



Report Co-lab PIFSSC-JICA-AMEXCID

February 04 to 06, 2025
Mexico City

Introduction

The PIFSSC-JICA-AMEXCID Co-lab was created as a joint initiative to enhance and strengthen Triangular Cooperation (TC) between Ibero-American countries and Japan, promoting the co-creation and identification of joint solutions to common challenges. It was organized by the Ibero-American Program for the Strengthening of South-South Cooperation (PIFSSC), the Japan International Cooperation Agency (JICA) and the Mexican Agency for International Development Cooperation (AMEXCID), the event was held in Mexico City, from the 04th to the 6th of February of 2025, within the framework of [MÁS QUE TRES \(MORE THAN THREE\)](#)

MÁS QUE TRES is the practical community of the PIFSSC dedicated to TC. It was approved at the end of 2023 and put to the test with the first co-lab –collective laboratory– to strengthen the TC in Ibero-America, celebrated in Tela, Honduras, in June 2024. The layout of the encounter connected processes, mechanisms, and regional members of TC, with a presence on the region. During the encounter, the focal points of TC for the PIFSSC were identified and the interests and common challenges of the management of TC were unpacked, two of which led to the idea of celebrating a Co-lab with JICA: i) to provide feedback on the strategies of TC of JICA aimed at Ibero-American countries, and ii) to improve the identification of correspondences between the needs of the countries as well as the technical capacities available to articulate TC initiatives. In July 2024, the Intergovernmental Council of PIFSSC approved the organization of the Co-lab with JICA.

The rapprochement between the PIFSSC and JICA can be attributed to two factors. Primarily, Japan has been a major partner in TC in Ibero-America –it is an Observer Member of the Ibero-American Summit– and additionally, Japan has contributed to the region's positioning at the forefront of the discussion and creation of frameworks to boost TC. Conversely, the JICA has developed a new approach to TC. One of the motivations for this new approach was to adapt to the new realities and needs of the countries with whom it associates. This new approach is reflected in a fresh and significant boost towards the Association Programs (PP) with Argentina, Brazil, Chile, Colombia, and Mexico. This provides an opportunity to unleash the potential of regional collaboration for a CT that is stronger, more efficient, and more tailored to the actual context of global development.

Goals and general design of the encounter

The main goal was to identify improvements in the design and to implement regional initiatives of the Triangular Cooperation (TC) among PIFSSC member countries and JICA, based on the principles of South-South and Triangular Cooperation, promoting the integration of knowledge, regional challenges and strengths of the participating countries. The specific goals included:

- i. To provide information on recent adjustments in the TC policies of the participating actors and to identify areas of opportunity for strengthening the relevance and effectiveness of initiatives.
- ii. To reflect jointly on JICA's Association Programs as well as renovation processes to identify good practices, learnings and opportunities for improvement, which could also inspire future strategies and procedures in the region.
- iii. To propose solutions to speed the identification of correspondences between interests, needs, and technical capabilities to improve the design of initiatives of the TC with JICA.

The Co-lab, as a space of **learning and co-creation to unpack challenges and questions which the CT's participants may have**, was structured in four moments: a first moment of levelling, considering the fact the participants of this event hadn't been a part of the process of MÁS QUE TRES; a second moment of sharing information about the data, and about the PP's new model and renovation process, a third moment of ideation and, lastly, a fourth moment of prospective.

The **suggested profile** for the participants of the Co-lab were people entrusted with TC's management with JICA or, alternatively, people who carried out the management of the TC. The heterogeneity of the participants reflected the diversity that encompasses the community that the TC managed in the region and the constant renovation of the teams in the leading institutions of cooperation in Ibero-america. While the TC's general idea was known by the participants, some of them had more experience in managing bilateral cooperation (BC) with JICA, or they were in the process of transitioning to SSC and TC desktops.

Prior to the beginning of the Co-lab, a survey was conducted among the participants to collect expectatives and useful information for the design of the encounter. **To know in depth the policies** of JICA's TC and **to explore the synergies** and alliances between the partners were the main interest in which most of the participants agreed. [Annexes A and B](#) present a part of the information shared between the cooperation policies and catalogues of capabilities of the member countries, and an exercise on interests and capabilities for the TC with Japan.

Evolution of the TC between Japan and Ibero-america: a look from the Iberoamerican data.

Since 2007, 15 editions of the [Report on South-South and Triangular Cooperation in Ibero-America](#) have been published, whose methodology, procedure of data recollection and consolidation thereof has been done with and for the countries as a collective technical-political exercise and a continuous development. The creation of the Ibero-American Integrated Data System on South-South and Triangular Cooperation (SIDICSS) has streamlined the process of data input from the countries and facilitated its updating, storage and use. A key part of the data management process is the discussion that sparks between countries to respond to duplications and inconsistencies, since the unit of registration is the initiatives (actions and/or projects). From 2007, 10,432 initiatives have been registered, 1,228 current for the last report (2022-2023).

Since 2007, TC has shown a faster growth rate than the other modalities and has doubled its participation since then. The pandemic has undoubtedly been a brake on cooperation in all its modalities: the TC registered the most significant decline in comparison with the other modalities, but it has also registered the most overwhelming recovery, beyond the SSC overall.

If the evolution between different types of initiatives is compared, the TC shows increasingly stronger: in 2007, 45% of the initiatives registered were actions and in 53% projects; in 2023, the participation is of 11% and of 89% respectively.



The evolution of the TC of the region with Japan from 2007 is like the general tendency of the TC. At the beginning of the period and in terms of the number of initiatives (actions and projects), Japan occupied 2/3 parts of the exchanges of the TC, and it also led the triangular exchanges until 2019. In 2023, the TC of the Ibero-American countries in association with Japan represented 10% of the TC. Germany, comparatively, remained stable, and the EU and Spain showed a greater recovery.

The decrease of the TC with JICA contrasts with the growth of the BC with Japan, with a date base of the Official Development Assistance (ODA) of the Organization for Economic Cooperation and Development (OECD). In relation to the thematic focus, the data shows that more than half of the TC with JICA has strengthened critical capacities in four sectors: agriculture, environment, risk management, and health.

In the case of TC with JICA, the correlation between the dynamization of TC and the existence of formal instruments that reinforce this modality is evident: the 80% of TC with the JICA registered by the country is linked to the existence of the Association Programs (PP).

To get to know in the depth analysis, see [Full presentation elaborated by Cristina Xalma e 2024 Report](#). In view of the interest of the countries, SEIGB did a follow-up for the [Ibero-American SSC and TC data platform](#) and its functionalities.

Discussion with the countries about the Ibero-American data

One of the main conclusions is that the number of registered initiatives has its own dynamics that can complicate the proper reflection of efforts and actions in this modality. An example of this is JICA's emphasis on the complementarity between the bilateral and triangular modalities – and in the new model, the potential for regional cooperation – the way in which TC is implemented in the framework of other projects or broader programs, and the investment in more robust and longer-term programs, resulting in fewer initiatives.

JICA also mentioned that it has reinforced its capabilities and transformed its TC. Although an important part of TC was based on the BC, the approaches and opportunities were transformed based on discussions with countries and their own cooperation strategies. Along these lines, JICA is exploring the possibility of triangular initiatives with a regional approach, whose interest is shared by some countries in the region, such as Mexico. Regarding its position in front of other partners, JICA talks, collaborates, and cooperates with other cooperation partners and has a variety of joint projects. There is no competition to achieve the greatest number of initiatives; they share the interest of improving coordination to create synergy opportunities.

The countries for their part:

- They agreed on the importance of the methodological work for the registration that has been achieved among all the countries, of the SIDICSS as a tool and of the report on the SCC and TC in Ibero-American to visualize the work on the subject. They also agreed on the utility of deepening in certain data and in discussing among the countries of the region and the partners of the TC; on opening spaces for reflection such as this Co-lab, where different desks of the responsible institutions of the cooperation participate to analyze the dynamics that explain the story that the data tells; on the countries making more effort to register adequately and to make visible that TC with the JICA, which is inserted in broader bilateral procedures. It was proposed to make a presentation on the data of the TC in the International Meeting of the TC in Lisbon in 2025 and to discuss the data of the TC with other regions.
- They recognized the continuity, presence, and commitment of JICA in the region, even though it is a geographically distant actor.



- They reiterated their interest in continuing to grow in the TC modality, based on the principles and strengths of the SSC, and not at the expense of the ODA that is received bilaterally in the region. Likewise, they also emphasized the importance of moving from triangular activities within bilateral projects to more robust and visible triangular projects, considering that the conceptual framework, methodology, planning, and evaluation for a project are different from those for an action.
- There were mixed views on the use of data and spaces such as the Co-Lab to facilitate the matching of supply and demand. Some suggested that existing databases could be used to identify coincidences and suggest links between supply and demand. Nevertheless, some emphasized that in discussions on thematic issues, priorities for the TC are set in specific negotiations, and in other instances they follow bilateral routes. The link that some decisions have with the political aspects of each counterpart cannot be ignored. These positions on the rapprochement to the topic of demand and supply developed into the modification of certain elements of the Co-lab's agenda.
- They underline the need to provide information on the results and impact of the projects.
- They draw attention to the fact that some countries in the region are undergoing processes of transition in their rankings, income levels or membership in organizations such as the OECD. The impact of these processes can be seen in the reduction of ODA or in the transformation of cooperation relations.
- They reflected that in, previous years, the activity was probably lower not for the lack of interest, but because, precisely, the association programs between certain countries and the JICA were in full renovation work.

Summary of the new model of TC of the JICA with Latin-America

JICA's triangular cooperation over the years.

12 PP: Philippines, Indonesia, Jordan, Morocco, Mexico (2003), Singapore, Thailand, Tunisia, and in progress, Colombia (2024).

59% of the experts sent to third countries were from Latin America; 17% of the participants in courses in third countries were Latin Americans.

96 offices abroad; 24 offices in 30 countries of the ALC Trends of TC: In the framework of the BC, activities for triangular cooperation are promoted to contribute to sustainability and institutional strengthening. The PP boost the TC under the concept of sharing expenses disseminates the results of bilateral cooperation; it generates associations with new actors

Modalities: international courses of capacitation; bilateral projects; international workshops and seminars.
Examples of emblematic projects:

The new model has its origins in the "[Development Cooperation Charter](#)" (2023) which proposes:

"Working with developing countries as equals partners to confront the developing challenges of those countries and the common global challenges of all humanity and contribute even more actively to the formation of an international community, pacific, stable, and prosperous, under an international free order based on the rule of law."

One of the four basic pillars is the "co-creation of values through dialogue and cooperation among countries" through three different approaches: i) solidarity to achieve co-creation with the diversity of actors, ii) improving the strategic approach and iii) designing a system adapted to the objectives.





In parallel, JICA is experimenting with the concept of "circular cooperation" in collaboration with GIZ, with a



regional approach and based on partnership with a pivot country, emphasizing mutual learning and co-creation. The range of modalities for this process is broad: technical advice, training, dissemination, study-research, workshops-seminars and refresher courses. Figure 1 summarizes the motivation, components and functioning of the new TC model. For more details, see [Full presentation JICA's new TC model](#), elaborated by Norio Yonezaki.

FIGURE 1. Motivation, components and functioning of the new JICA's TC model



NEW JICA'S TC MODEL	
Motivated by those challenges and defies <ul style="list-style-type: none">  Flexibility Regional approach Efficiency Co-Creation Linking with bilateral cooperation Capabilities Updates Correspondences (Interest and Capacities) MÁS QUE TRES "Circular" 	Components that meet these challenges: <ol style="list-style-type: none"> 1. TC in number 2. Contribution to regional integration 3. Creation of regional networks and platforms 4. Update of capacities 5. Diversification of capacities 6. MÁS QUE TRES - Partnership with other co-operative workers 7. Transparency and evaluation
NEW PP'S MODEL	
Activities "Package" <ul style="list-style-type: none">  Triangular Corporations: courses, experts, projects in different sectors  Capacities and Resource Development: Diversification of resources Stakeholders' aggregation: private, civil society, academia Upgrading of supply capacities Creation of regional platforms Strengthening centers of excellence Evaluation and transparency: strengthening of evaluation systems 	Budget Exchange <ul style="list-style-type: none"> Joint projects (triangular and regional) Seminars and workshops Creation of regional platforms Training and courses Sending Japanese experts (update courses, technical advice) Sending experts from Latin American countries
EXAMPLE OF A GOVERNANCE MODEL	
Technical Team of the Program , such as, JMPP 2030 (AMEXCID-JICA) <ul style="list-style-type: none">  Supply and demand consultation (analysis, diagnostics); drafting of Annual Action Plan to be submitted to CCC (Basic design: themes, countries or regions, implementing institutions) <p>Joint Coordination Committee (CCC)</p> <ul style="list-style-type: none"> Approval of the Annual Action Plan <p>Procedure for building the project profile:</p> <p>Joint formulation ■ Profile evaluation I ■ CCC's approval ■ Signing between institutions ■ Planning for start-up</p>	



Sharing experiences in the renovation procedures of the Association Programs with Japan

In a guided conversation, representatives from Argentina, Brazil, Chile, Colombia and Mexico shared **the paths and lessons learned in the process of renewing the Association Programs** with Japan as strategic/normative frameworks key to dynamize the CT in the region. After the initial conversation, participants shared their reflections and concerns. The following guiding questions guided the discussion:

- How was the process of renewing the Association Programs initiated?
- What internal preparations and adjustments did the country make for this process?
- What was the main obstacle or challenge faced during the process? What was the main innovation?
- What lessons have been learned from the negotiation process?
- How did you involve actors other than the coordinating cooperation institution?
- Looking back, what would you have liked to know at the beginning of the negotiation that you now know? What would you change about the new agreement?
- Looking ahead: Using these instruments, how do you envision TC with Japan in a few years

Figure 2 presents the experience of the five countries in Japan's TC renewal process.

FIGURE 2. Association Program's Renovation experiences on the region



Country	Begging PP	Renovation process	Internal preparations and adjustments	Learnings
Argentina	2002	The PP has remained continuous. It is perceived as a reversal exercise. It seeks to form a TC fund.	Internal Chancellery consultations. Consultation on demand from implementing institutions (the negotiation process was defined by the demand).	Having resources opens up opportunities and confirms interest. Patience with JICA is required. Translation between Japanese and Spanish is complicated, particularly in legal matters. It impacts on the speed of the process.
Brazil	2001	Arises at the request of Brazil. The update is not yet finalized. An integrated expert is working on how ABC works internally and how Brazil collaborates with other partners.	Definitions based on the presentation of ABC's priorities, with the expert integrated with full knowledge of Brazilian cooperation. The expert acted as a catalyst for proposals that find middle ground between the parties and management traditions.	The proportion of cost-sharing should be negotiated bilaterally according to the capacity of the partners. Even if it is a minimal amount, it is useful to have resources and to make non-financial contributions visible. Contact with Tokyo has been crucial. There is not always a match between country offices and headquarters.
Chile	2003	It is not perceived as a PP's renovation but as a strengthener in basis of good practices and institutions with proven expertise	Coordination between AGCID (it provides liquids resources) and implementing institutions. It coincided with advanced stages of internal restructuring at AGCID and the interdepartmental process to define competencies and responsibilities to create a more efficient internal system.	Assure budget and cope with the multiannual has been a challenge. Formulas with JICA can be found (i.e. start implementation with Japanese resources and gradually bring in resources from the partner country) The reduction of bureaucracy is applauded.
Colombia	2024	The only country in the panel which didn't have a PP previously. It arises from bilateral discussions in the framework of a PIFSSC meeting in Cartagena in 2023. They are in the process of identifying sectoral convergences and political interest.	Internal consultation in the APC. Mechanisms analysis of existing successful partnership mechanisms for TC (i.e. COL-EU-GIZ Fund). Agreement among Colombian actors to bring a common front based on South-South negotiation dynamics and practices (e.g. not using the BC formats, a new appropriate to the TC was developed). The adjustment required flexibility from JICA to meet Colombia's needs and position. They have managed to incorporate the value of the counterpart relating to the technical teams.	Management it is done with separate resources as it is not a joint fund. It can be a challenge to set aside budget and keeping it inactive waiting for the PP's approbation, especially due to differences in fiscal years. It agrees with Argentina in relation to the translation challenges of the legal context and the patience. Furthermore, it agrees with Brazil in the need of having direct contact with Tokyo. The view from the JICA country office is different from the view from headquarters. Colombian technical roundtables are the mechanisms to find new partners for projects with JICA.



Mexico	2003	It arises due to Japan's proposition for optimizing management and administrative procedures in the TC, as well as align the PP to the 2030 Agenda.	Consults to the Federal Public Administration were conducted to identify national properties, available capacities were to be offered to the region through cooperation with Japan. A project for the strengthening of the Joint Program is established for six years, until 2030.	Acknowledge the JICA for breaking the cultural and structural paradigms and to streamline the TC. The challenges are the scarcity of resources, staff turnover and fiscal times.
--------	------	---	--	--

Discussion between participants in relation the PP

JICA recognized the need to renovate the triangular associations at the global level to make the programs more relevant to the actual reality, to redirect the attention or the regional needs and to reconcile the integration in the regions. In this adjustment, even if the TC with Japan was normally born from something bilateral, this renovation leads the way to have TC in other thematic areas not derived from international cooperation.

Several countries expressed interest in having a PP and in knowing what the basic minimum is to start a conversation or to show a genuine commitment. Ecuador, for example, has started official consultations with JICA to negotiate a PP. In the discussion, two aspects attracted particular attention: i) up to what point the availability of financial resources is determined to enter into a PP, or if it is enough to have a monetary quantification of the non-financial contribution that the country makes through technical expertise and installed capacity; ii) how to approach the negotiation process and the administrative management that it entails. In later meetings, the discussion continued on how to initiate negotiation processes for a new PP. Although it is appealing to other countries having an association level of this particular scale, the proliferation of association programs may not be needed, the existing frameworks can be used to support different countries and experiment with the regional TC. A proposal was the South-South cooperation between countries with PP to strengthen the capacities de commanding institutions of other countries that want to achieve an association of this kind.

Doubts raised about the way in which it is expected to involve other actors from outside the government. Until now, the procedure is essentially intergovernmental, and the participation of other actors occurs in the execution of specific projects. As for the appropriation of new approaches in JICA's offices, it seems to be an exercise still in progress, since the office is more oriented to bilateral cooperation, which generated the need to enter into direct discussions between the cooperative commanding institutions on the region and JICA's headquarters in Tokyo. Finally, the last unresolved question is what Japan has learned or wants to learn about the region.

Lessons learnt on TC management with JICA

Participants undertook an appreciative enquiry exercise to identify i) what has worked well in the cooperation relationship ii) what has not worked optimally and could be improved, and iii) what they would like to see in future TC with JICA.

FIGURE 3. Results of the appreciative enquiry exercises of the TC's management with JICA

¿What has worked well with TC's management with JICA?	¿What could improve?	¿What do you want to see in the future?
---	----------------------	---



-
- Respect for national policies.
 - Autonomy and communication, openness to dialog.
 - Flexibility in the negotiation process.
 - Clarity of roles and responsibilities.
 - Relevance, oriented toward demand and solidarity (especially in emergencies).
 - Seeking sustainability over time.
 - Focus on technical cooperation.
 - Has a technology transfer component.
 - Has a project structure with objectives, results and indicators.
 - Project document is jointly developed.
 - Open to suggestions from partners in coordination committee meetings.
 - Common procedures (same language).
 - Flexibility of the mechanism.
 - On international courses: they allow the replication of good practices, trigger other exchanges and achieve approaches to cross-cutting issues.
 - On the reception of volunteers: they become part of the local culture and revolutionize the places where they work.
 - Coordination between JICA's headquarters in Tokyo and its offices in the field (there is great clarity for the BC, but not so much for the TC).
 - Knowledge of the mechanisms that enable the management of the TC (considering the heterogeneity of the focal points in the region).
 - Having a common methodology
 - Agility in the negotiation processes, formalization, formulation and implementation (i.e. as with the standardization of grade exchanges and approval times).
 - Evaluation of results and impact (the impact of international courses is perceived as diffuse).
 - Knowledge management and visibility of TC (i.e. generating more systematization products).
 - How to deal with the incompatibility of fiscal years.
 - Having a tool or procedures for modifying agreements and projects to address challenges that arise.
 - Linkage with recipient countries
 - Repository of projects and good practices offered by JICA.
 - Regional open calls to present projects.
 - Tools to visualize the path, timing and requirements (for supply and demand).
 - Agile follow-up mechanisms to support or deepen good practices in countries.
 - Definition of short-, medium- and long-term objectives for projects.
 - More joint evaluation and appropriate monitoring of the use of what has been shared.
 - About international courses: Move courses from Japan to ALC to reduce costs and attract more participants per country; extend invitation to other stakeholders, not just public officials.
 - More agile processes, more budget and projects.
 - Access to a tool to identify the needs and capacities of each country.
 - More synergies between TC mechanisms and with other cooperation partners.
 - Regional decentralization.
 - Breaking bilateral inertia and promoting a regional approach / Experimenting with the project cycle: bilateral > triangular > regional.
-

Linking opportunities between TC partners in the region

Based on the first day's discussions on the data and experiences of cooperation between Ibero-American countries and Japan, a reflection took place among the partners, followed by a brainstorming on possible synergies. This discussion allows to **demonstrate the need for TC partners such as Germany, Spain, Portugal and Japan to learn from each other about their management procedures** and to explore ways to benefit from the current wave of triangular cooperation renewal strategies for the region. Later, there was a conversation with the Ibero-American countries, where they responded and reflected on the ideas shared among the partners. The discussion was guided by the following questions:

- What information that was shared were you not aware of?
- What similarities do you find between the learnings from the first day of the Co-Lab and your own learnings about TC practice?



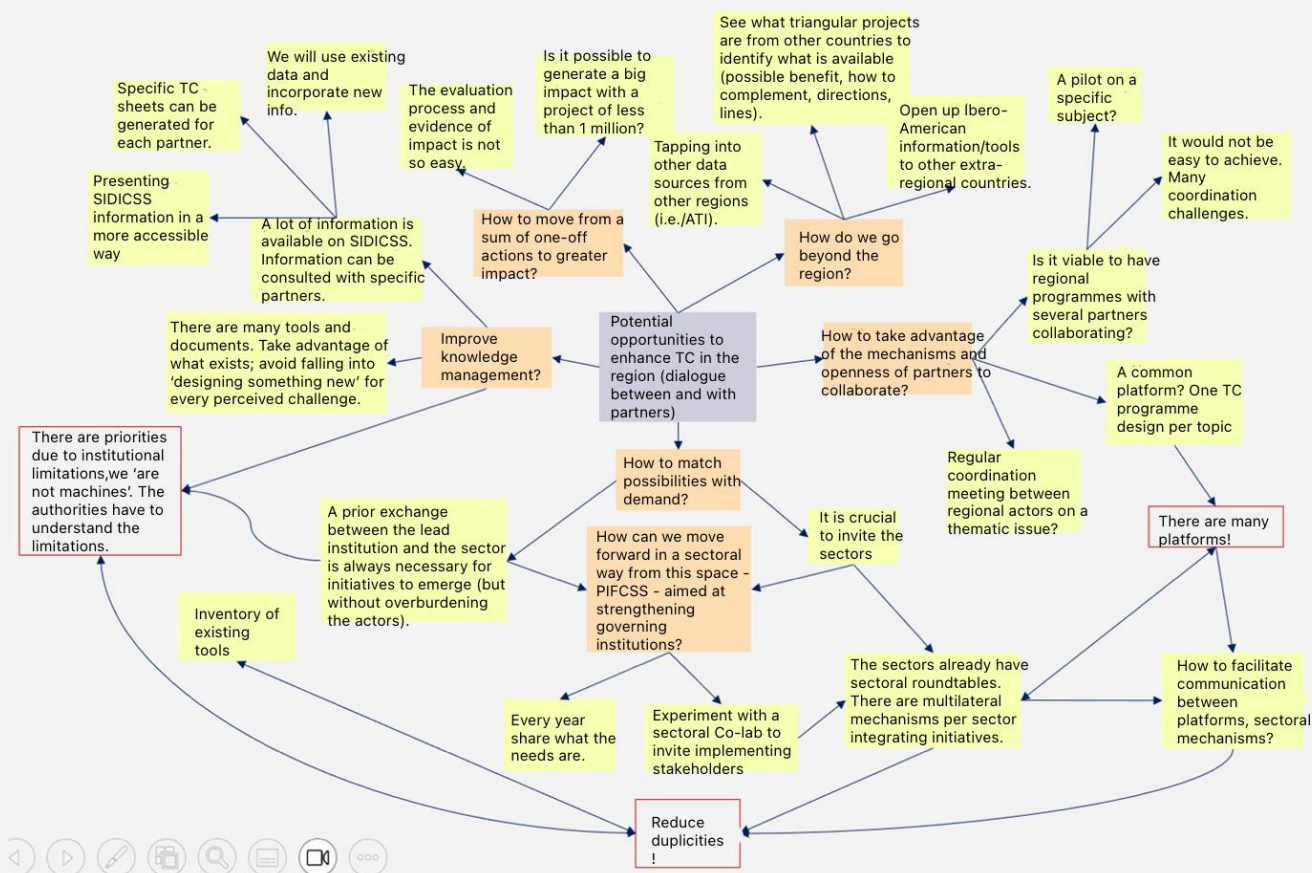
- What new questions emerge?
- What possible synergies open to boost TC in the region and with other actors and regions?
- How to move towards circular learning as the essence of TC

Figure 4 shows the connection between the participants' suggestions and reflections during the exchange. The following reflections stand out: first, the TC partners in the region **admitted that they didn't know the full extent of the TC's operation of JICA** nor the way in which PP have boosted this modality. The contrast in the ways of boosting and supporting the TC was raised; for example, Germany, Spain and Portugal basically work through open call for proposals, which is not the case in Japan. They also underlined the usefulness of knowing the SIDICCS and the SSC and TC report elaborated by the SEIGB and to generate a collective discussion based on the Ibero-American data in order to better understand how the TC is perceived in the region and how to forge complementarities, including regional initiatives to be joined by different partners. Although everyone alluded to the political dialogue and coordination and exchange moments that already existed between them, they didn't always reach the level as in-depth about the management of the TC as the one achieved in the Co-Lab. The space to learn with each other and to learn about the relationship of the countries with each partner was valorized.

The discussion that initiated exploring the idea of promoting triangular and regional initiatives with the participation of different partners shows that although **the idea and the possibilities that open up with the experimentation are highly appealing, the risks and challenges cannot be ignored** (coordination difficulties, appropriation impact in the partners, benefit-cost balance of risk management, among others). One of the challenges revealed in the discussion is the definition of thematic priorities and the matching of needs and capacities. For some countries, this exercise takes place in bilateral spaces, especially when there are no existing convocations. On another note, the definition of themes requires the constant participation and consultation within the sectors, not only about the interest thematic, but also about their availability and capacities to participate in the TC. This issue led to a reflection on how to strengthen the capacities of the sector from the PIFSSC, to which the celebration of sectoral co-labs was proposed. Finally, the Latin American countries clearly expressed the importance of **avoiding duplication and overload in trying to solve common challenges** and making use of existing tools, platforms and efforts.

FIGURE 4. Exploration of possibilities through the dialogue with and among partners





Working groups to develop critical path models for accessing or proposing TC initiatives with JICA.

In view of the shared positions on the issue of correspondence identification and the interest on how to capitalize on JICA's new TC model, it was proposed an adjustment in the co-creation work. The participants worked in groups to develop proposals of **roadmaps to address the next scenario**.

After the Co-lab, as a commanding institution, I would like to present a roadmap to my national cooperation system on what we can do to renew TC with Japan.

Each working group consisted of a PP country, a non-PP country participating in TC, a JICA representative, and an external partner. Each group could narrow or adapt the scenario according to the interests of the team members. The following questions were proposed for the development of the roadmaps:

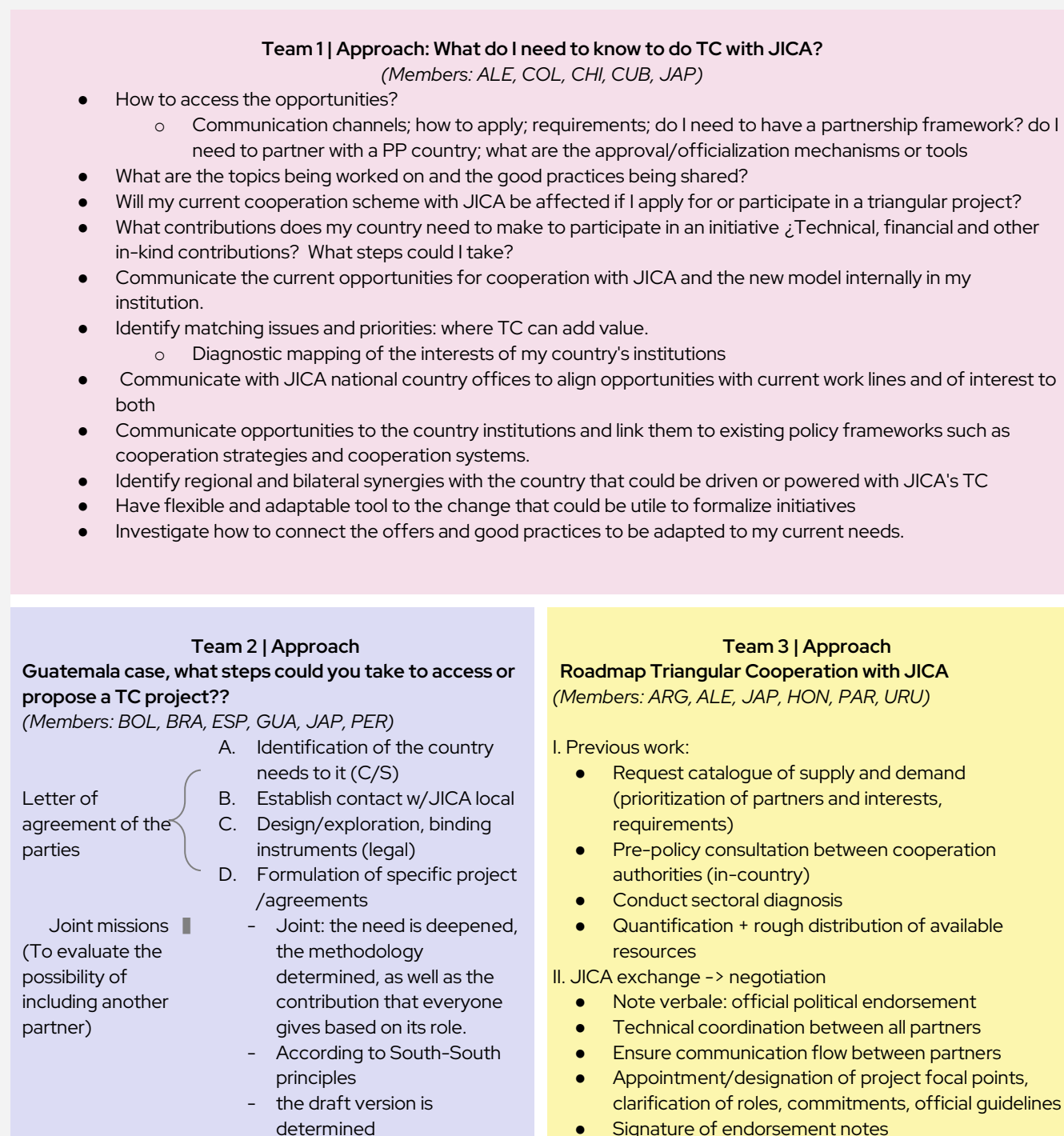
- What steps could I take?
- What do I need to know from all partners (from JICA, from the provider, from the country interested in learning and receiving capacity)?



- What steps are not clear?
- How to identify and communicate needs and interests?
- Where is there disagreement about the steps to be taken?

Figure 5 shows the four suggestions for roadmaps that emerged from the teamwork. These inputs can be useful to integrate a comprehensive document with guidelines, orientations or directives for TC engagement with JICA.

FIGURE 5. Roadmaps of collaborative propositions to access the TC with JICA



<p>E. Jointly implement it</p> <ul style="list-style-type: none"> - adjustments by coordinating committee (timing, budget, schedule, etc.) <p>F. Evaluation: can be done jointly or by one partner (it is determined on the formulation or committee)</p>	<p>=>Approval</p> <p>III. Planification</p> <ul style="list-style-type: none"> • Budget, activities, logical framework, operational plan, terms of reference, monitoring(s), communication, visibility • Implementation <p>Final evaluation -> assure sustainability</p>
--	--

<p>Team 4 I am a provider and recipient country of SSC that does TC with other partners and has BC with Japan.</p> <p>What do I need to know [to do TC with JICA]?</p> <p>(Members: ECU, JAP, MEX, POR, RD, SLV)</p>				
<p>Consider:</p> <ul style="list-style-type: none"> • Procedures (agile TC formulas with regional reach) <ul style="list-style-type: none"> ◦ Express request ◦ Invitation ◦ Bilateral invitation • Build on existing capacities • Clarity to differentiate interventions: bilateral and triangular • Identify opportunities and synergies 	<p>From JICA:</p> <p>What are the rules of the game</p> <p>Sectors</p> <p>Modalities</p> <p>Deadlines</p> <p>Agile communication channels</p> <p>Approval mechanisms</p> <p>Clear processes</p>	<p>From PARTNER:</p> <p>Offer aproved</p>	<p>From REQUESTING country ("ANACAONA")</p> <p>Precise national priorities</p> <p>Public policies</p> <p>Effective coordination and clear communication channels</p> <p>Clear processes</p> <p>Build on installed capacities</p>	<p>Consider:</p> <ul style="list-style-type: none"> • Binding implementation commitment at government level (project shielding). • Encourage the involvement of other actors: private sector, OSCs, academia...
<p>-----Flexibility-----</p> <p>-----Permanent communication strategy-----</p>				

The conversation that followed the roadmaps presentation underlined the following considerations:

- In decision-making, some countries consider the **opportunity cost** of boosting or enhance in TC regarding BC of JICA's reception.
- The existence of **capacity catalogs** alone doesn't solve the challenge of finding correspondences between needs and capabilities. The questions that arise are: How to use the catalogs when there are so many capabilities and needs as specific? How to communicate capacities and good practices in an agile way? Some countries stated that without conversation between the parts, the catalog is without effect. Capabilities are not directly transferred from a document, it is precise to adapt and to translate the practices contained in these catalogues into a strategy that specifically addresses the countries that need to be strengthened.
- Countries don't always have a clear answer to the question: **Why do TC with JICA?**
- Critical reflection must be maintained throughout the cooperation, including the joint evaluation: to clearly establish why the evaluation is being done and to define the scale of the scope according to the size of the projects.
- To accept that there may always be **challenges and questions on how to move forward in the TC without an immediate answer** for some parts; therefore, it is useful to open a space inside the institution to discuss options and to strengthen the collective space to co-building. One of the questions that was raised and not answered at that moment is: what happens if the good practice that interests an actor is a country that doesn't have a PP with JICA?
- Some countries still need help from the more experienced ones to learn how to approach the different **budget cycles**.

Summary of the JICA cooperation towards Africa



In response to participants' interest in learning how to approach other regions with TC, JICA shared its cooperation strategy with Africa. Of JICA's 96 offices, 31 are in Africa and have facilitated cooperation with 54 countries. (\$1.18 billion in 2023, compared to \$1.15 billion with ALC). **The Tokyo International Conference on African Development (TICAD)** is an open forum with African countries in which international organizations involved in development, as well as private sector and civil society, participate. It started in 1993 and was held every five years until 2013, and every three years since then.

TICAD has served as a multilateral platform and Japan, ONU, PNUD, World Bank and the African Union Commission participate as co-organizers. Some of the most prominent initiatives of cooperation in association are conformed as regional impact projects that capitalize on the capacities of different countries, many of which have emerged from the different editions of TICAD, for example:

- Agriculture and food security: NERICA (New Rice for Africa); CARD (Coalition for African Rice Development, launched at TICAD IV); SHEP (Smallholder Horticulture Promotion, at TICAD V), 14 unique border posts to promote regional integration and trade facilitation programs in 29 countries around the world, including Africa.
- Education: Math and Science Teacher Training (launched at TICAD IV)
- Water and Environment: ACCP (African Clean Cities Platform: launched at TICAD VI, with multilateral partners, bringing together 164 cities from 45 countries to share and learn from their solid waste management experiences.

The 8th TICAD was celebrated in Tunisia, the 27 and 28 of August 2022, and it generated a declaration focused on: "Investing in people"; emphasis on respect for sovereignty and territorial integration and on the peaceful resolution of conflicts and on an open and free Indo-Pacific region. The next TICAD will be held in Yokohama from August 20 to 22, 2025, and will be structured around the pillars of economy, society, peace and stability, emphasizing the "co-creation of innovative solutions with Africa". The PIFSSC and the region have been invited by JICA to participate in one of the 40 parallel events to be celebrated in the framework of this conference.

For more details on cooperation with Africa, see [Full presentation JICA Cooperation towards AFRICA and TICAD](#) elaborated by Makoto Hirata.

Discussion among the participants about the interregional TC

The countries shared the following reflections:

- There is a genuine interest in knowing the documents and the structuring of the Conference and the characteristics that have led it to be such a defining space for the relationship between the African continent and JICA.
- The participants agreed that the multiculturalism of the African continent is vast and complex.
- Ibero-American countries with SSC experience with Africa shared some strategies: for example, approaching the continent through Africa's sub-regions (Chile), analyzing to what extent it makes sense to approach individually as the first providers (Uruguay). Also, recognizing operational limitations, even if there is interest from Latin American countries in sharing capacities beyond the region (Ecuador), and channeling interest in cooperation through regional organisms that already have an established presence and relationship with African countries. Colombia approached the continent through NEPAD and United Nations agencies to participate in specific projects to share practices: they also shared a focal point as the national process of reconnecting with Afro-descendant villages and sharing experiences derived from peace agreements.
- Interest was aroused in having a mapping of strategic partners to the first rapprochement with this continent, such as, cooperation agencies in Africa and regional organisms. Roadmaps and guides for the first steps of cooperation with Africa as an Ibero-American country were proposed.



- It is important to avoid the idea that the cooperation offered by Ibero-America reproduces non-horizontal practices, as was the case in North-South relations. The regions do not necessarily know each other and trust must be built between them to enter a cooperative relationship. Spain underlined the added value of the Ibero-American region in the CCS and TC concept. The principle of horizontality that unites the Ibero-American region in matters of cooperation can be shared with other regions.
- SEGIB informed that in the [framework of the European Union project](#) for the generation of knowledge in the field of TC, a study on "Opportunities and Challenges of Triangular Cooperation" EU-ALC with other regions of the Global South is being elaborated, whose results will be shared soon.

Linking the past with the future of CT on the region

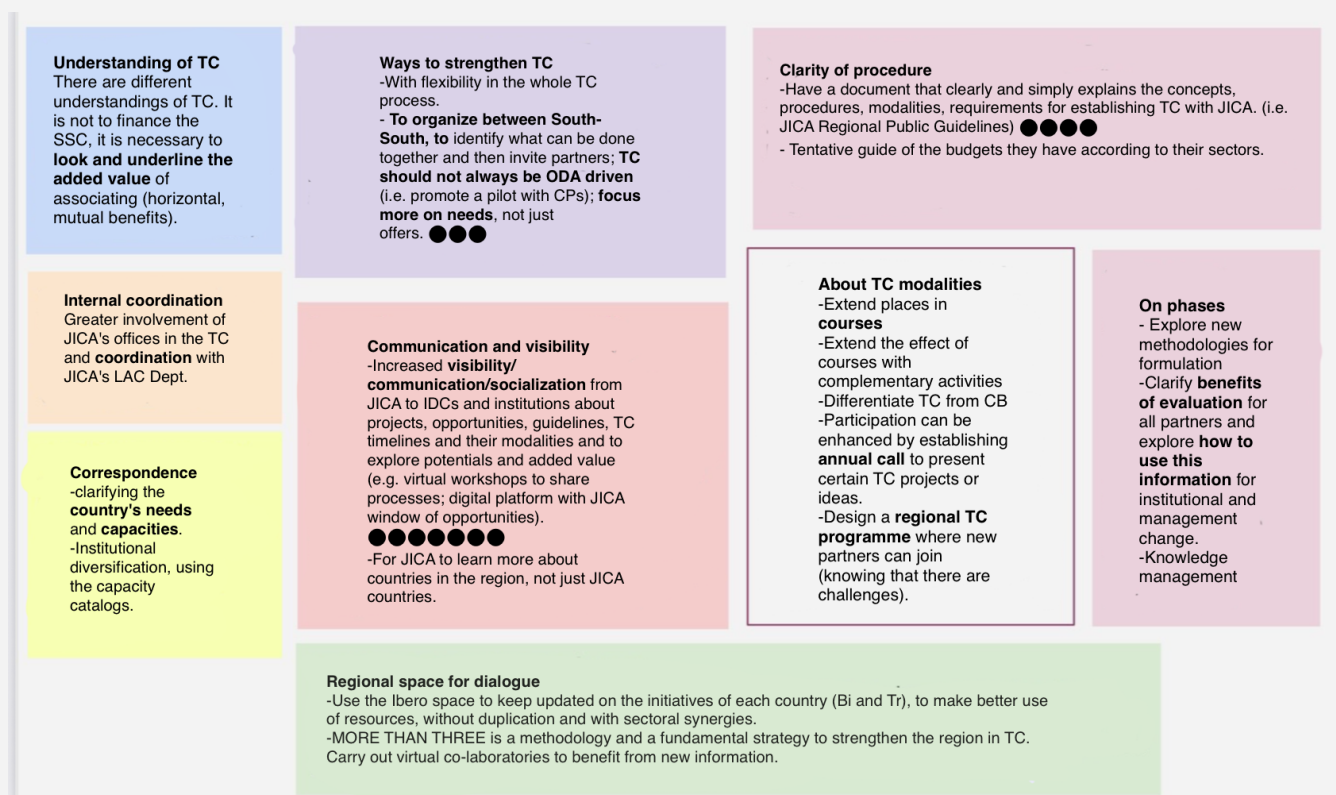
Toward the end of the Co-labs, the participants had already gone through a path of analysis and learning that included discussing the picture presented by the data, the JICA presentation with general information on the new models, the retrospective exercise to refer to the experiences and lessons of the previous TC management, the conversation among themselves and the partners about possible synergies, and the discussion of new challenges of interregional cooperation with Africa. They even came to develop potential roadmaps to take advantage of the moment of renewal of Japanese TC.

With these elements, the participants were invited to reflect on the **idea, proposal or suggestion that each of them would bring to the forefront to maximize the benefits of the new TC model with JICA**. Figure 6 summarizes the suggestions in different dimensions, some suggestions were highly mentioned (marked with ●), They go from the way of understanding and stimulating TC to how improve clarity, communication, and visibility. **The combination of these proposals with the inputs from the roadmaps can be derived into instruments or tools to facilitate the momentum of TC with Japan and gradually move toward more circular learning.**

In some regional discussions, the momentum of standardization of procedures, formats and ways of cooperation on the region has arisen. In this Co-lab, the participants emphasized that the diversity of practices is part of the added value of TC on the region and that standardization is not only of little viability, but also undesirable in front of certain countries particularities in the way they materialize cooperation initiatives.

FIGURE 6. Most relevant suggestions to move forward on the TC with JICA)





Final thoughts

This co-lab is the first one organized in a fully horizontal way with an extra-regional partner in the framework of PIFSSC. **It represents a first exercise of circular learning** where all participants, including JICA, strengthened their capabilities through dialogue and mutual learning. Both the preparation process and the implementation with the CO-lab sought to materialize the principles of horizontality of TC; all those involved took with them the lessons learned about associative relationships, the design of collaborative spaces and the reach of MÁS QUE TRES. In particular, the PIFSS appreciates the lessons to continue to adjust on the CO-Lab model and to combine procedures and learnings to respond in the best way possible to the needs of the countries and to the potential of MÁS QUE TRES.

of "learning by doing", the third objective related to the exploration of sectoral core competencies was refocused during the meeting, responding to the limitation expressed by some countries and the need to deepen in the management of TC with JICA.

FIGURE 7. Compliance and outputs by specific objective of the Co-laboratory

Specific goals	Compliance and outputs generated
1. To raise awareness of recent adjustments in the TC policies of participating actors, identifying areas of opportunity to strengthen the relevance and effectiveness of the initiatives.	Fulfilled → Most relevant Challenges/proposals to move forward in the TC with JICA and to clarify guidelines and procedures (macro level) → Ideas about synergies with other partners and connections with existents tools
2. To jointly reflect about JICA's Association Programs and the process of its renovation to	Fulfilled



identify good practices, lessons and opportunities of improvement which could inspire future strategies and association procedures on the region.	→ Good practices and suggestions for improvement to TC management with JICA. → Comparision of the PP renovation procedures (reflections of basic conditions)
3. To jointly propose solutions as to speed the identification of correspondences between interests, needs, technical capacities to improve the TC initiatives design with JICA.	Adjusted → List of CCS and TC policies and regions capacities catalogs that facilitates the access to the countries' practices and experiences → Element or steps to consider making the best use of TC (inputs for eventual clear guidelines or roadmaps)

For several countries, an exercise of correspondence between interests, needs and capabilities involves the involvement of the sectoral procedures that went beyond the scope of action of this Co-Lab. With respect to the work of the participants, [ANNEX B](#) presents to the TC with JICA a sample of interests and sectoral capacities mentioned by the participants in the survey conducted before the event. An *in-situ* excerpt was added to retrieve practical examples, experiences and capacities mentioned by the countries through the event theme proposed by JICA.

Overall, **the Co-lab was perceived by the participants as a useful and inspiring encounter**¹ to have a regional look at TC with JICA, to understand unexplored aspects of the strategies and practices of peers and partners, to find and echo about confrontations, and to share practical elements to strengthen the collaboration with a partner as appreciated as Japan. The openness and consideration from JICA's team towards the concerns and suggestions from the countries was highly appreciated, as well as the diversity of practices and the opportunity to weave and expand the community, MÁS QUE TRES.

The Co-lab was an exercise of self-awareness and institutional localization in the Ibero-American context and in Japanese cooperation. The rules that the institutions play were made visible, and it was also made visible the desire of some countries to play a different role in the TC context. Several people shared the intention to spread information and learning within their institutions and to work from within to maintain the processes that work well and to refine those that need work. Building a platform or a regional approach to TC with JICA remains a distant goal, especially from a mainly technical and mutual learning space: Nevertheless, the learning and the common idealization trigger possibilities that can later be explored in other frameworks and/or as pilots or experiments.

Finally, regarding the PIFSC work in terms of TC, the consensus among the participants of this Co-lab is that the conceptual discussion is exceeded. **The MÁS QUE TRES proposals** were focused on the fact that this community should share and update tools for daily work, especially for those who initiate their work for TC, and continue to facilitate technical space for learning and co-building between peers and partners.

ANNEX A. Guiding policies for International Development Cooperation, South-South Cooperation and Triangular/Trilateral Cooperation in Ibero-America and inventories or catalogs of capacities in the region.

¹ In the final survey applied to the Co-Lab participants, the relevance of the agenda and the topics addressed, the quality of the contents and the facilitation were rated an average of 9.5 on a scale with a maximum score of 10.



Information retrieved from a survey of Co-Lab participants prior to the Co-Lab and updated through bilateral consultations.

Last updated: 5 March 2025

Country	CID, SSC, TC POLITICS	INVENTORY OR CATALOGUE OF CAPACITIES
Argentina	International Cooperation Fund (FO.AR)	Not updated.
Brazil		Works based on demand.
Chile	International Development Cooperation Policy for 2030	No inventory or catalogue.
Colombia	Colombia's National Cooperation Strategy 2023 - 2026	Colombia's International Cooperation Portfolio (2024-2025)
Cuba	International Cooperation Decree-Law No. 16 , Ordinary Gazette 85, December 1, 2020.	Offer portfolio in the process of being put together.
Ecuador	Cooperation coordinating institution in the process of restructuring and strategic definition.	South-South Cooperation Catalog (2023 - 2024). Updated every two years.
El Salvador	International Cooperation Strategy for the Development of El Salvador	International Cooperation Catalog El Salvado (2021)
Plurinational State of Bolivia	It does not have a specific policy or strategy dedicated exclusively to SSC and TC.	AYNI Catalog (2019)
Guatemala	South-South Cooperation in Guatemala: A look at the implementation of initiatives following the adoption of the 2030 Agenda for Sustainable Development. (2023)	Catalog of Guatemala's International Cooperation Offering (2020)
Honduras	National Policy on Cooperation for Sustainable Development (2019) y Agreement 01-SG-2018 - SRECI Rules and Organization which details the modalities of cooperation, including SSC and TC.	III Edition of the South-South Cooperation Catalog of Honduras (July, 2024)
Mexico	Program 2025-2030 under development.	Catalog 2024 available upon request. Catalog Platform in the process of being updated.
Panama	Panama Cooperates National Cooperation Plan of the Republic of Panama (PNC)	Panama's South-South and Triangular Cooperation Catalogue . Updated as of the First Quarter 2024
Paraguay	It does not have a specific policy or strategy dedicated exclusively to SSC and TC.	3rd Catalogue of Technical Cooperation Offerings of the Republic of Paraguay (2023)
Peru	The National Policy for International Technical Cooperation to 2030 (2023)	Catalog of Peruvian Offer of International Technical Cooperation 2022-2024 (2024)



Portugal	Strategic plan for Portuguese cooperation 2021-2030 , includes guidelines for CT. A specific CT strategic plan for the period 2025-2030 is in the process of being developed.	Actions and projects being carried out by Camões, I.P.
Dominican Republic	International Cooperation Policy for the Development of the Dominican Republic (2016)	Offer Catalog of the Vice-Ministry of International Cooperation
Uruguay	Methodological management strategy for SSC (internal use).	Good practices of Uruguayan cooperation (Published in 2022; updated in 2024)



ANNEX B. Sample of interests, practices and experiences of countries for TC with JICA

The results of two exercises for the purposes of the Co-Lab on countries interests and capacities for TC with Japan are presented below. These exercises are not intended to interfere with formal priority-setting processes.

i) Sample of good practices and capacities shared between the countries during the meeting in five of the themes proposed by JICA. They match on recurring themes of triangular initiatives in the region with said partners according to SIDICSS data.



<p>RISK MANAGEMENT</p> <p>CHI - Kizuna II Program COL - National Search and Rescue Program GUA - Strategic Intervention Teams for Emergencies and Natural Disasters (CONRED) GUA - Hydrological monitoring GUA - Oceanographic Monitoring GUA - Operation and Maintenance of Seismic and Volcanic Monitoring Networks and Information Processing Equipment (INSIVUMEH) MEX - Disaster Prevention NIC - Central America Tsunami Advisory Centre (CATAC)--> JICA 2016-2019 Sends real time tsunami and earthquake information, training PER - Use of Digital TV for Tsunami Emergency Management through Early Warning SAV - Security Urban Centers for Well-being and Opportunity URU - Integrated Risk and Affectedness Monitor (MIRA)</p>	<p>AGRICULTURE</p> <p>CHI - Aquaculture COL - Digital agriculture (food and dr. agro; regional program with the Caribbean) COL - Learning from Colombia: a reference for the empowerment and innovation of women in the rural world ECU - Family farming seal ECU - Family care service 'Growing up with our children'. GUA - Monitoring of water quality GUA - Hydroponic autotrophic system for the production of basic potato seed (ICTA) GUA - Geographic Information Systems, climatic aridity, soil and vegetation cover studies (MAGA) MEX - Development of the coconut industry MEX - Social welfare projects (<i>sembrando vida</i>) (sowing life) MEX - Food security, <i>Mesoamérica sin Hambre</i> (Mesoamérica without hunger) PAR - Direct sowing system: it promotes agricultural and forestry production, the strengthening of family farming and the reduction of rural poverty PER - Use of geo-referencing to identify areas deforested for agriculture URU - Development of agricultural production through the risk and drainage system in Paraguay.</p>
<p>HEALTH</p> <p>BRA - HIV/AIDS BRA - TCTP - SSC Management Course & Trilateral Cooperation BRA - TCTP Humanized Care One Health RIMAIS CUB - Integrated Health Services Capacity Development and training of health professionals. COL - Financing and investment of climate and gender sensitive MSMEs - ESCAP</p>	<p>SMES (COMPETITIVENESS)</p> <p>ARG - Kaizen (INTI) BRA - Professional training BRA - Community Police COL - Kaizen Supplier Development ECU - Inclusive recycling SAV - Innovation and digitalization SAV - National Program for Female Entrepreneurship SAV - Telemedicine SAV - Tourism URU - Improving the measurement of production processes URU - Uruguayan Model of Innovation Management MUGI</p>



ENVIRONMENT/CLIMATE CHANGE

BOL - Zero mercury in gold mining in *la paz*

BOL - Land risk project '*Mi agua*' (My water)

BRA - Natural disasters

BRA- TCPC - Water and sanitary sewer management

CHI - Environmental education

COL - Blue carbon course (Colombia - ASEAN)

CUB - Coastal risk and vulnerability evaluation and identification of ecosystem-based adaptation measures to climate change hazards with emphasis on beach erosion (responses to sargassum in the Caribbean)

ECU - Sustainable Forest management in the Amazon ²

GUA - Traditional Knowledge, Biodiversity and Sustainable Development (CONAP)

GUA - Management of Marine-Coastal Protected Areas (GUA)

GUA - Model of Sustainable Forest Management through Forest Concessions in Protected Areas

GUA - Protected area management monitoring system.

MEX - Biodiversity conservation

MEX - Environment and climate change

PER - Mechanisms for control of non-revenue water for public consumption

SAV - Impact-based environmental forecasting

TCTP - Electrical waste

URU - Sovereign Bonds Indexed to Climate Change Indicators (BIICC)

URU - Courses for third countries: Regional seminar on monitoring and analysis of mercury; Seminar on the mercury situation in the region

URU - Innovation in environmental monitoring

URU - *Movés*: Efficient and Sustainable Mobility

² Ecuador took the initiative to open a space for topics in which the country would be interested in strengthening and proposed the following:

Clean energy generation and environment; risk and disaster management; strengthening the CSSTVCI project; strengthening the capacities of peoples and nationalities.



ii) Topics of general interest for TC with JICA (based on the responses to the pre-Co-Lab survey of participants).

PAÍS/ÁREA TEMÁTICA	oferta	demandas	ambos	agropecuario	salud	educación	medio ambiente; cambio climático	agua	gestión del riesgo	planeación urbana	bienestar- desarrollo social	población (género, adultos mayores, discapacidad)	deporte	vivienda	gobernabilidad, ddth, justicia	fortalecimiento institucional	desarrollo local	movilidad humana	competitividad/ desarrollo económico	innovación tecnológica	infraestructura	energía	seguridad pública	turismo	cultura	gestión cooperación																	
Argentina																																											
Chile																																											
Colombia																																											
Cuba																																											
Ecuador																																											
El Salvador																																											
Bolivia																																											
Guatemala																																											
Honduras																																											
Paraguay																																											
Perú																																											
Portugal																																											
República Dominicana																																											
Uruguay																																											
				POSIBLES ÁREAS TEMÁTICAS PARA FORTALECIMIENTO																				CAPACIDADES O BUENAS PRÁCTICAS QUE SE PUEDEN OFRECER																			
				Agropecuaria, tecnología e innovación y fortalecimiento institucional.																				Innovaciones tecnológicas, agroindustria y fortalecimiento institucional.																			
				Detalladas en la estrategia de cooperación.																				Detalladas en la estrategia de cooperación.																			
				Gestión del riesgo, medio ambiente, políticas de planeación, discapacidades.																				Buenas prácticas más demandas filosofía Kaizen y planeación urbana.																			
				Energía renovable, dinámica demográfica, soberanía alimentaria, riesgo de desastres, tratamiento a residuos sólidos, modernización de la economía.																				Salud, educación, deporte, medio ambiente.																			
				Construcción sismo-resistente, energías limpias (geotermia, eólica, nuclear), ciencia y tecnología, innovación en salud, nanotecnología e inteligencia artificial, fortalecimiento institucional.																				Conservación de páramos y fuentes de agua (por privados), producción agropecuaria (ovino, cacao, camuñares, flores, producción floral no tradicional, atención a migrantes, desmido humano).																			
				La infancia, educación, digitalización, cultura, comercio, des. económico, turismo, conectividad/infraestructura, seguridad alimentaria, pec. agrícola, prevención desastres, salud, ambiente/ cambio climático, vivienda, gestión CID.																				Bienestar social, agricultura, salud, educación, género, seguridad pública, reactivación económica, medio ambiente.																			
				Reducción de riesgos de desastres naturales, agricultura, ganadería y pesca, medioambiente urbano, cambio climático y biodiversidad y asistencia a personas con discapacidad.																				Reducción de riesgos de desastres naturales, agricultura, ganadería y pesca, cambio climático y biodiversidad, asistencia a personas con discapacidad.																			
				Agua y saneamiento, desechos sólidos, salud, matriz energética y educación.																				Fortalecimiento en temas de desarrollo local, metodología de enseñanza de matemática (Guatemalteco), programa de voluntarios japoneses.																			
				Movilidad humana y gestión de la migración, gestión ambiental urbana y manejo de residuos sólidos y urbanización sostenible.																				Honduras en su III Edición del catálogo de Cooperación Sur-Sur																			
				Crec. económico, empleo, competitividad, soberanía energética y ambiental, infraestructura, transporte y conectividad, salud pública, desarrollo/protección social, educación, seguridad, defensa, institucionalidad pública.																				Seguimiento de recomendaciones int'l de derechos humanos, comercio, cadena productiva de ajíes, competitividad pecuaria, producción de ajíes, surubi, pecu. turismo (buen attriñón, turismo joven).																			
				Gestión de recursos, fruticultura, gestión acuicola y pesquera, gestión del talento en la empresa, población del adulto mayor.																				Áreas temáticas dependiente del país: educación, justicia, salud, economía azul y verde y gobernanza, involucrando sociedad civil y el sector privado.																			
				Conectividad en el ámbito económico, desarrollo social, medio ambiente y cambio climático.																				Cacao, turismo, agricultura.																			
				(Período de transición gubernamental) Apoyo recibido en gobernabilidad, descentralización, desarrollo local, educación, salud. Calidad como eje transversal en prácticas institucionales.																				Diversas temáticas destacando salud y medio ambiente, y capacidades fortalecidas a partir de la cooperación bilateral.																			

