

SUMMARY: MEETING OF THE OPERATIONAL WORK STREAM OF THE GLOBAL PARTNERSHIP INITIATIVE ON EFFECTIVE TRIANGULAR CO-OPERATION IN LISBON, 18 APRIL 2018

Members of the operational work stream of the Global Partnership Initiative met in Lisbon during the international meeting on triangular co-operation on 17-18 April and discussed the way forward for this work stream.

Participants agreed that the objective of the GPI operational workstream is to support a wide range of stakeholders in designing, developing, implementing, monitoring and evaluating a triangular co-operation activities and operations. To do so, participants agreed to devise a toolkit to support practitioners throughout the project cycle and that:

- (a) builds upon existing guidelines;
- (b) Focusing only the specific features/elements characterizing triangular cooperation projects (to avoid duplication);
- (c) extracts lessons learnt and identifies opportunities and challenges for practitioners; and
- (d) helps develop a set of indicators for monitoring and evaluating triangular co-operation activities.

Participants also discussed the possible contents of this **operational toolkit** :

- The toolkit ought to **focus on all stages of the project cycle**, from project design to implementation and monitoring and evaluation. It should extract lessons, using experiences from a wide range of stakeholders, systematizing the findings from the field on what works and what does not.
- The core of the toolkit would reflect on the implications of how a triangular co-operation is governed. The **governance of a project** determines how decisions are taken and thus can enable practitioners to identify entry points for action. In this sense, the toolkit should pay attention to the following factors and answer the following questions:
 - **Preconditions for success** in a triangular project, e.g. are partnerships in place before the triangular co-operation project started?
 - **Project initiation**, e.g. how are partners identified? Which partners are selected as facilitator, pivotal and target of a given intervention? Does one of the partners send a call for proposals? Who is the first mover and why? How does the demand for a triangular project arise? How do all partners ensure that the targets retain a strong role in designing the triangular co-operation activity?
 - **Core of the project governance**, e.g. is there a steering committee to govern the project? If so, what is its composition ?how does it take decisions? What mechanisms are in place to co-ordinate all partners (and to avoid fragmentation or having parallel projects under a triangular arrangement) and to transfer solutions across partners? How much time is allocated to govern the project? How is information collected to take decisions? How are 'course changes' during implementation being managed?
 - **Objectives and impact**, e.g. are the objectives agreed by all partners? are the objectives are specific and achievable? How to ensure they are clear and

satisfactory for all partners? How is the theory of change selected to drive goals, impact and results?

- **Monitoring and evaluation**, e.g. do partners conduct ad hoc, systemic or parallel evaluations? What are the evaluation criteria ? How are these agreed among partners? How is mutual responsibility embedded in designing a results-oriented approach for the project? Which triangular-specific indicators should be used to measure knowledge transfer?
 - **Knowledge sharing**, e.g. how do the learning and innovation processes take place through triangular co-operation? Are there examples of these?
 - **Dealing with difference**, e.g. how did familiarization processes take place? How to ensure success despite having very different cultures?
- In drafting the toolkit, the issue of flexibility should be borne in mind – it should use a simple methodology and be short and practical. In this sense, it should allow for customization by each partner that uses it and be seen as a light-touch reference document.

To start working on the toolkit, members need to supply materials of how they design and manage triangular co-operation projects. This ensures that the toolkit builds upon existing tools and instruments for triangular projects. A number of guidelines were already suggested:

- ABC Trilateral Cooperation Manual
- Brazil-GIZ- guidelines
- Brazil-JICA- guidelines (work in progress)
- UNICEF and FAO guidelines
- UNDP Project cycle and results-based management guidelines
- SEGIB/PIFCCCS
- GIZ – Capacity works, Steering structure
- Islamic Development Bank’s manual on technical cooperation

The operational toolkit would also draw on and contribute to the parallel and on-going discussions on how to measure South-South and Triangular Cooperation and its impact. The toolkit would help in reporting on existing and planned triangular co-operation activities and would be providing value on top of existing guidelines.

Finally, work of the operational work stream should be done in conjunction with the other GPI work streams, notably the one devising triangular co-operation principles.

Next steps:

- Members will supply materials of designing and managing triangular co-operation projects.
- The OECD will start collecting these guidelines and mapping background documents from all regions and stakeholders.
- Members of the work stream will, in parallel, devise an action plan, starting with the organization of a follow-up call to agree on a division of labour among partners, on timelines (with deadline March 2019) and resources.

- The recruitment of a consultant for finalizing the work initiated by the operational work stream members and delivering the toolkit is also an approach to be discussed by the GPI core group members.
- Some of the questions of the toolkit will require identifying a few pilot countries or institutions.

