

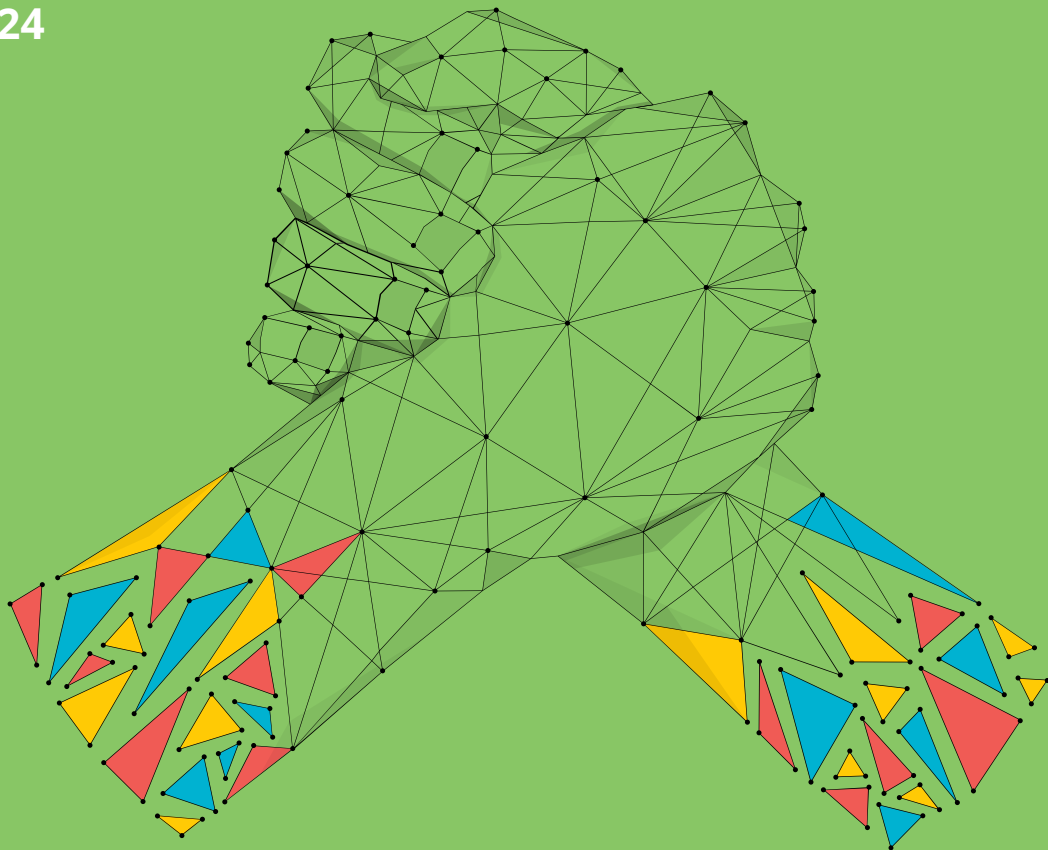
Triangular Cooperation Window

European Union
Latin America
& the Caribbean

2021-2024

VERSION
2

March 2022



Guidelines for applicants



**ADELANTE Triangular Cooperation Window
European Union - Latin America and the Caribbean
2021-2024**

Guidelines for applicants

Version 2 - March 2022

Applicable to the Triangular Cooperation Initiatives
presented through the ADELANTE Window 2022

<http://extranet.adelante2.eu>

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A. Frame of reference.

A.1. ADELANTE 2.

[ADELANTE 2](#)¹ is an international development cooperation programme of the European Union (EU), managed by the [Directorate-General for International Partnerships of the European Commission](#)² (DG INTPA).

The mission of DG INTPA is to contribute to sustainable development, poverty eradication, peace and the protection of human rights through international partnership; at the forefront of the European Union's efforts to implement global commitments, in particular the 2030 Agenda for Sustainable Development³.

In this context, ADELANTE 2 aims to contribute to fulfilling the 2030 Agenda and to a more inclusive and sustainable development, through the promotion and use of Triangular Cooperation between Europe and Latin America and the Caribbean, harnessing the full potential of the international partnerships inherent to this modality.

ADELANTE 2 builds on the experience of the four years of its first phase, and is also part of the growing discussions on Triangular Cooperation at the international level, aligned with its own best practices and those of other partners.

In order to approach Triangular Cooperation from different perspectives, ADELANTE 2 is structured around three components:

- **Operational support component**, through which the ADELANTE Triangular Cooperation Window European Union - Latin America and the Caribbean is coordinated, which is the subject of these Guidelines.
- **Institutional support component**, which enables the development of bilateral Triangular Cooperation funds with certain countries in Latin America and the Caribbean.
- **Analytical support component**, which seeks to develop studies and analysis in the field of Triangular Cooperation, working together with the Ibero-American General Secretariat (SEGIB).

The mobilisation of resources for ADELANTE 2 through these three components is yet another example of the European Union's commitment to strengthening its ties with Latin America and the Caribbean, a diverse region where multiple development realities exist side by side. It is precisely this diversity that makes the region a point of reference for exploring the potential for further initiatives, the exchange of dialogue and good practices between the two regions.

¹ ADELANTE 2: www.adelante2.eu

² Directorate-General for International Partnerships of the European Commission (DG INTPA): https://ec.europa.eu/info/departments/international-partnerships_es

³ Annex 1 provides a document summarising the current priorities of the European Union with regard to international partnerships.

A.2. ADELANTE Triangular Cooperation Window European Union - Latin America and the Caribbean.

The ADELANTE Triangular Cooperation Window European Union - Latin America and the Caribbean (ADELANTE Window) is a funding mechanism and instrument, within the framework of ADELANTE 2, which aims to mobilise and channel European Union resources towards partnerships between Europe and Latin America and the Caribbean that correspond to the Triangular Cooperation modality, and whose ultimate goal is to fulfil the 2030 Agenda while also seeking more inclusive and sustainable development.

It is a demand-driven instrument that aims to be agile and flexible, with a 'rapid response' approach.

A.2.a. Duration and coordination.

The ADELANTE Window has an expected duration of four years, coordinated through announcements or 'annual Windows' during the years 2021, 2022, 2023 and 2024.

After the opening of the first annual Window, in May 2021, the initial projection is that the 2022, 2023 and 2024 annual Windows will open in the first quarter of the corresponding year.

Each annual Window will be accompanied by the corresponding 'Specific rules', which will complement the provisions of these Guidelines.

The opening of each annual Window will be announced at least 30 days in advance on the ADELANTE 2 website, at which time the Specific rules for that year will also be published.

This announcement will be circulated through ADELANTE 2's communications channels, such as the newsletter and social media, to which it is recommended to subscribe in order to receive updated information on the ADELANTE Window and on ADELANTE 2 as a whole.

- ADELANTE Newsletter: www.adelante2.eu
- Facebook: <https://www.facebook.com/ADELANTE.UE.ALC>
- Twitter: https://twitter.com/ADELANTE_UE_ALC
- LinkedIn: <https://www.linkedin.com/company/adelante-ue-alc>

A.2.b. Budget allocation.

The ADELANTE Window receives a budget allocation from the European Union with an overall indicative amount of 5,000,000 EUR.

This overall indicative budget will be divided into annual instalments, to be implemented through each of the four annual Windows, as described in the previous section.

The Specific rules for each annual Window shall indicate the budget allocation for the year in question.

A.3. Triangular Cooperation.

DG INTPA, ADELANTE 2 and the ADELANTE Window understand Triangular Cooperation in the following manner, within the framework of the recent reflections of the [Global Partnership Initiative on Effective Triangular Cooperation](#)⁴ (GPI):

Triangular Cooperation is a horizontal and partnership-centred modality, in which the complementary knowledge and experience of the different partners and their resources are harnessed to jointly create solutions that respond to development challenges.

This definition takes development challenges as its starting point and highlights the knowledge and expertise to respond to such challenges, as well as the relationships and complementarity between the members of the Partnership. It is precisely the role of each of the partners that is the key factor in defining when an intervention is considered to be Triangular Cooperation.

An intervention can be considered Triangular Cooperation when at least three partners participate, and each of them assumes one of the following roles:

- **Beneficiary:** seeks support to meet a development challenge and makes their knowledge and experience available, in addition to providing financial resources in certain cases.
- **First provider:** has experience in addressing the same development challenge in a similar context as the Beneficiary, shares its knowledge and experience with the Partnership and, in certain cases, provides financial resources.
- **Second provider:** contributes to strengthening the Partnership and provides support through its knowledge, experience and financial resources.

This combination of roles facilitates the co-creation of solutions with a strong potential impact on development goals, and also promotes complementarity, increases coordination, enables knowledge sharing and joint learning, builds ownership and trust, increases the volume, scope and sustainability of interventions, and enables flexibility. In this regard, all partners are called upon to contribute and benefit⁵.

While each partner assumes a certain role, all partners work together to identify, formulate, implement, monitor and justify interventions.

Given the particular nature of Triangular Cooperation, the roles can be adapted throughout the lifecycle of an intervention. For example, a Beneficiary partner can offer key knowledge and expertise regarding the development challenge in question, thus complementing the process and benefiting all the other partners, while a Second provider partner can benefit from the experience of both the Beneficiary partner and the First provider partner to the extent of making improvements to its own processes and models, which in fact occurs naturally in partnerships set up under this modality, among other possibilities.

⁴ Global Partnership Initiative on Effective Triangular Cooperation (GPI): <https://triangular-cooperation.org/about/>

⁵ According to the six specific ways in which triangular partnerships add value and contribute to increasing the effectiveness of international development cooperation interventions, as outlined in the 'Toolkit for Identifying, Monitoring and Evaluating the Value Added of Triangular Co-operation', published by the Organisation for Economic Co-operation and Development (OECD) and which can be consulted through the following link: <https://www.oecd.org/dac/triangular-co-operation/TOOLKIT%20-%20version%20August%202018.pdf>

In any case, as can be seen in the following paragraphs of these Guidelines, the ADELANTE Window attaches great importance to each of these roles being clearly defined and **effectively assumed by each of the partners from the outset.**

A.4. Triangular Cooperation Partnerships. Triangular Cooperation Initiatives.

A.4.a. Triangular Cooperation Partnerships.

These are key to the ADELANTE Window.

The Triangular Cooperation Partnerships (Partnerships) are comprised of European, Latin American and Caribbean entities, in which each fulfils one of the Triangular Cooperation roles described in the previous section (Beneficiary, First provider and Second provider), in order to harness the full potential of this modality to meet the development challenges of today.

The characteristics of these Partnerships will be outlined below (Rule 1).

A.4.b. Triangular Cooperation Initiatives.

Triangular Cooperation Initiatives (Initiatives) are an instrument of international development cooperation, through which the resources of the ADELANTE Window are channelled to the Partnerships.

They are carried out by a Triangular Cooperation Partnership, and their logic and structure are modelled on the definition of Triangular Cooperation, as outlined above.

The Initiatives are based on the premise of harnessing the knowledge and expertise of the Partnership's member entities, in order to generate new knowledge that can be applied to respond effectively to a development challenge. Ideally, this new knowledge is collected and systematised through models or prototypes that facilitate its practical application, especially when pilot experiences or similar experiences have taken place. This logic in itself results in the capacity building of the entities and of the Partnership itself, which is one of the first elements of added value of Triangular Cooperation, in addition to fostering the creation of specialised networks with a broader scope than the Partnership on its own.

They are understood as broader than an activity but less comprehensive than a project (in terms of budget, time and scope).

As can be seen below, an Initiative may consist of several activities from among those described in Rule 6.

A.5. Management cycle of Triangular Cooperation Initiatives.

A.5.a. Means and time frame of submission.

Triangular Cooperation Initiatives will be submitted to the ADELANTE Window through the ADELANTE Extranet, an online platform for the management of Initiatives specifically designed for this purpose, which can be accessed through the following link: <http://extranet.adelante2.eu>

On the ADELANTE Extranet it is possible to fill in and submit online the forms for the different phases of the management cycle, as well as to access support tools and find reference documents and materials for the proper formulation and management of the Initiatives.

Under no circumstances is it possible to submit Initiatives, in whole or in part, through a channel other than the ADELANTE Extranet.

As the ADELANTE Window is designed as an 'open and permanent' scheme, concept notes (item A.5.b) can be submitted as soon as the corresponding annual Window is open until the moment it is closed (items A.2.a, and A.5.d).

The concept notes submitted will be assessed by the ADELANTE Window in the order they are received.

A.5.b. Management cycle.

In summary, the management cycle of the Initiatives is presented below from the Partnership's point of view, indicating the sequential phases and the key documents for each one of them. The corresponding deadlines will be set out in the Specific rules of each annual Window.

Phase 0. Registration of individuals.

The person responsible for the Initiative in the coordinating entity (Rule 1.5.a) and a representative from each of the Partnership member entities (Rule 1.5.b) must be registered on the ADELANTE Extranet.

Select the working language of the Initiative (Rule 14).

Phase 1. Pre-formulation.

1. Confirm that the regulatory documents have been read and that the conditions in the ADELANTE Window have been accepted.

2. Complete the **concept note** form and attach the 'formalisation document of the Triangular Cooperation Partnership' (Rule 1), with the possibility of making enquiries through the ADELANTE Extranet.

3. Send the concept note.

4. Receive notification of request for clarification, non-acceptance or acceptance of the concept note.

4.bis. In the case of a request for clarification of the concept note:

Review the concept note form online based on the notification.

Send the **revised concept note**.

Receive notification of non-acceptance or acceptance of the revised concept note.

In the event of non-acceptance of the revised concept note, the process will be terminated.

In the event of non-acceptance of the concept note, the process will be terminated.

In the case of acceptance of the concept note or the revised concept note, the formulation phase will begin.

Phase 2. Formulation.

5. Complete the designated sections of the **draft formulation form**, with the possibility to consult the ADELANTE Team through the ADELANTE Extranet.
6. Submit the draft formulation form.
7. Hold the **first formulation meeting** online with the ADELANTE Team, along with all the meetings required to guarantee the quality of the final formulation (item A.5.e).
8. After the first formulation meeting, receive the notification to complete the new designated sections for the **final formulation**.
9. Complete the final formulation.
10. Submit the final formulation.
11. Receive notification of non-approval or approval of the final formulation.
 - In the case of non-approval of the final formulation, the process will be terminated.
 - In the case of approval of the final formulation, receive the 'Final formulation approval note' which sets out the key and binding elements of the Initiative and initiates the implementation phase.

Phase 3. Implementation.

12. Celebrate the **official kick-off meeting of the Initiative online**.
13. Complete the **implementation form** and update it regularly throughout the implementation period of the Initiative, in accordance with the provisions of the 'Manual of Procedures' and the 'Manual for Implementation and Management' (Rule 5.3).
14. **Carry out activities jointly with the ADELANTE Team (Rule 11) and hold the official mid-term meeting as well as regular 'quality management meetings' and 'strategic meetings'**.
15. Fill out the **final version of the implementation form**.
16. Celebrate the **official closing meeting of the Initiative online**.
17. Submit the final version of the implementation form.
18. Receive notification of approval of the final version of the implementation form, which concludes the implementation of the Initiative.

Phase 4. Ex post.

19. Annually, upon finalising implementation, complete the **ex post follow-up report form**.
20. Send the ex post follow-up report online.
21. Receive feedback on the ex post follow-up report.

A.5.c. Assessment.

Documents submitted to the ADELANTE Window throughout the management cycle of the Initiatives are assessed by a team of DG INTPA professionals.

The person who assumes the role of 'Programme Manager' of ADELANTE 2 in DG INTPA acts as 'lead assessor' and will participate in the assessment of all proposed Initiatives.

The person acting as lead assessor may invite representatives from the Delegation of the European Union (EUD) of each of the countries linked to the Initiative to be 'assessors'. In turn, representatives of DG INTPA or any other Directorate-General of the European Commission may be invited, both from central and external services, on the basis of their particular expertise, interest or complementarity.

The person acting as lead assessor will coordinate the participation and contributions of all those involved and make the final decisions.

As was seen in the previous point, the assessment exercise is expected to be carried out at least during the following steps:

- Assessment of the concept note.
- Assessment of the revised concept note (if applicable).
- Assessment of the final formulation.
- Assessment of the final version of the implementation form.
- Assessment of ex post follow-up reports.

The concept note and final formulation will be evaluated according to these criteria:

- Alignment with the definition of Triangular Cooperation (item A.3)
- Internal quality and coherence of the Triangular Cooperation Partnership (item A.4.a, and Rule 1).
- Quality and rigour of the proposal, including the promotion of the Human Rights Based Approach and the effective incorporation of cross-cutting approaches (Rule 3 and Annex 4).
- Budget alignment (Rules 4, 5 and 6).
- Contribution to the 2030 Agenda (Rule 2).
- Alignment with the priorities of the European Union (Annex 1).
- Alignment with other development interventions.
- In cases where the Initiative presented may be considered a second phase or spin-off of an Initiative co-financed in a previous edition of the ADELANTE Window: they must incorporate clearly differentiating and improved elements (such as the reinforcement of alignment with Triangular Cooperation, the evolution of the approach, among others).

Consistency with the definition of Triangular Cooperation, the quality and internal cohesion of the Triangular Cooperation Partnership, the quality and rigour of the proposal, budget coherence, the contribution to the 2030 Agenda and, where appropriate, the incorporation of clearly differentiating and improved elements are decisive criteria. In the case of inconsistency or evidence of poor quality and, where appropriate, the absence of differentiating and improved elements, the concept note will not be accepted.

Alignment with EU priorities and coherence with other development efforts are not mutually exclusive criteria. They are considered elements that add value and enrich the Initiative.

The assessment of each of these criteria shall not be based on a certain item or a certain paragraph of the corresponding form. On the contrary, the assessment of the criteria will take into account all the information provided, including the 'non-mandatory' fields.

Only information recorded in the relevant online forms on the ADELANTE Extranet will be taken into account for assessment. Under no circumstances is it permitted to add annexes or send additional information to the forms by any other means.

All decisions of the person acting as lead assessor shall be justified and communicated in due form via the ADELANTE Extranet and by e-mail.

There is no possibility to respond to the 'non-acceptance' or 'non-approval' decisions of the person acting as lead assessor.

A.5.d. Budget implementation.

The annual budget allocation will be committed as the final formulation forms submitted to the relevant annual Window are approved.

At the time of approval of a final formulation, the planned funding for this Initiative ceases to be 'available' and becomes 'committed', and thus deducted from the annual budget allocation.

When the annual budget allocation is depleted, the opportunity to present Initiatives during the corresponding annual Window will be closed.

In any event, however, concept notes sent before the Window is closed will be processed. An extension of the annual budget allocation may be made to cover the financing of these concept notes, should their final formulation be approved.

For those years in which not all of the planned annual budget allocation is implemented, the remaining amount will be reincorporated into the overall budget of the ADELANTE Window.

A.5.e. ADELANTE Team.

The ADELANTE Window has a team of professionals with broad knowledge and expertise in international development cooperation and, in particular, in sustainable development, Triangular Cooperation, Human Rights-Based Approach, cross-cutting approaches, technical and financial management of projects, international logistics, event management, communication and visibility and knowledge management, among others.

The ADELANTE Team has been tasked with contributing decisively to the quality of each of the Initiatives throughout their management cycle, with their participation and contribution being essential in the final formulation phase and throughout implementation.

The quality of the Initiatives is understood as the coherence of their formulation and implementation with the definition of Triangular Cooperation as a modality, their correct management, the achievement of their objectives and the effective contribution to the 2030 Agenda.

To this end, a two-tier dialogue is foreseen, which will take the form of 'quality management meetings' and 'strategic meetings' during implementation (item A.5.b).

It is through the ADELANTE Team, and thanks to its knowledge and expertise, that the European Union's participation in the Partnership is made effective, with a role comparable to that of a Second provider (Rule 1.6).

B. Rules for the management of Triangular Cooperation Initiatives.

Building on the framework outlined above, the Triangular Cooperation Initiatives to be co-financed through the ADELANTE Window will be governed by the following Rules:

Rule 1. Requirements of Triangular Cooperation Partnerships.

The figure authorised to present a Triangular Cooperation Initiative to the ADELANTE Window is the Triangular Cooperation Partnership.

The Partnerships may have the status of a 'time-bound partnership' or 'permanent partnership' and may or may not have legal personality.

As will be explained below in paragraph 1.5 of this Rule, in all cases, one of the Partnership's member entities will assume full responsibility (including coordination and justification) for the Initiative vis-à-vis the ADELANTE Window and DG INTPA, regardless of whether the Partnership has legal personality or not.

The first step in the pre-formulation process of the Initiative will be to identify the member entities of the Partnership, their classification by type and nationality, and the definition of their roles and functions, based on the criteria established in the following paragraphs.

In addition, a formalisation document of the Triangular Cooperation Partnership will be requested, which must be signed by each and every one of the entities that make up the Partnership (paragraph 1.6 of this Rule), clearly indicating the role assumed by each one. This document is mandatory and essential to be able to send the concept note for assessment by DG INTPA. A reference model will be provided on the ADELANTE Extranet.

1.1. Type of entities.

The Partnerships may be comprised of any type of entity.

In general terms, these include national cooperation agencies, public entities (national and sub-national level), private entities, private entities with public functions, unions, social entities, universities, academic or research institutions and think tanks, as well as multilateral, international and regional organisations, and international financial institutions or for development, among others.

The Specific rules for each annual Window may, as an exception, establish priority criteria or exclusion criteria referring to the type of entities.

Only legal entities shall be considered. Under no circumstances is it possible for a natural person to be considered a member of a Partnership.

1.2. Nationality of the entities.

The nationalities of the Partnership member entities must be one of the 27 Member States of the European Union, the 17 Latin American countries or the 16 Caribbean countries:

- **European Union member states:** Austria, Belgium, Bulgaria, Czech Republic, Croatia, Cyprus, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, the Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain and Sweden.
- **Latin American countries:** Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay and Venezuela.
- **Caribbean countries:** Antigua and Barbuda, Bahamas, Barbados, Belize, Cuba, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago.

These 60 countries comprise the 'ADELANTE Countries'.

In the case of international networks or platforms, as well as multilateral, international and regional organisations, and international financial institutions or for development, due to their particularities, the ADELANTE Team should be consulted in the formulation of the concept note when confirming the relevant nationality. This consultation will be carried out through the message board on the ADELANTE Extranet.

1.3. Triangular Cooperation Roles.

Each of the Partnership member entities must assume one of the Triangular Cooperation roles. Thus, each of the Triangular Cooperation roles is assumed by at least one member entity of the Partnership.

Because of their importance, each of the roles as outlined in item A.3 are recalled here.

- **Beneficiary:** seeks support to meet a development challenge and makes their knowledge and experience available, in addition to providing financial resources in certain cases.
- **First provider:** has experience in addressing the same development challenge in a similar context as the Beneficiary, shares its knowledge and experience with the Partnership and, in certain cases, provides financial resources.
- **Second provider:** contributes to strengthening the Partnership and provides support through its knowledge, experience and financial resources.

Taking on these roles should not only be formal, but should be effective, with the expected performance of each of the entities throughout the entire cycle of the Initiative fully responding to the definition of Triangular Cooperation.

1.4. Roles, types and nationalities.

Entities taking on the role of Beneficiary or First provider may be any of the types of entities previously mentioned in paragraph 1.1. of this Rule, and must possess the nationality of a country in Latin America or the Caribbean.

Entities taking on the role of Second provider may be one of any of the types of entities previously mentioned in paragraph 1.1 of this Rule, and must possess the nationality of a Member State of the European Union.

In order to be entirely consistent with the definition of Triangular Cooperation, the entities assuming the role of First provider must possess the nationality of a country in Latin America and Caribbean that is different from that of the Beneficiary entity (or entities).

Multilateral, international and regional organisations, as well as international financial institutions or for development may not assume the role of Beneficiaries. They may assume the role of First provider when the knowledge and experience they share with the Partnership has been acquired in a context similar to that of the Beneficiaries. They will be able to assume the role of Second provider without any restrictions.

1.5. Function of the entities.

1.5.a. Coordinating entity.

One of the member entities of the Partnership must take on the role of coordinating entity, on behalf of the Partnership itself.

The coordinating entity assumes full responsibility (including coordination and justification) for the Initiative vis-à-vis the ADELANTE Window, and vis-à-vis DG INTPA throughout the management cycle and in each of its phases.

The function of coordinating entity is not exclusive to any of the roles and can be performed by one of the Beneficiary entities, one of the First providers or one of the Second providers; depending on the internal arrangements and governance structure of the Partnership.

- **The person responsible for the Initiative in the coordinating entity and legal representative of the coordinating entity.**

In the identification of the coordinating entity during the pre-formulation process, the 'person responsible for the Initiative in the coordinating entity' and the 'legal representative of the coordinating entity' shall be indicated and identified. It is understood that in certain cases, the same person may fulfil both roles.

The person responsible for the Initiative in the coordinating entity is tasked with the coordination of the Initiative and serves as a direct liaison with the ADELANTE Team. Their functions are outlined in the 'Manual of Procedures' and the 'Manual for Implementation and Management', documents that will be available to the Partnerships upon registration on the ADELANTE Extranet and prior to access to the concept note form.

It is recommended that this person is the first to register on the ADELANTE Extranet, with his/her e-mail address, which will become for all purposes the 'reference address' to receive all communications related to the Initiative.

Only the person responsible for the Initiative in the coordinating entity will have the ability to complete, edit and send the ADELANTE Extranet forms, although during the implementation phase they will be able to share this responsibility with others.

In the event that the person responsible for the Initiative in the coordinating entity is not the legal representative of the entity, the former must also indicate and identify the latter in the ADELANTE Extranet.

Once identified, the legal representative will be kept informed and will be given the possibility to register on the ADELANTE Extranet and consult all of the documents related to the Initiative.

It is understood that all the key documents of the management cycle of the Triangular Cooperation Initiative listed in item A.5.b. (concept note, revised concept note - if applicable -, draft formulation form, final formulation form, implementation form and ex post follow-up reports) sent through the ADELANTE Extranet are validated by the legal representative of the coordinating entity.

It is also understood that the legal representative certifies that all the information contained in these documents is true and that all the Partnership member entities (section 1.6. of this Rule) meet the criteria and requirements set out in this Guide.

In this respect, the submission of documents through the ADELANTE Extranet is understood as a sworn statement or solemn declaration by the legal representative of the coordinating entity.

1.5.b. Partner entities.

The other member entities of the Partnership will assume the role of 'partner entities'.

Within the framework of the Partnership, the partner entities assume their responsibilities vis-à-vis the coordinating entity, rather than the ADELANTE Window or DG INTPA.

When identifying the partner entities during the pre-formulation process, a 'representative' (person) from each of the partner entities must be indicated and identified, and will have the ability to consult (but not to complete, edit, or send) the ADELANTE Extranet forms.

1.6. Partnership member entities.

The coordinating entity, together with the partner entities (only these) are referred to, for all intents and purposes, as the 'Partnership member entities'.

These Partnership member entities must coincide with the signatories of the 'formalisation document of the Triangular Cooperation Partnership', as outlined in the introduction of this Rule.

According to the definition of Triangular Cooperation and the way it is understood by the European Union, when the ADELANTE Window approves the final formulation of an Initiative and commits to the corresponding budget, the European Union also becomes a 'partner' in the respective Partnership.

In this regard, the European Union has a role similar to that of a Second provider, by contributing to the strengthening of the Partnership and supporting it not only through financing, but also through the added value of the ADELANTE Team, with their respective knowledge and expertise.

1.7. Grounds for exclusion of the Partnerships.

The following Partnerships will be excluded and will not be considered eligible:

- Those that include a natural person among their members, as established in paragraph 1.1. of this Rule.
- Among their members, those that include one or more entities whose nationality is not one of the countries expressly mentioned in paragraph 1.2 of this Rule.
- Those that do not effectively fulfil each and every one of the roles of Triangular Cooperation mentioned in item A.3. and in paragraph 1.3 of this Rule.
- Those that do not meet the criteria of nationality associated with the roles of Triangular Cooperation, as provided for in paragraph 1.4 of this Rule.
- Those that fail to submit the 'formalisation document of the Triangular Cooperation Partnership' signed by each and every one of the Partnership member entities, as established in the beginning of this rule.

In addition to these grounds for exclusion, other grounds for exclusion will be those established by the relevant Specific rules, in particular those related to the performance of the Partnerships as a whole, or of any of their member entities in the framework of previous annual Windows.

These grounds for exclusion will be assessed by the ADELANTE Team prior to commencing the concept note assessment exercise. In the case of non-compliance, the assessment will be discontinued, the Partnership will be excluded, the exclusion will be formally communicated to the coordinating entity, and the management process of the Initiative will be terminated.

1.8. Other functions.

Collaborating entity.

These are entities that have the capacity and willingness to make a very specific contribution in terms of knowledge and expertise to the achievement of the Initiative's objectives, with a strong added value, without this contribution implying membership in the Partnership.

This figure seeks to maximise the knowledge and experience of certain entities, without this entailing the implications envisaged for the Partnership member entities in this Guide.

Collaborating entities will not be considered Partnership member entities in any case.

This is not a compulsory function or figure. If collaborating entities are chosen, they should be identified in the relevant section during the pre-formulation process of the Initiative.

Collaborating entities may be any of the types of entities mentioned in paragraph 1.1. of this Rule and may possess any nationality (not applying the criteria set out in paragraph 1.2. of this Rule).

1.9. Number of entities per Partnership.

Coordinating entity. Only one (1) entity can take on the role of coordinating entity in each Initiative.

Partner entities. According to the definition of Triangular Cooperation, at least two (2) partner entities must be part of the Partnership. According to this same definition, there is no maximum limit of partner entities for each Partnership. However, for operational reasons,

the ADELANTE Window has established a limit of ten (10) partner entities (additional to the coordinating entity) per Partnership.

Collaborating entity (or entities). The involvement of collaborating entities in the Initiatives is not mandatory. In the event that their involvement is necessary, a limit of three (3) collaborating entities per Initiative is established for operational reasons in the ADELANTE Window.

1.10. Number of Initiatives per entity.

In general, there is no limit on applications per entity to either an annual Window or the entire ADELANTE Window.

However, the Specific rules of a given annual Window may set an application limit for entities for that year.

An entity is considered to have 'applied' when it identifies itself as a coordinating entity or a partner entity in a submitted concept note, regardless of whether the concept note has been accepted or not.

The following table presents a summary of the concepts outlined throughout Rule 1:

ROLE	TYPE	NATIONALITY	FUNCTION
Beneficiaries	Any of the types of entities established in Rule 1.1, except for multilateral, international and regional organisations, and international financial institutions or for development. Only legal entities.	Entities from any of the 17 Latin American countries or the 16 Caribbean countries.	Coordinating entity or partner entity, depending on the internal arrangements and governance structure of the Partnership.
First provider	Any of the types of entities, as provided for in Rule 1.1. In the case of multilateral, international and regional organisations and international financial institutions or for development, only if the knowledge and experience they share with the Partnership has been generated <u>in a context similar to that of the Beneficiaries</u> . Only legal entities.	Entities from any of the 17 Latin American countries or the 16 Caribbean countries, except from the countries of origin of the Beneficiaries.	Coordinating entity or partner entity, depending on the internal arrangements and governance structure of the Partnership.
Second provider	Any of the types of entities, as provided for in Rule 1.1. Only legal entities.	Entity from any of the 27 Member States of the European Union.	Coordinating entity or partner entity, depending on the internal arrangements and governance structure of the Partnership.

Rule 2. Sectoral approach. 2030 Agenda for Sustainable Development.

In line with the DG INTPA and ADELANTE 2 objectives set out above, the 'sectoral approach' of the ADELANTE Window is guided by the 2030 Agenda for Sustainable Development.

In this sense, instead of considering 'sectors' or 'thematic areas of intervention', the Sustainable Development Goals (SDGs) and their targets will always be addressed, since these are an integral part of the 2030 Agenda itself.

2.1. Priority SDGs.

In general, no SDG or group of SDGs is considered a priority for the ADELANTE Window as a whole. No grounds for exclusion are considered in this respect either.

However, the Specific rules of any given annual Window may establish priorities or, as an exception, exclusion criteria for specific SDGs or targets for that year.

2.2. Primary and secondary SDGs.

One of the first steps in the pre-formulation process of an Initiative will be the identification (and corresponding justification) of the SDGs to which the Initiative contributes.

Depending on the type of contribution, two types of SDGs are considered:

- **Primary SDGs**, which the Initiative mainly contributes to.
- **Secondary SDGs**, which the Initiative contributes to in a less intense but still notable way, usually through one of its components.

2.3. SDG 17 - Partnerships to achieve the goals.

In keeping with the definition of Triangular Cooperation, it is understood that all Initiatives also primarily contribute to SDG 17.

2.4. SDG 10 - Reduced inequalities.

In line with the objectives of ADELANTE 2, it is understood that all Initiatives should aim to contribute in some way to SDG 10.

2.5. SDGs, targets and indicators.

At a more advanced stage of formulation, the coordinating entity will also need to define (and justify) the targets and indicators of the primary SDG, secondary SDG and SDG 17 to which the Initiative contributes.

In the case of SDG 10, this identification will not be mandatory, but failing that, an analysis on the link between the Initiative and this SDG will be required.

The benchmarking framework of the ADELANTE Window is the '[Prioritised Set of Indicators](#)',⁶ developed by the Statistical Coordination Group for the 2030 Agenda in Latin America and the Caribbean of the Statistical Conference of the Americas (SCA) of the Economic Commission for Latin America and the Caribbean (ECLAC).

2.6. Creditor Reporting System.

The fact that the ADELANTE Window addresses the SDGs and not the sectors themselves does not affect the relevant sectoral accountability to the '[Creditor Reporting System](#)'⁷ (CRS) of the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD).

For this purpose, the codes and the corresponding data for each Initiative will be jointly defined after the end of the implementation period.

With regard to the cross-cutting approaches, each Initiative will include its relationship to the Rio, gender and disability markers (Annex 4).

Rule 3. Cross-cutting approach.

3.1. Human Rights-Based Approach, cross-cutting approach to Gender Equality, and Environment and Climate Change cross-cutting approach.

Triangular Cooperation Initiatives should be aligned with DG INTPA's priorities in terms of the Human Rights-Based Approach and other cross-cutting approaches; highlighting the Cross-cutting approach to Gender Equality and the Environment and Climate Change cross-cutting approach, in the same manner as the set of international development cooperation projects and programmes funded by this DG.

Their incorporation with quality and rigour throughout the entire cycle of the management of the Initiatives in accordance with the guidelines provided in Annex 4 of this Guide will be an exclusion criterion for the assessment of the final formulation, and an important element of added value for the assessment of the quality of implementation (item A.5.c.).

The ADELANTE Team will support the Partnerships in effectively incorporating these approaches.

3.2. Knowledge Management Approach.

Initiatives should ensure the systematisation of the 'lessons learnt' arising from their implementation. For this purpose, a series of standardised tools and

⁶ Set of prioritised indicators: <https://agenda2030lac.org/estadisticas/prioritized-set-indicators-regional-statistical-follow-up-sdg.html>

⁷ About the Creditor Reporting System: <https://www.oecd.org/dac/financing-sustainable-development/development-finance-standards/data-collection-and-resources-for-data-reporters.htm>

models based on the Knowledge Management Approach will be used, which are presented in Annex 3 of this Guide.

The products generated will be collected in the framework of the '[mini site](#)⁸' of each Initiative, which will serve as a record of the Initiative and will be focused on the dissemination and re-utilisation of knowledge by the rest of the ADELANTE Window Initiatives, as well as by third parties.

In order for third parties to harness this knowledge, dissemination through knowledge banks and specialised, regional and global information repositories is especially considered.

The ADELANTE Team will support the partnerships in the systematisation and development of these products.

3.3. Innovation.

By its very nature, Triangular Cooperation has a strong capacity to generate innovative partnerships.

On this basis, the Initiatives should make an effort to harness this initial innovative spirit, and also aim for innovation (understood in a broad sense, not only technological); both when defining the development solutions and when designing the process (governance of the Partnership, areas of joint work, planning and organisation of the activities, communication and visibility of achievements, among others).

The ADELANTE Team will support the Partnerships in reflection activities and innovation-oriented decision-making.

Rule 4. Financing.

4.1. Minimum amount, maximum amount and percentage of financing.

The Specific rules for each annual Window will indicate the minimum and maximum amount of funding from the ADELANTE Window for each Initiative.

The financing of the ADELANTE Window shall in no case exceed 75% of the total budget of each Initiative.

4.2. Co-financing or financial contribution.

As stated in the previous point, co-financing or a financial contribution of at least 25% of the total budget of each Initiative is expected, which must be provided by the Partnership member entities.

During the formulation process, the exact amount should be specified, as well as the budget item to which it applies (Rule 5) and the entity or member entities

⁸ Mini sites of the Triangular Cooperation Initiatives: <https://www.adelante2.eu/en/initiatives-list>

of the Partnership that assume the responsibility for providing, implementing and justifying it.

This financial contribution may be provided in cash, in-kind or a combination of both, depending on the possibilities and capacities of the Partnership member entities. Under no circumstances may it come from international development cooperation projects or programmes financed by the European Union.

In the final version of the implementation form, the actual provision of co-financing must be justified following the guidelines set out in the 'Manual of Procedures'.

As stated in Rule 1.5, the submission through the ADELANTE Extranet of the final version of the implementation form is understood to be validated by the legal representative of the coordinating entity, and is considered to be a declaration of responsibility or declaration of honour as to the accuracy of the amounts and all information related to the co-financing included in the implementation report.

4.3. Complementarity.

It is understood that the Initiatives (by their own nature, in terms of budget, time and scope) may be framed within broader projects, programmes or development processes. In fact, in many cases, this broader framework can provide significant added value in terms of impact and sustainability.

However, the budget of each Initiative must be adjusted to its scope, which is defined by the link between the objective, the intervention methodology and the activities planned.

In terms of the total financing of the Initiative, both the amount to be financed through the ADELANTE Window and the co-financing or financial contributions must be framed within the parameters established in the previous paragraph.

Rule 5. Eligible expenses.

5.1. Expense categories.

Only four expense categories are eligible:

- Logistics services.
- Transportation.
- Professional services.
- Human resources.

Under no circumstances shall the financing of any other expense category be considered, either by the ADELANTE Window or by the co-financing or financial contributions of the Partnership.

The expense category 'human resources' refers exclusively to human resources linked to Partnership member entities (coordinating entity or partner entities) and can only be financed through co-financing or a financial

contribution provided by the Partnership member entities. Under no circumstances will this expense category be considered for human resources that are not linked to the Partnership entities or funded by the ADELANTE Window.

5.2. Budget items.

Each of these expense categories includes one or more budget items.

- Logistics services: meeting rooms, catering, translation and interpretation, communication and visibility products, virtual or hybrid event production services, civil liability insurance and other services oriented towards the celebration of events.
- Transportation: local transportation, international transportation and per diem.
- Professional services: fees of independent professionals not affiliated with the Partnership member entities.
- Human resources: contributions to the salaries or wages of professionals affiliated with the Partnership member entities.

5.3. Procedures.

Each expense category has its own procedure.

The 'Manual of Procedures' and the 'Manual for Implementation and Management' of the ADELANTE Window, which outlines the specific procedures for each of the expense categories and the responsibilities of the actors involved in managing the corresponding budget items, will be available to the Partnerships upon registration on the ADELANTE Extranet and prior to access to the concept note form.

These procedures and responsibilities are mandatory for all parties involved throughout the lifecycle of the Initiative.

Rule 6. Activities.

6.1. Types of activity.

Based on the provisions of Rule 5, the ADELANTE Window only provides for the implementation of activities that can be fully organised, implemented and financed through the four aforementioned expense categories, without considering any additional expense categories under any circumstances.

From that point of view, the following eight types of activities are established, organised into four main groups:

- Events: workshops, seminars, congresses.
- Missions: consultancies, study visits, internships.
- Research and analysis: studies.
- Training: courses.

No other type of activity is foreseen under any circumstances. The activities related to coordination and management will not be considered activities of the Initiative, nor shall the operations of any of the member entities of the Partnership or the collaborating entities be considered as such.

6.2. Definition of each type of activity.

Events.

A **workshop** is an 'internal' working meeting, oriented towards the objectives of the Initiative, with the participation of a) representatives of member entities of the Partnership, and b) representatives of the collaborating entities. As a minimum, the workshops should include the minutes of the work outcomes as a product.

A **seminar** is understood as a work meeting 'by invitation only', oriented towards the objectives of the Initiative, with the participation of a) representatives of the member entities of the Partnership, b) representatives of the collaborating entities, and c) other specifically invited participants, with different possible roles: speakers, commentators, rapporteurs, facilitators and assistants, among others. As a minimum, the seminars should include the minutes containing the work outcomes and a document of conclusions/findings as a product.

A **congress** is defined as an 'open' working meeting, oriented towards the objectives of the Initiative, with the participation of a) representatives of the member entities of the Partnership, b) representatives of the collaborating entities, c) other specifically invited participants, and d) the general public, who are typically specialists. As a minimum, the congresses should include the minutes containing the work outcomes as a product, along with a document of conclusions/findings, and reports on the key presentations or papers.

Missions.

A **consultancy** is a service provided by one or more recognised experts, from one or more of the ADELANTE Countries, not affiliated in any way with the Partnership's member entities, in order to offer solutions that contribute to the objectives of the Initiative. In cases where this requires travel, it may only be made to one or more of the countries of origin of the Partnership's member entities. As a minimum, these should include the final report of the consultancy and the products developed during the consultancy.

A **study visit** is a short-term visit, oriented towards the objectives of the Initiative, by one or more representatives of the member entities of the Partnership to one of the countries of the other member entities or collaborating entities (provided they are from an ADELANTE country). As a minimum, the final report of the visit should be included as a product.

An **internship** is defined as a short or medium-term stay, oriented towards the objectives of the Initiative, of one or several

representatives of the member entities of the Partnership in another member entity of the Partnership, or one of the collaborating entities (provided they are from an ADELANTE country). As a minimum, the final report of the internship should be included as a product.

Research and analysis:

A **study** is a research exercise or analysis, oriented towards the objectives of the Initiative, carried out by one of the member entities of the Partnership, or by one of the collaborating entities, or by other entities of renowned prestige (provided they are from an ADELANTE country). As a minimum, the final version of the study should be included as a product.

Training:

A **course** is understood as the participation (face-to-face) or the follow-up (online) of representatives of the member entities of the Partnership in a training course of renowned prestige, preferably accredited; oriented towards the objectives of the Initiative, and conducted by one of the Partnership member entities or by one of the collaborating entities, or by other renowned entities (provided they are from an ADELANTE country). As a minimum, the product should include a final report, an assessment by all participants and by the Partnership, and an assessment by the entity that delivered the course.

Within this type of activity, the possibility of designing and organising a newly created training course is also envisaged; oriented towards the objectives of the Initiative, and also open to third parties, provided they are from an ADELANTE country.

6.3. Combination of types of activities and number of activities.

Each Initiative will consist of as many activities as are deemed necessary to fulfil the objectives. There is no limitation on the number or type of activities.

Rule 7. Place of implementation of the activities.

The activities of the Initiatives will take place in:

- **Workshops, seminars and congresses:** One of the countries of origin of the member entities of the Triangular Cooperation Partnership. The activities (preparatory meetings, parallel sessions or feedback sessions, among others) are not expected to be held, either partially or fully, in any other country.
- **Consultancies:** One or more of the countries of origin of the member entities of the Triangular Cooperation Partnership. They are not expected to be carried out, in whole or in part, in any other country.
- **Study visits and internships:** One or more of the countries of origin of the member entities of the Triangular Cooperation Partnership or the collaborating entities (provided they are from an ADELANTE country).

- **Studies:** These are understood as an essentially 'home based' activity, so the place of implementation of the research or analysis exercise is not relevant. In cases where this requires travel, it may only be made to one or more of the countries of origin of the Partnership member entities.
- **Courses involving face-to-face participation, both existing and newly created courses:** One or more of the countries of origin of the Partnership member entities or of the collaborating entities, or of other entities of recognised prestige (provided that they are from an ADELANTE country).

Rule 8. Geographical approach.

The ADELANTE Window and the Triangular Cooperation Initiatives do not correspond to the concept of 'direct intervention in a given territory', as is the case in other types of international development cooperation interventions.

As they are defined by Triangular Cooperation as a modality, they are aimed at sharing, harnessing, generating and applying knowledge (item A.4.b).

Therefore, the geographical focus of the Initiatives is not determined by the 'place of direct intervention' but by the combination of a number of criteria that stem from Rule 1 and Rule 7, and by applying the provisions of the Practical Guide to contract procedures for EU external actions (PRAG), in its Final Provision 3:

- The nationality of Partnership member entities (Rule 1).
- The location of the activities of the Initiatives (Rule 7).
- The nationality of professionals to be contracted for the activities of the Initiatives (PRAG - Final Provision 3).
- The nationality of the entities to be contracted for logistics and transport services within the framework of the activities of the Initiatives (PRAG - Final Provision 3).

The following table presents a summary of these concepts:

ACTIVITY	LOCATION	NATIONALITY OF THE CONTRACTED PROFESSIONALS	NATIONALITY OF ENTITIES TO CONTRACT / LOGISTICS AND TRANSPORT SERVICES
Workshop	Countries of origin of the Partnership member entities	-	ADELANTE Countries
Seminar	Countries of origin of the Partnership member entities	-	
Congress	Countries of origin of the Partnership member entities	-	
Consultancy	Countries of origin of the Partnership member entities	ADELANTE Countries ⁹	
Study visit	Countries of origin of the Partnership member entities Countries of origin of the collaborating entities of the Partnership (ADELANTE Countries only)	-	
Internship	Countries of origin of the Partnership member entities Countries of origin of the collaborating entities of the Partnership (ADELANTE Countries only)	-	
Study	In the case of missions: Countries of origin of the Partnership member entities	-	
Course	Countries of origin of the Partnership member entities Countries of origin of the collaborating entities of the Partnership (ADELANTE Countries only) Countries of origin of renowned organisations (ADELANTE Countries only)	-	

⁹ In cases where it is considered necessary to hire professionals in the framework of other activities, this will be considered as a ‘consultancy’ and will apply the same nationality requirement.

In any event, no country or group of countries is considered a priority in any of the criteria established in the preceding paragraph.

The Specific rules of a given annual Window may establish priority criteria or, in highly exceptional cases, exclusion criteria for certain countries.

Rule 9. Beneficiaries.

All Triangular Cooperation Initiatives should always include at least three categories of Beneficiaries.

9.1. Based on the Triangular Cooperation Roles. Beneficiary entities.

All Partnership member entities that take on the role of Beneficiaries, in accordance with the roles in Triangular Cooperation.

When reference is made to 'Beneficiary countries' in the ADELANTE Window, this refers to the nationalities of these entities.

As previously indicated, the Triangular Cooperation roles are likely to be modified over the lifetime of an Initiative. In addition, in a Triangular Cooperation Partnership, all member entities contribute and benefit from it. However, the ADELANTE Window attaches great importance to each of these roles being clearly defined and effectively assumed by each of the partners from the outset. Therefore, only those entities that are indicated in the concept note and that are called upon to effectively assume such a role will be considered as Beneficiary entities.

9.2. Based on the activities of the Initiative. Direct beneficiaries.

All persons (natural persons) participating in the activities of the Initiatives.

9.3. Based on the application of the knowledge generated. Final beneficiaries.

Persons or groups of persons (natural persons) who will benefit from a development process, enabled by applying the knowledge generated.

Natural or legal persons under contract to provide a service within the Initiative (renowned professionals for consultancies, researchers and analysts for studies, etc.) will not be considered Beneficiaries for any purpose.

Detailed information on the first two categories of Beneficiaries should be provided during the Initiative formulation process.

Information on the first two categories should be confirmed during the justification process, and information on the third category should be provided.

The ex post follow-up report should update the information on the third one.

Rule 10. Duration and start of the implementation period.

10.1. Minimum and maximum duration of the implementation period.

The minimum and maximum duration of the implementation period of the Initiatives funded through the relevant annual Window shall be indicated in the Specific rules for each annual Window.

10.2. Start of the implementation period.

The starting date of the implementation period of each Initiative will be expressly indicated by the Partnership in the final formulation, according to the intervention methodology and action plan of the Initiative, and will be confirmed in the 'Note of approval of the final formulation'.

In any case, it will be established within the 60 calendar days¹⁰ following notification of the approval of the final formulation.

Rule 11. Modus operandi.

The funding provided by the ADELANTE Window for an Initiative will be available and can be implemented starting on the first day of the implementation period (in each case, complying with the provisions of the aforementioned 'Manual of Procedures').

For the sake of agility and flexibility, as well as a rapid response approach, the funds allocated by the ADELANTE Window will be entirely managed by the ADELANTE Team, without any possibility of transferring all or part of these funds to any of the Partnership member entities.

This process, which involves the logistical coordination and direct contracting of logistics services, professional services and transportation associated with the activities, will be carried out in full coordination with the coordinating entity and in coherence with the objectives, the methodology of intervention and the action plan of the Initiative.

In turn, the coordinating entity will be responsible for managing the co-financing or financial contributions, in coordination with the Partnership member entities and the ADELANTE Team, and in line with the objectives of the Initiative.

This modus operandi excludes the need for the coordinating entity or the Partnership to provide a guarantee or similar instrument.

Likewise, this modus operandi also excludes the need for the coordinating entity or the Partnership to be financially audited for the funding received for the Initiative.

Regulation (EU) N° 1407/2013 on de minimis state aid is also excluded within this scope.

¹⁰ A calendar day is understood as any of the 365 days of the year, therefore weekend days and public holidays are included.

Rule 12. Unforeseen circumstances and modifications.

In cases in which unforeseen, objective and exceptional circumstances arise during the implementation of the Initiative, which alter or hinder its execution, the Partnership may request modifications to the original plan.

In the event of changes to the budget and duration of the Initiative due to unforeseen circumstances, a maximum deviation limit of 15% of the funding of the ADELANTE Window or of the initially planned duration is established.

Requests for modifications due to unforeseen circumstances must be justified and formally addressed to the ADELANTE Team for further consideration by DG INTPA.

All decisions of DG INTPA in relation to modification requests shall be justified and communicated in due form via the ADELANTE Extranet and by e-mail. There will be no opportunity to respond to the decisions made by DG INTPA.

Rule 13. Evaluation and auditing.

13.1. Evaluation.

As set out in item A.5.b, 'evaluation' is not considered a specific phase within the management cycle of the Initiatives.

However, it is possible that the ADELANTE Window or DG INTPA may decide to evaluate an Initiative on a case-by-case basis, either at the end of its implementation period or at a later date.

It is also possible to carry out evaluations or similar exercises, such as Results-Oriented Monitoring (ROM), as well as specific research or analysis of certain annual Windows, the ADELANTE Window or ADELANTE 2 as a whole.

As these exercises are always carried out using a two-fold approach (development approach and Triangular Cooperation's value-added approach), they will have greater complexity than the traditional evaluations, monitoring, research and analysis.

These activities may require a special effort or contribution from the coordinating entity or the Partnership as a whole, who will be obliged to comply with whatever may be required of them by the ADELANTE Team.

13.2. Auditing.

Given the modus operandi set out in Rule 11, the coordinating entity or the Partnership are excluded from having to participate in a financial audit for the Initiative.

In any case, in the event that DG INTPA decides to carry out an audit of the ADELANTE Window or ADELANTE 2, the coordinating entity and the Partnership are under the obligation to do whatever may be required of them by DG INTPA.

Rule 14. Working language.

The working languages of the ADELANTE Window and therefore the ADELANTE Extranet are Spanish and English; however, certain reference documents, such as these Guidelines, may also be published in Portuguese (Final Provision 2).

The selection of the working language for each Initiative is the responsibility of the person in charge of the Initiative within the coordinating entity (Rule 1.5) and will take place after registration on the ADELANTE Extranet, and before accessing the concept note form.

The language selection implies that all ADELANTE Extranet content for that Initiative will be displayed in the selected language, and that all information provided by the Partnership must also be in that same language throughout the cycle.

The language selected will also be the working language during meetings with the ADELANTE Team, as well as for any additional communications outside the ADELANTE Extranet.

Rule 15. Visibility.

Effective communication on the Triangular Cooperation Initiatives will help raise awareness of the European Union's external policies and actions, in its role as a global player. At the same time, it provides European citizens, as well as those of partner countries, with accountability and transparency in the use of European Union funds.

The Partnership member entities, under the responsibility and coordination of the coordinating entity, agree to disseminate the products developed, the objectives reached and the impacts achieved by mobilising all available resources and means, whether their own or those of third parties, to ensure optimal visibility of the Initiative and to reach the broadest possible audience in the region, in compliance with the requirements of the Communication and Visibility Manual for EU External Actions¹¹ and the ADELANTE Window Manual of Procedures.

Within the framework of the activities of the Initiative, the elements of visibility must take into account the visual identities of ADELANTE 2 and those of the Partnership member entities, excluding any other, regardless of the potential affiliation with the Partnership or with one of its member entities.

Final provision 1. Ethical clauses.

In accordance with the provisions applicable to DG INTPA funding procedures, Annex 2 of these Guidelines details the ethics clause and code of conduct that will apply throughout the management cycle of Triangular Cooperation Initiatives under the ADELANTE Window.

¹¹ Communication and Visibility Manual for EU External Actions: https://ec.europa.eu/international-partnerships/system/files/communication-visibility-requirements-2018_en.pdf

Final provision 2. Discrepancies.

These Guidelines are published in English, Portuguese and Spanish. In case of possible discrepancies between the versions in different languages, the Spanish version will take precedence.

In the event of possible discrepancies between these Guidelines and the Specific rules, the provisions of the Specific rules shall take precedence.

Final provision 3. Practical guide.

In all matters not covered by these Guidelines, the [Practical Guide to contract procedures for EC external actions \(PRAG\)](#)¹² shall apply.

Final provision 4. Data protection.

In terms of data protection, [Regulation \(EU\) 2016/679 of the European Parliament and of the Council, of 27 April 2016](#)¹³, on the protection of individuals with regard to the processing of personal data and on the free movement of such data shall apply.

¹² Practical Guide to contract procedures for EC external actions (PRAG): <https://wikis.ec.europa.eu/display/ExactExternalWiki/ePRAG>

¹³ Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016: <https://eur-lex.europa.eu/legal-content/EN/ALL/?uri=CELEX%3A32016R0679>

ANNEX 0
Substantial amendments
Guidelines for applicants, version 1 and version 2

ANNEX 0

Substantial amendments Guidelines for applicants, version 1 and version 2

Item A.4. Triangular Cooperation Partnerships. Triangular Cooperation Initiatives.

A.4.b. Triangular Cooperation Initiatives.

Paragraph added in Version 2 - March 2022:

The Initiatives are based on the premise of harnessing the knowledge and expertise of the Partnership's member entities, in order to generate new knowledge that can be applied to respond effectively to a development challenge. Ideally, this new knowledge is collected and systematised through models or prototypes that facilitate its practical application, especially when pilot experiences or similar experiences have taken place. This logic in itself results in the capacity building of the entities and of the Partnership itself, which is one of the first elements of added value of Triangular Cooperation, in addition to fostering the creation of specialised networks with a broader scope than the Partnership on its own.

Item A.5. Management cycle of Triangular Cooperation Initiatives.

A.5.b. Management cycle.

Paragraph added in Version 2 - March 2022:

The corresponding deadlines will be set out in the Specific rules of each annual Window.

New approach to 'Phase 3. Implementation' in Version 2 - March 2022:

Phase 3. Implementation.

12. Celebrate the **official kick-off meeting of the Initiative online**.
13. Complete the **implementation form** and update it regularly throughout the implementation period of the Initiative, in accordance with the provisions of the 'Manual of Procedures' and the 'Manual for Implementation and Management' (Rule 5.3).
14. Carry out activities jointly with the **ADELANTE Team (Rule 11)** and hold the **official mid-term meeting as well as regular 'quality management meetings' and 'strategic meetings'**.
15. Fill out the **final version of the implementation form**.

16. Celebrate the **official closing meeting of the Initiative online**.
17. Submit the final version of the implementation form.
18. Receive notification of approval of the final version of the implementation form, which concludes the implementation of the Initiative.

A.5.c. Assessment.

New 'exclusion' criterion for the assessment of Triangular Cooperation Initiatives' added in Version 2 - March 2022:

In cases where the Initiative presented may be considered a second phase or spin-off of an Initiative co-financed in a previous edition of the ADELANTE Window: they must incorporate clearly differentiating and improved elements (such as the reinforcement of alignment with Triangular Cooperation, the evolution of the approach, among others).

A.5.e. ADELANTE Team.

Paragraph added in Version 2 - March 2022:

It is through the ADELANTE Team, and thanks to its knowledge and expertise, that the European Union's participation in the Partnership is made effective, with a role comparable to that of a Second provider (Rule 1.6).

Rule 1. Requirements of Triangular Cooperation Partnerships.

1.5. Function of the entities.

New terminology introduced in Version 2 - March 2022:

For 'applicant entity': 'coordinating entity'.

For 'co-applicant entity': 'partner entity'.

For 'participant entity': 'collaborating entity'.

1.7. Grounds for exclusion of the Partnerships.

Paragraph added in Version 2 - March 2022:

In addition to these grounds for exclusion, other grounds for exclusion will be those established by the relevant Specific rules, in particular those related to the performance of the Partnerships as a whole, or of any of their member entities in the framework of previous annual Windows.

Rule 5. Eligible expenses.

5.1. Expense categories.

New expense category ('human resources'), with corresponding rules, introduced in Version 2 - March 2022:

- *Human resources.*

...

The expense category 'human resources' refers exclusively to human resources linked to Partnership member entities (coordinating entity or partner entities) and can only be financed through co-financing or a financial contribution provided by the Partnership member entities. Under no circumstances will this expense category be considered for human resources that are not linked to the Partnership entities or funded by the ADELANTE Window.

5.2. Budget items.

New definition of the budget item 'fees' in Version 2 - March 2022.

- *Professional services: fees of independent professionals not affiliated with the Partnership member entities.*

New budget item 'salaries or wages', introduced in Version 2 - March 2022:

- *Human resources: contributions to the salaries or wages of professionals affiliated with the Partnership member entities.*

Rule 10. Duration and start of the implementation period.

10.2. Start of the implementation period.

New approach to 'start of implementation period' in Version 2 - March 2022:

The starting date of the implementation period of each Initiative will be expressly indicated by the Partnership in the final formulation, according to the intervention methodology and action plan of the Initiative, and will be confirmed in the 'Note of approval of the final formulation'.

In any case, it will be established within the 60 calendar days¹⁴ following notification of the approval of the final formulation.

Rule 12. Unforeseen circumstances and modifications.

New approach to 'unforeseen circumstances and modifications' in Version 2 - March 2022:

In the event of changes to the budget and duration of the Initiative due to unforeseen circumstances, a maximum deviation limit of 15% of the funding of the ADELANTE Window or of the initially planned duration is established.

¹⁴ A calendar day is understood as any of the 365 days of the year, therefore weekend days and public holidays are included.

ANNEX 1

Priorities of the European Union

A Geopolitical Commission: a Stronger Europe in the World

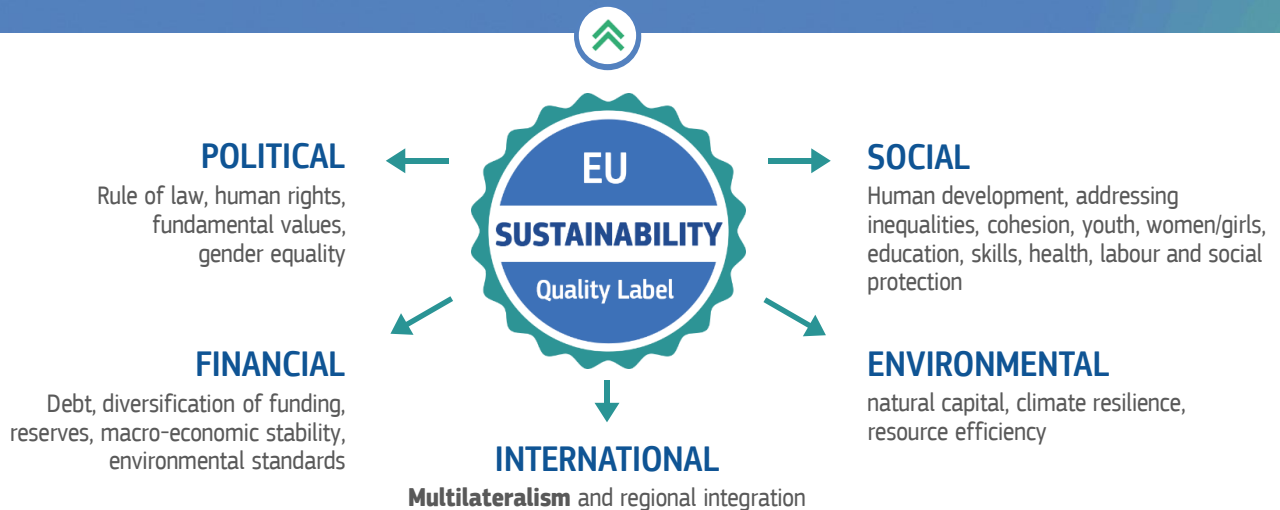
INTERNATIONAL PARTNERSHIPS

Objectives **SDGs, Paris Agreement, Poverty Eradication, Addressing Inequalities by Building Inclusive and Sustainable Societies**

<p>Green Alliances and Partnerships</p> <ul style="list-style-type: none"> • Low-carbon and circular economy • Biodiversity and Forests • Green and smart cities • Sustainable energy • Sustainable food systems including nutrition • Water and Oceans • Pollution • Sustainable industry/value chains and green mobility 	<p>Alliances for Science, Technology and Innovation, and Digital</p> <ul style="list-style-type: none"> • Responsible Digitalisation: regulatory frameworks and connectivity, including key enabling infrastructure such as power, broadband • Digital skills and entrepreneurship • E-services, including e-governance • Data protection 	<p>Alliances for Sustainable Growth and Jobs</p> <ul style="list-style-type: none"> • Sustainable finance • Investment and de-risking, including key enabling infrastructure • Creation of decent jobs • Education and skills • Business environment and investment climate • Regional economic integration, trade and connectivity 	<p>Migration Partnerships</p> <ul style="list-style-type: none"> • Root causes of irregular migration and forced displacement, including development benefits of migration • Migration management, including border management, return, readmission and sustainable reintegration, and legal pathways • Durable solutions for refugees 	<p>Governance, Peace and Security, Human Development</p> <ul style="list-style-type: none"> • Human rights, democracy, fundamental values • Rule of law and accountability • Conflict prevention, sustaining peace and building resilience • Fight against terrorism and organised crime • Human development
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WOMEN AND YOUTH

EDUCATION AND SKILLS



Partners

- **Team Europe**
- National authorities
- Local authorities
- Civil Society, including Youth Organisations
- Financial institutions
- Private Sector

Methods of Implementation

- Innovative financing
- Budget support
- Projects
- Twinning
- Technical assistance

ANNEX 2

Ethics clauses

ANNEX 2

Ethics clauses

Clause 1. During the pre-formulation and formulation phases. Fight against bribery and corruption.

In compliance with applicable anti-bribery and anti-corruption legislation, regulations and codes of conduct, any attempt by a member entity of a Partnership to obtain confidential information, to make illicit agreements with other entities, or to influence the lead assessor or other persons involved in the management cycle of the Initiatives, will result in exclusion from the Initiative, and may lead to the application of administrative sanctions in accordance with the legislation in force.

Clause 2. During the implementation phase. Respect for human rights, core labour standards, and the principles of gender equality and non-discrimination, as well as compliance with environmental legislation.

Member entities of the Partnership and their respective staff must respect human rights at all times, in accordance with international standards and principles, the applicable core labour standards as defined in the relevant International Labour Organization conventions, and the principles of gender equality and non-discrimination. With regard to sexual exploitation and abuse, the European Commission has a 'zero tolerance' policy.

Member entities of the Partnership and their respective staff shall also comply with the environmental legislation of the countries in which the activities are implemented, as well as compliance with the established multilateral environmental agreements. Under no circumstances may the Initiatives cause irreversible environmental impacts or adversely affect areas of high biodiversity conservation value. It is suggested that Initiatives include the possibility of calculating, reducing and offsetting the generation of greenhouse gases.

In general terms, Initiatives must not be affiliated with any type of illegal activity.

DG INTPA reserves the right to suspend or cancel the funding of an Initiative if practices are discovered that violate the provisions of this Clause.

Clause 3. During the implementation phase.

Prevention of extraordinary business expenses.

'Extraordinary business expense' means any payment that does not result from a validly formalised contract, and which does not constitute the financial contributions of a legitimate and effectively rendered service.

Member entities of the Partnerships and their respective staff may not, under any circumstances, make such payments within the framework of the Initiatives.

DG INTPA reserves the right to suspend or cancel the funding of an Initiative if practices are discovered that violate the provisions of this Clause.

ANNEX 3

Knowledge Management Approach

ANNEX 3

Knowledge Management Approach

Introduction:

Triangular Cooperation is, in itself, an excellent source of knowledge. On the one hand, this is because of the wealth of knowledge that is shared between the different partners and that is valued to respond to development challenges. On the other hand, it is a result of the learning that is generated, thanks to the broad variety and originality of the horizontal relationships that are established within the framework of the Partnerships, as well as the diversity and complexity of the activities carried out; with their corresponding planning, implementation and evaluation processes, which present a challenge in terms of managing these.

The ADELANTE Window pays special attention to the possibility of systematising and harnessing the knowledge and learning generated within the framework of the Initiatives, under the conviction that this exercise is, in itself, an important and effective contribution to:

- The quality of the Initiatives themselves.
- The quality of other similar Initiatives, both within the framework of the ADELANTE Window and third parties.
- Capacity strengthening among the teams and entities involved in each case.
- The debate on establishing Triangular Cooperation itself as a modality.

Areas of knowledge of the ADELANTE Window:

Based on the above, it is clear that within the framework of the ADELANTE Window, two areas of knowledge converge:

Knowledge that is shared and valued among the different partners to respond to development challenges.

This knowledge is closely linked to the Triangular Cooperation modality. In reference to the definition adopted within the ADELANTE Window:

Triangular Cooperation is a horizontal and partnership-centred modality, in which the complementary knowledge and experience of the different partners, as well as their resources, are harnessed to jointly create solutions that respond to development challenges.

This knowledge generated by the Partnerships and the Initiatives is vital and is included in the pre-formulation and formulation documents (*Latin American or Caribbean knowledge to be used, European knowledge to be used, new knowledge to be generated, the expected application of the new knowledge, expected leaps in the scale and contribution to development challenges*), as it is

a key element for the approach of the Initiative and, where appropriate, its subsequent approval.

Special attention is also paid to this aspect, both throughout the Initiative's implementation and in the following years.

Learning that is generated as a result of the horizontal relationships established between the members of the Partnerships, and the activities carried out within the framework of the Initiatives.

This knowledge is linked to relationships and to processes, and is often captured in the form of 'lessons learnt'.

Lessons learnt:

Definition.

The ADELANTE Window understands lessons learnt as:

Experiences arising from events throughout the development of the Initiatives, which have provided useful learning opportunities to share and replicate.

These experiences might take place in any of the phases of the Initiative (from its pre-formulation to what is known as the ex post phase), and may be experiences that should be 'replicated' or in other cases, 'avoided'.

To identify the lessons learnt, it is often useful to start with the following questions:

- What happened?
- In terms of what has happened:
 - what have we done well (or very well)?
 - what could we have done better?
- What have we learnt?

Systematisation.

As established in Rule 3.2 of these Guidelines, *the Initiatives should ensure the systematisation of the 'lessons learnt' that are generated during implementation.*

For this purpose, the ADELANTE Extranet offers the possibility of carrying out this exercise from the very moment of approval of the final formulation, providing a model 'piece of knowledge' that will be permanently available, even after concluding the implementation period.

Model piece of knowledge - Lesson learnt:

Knowledge management

15 Lesson learnt

Title*:

Type*: Experience to replicate ▼

Moment when it was generated in the initiative*: Pre-formulación ▼

Description of the event that gave rise to the lesson learnt* *i*

Description of the decisions made (experience) as a result of the occurrence* *i*

Learning derived from the decisions made* *i*

Opportunities for improvement* *i*


This knowledge is useful for*:

Making better use of knowledge to address development challenges. ▼

Country or countries of reference*:

Actors involved*: Partnership entities ▼

Keywords* *i*

 Add another lesson learnt

SAVE

Minisite of the Initiatives

All the pieces of knowledge generated within the framework of an Initiative will become part of its respective 'minisite'.

This minisite will be gradually built upon throughout the cycle of each Initiative. In the first stage, coinciding with the implementation period, it will contain information on the Partnership (background, member entities, development challenge that unites them, etc.) and the Initiative itself (objective, expected knowledge triangulation, sectoral approach, geographical focus, intervention methodology, direct beneficiaries, budget, etc.). In a second stage, after the implementation period, it will collect information on the impact (on each of the member entities, on the Partnership itself and on its surroundings), together with all the pieces of knowledge generated during implementation, to which will be added those generated over the following years.

These minisites will be permanently available on the ADELANTE 2 website and can be consulted by all interested parties.

Dissemination.

Finally, as also indicated in Rule 3.2, in addition to its permanent dissemination on the ADELANTE 2 website, the possibility of disseminating the minisites is foreseen, especially for use by third parties, through specialised, regional and global knowledge banks and repositories, following the successful experience of the first phase of ADELANTE.

Examples of knowledge banks and repositories specialised in Triangular Cooperation can be found on the following sites:

- [South-South Galaxy](#), United Nations Office for South-South Cooperation (UNOSSC)¹⁵
- [Ibero-American Integrated Data System on South-South and Triangular Cooperation \(SIDICSS\)](#), of the Ibero-American General Secretariat (SEGIB)¹⁶
- [Repository of Triangular Cooperation Projects](#), of the Organisation for Economic Co-operation and Development (OECD)¹⁷

¹⁵ South-South Galaxy: <https://www.unsouthsouth.org/south-south-galaxy/>

¹⁶ Ibero-American Integrated Data System on South-South and Triangular Cooperation (SIDICSS): <https://informesursur.org/en/>

¹⁷ Repository of Triangular Cooperation Projects: <https://www.oecd.org/dac/dac-global-relations/triangular-co-operation-repository.htm>

ADELANTE Team

The ADELANTE Team will be permanently available to the Partnerships to support the application of the Knowledge Management Approach.

Specific support sessions or workshops are envisaged for the identification and systematisation of the main lessons learnt, and for the formulation of the corresponding pieces of knowledge. In addition, in the event that any Partnership requires it, specific training sessions or training in the Knowledge Management Approach in a broad sense may be provided, which will be accompanied by didactic reference materials.

At the same time, the ADELANTE Team will also be attentive and available to the Initiatives, when 'good practices' are observed (understood as *ways of doing things that have generated positive results, and whose application in other Initiatives will certainly provide the same outcome*), as well as 'success stories' (understood as *highly relevant achievements that can create a narrative, highlighting the key factors that led to their achievement*). In these cases, particular pieces of knowledge can be generated.

Through a cross-cutting approach, the ADELANTE Team will continuously follow up on the lessons learnt generated by all the Initiatives, with the aim of identifying particularly relevant aspects (either because of the recurrence of the issues, or because of the potentially high impact on other similar Initiatives, or because of their potential for replication, etc.); therefore, generating pieces of knowledge based on the experiences and lessons learnt from the ADELANTE Window as a whole.

To this end, a 'pause for learning and reflection' will be organised on a regular basis, to which all Initiatives, both ongoing and completed, will be invited in order to share relevant experiences and lessons learnt.

ANNEX 4

Promoting the Human Rights Based Approach and the effective mainstreaming of cross-cutting issues in Triangular Cooperation Initiatives

ANNEX 4

Promoting the Human Rights Based Approach and the effective mainstreaming of cross-cutting issues in Triangular Cooperation Initiatives - TOOLKIT -

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Accountability and rule of law for all
Transparency and access to information supported by
disaggregated data

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Why is environment and climate change mainstreaming necessary?

PART TWO

Guidelines for promoting the Human Rights-Based Approach and
effectively incorporating cross-cutting approaches

Introduction.

Within the framework of the ADELANTE Triangular Cooperation Window European Union - Latin America and the Caribbean (ADELANTE Window), the Triangular Cooperation Partnerships (Partnerships) and the Triangular Cooperation Initiatives (Initiatives) implemented by the former will play a key role in promoting sustainable and inclusive development, through a threefold approach: economic, political and social.

This enhanced, key role in promoting sustainable development is based on two factors that are closely linked to the Triangular Cooperation modality:

- **Horizontal collaboration between all partners** within the framework of the Partnerships, with a strong potential for capacity building of the individuals and institutions involved.
- **The exchange and harnessing of knowledge and experiences** within the framework of the Initiatives, with a strong potential for development impact and scaling-up.

However, this advancement is only possible in all of its dimensions if the member entities of the Partnerships incorporate a Human Rights Based Approach and apply gender and environmental mainstreaming from the beginning, as well as throughout the entire management cycle of the Initiatives.

This process is not a straightforward exercise, and to this end, the Toolkit aims to contribute through a twofold strategy:

- **Through a theoretical introduction and a brief reflection on each of the approaches**, in order to facilitate general understanding of these and their connection to the ADELANTE Window.
- **With a series of guiding questions** that link the approaches with the different aspects of the Initiatives, in order to facilitate their incorporation throughout the entire Initiative management cycle.

By referring to these as 'guiding questions,' the intention with which they have been formulated is clear. The aim is not to elaborate on all of these in detail. Instead, it involves providing a set of guiding questions, which seek to delve deeper into the theoretical introduction and reflection initiated in the first part of this document, and to help in the decision-making process for their effective inclusion in the proposal and throughout the entire life cycle. The aim is for the Initiatives to have a greater impact on people's lives and contribute to more sustainable and inclusive development.

In any case, although the questions are intended as a guidance, the Human Rights Based Approach and the cross-cutting issues must be included in the corresponding section of the concept note and the formulation of the Initiatives and will be a criterion, along with others, to be taken into account during the assessment of both documents.

More broadly, it is also understood that consideration of the guiding questions can contribute to the ownership and subsequent strengthening of all persons involved in the Initiatives, as well as the institutions to which they belong; with a view to future Triangular Cooperation Initiatives and any other development intervention, or similar Initiatives, with a strong potential for scaling up and replication.

The ADELANTE Team will accompany and support the Partnerships in this exercise throughout their management cycle.

PART ONE

The Human Rights Based Approach, encompassing all human rights.

The Human Rights Based Approach is a working methodology for the reduction of inequalities and poverty, which seeks to integrate human rights into all development interventions, in order to contribute to:



- Strengthening the capacities of individuals as **'rights holders'** so that they know, claim and enjoy their human rights.
- Developing the capacities of States and their institutions as **'duty bearers'**, since they are responsible for respecting, protecting and fulfilling human rights.
- Acknowledging the capacities of **civil society**, in particular in promoting a more fair, inclusive and equitable society.

The integration of a Human Rights Based Approach broadens the perspective through which social realities are observed.

In line with the commitments contained in [The European consensus on development](#)¹⁸, the Human Rights Based Approach is a benchmark methodology for the Directorate-General for International Partnerships (DG INTPA) which can be found in the updated toolbox [Applying the Human Rights Based Approach to international partnerships](#)¹⁹.

From the perspective of the Initiatives and based on this general framework, they will undoubtedly have a greater impact on people's lives and contribute to more sustainable and inclusive development if the following principles are applied:

Applying all human rights for all

This involves exploring and further developing the link with a specific human right or human rights in general, related to the aim of the Initiative.

¹⁸ The European consensus on development:
<https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=LEGISSUM:4301055&from=ES>

¹⁹ Applying the Human Rights Based Approach to international partnerships. An updated Toolbox for placing rights-holders at the centre of EU's Neighbourhood, Development and International Cooperation.
https://ec.europa.eu/international-partnerships/system/files/swd-2021-human-right-based-approach_en.pdf
Complementary online tools and resources developed by the European Commission and Member States can be found on the [EU International Partnerships Academy](https://webgate.ec.europa.eu/intpa-academy/) (<https://webgate.ec.europa.eu/intpa-academy/>).

To this end, it is recommended to consult the reports, concluding observations, recommendations and other relevant documents available at the [Office of the United Nations High Commissioner for Human Rights](#)²⁰, with special attention to those related to the participating countries in the Initiative and, in particular, the countries of the beneficiary entities. Other possible sources of information include institutions such as the Danish Institute for Human Rights, which offers highly useful tools, such as the [SDG - Human Rights Data Explorer](#)²¹, which provides insight into the interrelationship between the recommendations of international human rights mechanisms and the different SDGs. In turn, in order to measure progress in the implementation of international human rights standards and principles, it is recommended to consult the [Human Rights Indicators: A Guide to Measurement and Implementation](#)²², of the United Nations High Commissioner for Human Rights.

Meaningful and inclusive participation and access to decision-making

This involves promoting and guaranteeing active and quality participation of all people.

To this end, promoting participatory and inclusive processes is recommended within each of the participating entities, as a core part of the Partnerships and within the framework of each of the planned activities.

Non-discrimination and equality

This requires promoting and encouraging debate and reflection on how to eliminate various forms of discrimination, with a particular focus on gender equality and the inclusion of those people living in the most vulnerable situations.

To this end, fostering processes of debate and reflection is encouraged within each of the participating entities, as a core part of the Partnerships and within the framework of each of the planned activities. At the same time, it is important to avoid contributing to patterns and stereotypes that reinforce the various forms of discrimination. On the other hand, and also closely linked to the principle of participation, it is recommended to promote activities that incorporate gender equality and the potential diversity of participants, taking into account their specific needs, as appropriate. In particular, in line with the [Convention on the Rights of Persons with Disabilities](#)²³, it is suggested that special attention be given to ensuring that persons with any kind of disabilities have equal access to the services and benefits of each and every activity.

²⁰ Office of the United Nations High Commissioner for Human Rights:

<https://www.ohchr.org/EN/pages/home.aspx>

²¹ Danish Institute for Human Rights. SDG - Human Rights Data Explorer:

<https://www.humanrights.dk/business/tools/sdg-human-rights-data-explorer-0>

²² Human Rights Indicators: A Guide to Measurement and Implementation:

https://www.ohchr.org/sites/default/files/Documents/Publications/Human_rights_indicators_en.pdf

²³ Convention on the Rights of Persons with Disabilities:

<https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities/convention-on-the-rights-of-persons-with-disabilities-2.html>

Accountability and rule of law for all

This entails promoting and fostering evidence on the fulfillment of obligations by States and their institutions as well as on the integration of human rights and their real impact on people's lives and sustainable and inclusive development.

To this end, it is recommended to promote accountability mechanisms among the member entities of the Partnerships, between the entities and the beneficiaries, and between the Partnership and the European Union itself. Where relevant, these mechanisms will allow for the active and constructive participation of all people, in particular the voiceless, individually or through their representative organisations.

Transparency and access to information supported by disaggregated data

This requires that the relevant information be made accessible to all people.

To this end, it is suggested to promote accessible, transparent and effective information mechanisms in all processes, including evaluation, for the sake of a knowledge management as horizontal and inclusive as possible.

Do no harm. Finally, through a cross-cutting approach and in addition to the other principles, in accordance with the 'do no harm' principle, the member entities of the Partnership must avoid any unforeseen negative impact on human rights in the framework of the Initiatives, such as placing certain groups at a disadvantage or interfering with their right to participate, among others, and must take any measures deemed appropriate to avoid this, and if necessary, to restore the right that has been violated.

Why is gender mainstreaming necessary?

Because 'sustainable development without gender equality is neither development nor sustainable'²⁴ with the protection and promotion of the rights of women and girls being essential to ensure the effective application of a Human Rights Based Approach.

It is therefore vital for all development interventions to be formulated by incorporating this perspective, in order to contribute to social change and support development processes that promote and reinforce the effective empowerment of women in all their diversity and at all levels: economic, social and political.



²⁴ <https://www.cepal.org/en/comunicados/sin-igualdad-genero-se-alcanzara-desarrollo-sostenible>

In particular, and in accordance with the [EU Gender Action Plan III \(2021-2025\)](#)²⁵, each and every development intervention, including those funded under the ADELANTE Window, must promote, together with the human rights based and intersectionality approaches, a gender transformative approach that 'examines, challenges and changes rigid gender norms, and reshapes unequal power relations that put women and girls at a disadvantage and cause discrimination in societies.'

It should also aim to contribute to the capacity building of civil society organisations and local communities to uphold women's rights, with a special focus on feminist and women's rights organisations.

Moreover, all interventions will address the intersectionality of gender with other forms of discrimination, in order to work towards leaving no one behind. According to Article 10 of the Treaty on the Functioning of the European Union, 'in defining and implementing its policies and activities, the European Union shall aim to combat discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation'.

From the perspective of the Initiatives, as with all external projects and programmes funded by the EU, the following criteria must be taken into account, in accordance with the Gender Action Plan III:

- Use a **gender analysis**, both in terms of the geographical context and the issues addressed, in order to ensure that the various Initiatives are contributing to gender equality and the empowerment of girls and women.

Gender analyses carried out by the relevant European Union Delegations or by the cooperation offices of the Member States' cooperation agencies may be used, as well as by the 'gender equality mechanisms' in each country and the national reviews of the implementation of the [Beijing Declaration and Platform for Action](#)²⁶.

- Apply a **monitoring and evaluation system** in place that includes gender indicators and indicators disaggregated by sex and age.

The following tools are considered particularly useful for the inclusion of gender indicators:

[Objectives and Indicators to frame the implementation of the Gender Action Plan III](#)²⁷

[The United Nations Minimum Set of Gender Indicators](#)²⁸, of the United Nations - Inter-agency and Expert Group on Gender Statistics.

[Tool Kit on Gender Equality Results and Indicators](#)²⁹, of the Asian Development Bank and the Australian Aid Agency.

²⁵ EU Gender Action Plan III (2021-2025):

https://ec.europa.eu/international-partnerships/topics/empowering-women-and-girls_en#header-5139

²⁶ Beijing Declaration and Platform for Action:

<https://www.unwomen.org/en/csw/csw64-2020/preparations>

²⁷ SWD(2020) 284 final - Objectives and Indicators to frame the implementation of the Gender Action Plan III:

https://ec.europa.eu/international-partnerships/system/files/swd-2020-284-objectives-indicators-gap-iii_en.pdf

²⁸ The United Nations Minimum Set of Gender Indicators:

<https://gender-data-hub-2-undesahub.arcgis.com/>

²⁹ Tool Kit on Gender Equality Results and Indicators:

[Guide to Mainstreaming the Gender Approach](#)³⁰, of the Spanish Agency for International Development Cooperation.

- Provide a **robust justification** when it is deemed that the gender approach is not relevant within the framework of an Initiative.

All these elements can be recorded in the management cycle forms of the Initiative.

The **ADELANTE Team** may conduct **specific training** on gender mainstreaming, oriented towards both the Initiative and capacity building of the entities themselves. For this purpose, the European Commission's training courses will be used as a reference, available at the [EU international Partnerships Academy](#)³¹, specifically its 'Online course on gender mainstreaming.' The materials found in the section 'Resource Package on Gender Mainstreaming in EU Development Cooperation' will also be used, which contain thematic fact sheets on how to mainstream gender in various areas.

Lastly, and beyond gender mainstreaming, the Initiatives may aim to address, **from a sectoral perspective**, some of the issues included in the priorities and objectives of the aforementioned EU Gender Action Plan III (2021-2025): 1.- Ensuring freedom from all forms of gender-based violence. 2.- Promoting sexual and reproductive health and rights. 3.- Strengthening economic and social rights and empowering girls and women. 4.- Advancing equal participation and leadership. 5.- Integrating the women, peace and security agenda. 6.- Addressing the challenges and harnessing the opportunities offered by the green transition and the digital transformation.

Why is environment and climate change mainstreaming necessary?

The 'Living Planet' reports³², published by WWF every two years, compile the trends in global biodiversity and the health of the planet, through the Global Living Planet Index. This indicator

<https://www.adb.org/documents/tool-kit-gender-equality-results-and-indicators>

³⁰ Guide to Mainstreaming the Gender Approach:

https://www.aecid.es/Centro-Documentacion/Documentos/Publicaciones%20AECID/Gu%C3%ADa_G%C3%A9nero_ENG.pdf

³¹ EU international Partnerships Academy:

<https://webgate.ec.europa.eu/intpa-academy/>

³² Living Planet Report 2020 – Bending the curve of biodiversity loss:

<https://f.hubspotusercontent20.net/hubfs/4783129/LPR/PDFs/ENGLISH-SUMMARY.pdf>

reflects an ongoing degradation of ecosystems, which are providers of goods and services, and which in turn has a direct influence on the fight to overcome poverty. The most vulnerable people on the planet are highly dependent on the environment and on the use of natural resources for food, shelter, medicine, livelihoods and income-generating opportunities. Because of this, it is essential to consider the environment when planning interventions that aim to improve the living conditions of the population. It is evident that without a healthy environment, sustainable development and the full enjoyment of human rights are highly vulnerable.

It can be said that poverty and the **environment** affect one another in a vicious circle that is difficult to break. The local population, with the legitimate aim of satisfying their basic needs, puts pressure on natural resources, thus exceeding the capacity to recover such resources, which lessens the quality of the goods and services offered by the ecosystem and leads to new conditions of poverty that hinder local development. The [Millennium Ecosystem Assessment](#) (UN, 2005) has demonstrated how more than half of the ecosystem services that are essential for human life are in serious decline, due to pressure not only from the local populations, but certainly also - and to a greater extent - from private sector economic activities, which consume natural resources to meet the demands of a growing global population.

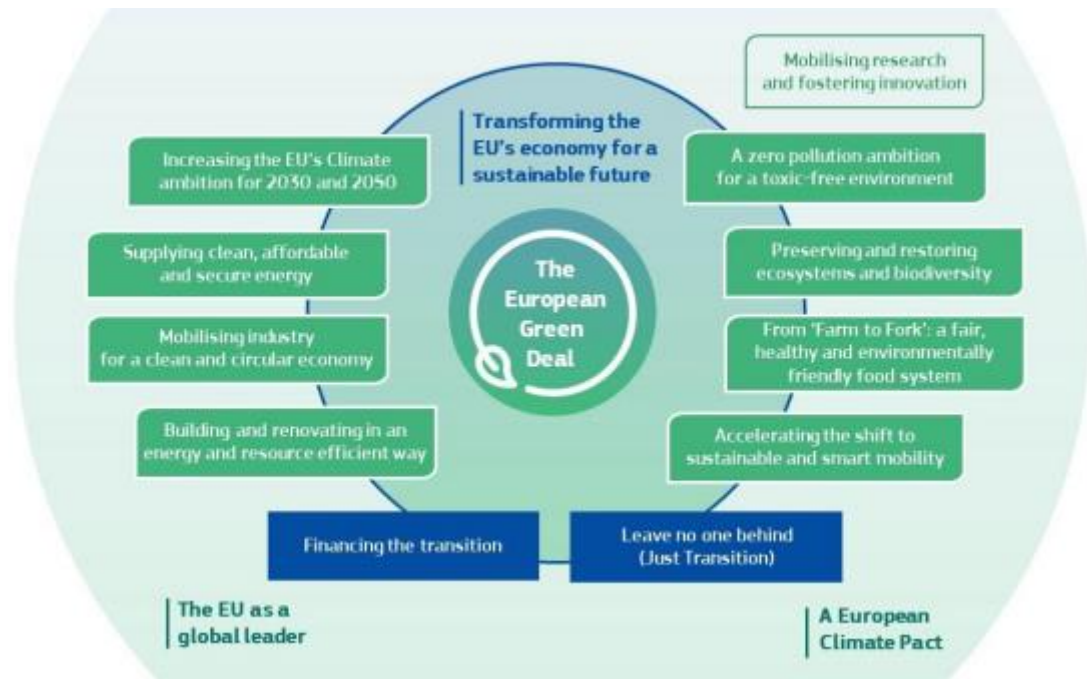
In this context of diverse interactions, the concept of **environmental mainstreaming** is a process that takes into account environmental aspects in an informed and systematic way (resource consumption, waste generation, emissions in the atmosphere, discharges into soil and bodies of water, etc.) in all development interventions and management phases (identification, formulation, implementation, monitoring and evaluation), in order to fulfil the planned objectives in a sustainable manner.

In the specific area of **climate change**, the consequences of anthropogenic greenhouse gas emissions (GHG) are an environmental problem (caused by GHG air pollution) that affects all sectors of society. Populations whose livelihoods depend more directly on natural resources are the most vulnerable to climate change and require urgent adaptation measures to increase their resilience. On the other hand, climate change mitigation is understood as the reduction of GHG emissions, for example, through renewable energies, energy efficiency or sustainable mobility, among others. The annual Conference of the Parties (COP) of the United Nations Framework Convention on Climate Change ([UNFCCC](#)) is the most important meeting of the negotiating bodies on an international scale in terms of climate change, where decisions are made that are essentially binding for the parties. The Intergovernmental Panel on Climate Change (IPCC) was established in 1988 jointly by the World Meteorological Organization (WMO) and the United Nations Environment Programme (UNEP). Its assessment reports provide information that is considered by the international community in the decision-making process regarding the causes, consequences and actions needed to address climate change.

The **integration of the climate change approach** into an intervention or initiative includes actions aimed at climate change adaptation, in order to reduce potential risks and/or take advantage of the opportunities that climate change may bring. At the same time, actions to mitigate greenhouse gas emissions must be included, calculating at least the carbon footprint of the most relevant activities of the Initiative. Emissions that were not able to be reduced should be compensated for through a complementary project.

The risks of natural disasters linked to climate change, such as torrential rainfall, heat waves, rising sea levels and other phenomena, should be taken into account when formulating projects, particularly in interventions associated with local development planning.

The [European Green Deal](#)³³, which was launched in December 2019, is the EU's instrument for environmental issues and climate change. This deal includes a number of strategies, covering different aspects that are key to the sustainable development of European society. Making Europe climate neutral and protecting its natural habitats will benefit people, the planet and the economy.



With the European Green Deal, the 27 EU Member States pledged to make Europe the first climate-neutral continent by 2050. To achieve this, they agreed to reduce emissions by at least 55% by 2030, compared to 1990 levels. These are legal obligations established in the first [European Climate Law](#)³⁴, which offers new opportunities for innovation, investment and employment.

In the framework of international cooperation actions, the European Union's [Euroclima+](#)³⁵ Programme has produced a range of material related to climate change, specifically for Latin America and the Caribbean. Among these materials is the [thematic study](#) "Action for Climate Empowerment and its transformative potential in Latin America" (in Spanish), which provides an overview of climate empowerment in eight Latin American countries, with the aim of serving as a tool for reflection and to gain insights from the experiences, as well as a working document

³³ European Green Deal: <https://www.consilium.europa.eu/en/policies/green-deal/>

³⁴ European Climate Law: <https://www.europarl.europa.eu/news/en/agenda/briefing/2021-06-23/0/eu-climate-law-meets-set-to-confirm-deal-on-a-climate-neutral-eu-by-2050>

³⁵ Euroclima+ Programme / publications: <https://euroclimaplus.org/idiomas/ingles>

to promote the application of this approach in the region; all of which is undoubtedly aligned with the learning exchange objectives of Triangular Cooperation.

Finally, it should be noted that in accordance with the objectives of the European Green Deal, all EU-funded projects must comply with the principle of 'Do No Significant Harm', as established in the Sustainable Investment Regulation ([Regulation \(EU\) 2020/852](#)) of the European Parliament and of the Council of 18 June 2020, both for the design and implementation phases of the intervention. In this regard, the project activities should not cause significant harm in any of the six environmental objectives set out in the EU Taxonomy Regulation, published in June 2020, specifically: 1) Climate change mitigation, 2) Climate change adaptation, 3) Sustainable use and protection of water and marine resources, 4) The transition to a circular economy, including waste prevention and recycling, (5) Pollution prevention and control, and (6) Protection and restoration of biodiversity and ecosystems.

Guidance on the application of the DNSH principle is available at: https://ec.europa.eu/info/sites/default/files/2021_02_18_epc_do_not_significant_harm_-_technical_guidance_by_the_commission.pdf

From the perspective of the Initiatives, as in all external projects and programmes financed by the EU, the main criteria to be taken into account in the consideration of the environmental approach are:

- Consider the possibility of carrying out an **environmental assessment** to help identify the links between the Initiative and the environment, in order to ensure that the various activities do not have irreversible environmental impacts, or that these activities do in fact contribute to improving the environment where the Initiative is carried out. In this regard, measures can be proposed to mitigate negative environmental impacts and increase the opportunities to generate positive effects, if applicable. This analysis will include a profile of climate change in the country or region where the Initiative will take place, which may include information from the [Nationally determined contributions \(NDCs\)](#)³⁶ of each UNFCCC signatory country.
- Have a **monitoring and evaluation system** in place that includes, as appropriate, environmental and/or climate change adaptation-mitigation indicators. Among the materials available for this purpose is the [Guide for Mainstreaming the Environment and Climate Change Approach](#)³⁷ (in Spanish), by the Spanish Agency for International Development Cooperation, which focuses both on mainstreaming at the strategic level and in terms of specific interventions. It is recommended to review section 7, "Specific guidelines according to the different policy areas", and the Toolkit.
- Provide a **coherent justification** when it is deemed that the environment and climate change approach is not relevant within the framework of an Initiative.

All these elements can be recorded in the management cycle forms of the Initiative.

³⁶ Nationally determined contributions (NDCs) submissions by country: <https://unfccc.int/process-and-meetings/the-paris-agreement/nationally-determined-contributions-ndcs/nationally-determined-contributions-ndcs>

³⁷ AECID's Guide for Mainstreaming the Environment and Climate Change Approach: <https://www.aecid.es/Centro-Documentacion/Documentos/Publicaciones%20AECID/151015guiaTMA.pdf>

The **ADELANTE Team** will be able to provide **specific training** in environment and climate change mainstreaming, oriented towards both the Initiative and the capacity building of the entities themselves. To this end, the materials and tools provided in the European Commission's international development cooperation knowledge management platform will be used as a reference: [Capacity4dev](#) "Environment, Climate Change and Green Economy"³⁸. "Guide No. 6 on Integrating Environment and Climate Change into EU International Cooperation"³⁹ has recently been updated and provides a frame of reference for improving the contribution of international cooperation to sustainable development, by integrating the environment and climate change into the different phases of the EU programme and project cycle.

Lastly, beyond mainstreaming, the Initiatives may aim to directly address an environmental issue from a purely **sectoral perspective**. In this case, they will promote the sustainable use, conservation and/or restoration of the environment, and therefore also have a direct impact on the management of components such as water, soil, the atmosphere or biodiversity. In this respect, these environmental Initiatives must also be analysed from a cross-cutting environmental approach, as they will undoubtedly interact with their respective surroundings either positively or negatively. In the latter case, potential negative impacts on the environment should be mitigated.

³⁸ Capacity4dev - 'Environment, Climate Change and Green Economy': <https://europa.eu/capacity4dev/public-environment-climate/wiki/tools-and-methods-0>

³⁹ Guidelines No. 6 for integrating environment and climate change into EU international cooperation and development: <https://europa.eu/capacity4dev/public-environment-climate/wiki/new-guidelines-integrating-environment-and-climate-change-eu-international-cooperation>

PART TWO

Guidelines for promoting the Human Rights-Based Approach and effectively incorporating cross-cutting approaches

Once each of the approaches has been introduced, a series of guidelines will be presented below, linking these to different phases of the Initiatives' management cycle and to the different forms made available through the ADELANTE Extranet.

Although it is not necessary to thoroughly explain each one, a complete overview is recommended in order to ensure the quality of the Initiatives, as well as greater ownership and learning of the people and entities involved in its management.

1. Concept note form on the ADELANTE Extranet. (Phase 1. Pre-formulation)

▪ Section 6.5 - Cross-cutting elements.

Based on a sound context analysis from the Human Rights Based Approach⁴⁰, the following should be indicated:

- How the Initiative will contribute to institutional capacity building to promote greater protection of the human rights that have been affected in relation to the topics addressed, and the capacity of individuals as rights holders to claim their protection and full enjoyment.
- How the Initiative will contribute to bringing awareness to and eliminating inequalities and discrimination related to the topic and/or context.

Based on a sound analysis of the context from the gender-based approach⁴¹, the following should be indicated:

- How the Initiative will contribute to bringing awareness to and eliminating gender inequalities and discrimination related to the topic and/or context.
- How it will promote greater empowerment of women and girls.

Based on a sound context analysis from the Environment and Climate Change Approach, the following should be indicated:

- How the Initiative plans to analyse the potential interaction between its activities and the environment, in order to mitigate the negative environmental impacts identified, while ensuring that there will be no irreversible environmental impacts.

⁴⁰ A context analysis from a Human Rights-Based Approach must analyse matters such as: Which rights are violated and why; What is the responsibility and capacity of public institutions to defend and protect them; To what extent do people as rights holders have the ability to claim full enjoyment of these rights; among other issues.

⁴¹ An analysis from the gender-based approach should analyse aspects such as the legal and political framework in terms of gender equality, the main gender gaps and their structural causes, the main actors involved, among others.

- **Section 7 - Activities and estimated budget.**

In the description of each of the activities, briefly indicate:

- The extent to which accessibility, inclusive participation,⁴² debate and reflection on human rights in the topics and/or contexts addressed will be encouraged.
- The extent to which gender equality will be promoted in relation to the subject matter and/or contexts addressed.
- The extent to which any identified negative environmental impacts will be mitigated and ensure that there will be no irreversible environmental impacts.

2. Final formulation form on the ADELANTE Extranet. (Phase 2. Formulation)

- **Section 7 - Activities and budget.**

Subsection - General Information: effective incorporation of the Human Rights-Based Approach and cross-cutting approaches in the planning and development of the activity.

Briefly describe to what extent:

- The involvement/participation of relevant public institutions will be promoted in the fields of human rights, gender equality and the environment, as well as the participation of civil society representatives.
- Inclusive and diverse participation will be encouraged.
- Reflection and debate on respect for human rights will be encouraged.
- Reflection and debate on gender equality will be encouraged.
- Reflection and debate on the environment and climate change will be encouraged.
- Carbon neutrality and the mitigation of negative environmental impacts will be promoted.
- The facilities and resources used shall be accessible, meeting the specific needs of the participants and complying with environmental criteria, such as waste sorting, energy and consumption saving systems (water, electricity, paper), etc.

⁴² In this regard, it is important to consider issues such as the composition of gender-balanced and diverse panels, promoting the participation of women and those in highly vulnerable situations (e.g., through the provision of scholarships or grants, accessibility of facilities, use of sign language, etc.), the use of techniques or strategies during the activity that contribute to empowering and giving a voice to women and/or those who are most vulnerable, adapting schedules and/or childcare services, improving accessibility of the facilities, and adapting the materials used to reflect the characteristics of the participants, among others. In the case of virtual or hybrid activities, providing alternatives for those who do not have regular and stable access to the internet.

- The budget will include a specific line item to ensure these approaches are incorporated (e.g., consultancy services, measures to improve accessibility, grants, carbon footprint calculation and carbon offsetting, etc.).
- Information about the activity will be accessible to all potential beneficiaries, in particular those in potential situations of greater vulnerability (such as individuals with disabilities, Indigenous peoples, people without access to a stable internet connection, among others). Inclusive language⁴³ will be used and will also be gender-sensitive (ensuring the use of gender-sensitive language and images).

▪ **Section 10 - Beneficiaries.**

When adding a group of direct beneficiaries:

- Disaggregate data at least by sex and age.
- If applicable, identify the individuals and groups that are highly vulnerable (such as people with disabilities, Indigenous peoples, migrants or displaced persons, LGTBIQ, among others) who will participate in the activity.

▪ **Section 13 - Additional information.**

This section aims to provide complementary information to the aforementioned sections 6 and 7, as a way of understanding the effective mainstreaming of cross-cutting approaches throughout the Initiative.

- Describe to what extent the incorporation of the Human Rights-Based Approach in the planned activities will contribute to the greater protection and enjoyment of human rights, related to the topics and/or context addressed by the Initiative.
- Assess the extent to which the Initiative's activities encourage reflection and exchange on how to address the structural causes of gender inequality more strategically, and how to contribute to the empowerment of women and girls.
- Assess the extent to which the activities planned in the Initiative encourage reflection and exchange on how to address the structural causes of climate change more strategically.
- Describe how matters related to the environment and climate change will be addressed in the Initiative's thematic approach.

⁴³ For more information, see: United Nations - Guidelines for gender-inclusive language in English: <https://www.un.org/en/gender-inclusive-language/guidelines.shtml>

3. Implementation form on the ADELANTE Extranet. (Phase 3. Implementation)

▪ Section 7 - Activities and budget.

Subsection – Activity assessment: specify the extent to which the effective mainstreaming of cross-cutting approaches has been achieved in each of the activities.

Briefly describe how the following was promoted:

- The involvement/participation of relevant public institutions in the fields of human rights, gender equality and environment, as well as the participation of civil society representatives.
- Inclusive and diverse participation.
- Reflection and debate regarding respect for human rights.
- Reflection and debate regarding gender equality.
- Reflection and debate regarding the environment and climate change.
- Carbon neutrality and the mitigation of negative environmental impacts.
- Accessibility of the facilities.
- Suitability of the resources and materials used for the specific needs of the participants.
- Compliance with environmental criteria, such as waste sorting, energy and consumption saving systems (water, electricity, paper), among others.
- The allocation of human and financial resources to ensure the mainstreaming of cross-cutting approaches (e.g., consultancy services, measures to improve accessibility, scholarships, carbon footprint calculation and carbon offsetting, etc.).
- The quality of the products produced (e.g., publications, presentations, videos, etc.) in terms of the use of inclusive language and gender-sensitive images, including the use of data, examples and constructive reflections on cross-cutting issues.

▪ Section 13 - Additional information.

With regard to the overall vision, indicate to what extent the Initiative:

- Has contributed to institutional capacity building to ensure greater protection of human rights that have been affected in relation to the issues addressed, and the capacity of individuals as rights holders to claim their protection and full enjoyment.
- Has promoted an exchange of knowledge and good practices on how to better address the structural causes of various types of discrimination - in particular, gender discrimination - as well as the main challenges to achieve gender equality and promote the empowerment of women and girls in the country/countries.

- Has contributed to a greater awareness of the importance of respecting the planetary limits in terms of consumption of natural resources, waste generation, emissions into the atmosphere and water and soil discharge.
- Has it contributed to the exchange of experiences and knowledge on how to better address the challenges of the environment and climate change in the country/countries?

4. Ex post follow-up report form. (Phase 4. Ex post)

In terms of the ex post review of the Initiative, reflect on and indicate the progress being made as a result of the Initiative, with regard to:

- Institutional capacity building to ensure greater protection of human rights and those of the individuals themselves as rights holders, to claim protection and full enjoyment of these rights.
- Raising awareness and eliminating inequalities and discrimination related to the issue and/or context.
- Gender equality and the empowerment of women and girls.
- Environment and climate change.

Highlighting the lessons learnt from the above-mentioned points.

Additionally:

- Indicate the measures taken if negative environmental impacts have been detected as a result of the Initiative's activities upon completion (such as processes to offset greenhouse gas emissions, among others).
- It is particularly noteworthy that, with regard to the insights gained during the implementation of the Initiative in terms of the Human Rights-Based Approach and cross-cutting approaches, the Partnership's member organisations have incorporated new elements into their individual and collective work (such as the process to obtain an environmental certification - ISO14001 or EMAS - among other possibilities).

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