

LESSONS LEARNT

AUTHOR:

Proyecto SEDA

COUNTRY WHERE THE ACTION THAT
ORIGINATED THIS KNOWLEDGE TOOK PLACE:

Argentina
Brasil
Colombia
Cuba
Ecuador
México

PHASE OF THE OPERATION CYCLE FOR THIS
KNOWLEDGE:

Implementation

ACTORS INVOLVED IN THE GENERATION OF
THIS KNOWLEDGE:

Instituto Nacional de Tecnología Industrial (INTI) - Argentina

Centro Turístico y de Capacitación Sericícola y de Rebojería de Jiquilpa, Michoacán - México

Estación experimental "Indio Hatuey" - Cuba

Instituto Nacional de Tecnología Agropecuaria (INTA) - Argentina

Società Cooperativa Sociale SOCIOLARIO Onlus - Italia

Universidad de Buenos Aires (Facultad de Agronomía) - Argentina

Universidad Estadual de Maringá (Laboratório de Biotecnología) - Brasil

Universidad Estatal Amazónica (Departamento de Ciencias de la Tierra) - Ecuador

Universidad Pontificia Bolivariana (Facultad de Ingeniería Textil) - Colombia

CONTRIBUTION TO THE SUSTAINABLE
DEVELOPMENT GOALS



Building a working methodology specifically adapted to the Triangular Cooperation modality with the participation of all partners.

Description of the action that gave rise to the learning:

The National Institute of Industrial Technology (INTI), which coordinated the project, had an extensive experience of good cooperation with the European Union (and other international donors) and had its own procedures in place. However, preparing to undertake a project under the Triangular Cooperation modality for the first time revealed the need to adapt these procedures and posed a challenge for the institution, which wanted to prepare itself in the best possible way by creating a methodology adapted to this modality, which was agreed upon with all project partners.

The development of this methodology implied a strong investment of time to assess the incidence of the specific procedures in each of the project's components, carrying out an exercise of analysis between procedures/components/responsible partner.

This exercise forced changes in the relationship with the project partners. When assigning responsibilities, in addition to using the most common criteria in INTI such as technical capacity in the field and academic background, criteria related to institutional capacity were added such as the administrative structure of the entity and the quality of its internal procedures, even going so far as to analyse the regulations and legislation in force in each of the countries, verifying their compatibility with the procedures of the European Union and the methodology that was being defined.

Working side by side with each partner at this double level, i.e. technical/academic and administrative, allowed for the creation of a Management Unit in which all the partners (applicant, co-applicants and partners) were represented. This Unit made it possible to work on every aspect of the project, from the most specialised to those linked to the management procedures, which led to a highly efficient and effective organisation of work and distribution of responsibilities. The methodology also provides for an Operating Manual of the Management Unit that goes down to the detail of providing models and instructions for technical notes as well as for requests for funds, accountability, among other aspects.

Experience gained:

The importance of dedicating time, in Triangular Cooperation projects, during the formulation and at the beginning of the implementation phases, to alignment and harmonization by all partners (usually from different countries and with different profiles), leading to the joint building of a working methodology to be able to respond to all the challenges raised by a project under this modality.

The importance of combining, when selecting the partners, technical and academic criteria with organisational and procedural ones, thus ensuring quality implementation from the perspective of efficiency (management) and effectiveness (achievement of results and objectives).

The importance for the working methodology to foresee that, in cases where many actors (from several countries and of very different natures) intervene (and in many occasions without any experience in cooperation), the work of all the partners is framed by a certain formality (committee of leaders, coordination or management unit, or similar...), with an operating manual specifically created as a result of the analysis and reflection carried out previously.

The importance of providing platforms and mechanisms for continuous training and updating on procedural aspects, as well as regularly reviewing the analysis between procedures/components/partner in charge.

Impacts:

Having a peer-to-peer working methodology specifically adapted to the Triangular Cooperation modality and built among all partners allows for:

- A greater knowledge of the "rules of the game" among all partners as well as a greater knowledge among all partners, thus increasing transparency and predictability.
- A solid argument so that each partner can have the possibility to define internally specific management criteria for these projects, for greater simplicity and agility.
- A stable working framework in which difficulties can be tackled and successes can be shared.
- A more efficient management, in which risks derived from weaknesses in institutional capacity and changes in the country environment are reduced.
- Greater effectiveness, with a better chance of achieving results and goals.
- The use of it by each partner for future Triangular Cooperation projects.

The added value of Triangular Cooperation: [\(more information here\)](#)

1. Building ownership and trust.
2. Promoting complementarity and increasing coordination in development cooperation.
3. Sharing knowledge and learning jointly.



4. Co-creating solutions and flexibility.

5. Enhancing the volume, scope and sustainability of Triangular Cooperation

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

Keywords:

Peer Review

Peer-to-peer workshops