

Triangular Cooperation Window

European Union
Latin America
& the Caribbean

2021-2024



Guidelines for applicants



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

Guidelines for applicants

<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)³.

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

In this context, ADELANTE 2 aims to contribute to fulfilling the 2030 Agenda and to more inclusive and sustainable development, through the promotion and use of Triangular Cooperation between Europe and Latin America and the Caribbean, and 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 part of the growing discussions on Triangular Cooperation at the international level, as well as being 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 pillars:

- **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, in which joint work will be carried out with the Ibero-American General Secretariat (SEGIB).

The mobilisation of resources for ADELANTE 2 through these three pillars is yet another example of the European Union's commitment to strengthening its partnership 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 reference point for further exploring the potential for 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_en

³ Annex 1 to these Guidelines provides a document summarising the current priorities of the European Union.

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

The ADELANTE Triangular Cooperation Window European Union - Latin America and the Caribbean is a funding mechanism 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, which correspond to the Triangular Cooperation modality and whose ultimate goal is fulfilling the 2030 Agenda, as well as a 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.

- 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 euro, from the Development Cooperation Instrument.

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 consider Triangular Cooperation, within the framework of the recent reflections of the Global Partnership Initiative on Effective Triangular Cooperation (GPI), in the following manner:

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 create joint solutions that respond to development challenges.

This definition is based on knowledge and experience, as well as the relationship and complementarity between the different partners. It is precisely the role of each of the partners that is the key factor to be able to identify when an intervention is considered 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 its knowledge and experience available, as well as 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, 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 high 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 respect, all partners are called upon to contribute and benefit⁴.

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 can offer key knowledge and experience regarding the development challenge in question, thus complementing the process and benefiting all the other partners; while a Second provider can offer its particular experience, which, without sharing a similar context to that of the Beneficiary, adds to the experience of the First provider, among other possibilities).

⁴ According to the six specific ways in which triangular partnerships often 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), which can be found in the following link: <https://www.oecd.org/dac/triangular-co-operation/TOOLKIT%20-%20version%20August%202018.pdf>

In any case, as can be seen throughout these Guidelines, in order to clarify the initial approach, the classification of the actors and the statistical monitoring, the ADELANTE Window attaches great importance to each of these roles being clearly defined and taken on by each of the partners from the outset.

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

A.4.a. Triangular Cooperation Partnerships (Partnerships).

These are key to the ADELANTE Window.

Triangular Cooperation Partnerships are comprised of European, Latin American and Caribbean entities, each of which 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 (Initiatives).

Triangular Cooperation Initiatives are the international development cooperation interventions through which the financing from the ADELANTE Window to the Partnerships is coordinated.

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

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

As will 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 of application.

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, all forms may be completed online, support tools are available and reference materials can be found for the successful 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 to be an 'open and permanent' scheme, concept notes (item A5.b) can be submitted as soon as the corresponding Annual Window is opened.

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

A.5.b. Management cycle and time periods.

In summary, the Initiative management cycle is presented below from the applicants' point of view, indicating the key documents and the corresponding deadlines.

All deadlines are established on calendar days⁵. The reference time zone is Brussels (UCT/GMT+1).

Personal registration.

Registration in the ADELANTE Extranet for the person in charge of the Initiative in the applicant entity (Rule 1.6).

Pre-formulation.

1. Select the working language of the Initiative (Rule 14).
2. Fill in the concept note form.
3. Submit the **concept note** (a maximum period of 30 days from the start of its completion to submit it).
4. Receive notification of non-approval, request for clarification or approval (a maximum period of 10 days after sending the concept note).

In the case of non-approval, the process is terminated.

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

Review the concept note form, based on the notification.

Submit the revised concept note (a maximum of 5 days from receipt of the notification).

Receive the notification of non-approval or approval (a maximum of 5 days after sending the revised concept note).

In the case of non-approval, the process is terminated.

In the case of approval, the formulation phase begins.

Formulation.

5. Fill in the draft formulation form.
6. Submit the **draft formulation form** (a maximum of 10 days from receipt of the notification).
7. Receive the notification to fill the final formulation form (a maximum of 2 days after sending the draft formulation form).
8. Hold the formulation meeting online with the ADELANTE Team (item A.5.e).

⁵ A calendar day is understood as any of the 365 days of the year; therefore, weekend days and public holidays are included.

9. Complete the final formulation form.
10. Submit the **final formulation form** (a maximum of 20 days after receiving the notification to fill the final formulation form).
11. Receive notification of non-approval or approval (a maximum period of 10 days after sending the final formulation form).

In the case of non-approval, the process is terminated.

In the case of approval, the implementation phase begins.

Implementation.

12. Hold the kick-off meeting online with the ADELANTE Team.
13. Complete the **implementation form** together with the ADELANTE Team.
14. Jointly implement the activities with the ADELANTE Team (Rule 11).
15. Complete the final report form together with the ADELANTE Team.
16. Send the **final report** (a maximum of 15 days after finalising the last activity).
17. Receive notification of request for clarification or approval (a maximum of 10 days after submitting the final report).

17. bis. In the case of a request for clarification:

Review the final report form based on the notification.

Submit the **revised final report** (a maximum of 5 days from receipt of the notification).

Receipt of the approval notification (a maximum of 5 days after submitting the final revised report).

In the case of approval, the implementation of the Initiative is concluded.

Ex post.

18. Annually, upon completing the implementation, fill in the ex post follow-up report together with the ADELANTE Team.
19. Send 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 as 'assessors' representatives of the Delegation of the European Union (EUD) from each of the countries linked to the Initiative. 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 can be seen from the previous point, the assessment exercise is expected to be carried out at least at the following points in time:

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

The concept note and final formulation will be assessed 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).
- Coherence with the priorities of the European Union (Annex 1).
- Contribution to the 2030 Agenda (Rule 2).
- Quality and rigour of the proposal, including the Rights-Based Approach and cross-cutting approaches (Annex 4).
- Budget alignment (Rules 4, 5 and 6).
- Alignment with other development interventions.

Consistency with the definition of Triangular Cooperation, the internal quality and coherence of the Triangular Cooperation Partnership, the contribution to the 2030 Agenda, and the budget alignment are mutually exclusive criteria. In cases of evident inconsistencies, the concept note will not be approved.

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

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

Only information collected in the relevant online forms on the ADELANTE Extranet will be considered 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 reply to the 'no 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 are approved.

At the time of approving a final formulation, the planned funding for this Initiative becomes 'committed' and no longer 'available', and thus deducted from the annual budget allocation.

On the ADELANTE 2 website, the annual budget allocation will be continuously reported, as well as the budget implementation and the carry-over in real time for the current year.

When the annual budget allocation is depleted, the possibility of presenting Initiatives during the corresponding year will be closed, and this possibility will be reactivated when the following Annual Window is opened.

However, all Initiatives that have submitted their concept note before the closure date will be processed in any case. An extension of the annual budget allocation may be made to cover the financing of these Initiatives, should their final formulation be approved.

In 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 experience in international development cooperation and, in particular, in sustainable development, Triangular Cooperation, 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.

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 actor 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.

It is not essential for the Partnerships to have their own legal personality since, as will be explained in paragraph 1.5 of this Rule, in all cases, one of the member entities of the Partnership will assume all responsibility (including coordination and justification) for the Initiative vis-à-vis the ADELANTE Window and DG INTPA, regardless of whether the Partnership as such has legal personality or not.

The first step in the process of pre-formulating an Initiative will be to identify the entities that make up 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, the submission of a 'formalisation document of the Triangular Cooperation Partnership' will be requested. Failing this, a model will be provided and must be signed by all member entities of the Partnership (paragraph 1.6 of this Rule).

This document is mandatory and essential to be able to send the concept note for assessment by DG INTPA.

1.1. Type of entities.

The Partnerships may be comprised of entities of all kinds.

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 institution 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 as a member of a Partnership.

1.2. Nationality of the entities.

The countries of origin of the member entities of the Partnerships 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, Sweden and the Czech Republic.
- **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 encompass the term 'ADELANTE countries'.

In the case of international networks or platforms and multilateral, international and regional organisations, as well as 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 a 'chat' enabled on the ADELANTE Extranet for this purpose.

1.3. Triangular Cooperation Roles.

Each of the Triangular Cooperation roles must be assumed by at least one of the member entities 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 its knowledge and experience available, as well as 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, financial resources.
- **Second provider:** contributes to strengthening the Partnership and provides support through its knowledge, experience and financial resources.

The adoption of these roles must not only be formal, but also effective, with the expected performance of each of the entities fully in line with 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 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 of any of the types previously mentioned in paragraph 1.1 of this Rule, and must possess the nationality of a Member State of the European Union.

To be in line 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, which is different from that of the entities taking on the role of Beneficiary.

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 Beneficiary. They will be able to assume the role of Second provider without any restrictions.

1.5. Function of the entities.

1.5.a. Applicant entity.

One of the member entities of the Partnership must take on the role of applicant entity, in the name and on behalf of the Partnership itself.

The applicant entity assumes full responsibility (including coordination and justification) for the Initiative vis-à-vis the ADELANTE Window and DG INTPA.

The function of applicant 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 of the Partnership.

Person responsible for the Initiative in the applicant entity and legal representative of the applicant entity.

In the identification of the applicant entity during the pre-formulation process, the person 'responsible for the Initiative in the applicant entity' and the individual 'legal representative of the applicant entity' must be indicated and identified. It is understood that in certain cases it may be the same person.

For all purposes, the **person responsible for the Initiative in the applicant entity** is the person responsible for the coordination of the Initiative and the direct relationship with the ADELANTE Team.

It is recommended that it be this person who first registers on the ADELANTE Extranet with their corresponding email address, which will become for all purposes an 'address for reference', to receive all communications related to the Initiative.

Only the person responsible for the Initiative will have the capacity to edit and send the ADELANTE Extranet forms.

In the event that the person responsible for the Initiative is not the **legal representative**, the latter must also be indicated and identified on the ADELANTE Extranet.

Once identified, the legal representative will receive a notification and will be invited to register on the ADELANTE Extranet to consult all documents related to the Initiative.

It is understood that all the key documents of the Triangular Cooperation Initiative management cycle listed in item A.5.b. (concept note, revised concept note -if applicable-, draft formulation form, final formulation form, final report, revised final

report -if applicable- and ex post follow-up reports) sent through the ADELANTE Extranet are validated by the legal representative of the applicant entity.

It is also understood that the legal representative certifies that all the information contained in these documents is accurate and that all the participating entities in the Partnership meet the criteria and requirements established in these Guidelines.

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

Additionally, the person responsible may authorize other persons from other participating entities to consult (not edit) such documents.

1.5.b. Co-applicant entities.

The other member entities of the Partnership will assume the role of 'co-applicant entities'.

Within the framework of the Partnership, the co-applicant entities assume their responsibilities with regard to the applicant entity, and not vis-à-vis the ADELANTE Window or DG INTPA.

The identification of the co-applicant entities in the pre-formulation process must indicate and identify the person 'responsible for the Initiative within the co-applicant entity', who may be authorised by the applicant entity to consult (not edit) the Initiative's formulation and management documents.

1.6. Member entities of the Partnership.

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

These member entities of the Partnership 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 allocates the corresponding budget, ADELANTE 2 also becomes a "partner" of the Partnership.

This participation of ADELANTE 2 involves a role similar to that of a Second provider, by contributing to the strengthening of the Partnership and supporting it not only in the form of financial resources, but also through the added value of the ADELANTE Team, with their respective knowledge and experience.

In any case, for the sake of clarity in the initial approach, in the classification of actors in the ADELANTE Window and in the statistical monitoring, ADELANTE 2 will not be formally listed as a member entity of the Partnership.

1.7. Grounds for exclusion.

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

- Those that include a natural person among their members, as provided for in paragraph 1.1. of this Rule.

- Those that include one or more entities among their members whose nationality is not one of the countries expressly mentioned in paragraph 1.2.
- 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.
- Those that do not meet the criteria of nationality associated with the roles of Triangular Cooperation, as provided for in paragraph 1.4.
- The formalisation document of the Triangular Cooperation Partnership does not include all applicant and co-applicant entities.

These terms will be assessed by the ADELANTE Team prior to commencing the concept note assessment exercise. In case of non-compliance, the assessment will not take place, the Partnership will be excluded, the exclusion will be formally communicated to the applicant entity, and the Initiative management process will be terminated.

1.8. Other functions.

Participating entity.

These entities aim to contribute to the achievement of the objectives of the Initiative, within the framework of the Partnership, but are not members, per se, of said Partnership.

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

Given their characteristics within the framework of the Partnership, they will not be expressly associated with any of the three Triangular Cooperation roles previously established in paragraph 1.3., although it is understood that they will play a role similar to that of provider partners.

1.9. Number of entities.

Applicant entity. Only a single entity must take on the role of applicant entity in each Initiative.

Co-applicant entities. According to the definition of Triangular Cooperation, at least two co-applicant entities must be part of the Initiative. According to this same definition, there is no maximum limit of co-applicants for each Initiative. However, for operational reasons, the ADELANTE Window has established a limit of ten co-applicant entities per Initiative.

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

1.10. Limit for the submission 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 a per-entity application limit for that year.

An entity is considered to have 'applied' when it identifies itself as an applicant entity or a co-applicant entity in a submitted concept note, regardless of whether the concept note has been approved or not.

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

ROLE	TYPE	NATIONALITY	FUNCTION
Beneficiary	An entity of any of the types established in Rule 1.1, except 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.	Applicant entity or co-applicant entity.
First provider	Any of the types of entities, as provided for in Rule 1.1. In the case of multilateral, international and regional agencies and international financial institutions or for development, only if the experience and knowledge 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.	Applicant entity or co-applicant entity.
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.	Applicant entity or co-applicant entity.

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 for 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. No exclusion criteria are considered in this respect either.

However, the Specific rules of a given Annual Window may establish priority criteria 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 SDG**, the one which the Initiative mainly contributes to.
- **Secondary SDG**, the one to which the Initiative contributes in a less pronounced but still notable way, usually from 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.

During the formulation process, the applicant 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).

The Specific rules for each Annual Window will update the benchmarking framework, in line with the progress of the Statistical Coordination Group.

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 (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 defined after concluding the implementation period, on the basis of agreement between the Partnership and the ADELANTE Team.

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

Rule 3. Cross-cutting elements.

3.1. Rights-Based Approach and cross-cutting approaches to gender equality, the environment and climate change.

Initiatives should be aligned with DG INTPA's priorities in terms of the Rights-Based Approach and cross-cutting approaches; highlighting the gender equality approach and the cross-cutting approach to the environment and climate change, in the same manner as the set of international development cooperation projects and programmes funded by this DG.

The effective incorporation throughout the entire cycle of the management of the Initiatives will be a determining factor in the assessment of their quality, in accordance with the guidance provided in Annex 4 for each of the approaches.

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

3.2. Knowledge management.

Initiatives should ensure the systematisation of the 'lessons learnt' arising from their implementation. To do this, they will have a series of tools and

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

standardised models from the Knowledge Management Approach, as described in Annex 3 of these Guidelines.

The products generated will be collected in the framework of the 'knowledge book' 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 repositories is especially considered.

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

3.3. Innovation

Triangular Cooperation, by its very nature, 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 activities and achievements, among others).

The ADELANTE Team will support the Partnerships in reflection 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 by 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 contributions.

As set out in the previous section, at least 25% of the total budget for each Initiative is expected through co-financing or financial contributions. This contribution must be provided by the member entities of the Partnership.

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

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

The final report should provide a justification of the actual contribution from co-financing.

As set out in Rule 1.5, it is understood that the submission of the final report via the ADELANTE Extranet is validated by legal representative of the applicant entity, and it is considered that they make a sworn statement or solemn declaration regarding the accuracy of the amounts and all the information related to the co-financing included in the final report.

4.3. Complementarity.

It is understood that 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 must be framed within the parameters established in the previous paragraph.

Rule 5. Eligible expenditures.

5.1. Expense categories.

Only three expense categories will be financed.

- Logistics services.
- Professional services.
- Transportation.

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 contribution of the Partnership.

5.2. Budget items.

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

- Logistics services: meeting rooms, catering, translation and interpreting services, communication and visibility, liability insurance and other event-oriented services.

- Professional services: professional fees.
- Transportation: local transportation, international transportation and per diem.

5.3. Procedures.

Each expense category has its own procedure.

The 'Manual of Procedures' of the ADELANTE Window, which contains the specific procedures for each of the expenditure categories, will be available to applicant entities upon registration on the ADELANTE Extranet, and before access to the concept note form.

These procedures are mandatory for all parties involved throughout the cycle 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 and financed with the aforementioned three 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 general groups:

- Events: workshops, seminars, congresses.
- Missions: consultancies, study visits, internships.
- Studies: studies.
- Courses: courses.

No other type of activity is foreseen under any circumstances. The activities related to the 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 participating 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 participating entities. The workshops should at least include the minutes containing the work outcomes as a deliverable.

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 participating entities, and c) other specifically invited participants, with different possible roles: speakers, commentators, rapporteurs, facilitators and assistants, among others. The seminars should at least include the minutes containing the work outcomes and a document of conclusions/findings as a deliverable.

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 participating entities, c) other specifically invited participants, and d) the general public, typically specialists. The congresses should at least include the minutes containing the work outcomes as a deliverable, along with a document of conclusions/findings, and records of 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, 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 member entities of the Partnership. They should include at least the final consultancy report as a deliverable.

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 participating entities (provided they are from an ADELANTE country). They should at least include the final report of the visit as a deliverable.

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 participating entities (provided they are from an ADELANTE country). They should at least include the final report of the internship as a deliverable.

Studies.

A **study** is a research or analysis exercise, oriented towards the objectives of the Initiative, carried out by one of the member entities of the Partnership, or by one of the participating entities, or by other entities of renowned prestige (provided they are from an ADELANTE country). They should at least include the final version of the study itself as a deliverable.

Courses.

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 and preferably accredited; oriented towards the objectives of the Initiative, and conducted by one of the member entities of the Partnership, or by one of the participating

entities, or by other renowned entities (provided they are from an ADELANTE country). They should at least include the final report by all participants as a deliverable.

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 necessarily 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 participating entities (provided they are from an ADELANTE country).
- **Studies:** it is 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 member entities of the Partnership.
- **Courses which involve participation (face-to-face), both current and new courses:** one or more of the countries of origin of the member entities of the Triangular Cooperation Partnership, or the participating entities or other renowned organisations, (provided they are from an ADELANTE country).

Rule 8. Geographical approach.

The ADELANTE Window and the Initiatives do not respond to the concept of 'direct intervention in a given territory', as is the case in traditional projects.

As they are defined by Triangular Cooperation as a modality, these are oriented towards the use and application of knowledge.

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 in applying the provisions of the Practical Guide on contract procedures for European Union external action (Final provision 3).

- The nationality of the entities (Rule 1).
- The place of implementation of the activities (Rule 7).
- The nationality of the professionals to be engaged for the activities (PRAG – Final provision 3).
- The nationality of the entities under contract for logistics and transportation services (PRAG – Final provision 3).

The following table presents a summary of these concepts:

ACTIVITY	PLACE OF IMPLEMENTATION	NATIONALITY OF THE PROFESSIONALS ENGAGED	NATIONALITY OF THE ENTITIES UNDER CONTRACT FOR LOGISTICS AND TRANSPORTATION
Workshop	Countries of origin of the member entities of the Partnership	-	ADELANTE Countries
Seminar	Countries of origin of the member entities of the Partnership	-	
Congress	Countries of origin of the member entities of the Partnership	-	
Consultancy	Countries of origin of the member entities of the Partnership	ADELANTE Countries ⁷	
Study visit	Countries of origin of the member entities of the Partnership Countries of origin of the participating entities of the Partnership (ADELANTE countries only)	-	
Internship	Countries of origin of the member entities of the Partnership Countries of origin of the participating entities of the Partnership (ADELANTE countries only)	-	
Study	In the case of missions: Countries of origin of the member entities of the Partnership	-	
Course	Countries of origin of the member entities of the Partnership Countries of origin of the participating entities of the Partnership (ADELANTE countries only) Countries of origin of renowned organisations (ADELANTE countries only)	-	

⁷ In cases where the engagement of professionals is deemed necessary in the framework of other types of activities, it will be considered as a 'consultancy' and the nationality criteria for this type of activity will apply.

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 very 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. From the Triangular Cooperation Roles. Beneficiary entities.

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

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

As previously indicated, the Triangular Cooperation roles are likely to adapt over the lifetime of an Initiative. In addition, in a Triangular Cooperation Partnership, all member entities contribute and benefit from it. However, for the sake of clarity in the initial approach, in the classification, statistical monitoring and accountability of the Initiative, only those entities or partners who have been clearly indicated as Beneficiaries in the concept note will be considered as such, and are called upon to effectively undertake such a role.

9.2. From the planned activities. Direct Beneficiaries and entities.

All persons (natural persons) participating in workshops, seminars, congresses, activities associated with consultancies, study tours, internships and courses, as well as those benefiting from the studies.

All entities (legal entities) to which the natural persons mentioned in the previous paragraph are linked.

9.3. From the application of the knowledge generated. Final Beneficiaries and entities.

Persons or groups of persons (natural persons) and entities (legal entities) who have benefited from a development process, enabled by applying the knowledge generated.

Natural or legal persons under contract to provide a service within the Initiative (persons of recognised prestige for consultancies, analysts for studies, etc.) are not 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, as well as information on the third category.

Rule 10. Duration and start of the implementation period.

10.1. Minimum duration and maximum duration.

The Specific rules for each Annual Window shall indicate the minimum and maximum duration of the implementation period for each Initiative.

10.2. Start of the implementation period.

The implementation period of the Initiatives will begin on the day following the formal communication by the lead assessor of the approval of the final formulation of the Initiative.

Rule 11. Modus operandi.

The funding provided by the ADELANTE Window for an Initiative will be available and can be implemented from 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 the rapid response approach, the funds provided 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 member entities of the Partnership.

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 applicant entity and the Partnership, and in line with the objectives of the Initiative.

In turn, the applicant entity will be responsible for managing the co-financing or financial contribution funds, in coordination with the Partnership and the ADELANTE Team, and in line with the objectives of the Initiative.

This modus operandi excludes the need to provide a guarantee or similar instruments by the applicant entity or the Partnership.

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

Regulation (EU) Nº 1407/2013 on de minimis state aid is also excluded within this scope.

Rule 12. Incidentals and modifications.

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

Modification requests must be justified and formally addressed to the ADELANTE Team. Depending on its impact on the Initiative's objectives and intervention methodology, the

ADELANTE Team will assess whether or not it is necessary to submit the consultation to DG INTPA.

In the case of modifications in the budget and in the duration of the Initiative, they will be submitted to DG INTPA whenever there is a deviation of more than 25% in the funding of the ADELANTE Window, or in the initially planned duration.

There is no possibility to reply to DG INTPA's response.

Rule 13. Evaluation and auditing.

13.1. Evaluation.

As set out in item A.5.b, 'evaluation' is not considered a specific phase of 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 of ADELANTE 2 as a whole.

As these exercises are always carried out from a two-fold approach (development approach and Triangular Cooperation 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 on the part of the applicant entity or the Partnership as a whole, being 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 applicant 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 applicant entity and the Partnership are under the obligation to provide whatever may be required of them for this purpose by the ADELANTE Team.

Rule 14. Working language.

The working languages of the ADELANTE Window, and therefore the ADELANTE Extranet, are Spanish and English, notwithstanding the fact that some 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 responsible for the Initiative within the applicant 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 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 member entities of the Partnership are committed to sharing the outcomes by mobilising all available resources and means, whether their own or those of third parties, to ensure optimal visibility of the Initiative and reach the widest possible audience in the region.

The ADELANTE Team will support the Partnerships in the development of communication and visibility strategies, and in the use of relevant tools, in line with the requirements of the [Communication and Visibility Manual for EU External Actions](#)⁸.

⁸ The Communication and Visibility Manual for EU External Actions: https://ec.europa.eu/international-partnerships/system/files/communication-visibility-requirements-2018_en.pdf

Final provision 1. Ethics clauses.

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

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 on contract procedures for European Union external action \(PRAG\)](#)⁹ (August 2020 version) 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](#)¹⁰, on the protection of individuals with regard to the processing of personal data and on the free movement of such data shall apply.

⁹ Practical Guide on contract procedures for European Union external action (PRAG): <https://ec.europa.eu/europeaid/prag/>

¹⁰ 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>



Annexes



ANNEX 1.
Priorities of the European Union



A Geopolitical Commission: a Stronger Europe in the World

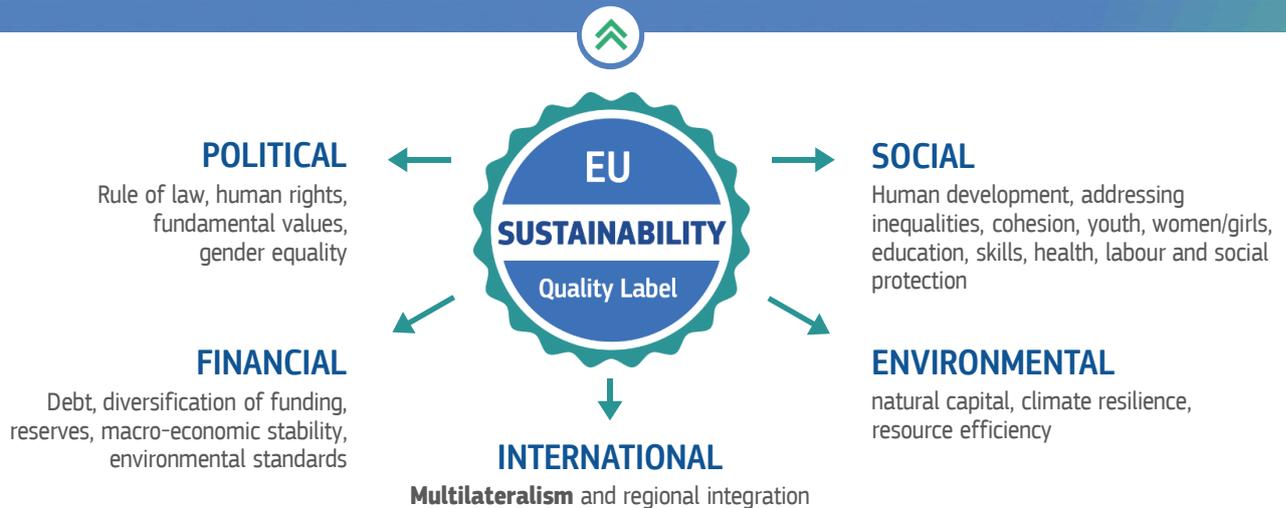
INTERNATIONAL PARTNERSHIPS

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, which is harnessed and highlighted 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 (understood as relevance, efficiency, effectiveness, impact and sustainability) 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, harnessed and highlighted 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 partners 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*:

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

Learning derived from the decisions made*:

Opportunities for improvement*:

This knowledge is useful for*:
Making better use of knowledge to address development challenges. ▼

Country or countries of reference*:

Actors involved*: Partnership entities ▼

Keywords*:

[+ Add another lesson learnt](#)

SAVE

Knowledge Book.

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

This knowledge book will be gradually built upon throughout the cycle of each initiative. In the first stage, coinciding with the implementation period, the general information derived from the final form will be collected (entities, objective, brief description, beneficiaries, activities, methodology, and budget, among others). In the second stage, following the implementation period, it will gather more in-depth information related to the *knowledge that is shared, harnessed and highlighted among the partners to respond to development challenges*, as well as all the pieces of knowledge generated during implementation; to which new knowledge generated over the following years will be added.

This knowledge book will be permanently available on the ADELANTE 2 website and can be downloaded by all interested parties. It will be the main instrument of the 'knowledge base' of the ADELANTE Window and ADELANTE 2.

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 knowledge book 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)¹¹
- [Ibero-American Integrated Data System on South-South and Triangular Cooperation \(SIDICSS\)](#), of the Ibero-American General Secretariat (SEGIB)¹²
- [Repository of Triangular Cooperation Projects](#), of the Organisation for Economic Co-operation and Development (OECD)¹³

¹¹ South-South Galaxy: <https://www.unsouthsouth.org/south-south-galaxy/>

¹² Ibero-American Integrated Data System on South-South and Triangular Cooperation (SIDICSS): <https://informesursur.org/en/>

¹³ 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 and other pieces of knowledge 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 Rights-Based Approach and the effective mainstreaming of cross-cutting issues in Triangular Cooperation Initiatives

TOOLKIT

ANNEX 4

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

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PART TWO

Guiding questions.

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 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 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

Rights-Based Approach, encompassing all human rights.

The 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 and the population as a whole as 'individual and/or collective holders of rights and freedoms', or '**rights holders**', and not as mere beneficiaries, so that they can claim their rights.
- Capacity building of the 'holders of duties and responsibilities', or '**duty bearers**' (government, civil society, private sector, donors, etc.) in their obligation to promote and protect human rights.
- Acknowledging the capacities of **civil society** in particular in promoting a more equitable and fair society.

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

In line with the commitments contained in [The European consensus on development](#)¹⁴, the Rights-Based Approach is a benchmark methodology for the Directorate-General for International Partnerships (DG INTPA) which can be found in the manual [A Rights-Based Approach, Encompassing all Human Rights for EU Development Cooperation, European Commission tool-box](#)¹⁵.

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:

¹⁴ The European consensus on development:
<https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=LEGISSUM:4301055&from=ES>

¹⁵ A Rights-Based Approach, Encompassing all Human Rights for EU Development Cooperation, European Commission tool-box:
https://ec.europa.eu/international-partnerships/system/files/online-170621-eidhr-rba-toolbox-en-a5-lc_en.pdf

Application of all rights.

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.

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](#)¹⁶, 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](#)¹⁷, 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](#)¹⁸, of the United Nations High Commissioner for Human Rights.

Participation.

This involves promoting and guaranteeing active and quality participation.

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 equal opportunities.

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](#)¹⁹, it is suggested that

¹⁶ Office of the United Nations High Commissioner for Human Rights:
<https://www.ohchr.org/EN/pages/home.aspx>

¹⁷ Danish Institute for Human Rights. SDG - Human Rights Data Explorer:
<https://www.humanrights.dk/business/tools/sdg-human-rights-data-explorer-0>

¹⁸ Human Rights Indicators: A Guide to Measurement and Implementation:
https://www.ohchr.org/documents/publications/human_rights_indicators_en.pdf

¹⁹ Convention on the Rights of Persons with Disabilities:

special attention be given to ensuring that persons with disabilities have equal access to the services and benefits of each and every activity.

Accountability.

This entails promoting and fostering evidence on the integration of human rights, and their real impact on people's lives and on 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.

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

To this end, promoting transparency mechanisms for all processes is suggested, including evaluation, in order to make 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?

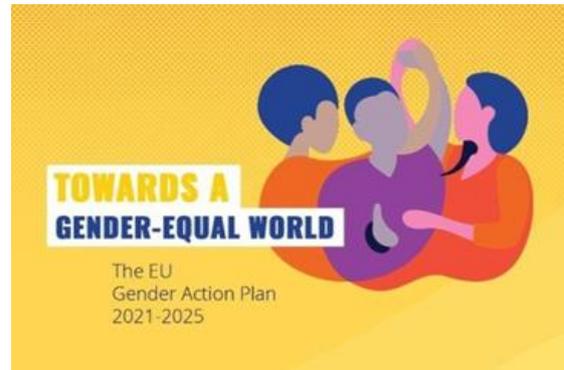
Because 'sustainable development without gender equality is neither development nor sustainable'²⁰ with the protection and promotion of the rights of women and girls being essential to ensure the effective application of a Rights-Based Approach.

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 of all ages, and at all levels: economic, social and political.

<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>

²⁰ <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 \(2021-2025\)](#)²¹, each and every development intervention, including those funded under the ADELANTE Window, must promote 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 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](#)²².

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

These three tools are considered particularly useful for the inclusion of gender indicators:

[The United Nations Minimum Set of Gender Indicators](#)²³, of the United Nations - Inter-agency and Expert Group on Gender Statistics.

²¹ EU Gender Action Plan III (2021-2025):
https://ec.europa.eu/international-partnerships/topics/empowering-women-and-girls_en#header-5139

²² Beijing Declaration and Platform for Action:
<https://www.unwomen.org/en/csw/csw64-2020/preparations>

²³ The United Nations Minimum Set of Gender Indicators:
https://unstats.un.org/unsd/demographic-social/gender/documents/14Mar2018_Gender_relevant_SDG_indicators_MB-HSS.pdf

[Tool Kit on Gender Equality Results and Indicators](#)²⁴, of the Asian Development Bank and the Australian Aid Agency.

[Guide to Mainstreaming the Gender Approach](#)²⁵, 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 will be collected 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](#)²⁶, 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?

Because the degradation of ecosystems, as providers of goods and services, has a direct bearing on the fight against poverty. The poorest populations on the planet are those most dependent on the environment and the use of natural resources for food, shelter, medicine, livelihoods and income-generating opportunities.

Poverty and the environment are interlinked in a cycle of mutual reinforcement. Human populations put pressure on natural resources in order to satisfy their different needs, leading to environmental degradation, which in turn leads to a decrease in ecosystem goods and services, thus leading to more poverty. A healthy environment is the basis for the sustainable development of human populations and is therefore essential to ensure the effective application of a Rights-Based Approach.

²⁴ Tool Kit on Gender Equality Results and Indicators:
<https://www.adb.org/documents/tool-kit-gender-equality-results-and-indicators>

²⁵ Guide to Mainstreaming the Gender Approach:
https://www.aecid.es/Centro-Documentacion/Documentos/Publicaciones%20AECID/Gu%C3%ADa_G%C3%A9nero_ENG.pdf

²⁶ EU international Partnerships Academy:
<https://webgate.ec.europa.eu/intpa-academy/>

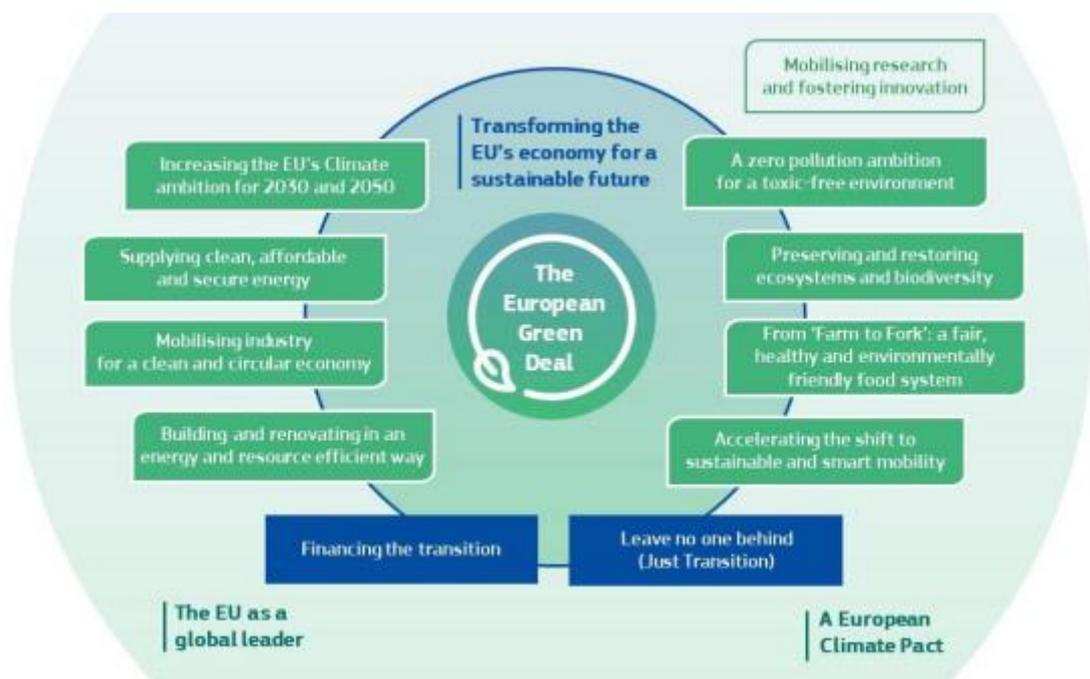
In this context of diverse interactions, the concept of environmental mainstreaming is relevant, since promoting sustainable human development entails, among other things, understanding that people are part of the environment. This cross-cutting approach is a process that includes environmental aspects (e.g., resource consumption, the generation of waste, emissions, etc.) in all development interventions in an informed and systematic way, in order to achieve the intended objectives in a sustainable manner.

In the specific area of climate change, the consequences of human-caused 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. Climate change mitigation constitutes the other set of actions in this area, understood as the reduction of GHG emissions; achieved, for example, through renewable energies, energy efficiency and sustainable mobility, among others.

In this regard, mainstreaming climate change also means taking into account risks and opportunities, with risks to be reduced and opportunities maximised.

Particularly noteworthy are the risks of natural disasters linked to climate change, such as torrential rainfall, heat waves, rising sea levels, etc. These aspects must be considered when planning local development.

The [European Green Deal](#)²⁷ is the leading reference document for the European Union on this subject.



²⁷ European Green Deal:
https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal_en

As a continuation and extension of this in the field of international development cooperation, the European Union's [Euroclima+](#)²⁸ Programme has produced a variety of material related to climate change.

From the perspective of the Initiatives, as with all external projects and programmes financed by the European Union, the following key criteria shall be considered:

- 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 implemented. In this regard, measures can be proposed to mitigate negative environmental impacts and increase the opportunities to generate positive effects, if any.
- Assess the possibility of **having a monitoring and evaluation system** in place that includes environmental and/or climate change adaptation-mitigation indicators.
The following tool is recommended, since it's particularly useful for the inclusion of environmental and climate change indicators:
[Guide to Mainstreaming the Environment and Climate Change](#)²⁹, of the Spanish Agency for International Development Cooperation.
- Provide a **robust justification** when it is deemed that the environment and climate change approach is not relevant within the framework of an Initiative.

All these elements will be collected in the management cycle forms of the Initiative.

The ADELANTE Team may conduct **specific training** in environment and climate change mainstreaming, aimed at both the Initiative and 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 Capacity4Dev will be used as a reference: [Environment, Climate Change and Green Economy](#)³⁰.

Finally, beyond mainstreaming, the Initiatives may aim to **directly address an environmental issue from a purely sectoral perspective**. In such a case, they aim to promote the sustainable use, conservation and/or restoration of the environment, and therefore has a direct impact on one or more aspects of the environment, be it water, soil, air or biodiversity. In this respect, 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, producing, in the latter case, impacts that must be reduced.

²⁸ Euroclima+ / publications: <https://euroclimaplus.org/en/idiomas/ingles>

²⁹ Guide to Mainstreaming the Environment and Climate Change, of the Spanish Agency for International Development Cooperation:
<https://www.aecid.es/Centro-Documentacion/Documentos/Publicaciones%20AECID/151015guiaTMA.pdf>

³⁰ Capacity4Dev - Environment, Climate Change and Green Economy:
<https://europa.eu/capacity4dev/public-environment-climate/wiki/tools-and-methods-0>

PART TWO

Guiding questions to promote the Rights-Based Approach and the effective mainstreaming of cross-cutting issues.

Having introduced each of the approaches, a series of guiding questions are presented below, linking them to different moments in the management cycle, as well as several elements, resources and tools that may compose an Initiative.

Although the aim is not to provide an exhaustive in-depth analysis, a complete review is recommended in order to make greater use of these questions within the Initiative, as well as for increased ownership and learning by the individuals and entities involved.

Preliminary, general guiding questions:

- *To what extent will the Initiative contribute to sustainable and inclusive development in the country/countries in relation to the issue addressed?*
- *Has an appropriate analysis of the issue been considered from a Rights-Based Approach? What is happening and why? Which rights are being threatened? What are the causes behind such violation of rights? What is the responsibility of the public institutions to defend and protect these rights?*
- *Has a gender analysis been carried out that, in terms of both the geographical context and the issue addressed, helps guarantee the contribution to gender equality and the empowerment of girls and women? What about the fight against other forms of discrimination?*
- *Has there been reflection on the need for sustainable environmental management and measures to tackle climate change?*
- *Have the environmental issues related to the context been analysed, identifying the most important environmental challenges?*
- *Are environmental impacts during the implementation of the Initiative taken into account, such as resource consumption and the generation of waste?*
- *Has an environmental assessment been carried out 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 contribute to improving the environment where the Initiative is implemented?*
- *Is this based on data and examples that encourage reflection/debate on these cross-cutting issues?*
- *Are any human rights-related outcomes included? And is gender equality promoted? And is environmental sustainability included?*
- *Does the monitoring and evaluation system include gender indicators and indicators disaggregated by sex and age? (see 'monitoring' section).*
- *Has the possibility of having a monitoring and evaluation system been considered, in which environmental and/or climate change adaptation-mitigation indicators are included? (see 'monitoring' section).*

- *Is there a plan to promote greater engagement and capacity building of people as rights holders in order to claim their rights, and of public institutions as duty bearers to protect such rights?*
- *Is there a plan for capacity building on the human rights system and its protection? Or to reduce discrimination, inequalities and inequities between men and women? And to defend those people living in the most vulnerable situations?*
- *Are there plans to include capacity building in the areas of environment and climate change?*
- *Are there plans to generate evidence, findings and recommendations aimed at promoting respect for human rights, gender equality and the environment?*
- *Is participation, non-discrimination, access to information, transparency or accountability relevant to the purpose of the Initiative?*

Guiding questions with regard to awareness raising:

- *Does the Initiative contribute to raising awareness and reflecting on how to better promote and ensure the full enjoyment of human rights by all people (in particular those living in the most vulnerable situations) in the country/countries?*
- *Have the main problems and challenges of gender equality or the fight against discrimination in the country/countries been addressed?*
- *Is an opportunity provided for the exchange of knowledge and good practices on how to better address the key challenges to achieving gender equality and the empowerment of women and girls in the country/countries?*
- *To what extent does it contribute to the exchange of experiences and knowledge on how to better address the challenges of the environment and climate change in the country/countries?*

Guiding questions with regard to the organisation of events:

- *In the case of a panel, is it gender balanced? Is the participation of persons with disabilities enabled?*
- *Is equal access to the event guaranteed for women and/or those belonging to highly vulnerable groups?*
- *Is the active participation of all persons attending the event encouraged? Are there techniques or strategies included in the activity that contribute to empowering and giving a voice to women and/or the most vulnerable people? Are scholarships or grants available for their participation?*
- *Are pedagogical strategies included that encourage reflection on the basis of personal experiences?*
- *Do the schedules allow for the participation of people, especially women, with care responsibilities? Is there a childcare service available?*
- *Have the environmental impacts been considered? Will the concept of the participants' carbon footprint be taken into account?*
- *Is there a possibility of the event being carbon neutral?*

- *Is obtaining certification related to the sustainable management of the event a possibility?*
- *Are advisory services available from organisations or individuals specialised in planning, implementing and evaluating events from a Rights-Based Approach and cross-cutting issues?*
- *Have participants been provided with information about recycling products (cups, paper, bottles, etc.) and reducing consumption, such as water, electricity and air conditioning at these types of events?*

Guiding questions with regard to facilities (including accommodations):

- *To what extent do the facilities meet the specific needs of the participants?*
- *Are they accessible and adapted to the needs of persons with disabilities? What about the specific needs of women?*
- *Can they be considered environmentally friendly? In other words, are there systems in place to reduce the consumption of resources and facilitate waste management?*
- *Do they have any kind of environmental certification?*
- *Have any environmentally conscious actions been identified in the vicinity of the facilities to be used?*
- *Is the elimination of prejudices, stereotypes and gender roles addressed?*

Guiding questions with regard to resources and materials:

- *In the case of online courses, is the digital platform used readily accessible to the majority of the population? Is there any alternative for those who do not have access to the internet?*
- *Has consideration been given to materials being produced exclusively in electronic formats? In the case of printouts, will they be on recycled paper?*

Guiding questions with regard to the budget:

- *Have any specific items been included in the budget to ensure the mainstreaming of these approaches (e.g., advisory services, accessibility, scholarships, etc.)?*

Guiding questions with regard to relations with third parties:

- *Is there involvement/participation of public institutions associated with the topic addressed and the cross-cutting issues (e.g., specific bodies for the promotion of gender equality and non-discrimination in the country/region)? And the corresponding national and/or regional mechanisms?*
- *Is dialogue and coordination with civil society organisations (women's organisations and organisations representing those people living in the most vulnerable situations) included? And with organisations or individuals specialised in environmental issues and climate change?*

Guiding questions with regard to monitoring:

- *Is there a monitoring system in place with indicators disaggregated by sex and age, as well as by vulnerable groups (e.g., disability)? Are there qualitative indicators to evaluate the quality of their participation?*
- *Do the qualitative indicators make it possible to assess the extent to which the Initiative contributes to shifting social perceptions and eliminating gender stereotypes? What about increased awareness of human rights?*
- *Do the proposed indicators make it possible to measure progress in strengthening the capacities of beneficiaries as rights holders in the process of knowledge, ownership and fulfilment of their human rights?*
- *Do the proposed indicators make it possible to measure how the Initiative will contribute to advancing the commitments of the government and public authorities as duty bearers to ensure human rights?*
- *Beyond measuring the number of men and women who have participated in a given activity, are there qualitative indicators to evaluate the extent to which it has met the participants' expectations?*
- *Are questions related to the content on gender discrimination, or other inequalities and forms of discrimination, incorporated into the evaluation questionnaire? Are the results of the assessments disaggregated by sex?*
- *Have indicators been developed to assess the extent to which a contribution has been made to reducing various forms of discrimination and inequality?*

Guiding questions with regard to communication:

- *Is the information related to the dissemination and content of materials used and produced accessible to all recipients?*
- *Is non-sexist and inclusive language employed³¹?*
- *Do the images used in the various materials ensure a balanced and non-stereotyped presence of women and men, and do they highlight socio-cultural diversity?*
- *In general terms, are data and examples provided that promote the participants' reflection on these cross-cutting issues?*
- *Is the dissemination of findings through existing networks and channels for participation provided for?*
- *Will the products be accessible to the entire beneficiary population (e.g., adaptation to Indigenous cultures, adaptation to persons with disabilities, among others)?*
- *Are there data and examples that highlight the situation of women and those people living in the most vulnerable situations, in relation to the topic and geographical context?*

³¹ For more information, see: United Nations. Gender-inclusive language.

<https://www.un.org/en/gender-inclusive-language/guidelines.shtml>

Guiding questions related to knowledge management (lessons learned):

- *Which lessons learned can be derived from the Initiative on how to better promote and ensure the full and equal enjoyment of human rights in the country/countries? What about how to better address key challenges to achieving gender equality and the empowerment of women and girls in the country/countries?*
- *Which lessons learned can be drawn from the Initiative on how to better address the challenges of the environment and climate change in the country/countries?*
- *Which stories manage to convey the positive impact of this Initiative on people's lives?*

Guiding questions with regard to evaluation:

- *Does the evaluation examine to which extent the Initiative has contributed to protecting and promoting human rights, applying the principles of the Rights-Based Approach and gender equality?*
- *And the assessment of environmental performance?*



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