its projects.
- Adapt the European Union’s guidelines and procedures on communication for development to a Triangular Cooperation programme, including projects with a coordinating entity and several partners.
- Ensure consistent visibility for each of the coordinating entities and each of the partners, within the broader Programme framework.
- Create a unique identity for the ADELANTE Programme and reach internal consensus on it.
- Define and develop the key tools for effective communication with the Programme’s unique identity.

Mechanisms

To follow up on this communication and visibility work plan, a number of mechanisms were put in place and various tools created:

At Programme level:

- The **communication and visibility strategy of the ADELANTE Programme** was created and developed, along with an implementation plan.
- The **ADELANTE brand** was designed with its corresponding visual identity and user manual.
- A **website** was created and developed in order to share the main content (news - reporting on the intense work of all the projects -, events, publications, videos, among others) of the ADELANTE Programme and the projects. Worth noting are the sections ‘Projects’, ‘2030 Agenda’, ‘European contributions’, ‘Knowledge Bank’ and ‘HelpDesk’.
- **Communication tools** were designed (introductory brochures, project profiles, country factsheets, newsletters, etc.), to be disseminated both digitally and physically during the different visibility activities.
- The Programme developed its own strategy for **social networks** to share activities and updates on the projects and key Programme initiatives (the added value of Triangular Cooperation, contribution to the 2030 Agenda, etc.), which generated interest among a broad community of followers.



- It was decided that communication should play an important part (with the presence of a stand or similar element) at **key events in the international agenda, with opportunities for greater synergy with the Programme’s communication and visibility strategy**: the *European Development Days* (EDDs) in 2018 and 2019, organised by the European Commission in Brussels; the *Second High-level United Nations Conference on South-South Cooperation* (BAPA+40), organised by the *United Nations Office for South-South Cooperation* (UNOSSC) in Buenos Aires; and the *Global South-South Development Expo* (GSSD), also organised by the UNOSSC in New York, among others.
- A number of **visibility materials** (notebooks, pens, posters, videos, etc.) were produced, helping to guide the initial steps in positioning the Programme.

At project level:

- An **initial assessment of skills and knowledge in communication for development** was carried out among the project leaders, through virtual meetings and adapted work plans.
- **Communication focal points** were identified in each of the projects in order to provide them with support, which has meant being available to all projects regarding their communication needs, through a continuous learning approach.
- **Communication and visibility guidelines specific to ADELANTE projects were defined** in order to convey the Programme’s identity, and which have been key to creating a robust visual identity for ADELANTE.
- A **communication for development training and support plan was designed**, with topics such as the communication cycle, the relationship with the local press, the management of social networks, monitoring and evaluation, the preparation of final videos at project closure, etc.
- A plan for **face-to-face visits** was designed to support projects at the most opportune moments from a communications point of view.
- The development of a **communication strategy for each of the projects** was supported using a threefold approach: respecting the guidelines of the EU and the participating institutions, strengthening their capacities, and fostering their commitment to the identity of the Programme and its future implementation.
- A **platform to share experiences** was created in Capacity4Dev.
- A **final video was prepared for each of the projects**, highlighting the main thematic/sectoral achievements and their contributions to the 2030 Agenda, always underscoring the added value of Triangular Cooperation.

INTERACTIONS WITHIN THE ADELANTE PROGRAMME - AREA OF COMMUNICATION

www.adelante-i.eu



About us



Triangular Cooperation

- The EU & TC
- News
- Publications
- Institutions



HelpDesk

- Project management
- Monitoring & Evaluation
- Communication and visibility



2030 Agenda

- Sustainable Development Goals
- Targets
- Indicators



Knowledge Bank

- Lessons learned
- Good practices
- Success stories



European contributions

- Germany
- Spain
- Italy
- Portugal



Missions

- Study visits
- International consultancies
- Exchange between projects



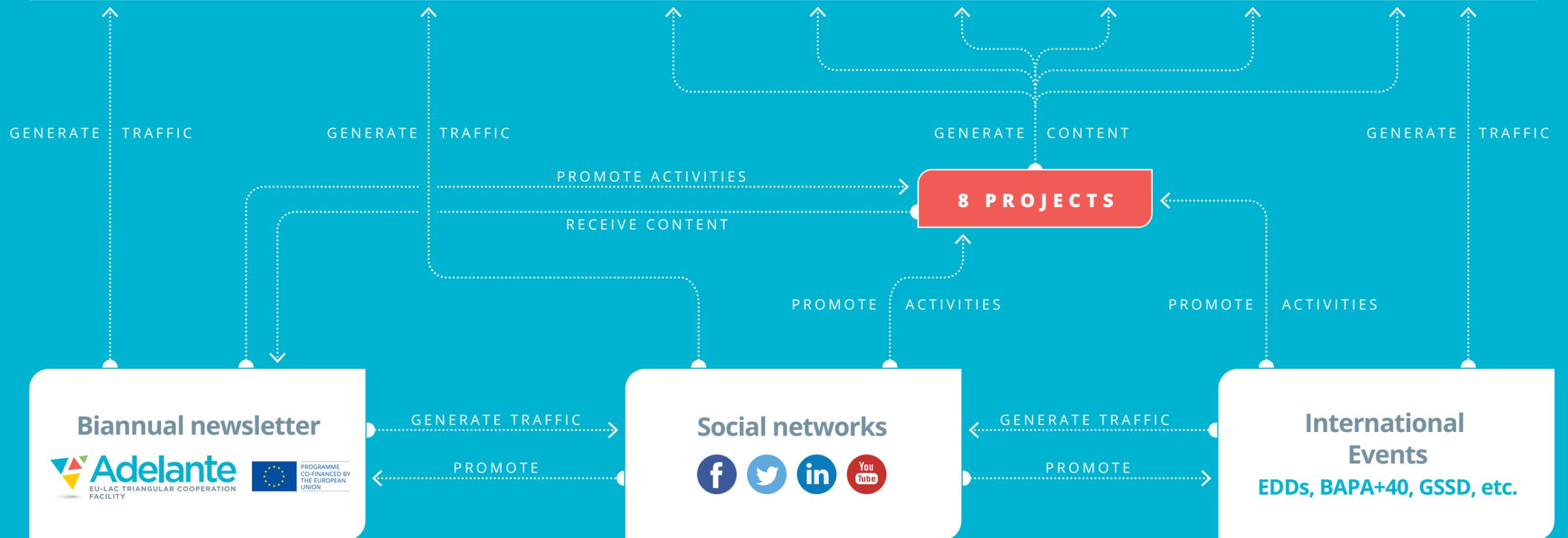
Activities

- Meetings
- Visits
- Missions
- Traineeships
- Training
- Etc.



Events

- Regional seminars
- Workshops
- Forums
- Meetings
- Etc.



ACTIVITIES TO ENHANCE VISIBILITY



Stand at the B...



Stand at the EDDs 2018
BRUSSELS



ADELANTE side event at the BAPA+40
BUENOS AIRES



Stand at BAPA+40
BUENOS AIRES



V International Meeting
on Triangular Cooperation
LISBON



INFOPOINT: The added value
of Triangular Cooperation
BRUSSELS



Stand at the EDDs 2018
BRUSSELS



Stand at the EDDs 2019
BRUSSELS

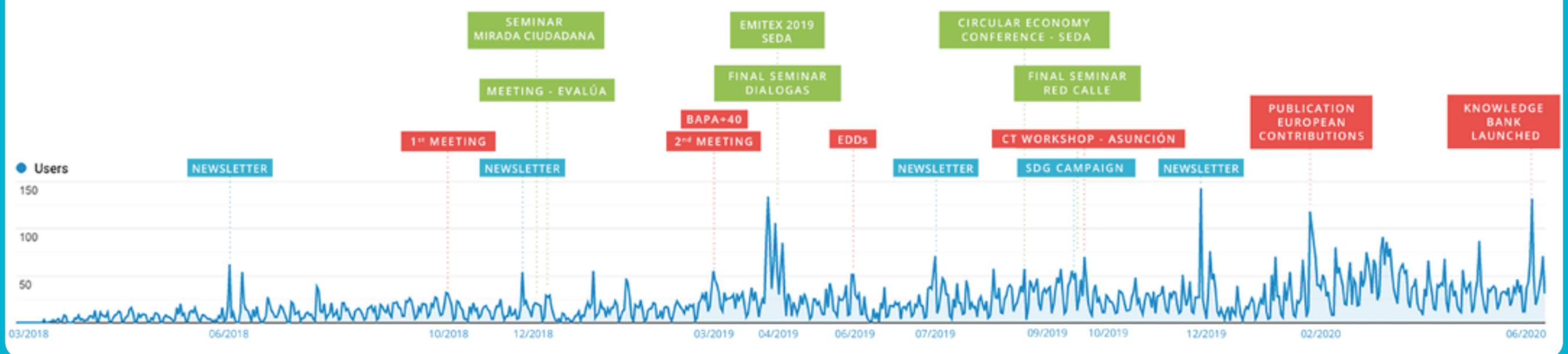


Global South-South Development EXPO
NEW YORK



ADELANTE side event at the BAPA+40

INTEREST GENERATED BY ADELANTE ACTIVITIES AND PROJECTS, REFLECTED IN VISITS TO THE WEBSITE: www.adelante-i.eu



ADELANTE 2

Over the last two years, the European Commission has been compiling all of the lessons derived from the implementation of the ADELANTE Programme, in order to build on these for the implementation of a second phase.

ADELANTE 2 builds on the experience of the first four years, focusing on the growing visibility of Triangular Cooperation at the international level. It will align with the best practices observed in the previous Programme, along with those of other partners, focusing on a more strategic approach and continuing to ensure ownership by *recipient or beneficiary* countries.

The proposed initiative is a demand-driven tool that will enable the EU to mobilise targeted, flexible, rapid and tailor-made support, to help Latin American countries move towards achieving the Sustainable Development Goals (SDGs). It will also seek to maximise the impact of different EU initiatives in Latin America and the Caribbean. This will help foster policy coherence for development, and provide opportunities to expand the EU's strategic relations in areas of mutual interest, thus enhancing the added value of EU cooperation in the region.

The overall objective of ADELANTE 2 is to achieve the goals of the 2030 Agenda, through strengthened regional cooperation initiatives. To achieve this, the following specific objectives have been established:

- Offer innovative and tailor-made cooperation to jointly address key development challenges in LAC.
- Promote Triangular Cooperation as an innovative tool, in particular for achieving SDG #17 (partnerships).

Undoubtedly, the mobilisation of resources for ADELANTE 2, through three components (operational, analytical and institutional), is yet another example of the European Union's commitment to strengthening its partnership with Latin America and the Caribbean; a diverse region where multiple development realities exist side by side. It is precisely that diversity that provides the region with the perfect context to continue exploring the potential for initiatives and experiences, dialogue and good practices. That is, it is an ideal framework through which to contribute to the 2030 Agenda, with its commitment to *leave no one behind*, through Triangular Cooperation.



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