



SUMMARY OF DISCUSSIONS

# Co-Lab on Strengthening Systems to Engage in Triangular Partnerships

PIFCSS - OECD collaboration for the 8th International Meeting  
on Triangular Co-operation: Linking Global Processes to Create  
Local Impact

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Calouste Gulbenkian Foundation, Lisbon, Portugal



**PIFCSS**

IBERO-AMERICAN PROGRAM  
FOR THE STRENGTHENING OF  
SOUTH-SOUTH COOPERATION

## SUMMARY OF DISCUSSIONS

### Co-lab on strengthening systems to engage in triangular partnerships

[Systems' track]

The Systems' track aimed at discussing models, best practices and lessons for the strengthening of institutional systems to engage in triangular partnerships. These systems ideally consist of a diverse set of legal frameworks, organizational structures, technical and financial resources, and operational procedures that enable partners to engage in triangular cooperation (TrC) for sustainable development and learn from it.<sup>1</sup> Such procedures would normally support the identification, negotiation, design, implementation, follow-up and assessment of TrC initiatives.

Inspired by the format and results of the first regional Co-lab of [MAS QUE TRES](#)–the TrC community of practice of the [Ibero-American Program for the Strengthening of South-South Cooperation](#) (PIFCSS in Spanish)– celebrated in Honduras in June 2024, Portugal and the Organisation for Economic Co-operation and Development (OECD) invited PIFCSS to facilitate the Systems' track of the Lisbon meeting with ingredients of a Co-lab. The Systems' track Co-lab attempted to unpack challenges, extract knowledge from all participants, promote interregional connections, and explore concrete options and agile solutions to leverage the TrC modality by addressing the situations in development cooperation systems that hinder or prevent the full display of TrC potential.

The Co-lab approach followed the next principles of engagement:

- The sessions were interconnected in a problem-solving inductive methodology.
- Sessions were planned for all participants to engage in working alone together, active listening, and collective analysis by reflecting on their own experience and that of their organizations. Everyone has something valuable to share.
- The goal is to learn from each other so participants can identify elements, ideas, and practices from and with other colleagues that could be useful in their own organizations.
- There is no recipe or unique approach. The diversity of practices represented at the conference is an asset for practitioners to find viable solutions.
- Participants invited as speakers experimented with providing their input in the session in reaction to the collaborative work.

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<sup>1</sup> OECD (2019), "Enabling effective triangular co-operation", OECD Development Policy Papers, No. 23, OECD Publishing, Paris, <https://doi.org/10.1787/5fc4501e-en>

Additionally, during the two days of the Conference, the Systems' track invited all participants to contribute to the mapping of mechanisms and funds for TrC initiatives as well as knowledge assets on the modality. This information could support better planning and preparation of initiatives, which has been identified in the Ibero-American region as a shared need (see Mapping, details in Annex).



## **Session 1. Identifying what works well and what does not work in our systems to engage in triangular co-operation**

Honduras provided the kick-off of the Co-lab by sharing their decision-making process to prepare their national cooperation system as South-South and Triangular Cooperation (SSTrC) partner, and the relevance of having a community like MAS QUE TRES for support and learning.

Participants started the journey of collaboration by sharing the challenges or situations in their organizations that are holding them back in the practice of TrC. The challenges were grouped and categorized by participants through a facilitated discussion.

Two steps in the Co-lab aided the connection between actors, experiences and solutions: first, unpacking terms such as power imbalance, ownership, and asymmetry, and discussing how these concepts materialize and affect the practice and management of the TrC cycle; second, separating those issues that belong to the political domain. This approach was also aimed at connecting the tracks of the conference by identifying those messages that the group wanted to convey to decision-making levels in the Strategic track.

As a result of this exercise, challenges were categorized in the following groups:



5. **Collecting, reporting and using data:** in global statistical frameworks, reporting data on TrC still presents challenges. Each partner provides data on their own contributions which cannot be consolidated with the contributions of other project partners. In [Total Official Support for Sustainable Development](#) (TOSSD), each contribution appears as a different activity<sup>2</sup>. Reporting is considered daunting and data for storytelling on the results of TrC is either underused or unavailable.
  
6. **Capacity development:** participants agreed that constant staff rotation is a well-established trait of many development cooperation systems; it was referred to as a “moving target”. The size of TrC teams is reduced and even experienced staff working in TrC must keep up to date, learning new practices, approaches and using existing tools. In many cases, leadership would benefit from training on new modalities and a deeper understanding of the rationale of TrC and partnership formation. Capacity has many dimensions and there is an inextricable link between investing in individual capacity and having the frameworks, budgets and processes for staff to perform.

After the discussion about the challenges, participants shared options they found useful in their organizations to tackle challenges in each category. The sixth challenge on capacity was reserved for Session 2. In a gallery walk style, the group read the solutions with the aim of connecting knowledge that could be useful in their own organizations. Table 1 presents the options or solutions shared by participants.

Two discussions captured the attention of the participants. There are examples of process simplification within organizations, standardization of formats among partners, and practices of agile reporting. These solutions could help reduce the perception of power imbalances materialized in bureaucratic overload and the effect of the interplay of different bureaucracies. Neither the challenge nor the solutions are unique to TrC, but the effect seems to be amplified as multiple partners (and bureaucracies) collaborate (or not), therefore, the need for options in TrC is higher.

The second discussion focused on how to navigate through the platforms, repositories and available information about the best practices and capacities available. To what extent technology (specifically Artificial Intelligence) could support or simplify broking or finding the right technical match for the problem to be addressed by a TrC initiative.

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<sup>2</sup> The information unit of the Ibero-American report on South-South and Triangular Cooperation is the project not the individual contribution for an activity. This trait of the Ibero-American framework facilitates integrating data from different partners to present information per project and not per disbursement.

The speakers in this session were invited to react to the challenge–solution exercise by bringing the experience and evidence of their organizations. The UK Foreign Commonwealth and Development Office (FCDO) proposed using the value-for-money approach to convey a convincing message to leadership of the benefit of reducing red tape and simplifying bureaucratic requirements. The U.S. Agency for International Development (USAID) representative in Mexico, in light of the mid-term performance [evaluation of \*Sembrando Oportunidades\*](#)– a TrC program between Mexico, the US, and Central America– highlighted the value of coordinating planning strategies for bilateral and triangular cooperation to avoid duplication and lost opportunities as well as sharing information, drawing common baselines and connecting with regional actors.

Figure 1. Sample of options and solutions to address System's challenges

| Matching needs, interests & capacities/best practices  | Mapping mechanisms and funds for TrC   | Interplay of different bureaucracies  | Internal coordination (organization and/or system)   | Collecting, reporting and using data   |
|--|--|---|--|--|
| <ul style="list-style-type: none"> <li>- Written mapping of technical capacities</li> <li>- South-South Galaxy (616 organizations, 955 solutions)</li> <li>- South-South Match platform by WFP</li> <li>- Match-making workshops</li> <li>- Network of focal people for TrC in the countries where countries work</li> <li>- Give visibility to SSTC successes</li> <li>- Community of Portuguese Speaking Countries (on labor)</li> <li>- Alineación de las prioridades del gobierno con la cooperación internacional (Marco de Cooperación con ONU)</li> </ul> | <ul style="list-style-type: none"> <li>- Assessment missions/sessions for effective matching (RW)</li> <li>- Joint site visits</li> <li>- Knowledge management team puts together available solutions and derives key trends/insights to start strategizing around TrC and have initial plans on how to accelerate TrC (TrC Window, Solutions Lab)</li> <li>- Toolkit to monitor and evaluate the value added of TrC</li> <li>- Planning together bilateral and triangular cooperation</li> <li>- Reserve money for coordination</li> <li>- Clarity on timing of results (call for proposals)</li> </ul> | <ul style="list-style-type: none"> <li>- Multiparty trust fund based on existing protocols (UN country teams)</li> <li>- Statements of principle (e.g. the India Fund) to make reporting easier</li> <li>- National directorate of cooperation as translator and negotiator</li> <li>- Trilateral cooperation joint manual (Brazil)</li> <li>- Decentralization of processes at technical level, apart from strategic decisions (Rwanda)</li> <li>- Funded Coordination Mechanism: helped mapping projects, monitoring, evaluation, reporting and learning, as well as storytelling through learning and collaboration. Helped clarify differences with partners and organizations</li> </ul> | <ul style="list-style-type: none"> <li>- Mainstream TrC to the UN SD Cooperation Framework</li> <li>- Spoken instead of written reports</li> <li>- Short coordination and knowledge sharing weekly meetings at institutional level (Rwanda); face to face internal high-level meetings.</li> <li>- Set-up a network of interested people internally (UK)</li> <li>- Including SSTC in country strategies (WFP)</li> <li>- Dedicar el tiempo para sesiones de brainstorming entre los miembros del equipo para trabajo prospectivo</li> </ul> | <ul style="list-style-type: none"> <li>- Investing in a culture of monitoring and research</li> <li>- Agreeing on common fields between reporting exercises (e.g. SEGIB and SRS with TOSSD)</li> <li>- Equivalence tables (e.g. thematic sector classifications)</li> <li>- Use of AI for storytelling and communication</li> <li>- ROI computation (Thailand and UNFPA)</li> <li>- Success stories at the personal level (GIZ)</li> </ul> |



For the Strategic level, three messages stood out:

- Participants share the need for a mindset change. There is a bilateral bias that seems to continue among facilitating partners; the perception that some countries do not believe in TrC prevails. In some cases, it is a matter of understanding the rationality and value of TrC, or a consequence of limitations in procedures; in others, it is a political decision. There are many approaches and priorities, different norths and different souths.
- Everyone has something to share, and something to learn, leadership included. Decision making levels could encourage conversation and proposals that welcome knowledge from TrC practice. Adequate procedures and institutional arrangements constitute the machinery that can materialize strategy and oil projects. Disconnection between the technical and the political level can have effects on the quality of the systems.
- Procedure simplification would require dense discussions on process streamlining, normative limitations, and organizational change. Top leadership has a role in enabling such conversation and supporting decisions that could potentially change the perception of partners on the quality of their development cooperation.

## **Session 2. Building and strengthening (staff) capacities to engage in triangular co-operation**

During this session, participants worked in groups to identify a list of capacity needs and skills required to operate TrC. Groups shared their capacity needs in a format that encouraged active listening to avoid duplication, incentivizing complementarity through clarification and collective discussion.

From the very beginning, participants addressed the different dimensions of capacity and the fact that the individual level (staff capacities) is only part of the picture. On the other hand, individual capacity requires the enabling environment to perform optimally, that is the organizational and systemic set of frameworks, procedures, tools, and institutional arrangements to welcome and operate TrC. Figure 2 summarizes the essential needs and skills raised by participants to operate TrC.

The openness and frankness throughout the conversation, particularly in sharing the difficulties of negotiation TrC with facilitating partners and the effects of power imbalances, weaved rapport between participants of different regions and raised interest in South-South interregional exchanges. Particular interest was expressed on Latin American actors sharing with Asia and Africa how they negotiate and exercise ownership of development cooperation.

In addition to keeping the staff updated and familiarized with the concepts, tools, and methodologies linked to TrC, project management, monitoring, evaluation and learning (MEL), and stakeholder engagement, participants stressed the weight and usefulness of other hard and soft skills such as knowledge management (at the individual and organizational level), process and partnership facilitation, mainstreaming cross-cutting issues, sustainability, effective communication, and intercultural skills.

In terms of formats, participants commented on their training practices that include in-person, online, self-paced, hybrid models. Numerous voices drew attention to the value of informal gatherings – “brown bag” style—to share updates, resources and lessons and spark collaboration between departments but also between staff and leadership (two-way approach). Another approach to stimulate information sharing and collaboration is creating internal communities of practice or conducting capacity building through training-of-trainers. Multilateral agencies indicated that part of the capacity development efforts include mainstreaming SSTRC in general training for HQ staff and in-country teams.

Figure 2. Capacity needs and skills

| Hard and soft skills at the individual level                 | Institutional capacity/enabling environment  |
|--|--|
| Understanding concept of TrC                                 | Consolidation of dedicated team  |
| Stakeholder management & coordination/<br>governance schemes | Strategic directives   |
| Negotiating skills / diplomacy mediation                     | Legal framework  |
| Knowledge of SSCT frameworks                                 | Institutional guidelines   |
| Project management   | Funding for training and other capacity<br>investments   |
| Comprehensive knowledge management and<br>documentation      | Identify focal points in target groups   |
| Networking, social media, public campaigning                 | Capitalize on previous experiences of staff in<br>other modalities (as beneficiary or bilateral<br>provider) |
| How to mainstream cross-cutting issues                       | Invest in institutional memory   |
| TrC development cycle  |  |



|   |  |
|---|--|
| <ul style="list-style-type: none"> <li>MEL skills, how to generate evidence</li> <li>Effective communication</li> <li>Learning other languages</li> <li>Stakeholder mapping</li> <li>Facilitation of processes</li> <li>Intercultural skills</li> <li>Advocate, learn, return of investment</li> <li>Resource mobilization</li> <li>Collaborative methodologies</li> <li>Needs assessment based on gap analysis</li> <li>Strategic alignment</li> </ul> | <ul style="list-style-type: none"> <li>Provide guidance linked to TrC initiatives</li> <li>Support during the partnership the strengthening of other national frameworks</li> <li>How to mainstream SSTRC on country strategic frameworks, corporate programming and partnership work beyond specific projects.</li> </ul> |
|---|--|

The speakers programmed for the session were invited to address how their organizations incorporated these needs and skills in their capacity development programs. Rwanda highlighted the benefits of benchmarking and study visits to keep up to date. Advisory services are provided to other institutions to support implementation and adaptation of programs. Staff training includes intercultural, interpersonal, and negotiation skills, project implementation, and governance and coordination skills.



The Islamic Development Bank (IsDB) [Online Academy](#) includes an e-learning package for staff and regional offices. A network of [Reverse Linkage](#) and SSC Champions in regional offices

provide support on how to operate the modality. IsDB also helps member countries to strengthen their institutional capacity based on the [National Ecosystems](#) approach for South-South and Triangular Cooperation resources and guidelines. Their support also goes to the private sector (mentor-mentee relationship) to develop capacity for sustainable development. The bank emphasized that building staff capacities on its own will not yield sustainable results if the enabling environment within their organizations/institutions is not in place.

The Saudi Fund for Development focused on the relevance of having a strategic framework to provide guidance and clarity on the approach to SSTRC. A key aspect mentioned was the importance of communication and storytelling through different media in order to share results and support accountability, but also as a pedagogical tool for the general public.

The [Regional Fund of the German Cooperation for TrC with partners of Latin America and Caribbean](#) conducts in-person workshops for projects to provide concrete guidance for the challenges faced to launch each initiative. The Fund also created public e-learning programs on how to design and propose TrC projects, in addition to having knowledge resources, a repository of projects as well as hosting a regional conference every two years for policy dialogue and knowledge sharing.

After speakers shared their tools and training programs, participants themselves invited other participants to include those initiatives in the global mapping of mechanisms, funds and knowledge assets on TrC that was conducted during the two days of the conference.



### **Session 3. Working across different organizational cultures in triangular partnerships**

Whether it is inter-regional or decentralized triangular co-operation, multi-stakeholder collaboration or public-private partnerships, investing time to understand the unique priorities, procedures, vocabulary and (organizational) cultures of each partner is key to successful partnerships. In this session, participants engaged in a guided conversation to explore practical strategies to bridge cultural gaps and engage with new and diverse partners. Special focus was given to private sector engagement.

The International Labor Organization (ILO) fueled the conversation by sharing the [tripartite](#) multi-stakeholder essence of the institution that gives equal status to governments, employers, and workers. The diversity of actors in their ecosystem and staff continually strengthens the capacities and tools of the institution to navigate different cultures,

organizational languages, and environments, as well as bridge the divides and facilitate agreements for partnership formation. Mainstreaming SStrC in such an ecosystem, for example, when preparing for BAPA +40, was formative to have better tools and approaches to talk to these actors about such modalities.

The following strategies and ideas summarize the conversation that emerged among all participants addressing the question on how to engage new or different actors in TrC:

- **Acknowledging different paradigms, visions, and approaches.** If actors conceive and acknowledge that they have different approaches, collaboration might be easier. For example, one approach explained by participants suggests that the development cooperation field works mainly on the paradigm of sharing, while the private sector is built on the paradigm of competition. Recognizing these differences could also prevent assumptions of the other's knowledge or understanding of cooperation proposals and jargon. Participants suggested explaining in alternative manners what the value of sharing knowledge is, showing how it is possible to achieve results with small amounts of money and dissecting the chain and trajectories of collaboration.
- **Learning each other's "languages", priorities, and measures of success.** Caring to learn the language (jargon) and culture of a potential partner can narrow the gap. For example, articulating the partnership in terms of comparative advantages to others, emphasizing why the issue at stake is relevant or urgent for each of the actors involved. Speaking the other's language is also relevant when reporting results (direct or indirect) and the value-added of collaboration in language that other actors would find compelling and understandable.
- **Leave the bubble.** There is a risk of trying to engage new actors by staying within our own field and technical community, in this case, the Triangular Cooperation community. Some participants suggest reaching other actors where they are, going to different events, crossing the bridge and meeting prospective actors in their own "neighborhoods", their gatherings; another approach is inviting actors to engage with development cooperation staff or members of the system to get exposed to the language, priorities and methods of work.
- **Providing guidance and support at all levels and moments in the partnership cycle.** Participants shared examples of mentor-mentee schemes involving people with a background or experience in the private sector in order to guide and support the partnership formation process.



## Conclusions and recommendations to build on the discussions of Lisbon and continue connecting dialogue initiatives

The partnership between the OECD and PIFCSS for the preparation and facilitation of the Systems' track provided an opportunity to connect technical dialogues and knowledge between the regional and the global levels. The Co-lab approach, mainly geared towards technical profiles, is suitable to encourage more direct and open interaction among participants with diverse profiles and backgrounds, including policy and leadership.

Unpacking well-known challenges and discussing how they materialize in the operation of TrC helped find potential avenues to address problems of the cooperation systems that, at first sight, seemed to belong to the political realm. Two discussions stood out: i) the effect perceived of power imbalances in bureaucratic demands mainly coming from facilitating partners and 2) the capacity constraints of some countries to exercise ownership in negotiations and TrC management.

The six categories of challenges identified during the Systems' track in Lisbon are shared among regions and actors, regardless of the roles of TrC they performed. For example, in the [Action Plan of MAS QUE TRES](#) that emerged from the Co-lab in Tela, the Ibero-American countries also prioritized mapping of mechanisms, funds and dialogue spaces as well as matching needs with interests and capacities as key issues to address collectively to strengthen TrC. Navigating different bureaucracies, procedures and requirements among partners was similarly identified as an obstacle for truly horizontal engagements, particularly between Ibero-American actors that initiated TrC joint funds with the European Union.

Regarding the category of data, in contrast to the TOSSD methodology, the Ibero-American community is already reporting TrC in terms of partnership/initiative showing the contributions of actors engaged in that specific project. A different challenge identified is how to report and identify the role performed by the actor in case of south-south-south cooperation or when roles change during the course of the project or when non-governmental actors get involved and their role cannot be so clearly assigned. Internal coordination within the national systems is a permanent concern in MAS QUE TRES discussions, as well as how to leverage technical level knowledge to inform political and strategic decision making.<sup>3</sup>

Based on the Co-lab results and partnership between OECD and PIFCSS, the following recommendations could capitalize and deepen the debates on strengthening systems for TrC:

1. The OECD and PIFCSS **could explore how to further coordinate or collaborate in 2025** to join or distribute forces, knowledge, and resources to catalyze the strengthening of TrC. MAS QUE TRES gathers mainly southern partners, and OECD can connect with DAC members who have performed the facilitating role in TrC. This collaboration could welcome other dialogue and capacity building platforms. Updating the map of mechanisms and knowledge assets appears a natural entry point.
2. PIFCSS and particularly the community of practice on TrC MAS QUE TRES could **promote interregional exchanges to support newcomers build their skill set to exercise ownership and foster more horizontal negotiations of TrC** and partnership formation. This exchange can also contribute to learning about each other, which opens possibilities for interregional collaboration for TrC initiatives.
3. Future international meetings on TrC organized by the OECD and Instituto Camoes can **build on the conversation of how to address bureaucratic overload by investing in simplified, standardized or shared procedures**. The ideas presented in the Systems' track suggest there is an untapped pool of options tried by different countries and modalities to reduce the burden of responding to different development cooperation bureaucracies. The Lisbon conference has an unparalleled power to raise crucial issues to DAC members identified as sources of excessive requirements, formats and procedures that could affect the horizontal nature of a triangular collaboration.

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<sup>3</sup> Vega. B. "MÁS QUE TRES y el Co-laboratorio para el fortalecimiento de la CT en Iberoamérica: Aterrizaje, memoria y resultados. Septiembre 2024.

- In the spirit of collaboration and connecting knowledge and initiatives, OCDE could **foster dialogue between networks, OECD experts and communities of practice on how to use experience and evidence to ignite process and systemic change.**

## ANNEX 1. Collaborative mapping of TrC resources

During the two days of the Conference, the Systems' track invited all participants to contribute to the mapping of mechanisms and funds for TrC initiatives as well as knowledge assets on the modality. This global picture could support better planning and preparation of initiatives, which has been identified in the Ibero-American region as a shared need.

*Disclaimer: The mapping below presents the information as participants shared it during the International Meeting in Lisbon. This was a partial and agile exercise to show the possibilities of collaborative work. For a comprehensive mapping, information needs to be completed and updated regularly, and many other actors would need to provide their detailed input. The mapping can be updated on a biannual or annual basis in a simple format for expedite sharing and easy access.*

### Mechanisms, funds and programs that support TrC initiatives

| Organization/ country                   | Mechanism, fund or program  |
|---|---|
| Argentina                               | <a href="#">Fondo Argentino de Cooperación Sur-Sur y Triangular</a>                               |
| Chile                                   | <a href="#">Fondo conjunto Chile-España</a><br><a href="#">Fondo conjunto Chile-Unión Europea</a> |
| Colombia                                | <a href="#">Mecanismo de CT APC/GIZ/UE</a>  |
| Food and Agriculture Organization (FAO) | <a href="#">FAO-China SCC Program</a><br>FAO -Turkey Trust Fund                                   |
| Germany                                 | <a href="#">Regional Fund for TrC with LAC</a><br><a href="#">Regional Fund with Asia</a>         |
| Islamic Development Bank (IsDB)         | <a href="#">Reverse Linkage</a>   |
| Japan-JICA                              | Program Africa<br>Partnership Program with five countries LAC<br>Third Country Training Program   |
| Korea-KOICA                             | Partnership Program   |
| Luxemburg                               | Fund/Programme  |
| Norway                                  | NOREC Projects  |
| Portugal                                | <a href="#">Programa de CT LAC-África con SEGIB</a>   |

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|--|---|
| Spain  | <a href="#">ALC TrC Program</a>   |
| European Union-Adelante                                    | <a href="#">Ventana Adelante y Mecanismos con LAC</a>                           |
| United Nations Office for South-South Cooperation (UNOSSC) | <a href="#">United Nations Fund for South South Cooperation (UNFSSC)</a>        |
| Uruguay  | <a href="#">Health Intelligence Node</a> (NISU) Support by AUCI, PHAO UN Office |

### Knowledge assets on TrC (reports, studies, toolkits)

| Organization/ country  | Mechanism, fund or program   |
|--|--|
| Brazil   | Training program on SSC and TrC management +40 developing countries invited<br>Partnership with UNOSSC and Japan   |
| G20  | G20 Working Group Trilateral Cooperation Work Priority   |
| Global Partnership Initiative on Effective Triangular Co-operation (GPI) | <a href="#">Voluntary Guidelines for Effective TrC</a>   |
| Germany  | <a href="#">E-Learning on TrC by Regional Fund LAC</a><br>E-Learning by BMZ Germany and OECD   |
| International Labour Organization (ILO)                                  | <a href="#">Platform South-South Meeting Point</a>   |
| Islamic Development Bank (IsDB)  | <a href="#">Assessment Framework</a> for National Ecosystems for South-South and Triangular Cooperation<br><a href="#">Online SSC and TC Academy</a><br>Global Perspectives in Triangular Cooperation<br><a href="#">IsDB Online Academy for South-South Cooperation</a><br><a href="#">IsDB South-South Cooperation Index</a><br>Mapping of Resource Centers ( <a href="#">one example of Indonesia</a> ) |
| Japan  | Studies and research   |
| Organization for Economic Co-operation and Development (OECD)            | <a href="#">Toolkit for M&amp;E the valued added of TrC</a><br>Analysis trends<br><a href="#">Repository of projects</a><br>Knowledge Hub on TrC, including E-learning (coming soon)<br>International Meeting OCDE-Camos   |
| Programa Iberoamericano para el Fortalecimiento                          | <a href="#">MAS QUE TRES</a> and its agile products<br>Co-lab PIFCSS   |

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| de la Cooperación Sur-Sur (PIFCSS)  |   |
| Ibero-American General Secretariat (SEGIB)  | <a href="#">Report on SSC &amp; TrC in Ibero America</a><br>Ibero American Summit (Cuenca 2024)   |
| Ibero-American General Secretariat (SEGIB) European Union-ADELANTE                        | <a href="#">Studies and research on TrC ALC-EU</a> (decentralized, AI, interregional, environmental, with indigenous people)  |
| Spain   | VI Foro Mundial de Desarrollo Económico Local (Sevilla, España, 2025)   |
| Total Official Support for Sustainable Development (TOSSD)                                | <a href="#">Total Official Support for Sustainable Development</a>  |
| United Nations Population Fund (UNFPA) & Thailand International Cooperation Agency (TICA) | <a href="#">Computed the social return investments</a>  |
| United Nations Population Fund (UNFPA)  | Tools to measure the socioeconomic impact   |
| United Nations Office for South-South Cooperation (UNOSSC)                                | <a href="#">Handbook on Integrating SSTRC in VNR-SDGs</a>   |
| USAID-MEXICO  | Evaluation of <i>Sembrando Oportunidades</i>  |
| World Food Programme (WFP)  | WFP's South-South Match Platform to map out countries' demands and offers for SSTC across thematic areas and geographical regions (revamped versions for external audience soon to be launched )<br><a href="#">WFP's south south and triangular cooperation Policy</a> |