Selected Project: The TrC between Colombia, UNFPA e Burkina Faso

“Exchange between Burkina Faso and Colombia to advance in the Measurement, Prevention and Eradication of Female Genital Mutilation in Colombia”

February 2022
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>APC Colombia</td>
<td>Presidential Agency on International Cooperation of Colombia</td>
</tr>
<tr>
<td>CRIR</td>
<td>Indigenous Regional Council of Risaralda, Colombia</td>
</tr>
<tr>
<td>CFP</td>
<td>Colombia’s Foreign Policy</td>
</tr>
<tr>
<td>DANE</td>
<td>National Administrative Department of Statistics, Colombia</td>
</tr>
<tr>
<td>DNP</td>
<td>National Planning Department, Colombia</td>
</tr>
<tr>
<td>FGM</td>
<td>Female Genital Mutilation</td>
</tr>
<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
</tr>
<tr>
<td>GII</td>
<td>Gender Inequality Index</td>
</tr>
<tr>
<td>GoCO</td>
<td>Government of Colombia</td>
</tr>
<tr>
<td>GoBFA</td>
<td>Government of Burkina Faso</td>
</tr>
<tr>
<td>GPEDC</td>
<td>Global Partnership for Effective Development Cooperation</td>
</tr>
<tr>
<td>ICBF</td>
<td>Colombian Institute of Family and Welfare</td>
</tr>
<tr>
<td>IDC</td>
<td>International Development Cooperation</td>
</tr>
<tr>
<td>IDB</td>
<td>Inter-American Development Bank</td>
</tr>
<tr>
<td>MDG-F</td>
<td>UNFPA’s Integral strategy for the prevention and awareness of all forms of gender-based violence</td>
</tr>
<tr>
<td>NDP</td>
<td>National Development Plan, Colombia</td>
</tr>
<tr>
<td>NSIC</td>
<td>National Strategy for International Cooperation, Colombia</td>
</tr>
<tr>
<td>ODA</td>
<td>Official Development Assistance</td>
</tr>
<tr>
<td>OECD</td>
<td>Organization for Economic Cooperation and Development</td>
</tr>
<tr>
<td>SDGs</td>
<td>Sustainable Development Goals</td>
</tr>
<tr>
<td>SC</td>
<td>Steering Committee</td>
</tr>
<tr>
<td>SSC</td>
<td>South-South Cooperation</td>
</tr>
<tr>
<td>SSTrC</td>
<td>South-South and Triangular Cooperation</td>
</tr>
<tr>
<td>TrC</td>
<td>Triangular Cooperation</td>
</tr>
<tr>
<td>UNDP</td>
<td>The United Nations Development Programme</td>
</tr>
<tr>
<td>UNFPA</td>
<td>The United Nations Population Fund</td>
</tr>
<tr>
<td>UNICEF</td>
<td>The United Nations Children’s Fund</td>
</tr>
<tr>
<td>UNOPS</td>
<td>The United Nations Office for Project Services</td>
</tr>
<tr>
<td>UNOSSC</td>
<td>The United Nations Office for South-South Cooperation</td>
</tr>
<tr>
<td>WB</td>
<td>World Bank</td>
</tr>
<tr>
<td>WTO</td>
<td>World Trade Organization</td>
</tr>
</tbody>
</table>
## Contents

Acronyms and Abbreviations .................................................................................................................. 2
List of Boxes, Figures and Tables ........................................................................................................... 4
Acknowledgements .................................................................................................................................. 5
1. Executive Summary ............................................................................................................................. 6
2. Methodological Note ........................................................................................................................... 11
3. The Colombian Ecosystem for International Development Cooperation ....................................... 13
4. Selected Project: The TrC between Colombia, UNFPA e Burkina Faso ........................................... 18
5. Key Findings ....................................................................................................................................... 20
   A. Country ownership and demand-driven cooperation ................................................................. 20
   B. Shared Commitments ................................................................................................................... 21
   C. Focus on results-oriented approaches and solutions ............................................................... 23
   D. Inclusive partnerships and multi-stakeholder dialogues ......................................................... 24
   E. Transparency and mutual accountability .................................................................................... 25
   F. Innovation and co-creation ......................................................................................................... 26
   G. Joint-learning and knowledge-sharing for sustainable development ..................................... 27
   H. Advance gender equality and the empowerment of women and girls .................................. 28
   I. Leaving no one behind ............................................................................................................... 29
6. Lessons Learned .................................................................................................................................. 30
7. References ......................................................................................................................................... 33
Annex I. Assessment Matrix .................................................................................................................. 34
List of Boxes, Figures and Tables

Box 1. Voluntary Guidelines for Effective Triangular Cooperation ........................................ 6
Box 2. Background on the prevention of the FGM practice .................................................. 10
Box 3. How is the Triangular Cooperation operated? .............................................................. 12
Box 4. The Framework of Competencies .............................................................................. 22

Figure 1. TrC between Colombia, UNFPA e Burkina Faso: Governance Arrangements .......... 8
Figure 2. APC Colombia’s Organizational Chart .................................................................. 14
Figure 3. Project’s structure: the Steering Committee ......................................................... 19

Table 1. Triangular Cooperation Projects in Colombia according to the OECD .................. 16
Table 2. Key Findings and Lessons Learned ....................................................................... 31


Acknowledgements

This case study on the Voluntary Guidelines for Effective Triangular Cooperation was commissioned by Global Affairs Canada. It draws on the work of independent consultants Paulo Esteves and Camila Santos, with research assistance from Mayara Maciel, Milena Coelho and Thaiany Medeiros.

The authors wish to thank the Presidential Agency on International Cooperation of Colombia (APC Colombia) for its valuable collaboration and availability throughout the study.

The authors also extend special thanks to the OECD Joint Support Team, in the person of Thomas Boehler and Alexandra Campbell, as well as the GPI Core Group Members, especially Nadine Piefer-Söyler and Geovana Zoccal, for their comments and guidance that greatly improved the study.

The views outlined in the publication do not necessarily reflect the policy position of Global Affairs Canada or GPI Core Group Members.
1. Executive Summary

To promote Triangular Cooperation (TrC) at the political level and make it more effective at the operational level, the 2nd High-Level Meeting of the Global Partnership for Effective Development Cooperation (GPEDC) established the Global Partnership Initiative on Effective Triangular Co-operation (GPI)\(^1\).

Following its mandate, in March 2019, the GPI issued a set of nine Voluntary Guidelines "to ground the modality in effectiveness and to provide support in implementing impactful projects"\(^2\). The Voluntary Guidelines (presented at Box 1) were advanced throughout a comprehensive consultation process with GPI members and generated a framework to foster the co-creation of development solutions.

**Box 1. Voluntary Guidelines for Effective Triangular Cooperation**

1. **Country ownership and demand-driven cooperation**: Triangular cooperation should be undertaken with the ownership of partner countries and aligned with their national priorities, as well as those of the 2030 Agenda for Sustainable Development;

2. **Shared commitment**: Partners agree to participate and share responsibility with regard to identification, design, implementation, contribution, monitoring, and evaluation;

3. **Focus on results-oriented approaches and solutions**: All partners commit to achieving agreed-upon results, as well as to demonstrating and systematising results;

4. **Inclusive partnerships and multi-stakeholder dialogues**: Responding to the needs and objectives of all parties, partners aim to involve multiple actors with a view to foster knowledge-sharing; and to find sustainable development solutions;

5. **Transparency and mutual accountability**: All partners are accountable for commitments made and agreed. They agree to share information on their triangular cooperation activities in accordance to the standard to enable monitoring, evaluation and accountability;

6. **Innovation and co-creation**: Through new and existing partnerships, intelligent risk-taking, evidence-based policy and programming, technology, and flexible approaches to locally-driven innovative solutions, with a view to improving development results;

7. **Joint-learning and knowledge-sharing for sustainable development**: Through horizontal exchanges and co-creation of development solutions, all partners mutually benefit from sharing their knowledge, capabilities and strengths;

8. **Advance gender equality and the empowerment of women and girls**: Triangular cooperation should contribute to gender equality in its multiple dimensions as a way to accelerate sustainable development progress;

9. **Leaving no one behind**: Triangular cooperation furthers inclusive multi-stakeholder partnerships, including those that provide support to the most vulnerable.

**Source**: GPI on Effective Triangular Co-operation. 2019. Voluntary Guidelines for Effective Triangular Cooperation. Available at: https://triangular-cooperation.org/voluntary-guidelines/

---


The Voluntary Guidelines underpin GPEDC's Action Area on TrC Work Programme for the 2020-2022 biennium. The Action Area's work plan intends to "increase instances of implementation of the Voluntary Guidelines" as a way "to build greater awareness of, and mainstream engagement for effective triangular cooperation within the GPEDC network".

Global Affairs Canada commissioned this country study to assess the implementation of the Voluntary Guidelines in existing triangular cooperation practices. The study attempts to understand the state of the implementation of the Voluntary Guidelines and identify best practices and lessons from one TrC programme selected with South Africa's Technology Innovation Agency. Two overarching questions framed the enquiry: (a) To what extent do partners engaged in triangular cooperation adopt the Voluntary Guidelines, at both the operational and policy levels? and (b) What practices enable, in fact, the adoption of the Voluntary Guidelines?

The study counted with the support of the Government of Colombia (GoCO), through APC Colombia, which has volunteered to pilot the voluntary guidelines. The selected project was the “Exchange between Burkina Faso and Colombia to advance in the Measurement, Prevention and Eradication of Female Genital Mutilation in Colombia” or, hereafter, the “TrC Project between Colombia, UNFPA and Burkina Faso”.

The project was conceived after the identification, by the United Nations Population Fund (UNFPA) Office in Colombia, of a case of Female Genital Mutilation (FGM) in the country. For many years, UNFPA has worked with the indigenous peoples in Colombia and neighbouring countries. Such a foothold granted the organization a privileged position from where it could engage with indigenous communities, like the Embera, and governmental authorities at the Ministry of Health, the Ministry of Interior, and the Colombian Institute of Family and Welfare (ICBF). Furthermore, UNFPA’s work, along with UNICEF, for eliminating FGM would allow the organisation to access the existing international pool of experiences and best practices to support actions to combat MGF in Colombia. Eventually, UNFPA would facilitate contact with partners which had successfully dealt with the problem.

As in Embera communities the identified victims were prepubescent girls (from 3 years old to the beginning of puberty); the FGM became a matter of ICBF’s concern. Tackling the FGM in a new environment would require recording and studying past cases, which could be traced back to 2007. In the pursuit of a multisectoral dimension needed to solve the problem of FGM in Colombia, it was necessary to broaden exchanges with other sectors, enabling actions at the social, health and statistics dimensions. Addressing the issue would also require the mobilisation of various sectors of the Colombian government (family, health, social protection, indigenous affairs, and statistics) and the establishment of channels for consultation and participation of multiple stakeholders. In this context, UNFPA supported the design of a broader project to combat FGM and facilitated contact with potential partners in the Global South whose experiences could be translated to the Colombian setting.

Burkina Faso was identified as a potential partner whose experience could support the formulation and implementation of policies for the elimination of MGF for three reasons: (i) its success in formulating and adopting prevention policies; (ii) its progress towards the eradication of FGM practices; and (iii) the presence of the ethnic/cultural component in both settings.

---

Against this background, the GoCO understood that the preparation of a cooperation project, through which it could access and reflect on such experiences, could support the formulation of its policies. The initial step in tackling the problem would necessarily be acknowledging that the problem had occurred. That is how Colombia became the first and only country in Latin America to recognise the occurrence of FGM practices in its territory.

The project started in 2019 and was due to end in 2022. Its main objective is to support all concerned entities in establishing a shared understanding and providing a set of public policies and practices to prevent and eliminate FGM. Due to the pandemic of COVID-19, project activities were primarily suspended in 2020 and resumed online in 2021. In this first phase, the project should deliver a guidance document on identifying and handling FGM cases. The second phase will start in 2022 and will focus on fieldwork and in-person exchanges.

UNFPA played a central role in building the triangular cooperation project. On the one hand, the organization maintained permanent dialogue with national implementing institutions and established inroads with local stakeholders. On the other hand, UNFPA was able to mobilise the pivot partner according to the demands of the implementing institutions (beneficiaries). Thus, while the GoCO, as a beneficiary, had constituted a cross-sectoral team to address the FGM problem, the pivot partner would mirror this group, enabling intra- and inter-sectoral knowledge flows (see figure 1).

**Key Message 1: Strengthening Governance Arrangements – Shared Coordination and Mirroring Teams**

On the beneficiary side, **Shared Coordination** enables its active participation, weighting its demands, enhancing local ownership, and increasing the partnership legitimacy. Shared coordination with line ministries or sectoral agencies facilitates the integration of TrC activities into national and local development plans ensuring the beneficiary ownership over the programme in its different stages.

**Figure 1.** TrC between Colombia, UNFPA e Burkina Faso: Governance Arrangements

<table>
<thead>
<tr>
<th>Ministry of Health</th>
<th>Ministry of Economy</th>
<th>Ministry of Women</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mirroring Team</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GoBFA / UNFPA (BFA)</td>
<td></td>
<td>UNICEF</td>
</tr>
<tr>
<td><strong>Technical Secretariat</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>APC Colombia</td>
<td></td>
<td>UNFPA (CO)</td>
</tr>
<tr>
<td><strong>Intersectoral Team</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Institute of Legal Medicine and Forensic Sciences</td>
<td>Ministry of Health and Social Protection</td>
<td>National Administrative Department of Statistics</td>
</tr>
</tbody>
</table>

The governance of the project has a light structure. APC Colombia and UNFPA (with its offices in Colombia and Burkina Faso) formed a technical secretariat responsible for managing the project (see Figure 1). The technical secretariat and the national implementing institutions participate in the decision-making process. The shared coordination between the cooperation agency and an intersectoral group of implementing institutions enhances ownership and ensures that the
From the project, from design to implementation, is driven by GoCO demands. Furthermore, project implementation, which entails formulating policies and guidelines for the prevention and eradication of MGF, has involved consultation activities with key stakeholders, particularly indigenous peoples and their representatives.

**Key Message 2: Implementation instruments – Competencies Frameworks**

Establishing a competencies framework where different expertise and capacities address a common development challenge enhances the value-added by each institution and underline the shared commitments. The value of crafting a competency framework lies in the possibility of (i) framing comprehensive development solutions, (ii) identifying the available capacities for their implementation, and (iii) embedding these solutions institutional arrangements contributing to their long-lasting impact. Moreover, across the facilitator/pivotal axis, mirroring teams enable Intra and inter-sectorial knowledge flows and lay the foundation for co-creation processes.

Implementing agencies are designing a culturally sensitive methodology and planning a strategy for its deployment. Such method has been co-created by national implementing institutions and Burkinabe partners in consultation with representatives from indigenous communities. On the Burkinabe side, its governmental entities and UNFPA country office have responded to the GoCO’s concerns sharing its experiences and lessons learned in terms of (i) political commitment, (ii) legislation, (iii) coordination (in charge of Ministry of Women), (iv) community mobilisation and empowerment (NGOs), (v) care of victims (Ministry of Health), and (v) data collection and analysis (in charge of the Ministry of Economy). The establishment of a permanent process of consultation with the main stakeholders is a key dimension of such a process. For that reason, the project has been gathering information and establishing dialogues with organisations like the National Commission of Indigenous Women. Such an intercultural approach towards gender rights helps partners to look at cooperation rather than criminalization.

**Key Message 3: Valuing local practices - Advancing gender equality through an intercultural approach**

Intercultural approaches enhance the perception that development solutions, including those related to intractable inequality challenges, shall be solved through cooperation and alliances. Intercultural approaches for preserving the culture and rights of women and girls in ethnic groups enhance trust and the ownership of those further behind.

Prior to the project, substantial work within the framework of indigenous women rights has already been done by Colombian entities with the Embera indigenous community around FGM (see Box 2). Such work was an essential step for establishing a legal and political base on which
the TrC with UNFPA and Burkina Faso could lean. Particularly important was the Decree nº1097 of 2020, which creates the National Commission of Indigenous Women, an instance of technical work on issues related to women, families and indigenous generations.

**Box 2. Background on the prevention of the FGM practice**

- **Project Embera Wera (2007):** An interagency roundtable of top officials that promoted dialogue and organisation at the local level to bring awareness around the FGM issue within the Embera community. The project was composed by the Indigenous Regional Council of Risaralda (CRIR), supported by UNFPA, the interagency "Integral strategy for the prevention and awareness of all forms of gender-based violence" (MDG-F), ICBF, the Ministries of Interior, Justice and Social Protection and the Office of Public Advocate. The project made a lot of progress, especially acknowledging the existence of FGM and discussing its consequences.

- **‘Acción Participativa’ Initiative (IAP) (2008/2009):** An initiative that created a dialogue with all parties in the Embera community to study FGM and the situation of the Embera women. The initiative was important for recognising women's leadership in the community and brought to life the Departmental Summit of Embera Women, where 556 representatives gathered to discuss their lives, health, territories, rights and dreams. As a result of the Women's Summit, the "Mandate of the Embera Women" was created, which gave Embera women the opportunity to raise their voices, discuss their ideas and propose solutions, including their demand for the ban of the practice of FGM.

- **Decree nº1097 (2020):** In August 2020, the Colombian Ministry of Interior decreed the National Commission of Indigenous Women. "Art.1: Creates the National Commission of Indigenous Women of the Permanent Roundtable for Coordination with Indigenous Peoples and Organisations as an instance of technical work on issues related to women, families and indigenous generations and other matters defined in the agenda of the aforementioned Commission". The Commission's main objective is to "guide and contribute technically to the formulation, implementation, monitoring and evaluation of public policies, plans and projects that develop the rights of indigenous women, families and generations".

**Sources:** UNFPA (2011); Ministerio del Interior (2020).
2. Methodological Note

This country study on the Voluntary Guidelines for Effective Triangular Cooperation was designed to answer two questions:

- To what extent do partners engaged in triangular cooperation adopt the Voluntary Guidelines, at both the operational and policy levels?
- What practices enable, in fact, the adoption of these Voluntary Guidelines?

The choice for framing country studies around single programmes or projects presents clear limits. Case studies’ contextual boundaries may make it impossible to generalize conclusions for the whole set of TrC practices adopted by a given country. Nevertheless, a single project/programme study illuminates what kind of principle or rule is guiding TrC practices in the field and the meaning they acquire for practitioners. In any case, to avoid the risk of overgeneralization, the research team conducted validation meetings with key stakeholders and the findings and conclusions presented here are submitted to their scrutiny. The case study may provide information and valuable insights on TrC initiatives, contributing to nurture the GPEDC knowledge base. Furthermore, this study aims to identify lessons and provide recommendations for helping partners to streamline the Voluntary Guidelines implementation.

In this study we adopt the concept of TrC as defined by the Global Partnership Initiative, understanding the modality as a collaboration that requires at least three interchangeable roles being represented, with each partner potentially playing more than one role (see Box 3). Considering this, the Colombian case study was built around interviews and desk reviews. The interviews were based on the assessment matrix (see Annex I) and follow-up questions were tailored considering a qualitative perspective on the interviewee's position within the programme (such as beneficiary, facilitator, pivotal or dual), aiming to supplement the data collected with specific and inductive questions. The desk review comprised both document analysis and literature review. The documents under consideration consisted of Memorandum of Understanding (MoUs), Terms of Reference (ToRs), Minutes of the Meetings (MoMs), monitoring reports, progress reports, reviews, and evaluations or assessments. The literature review supported the general analysis and provided insights on existing TrC ecosystems in the countries targeted.

During the data collection, there were some difficulties to reach Burkina Faso's government offices. However, this assessment relied on UNFPA Burkina Faso participation for triangulating information. It was possible since UNFPA’s country office was responsible to coordinate the governmental engagement on Burkina Faso’s side. All interviews were previously agreed upon in consultation with the Presidential Agency on International Cooperation of Colombia (APC Colombia).
According to the Global Partnership Initiative’s website, Triangular Cooperation is a North-South-South development cooperation modality with growing influence. While it was traditionally a government-to-government cooperation model, the contemporary approach recognizes the importance and emergence of private sector, CSOs, philanthropic institutions, academia, and sub-national actors as potential partners.

The TrC mobilizes multiple stakeholders (from the Global North and South), with a qualified involvement in three different roles as described below:

- **Pivotal partner** often has proven experience and shares its resources, knowledge and expertise through triangular co-operation. It can sometimes provide a bridge between South-South and North-South.

- **Facilitating partner** helps to connect countries and organizations to form a triangular partnership and gives financial and/or technical support to the collaboration.

- **Beneficiary partner** seeks support to tackle specific development challenge in line with their national development priorities and needs. It is responsible for ensuring that results are sustainable.

There can be one or more stakeholders in any of these roles, and stakeholders may change roles throughout the implementation of the initiative.

This is a flexible model whereby all partners work together in a horizontally way, being recognized for the value of their distinct expertise and resources. On this modality, stakeholders are better able to share knowledge, often encouraging innovation and co-creation through mutual learning.

**Source:** GPI Website, https://triangular-operation.org/about/

**Box 3.** How is the Triangular Cooperation operated?
3. The Colombian Ecosystem for International Development Cooperation

The Republic of Colombia has a National Strategy (NSIC-2019-22) that aims to respond to Colombia’s dual role as a recipient country and as a provider within the scope of International Development Cooperation (IDC)\(^5\). In that sense, the country circulates upon three modalities of IDC: Official Development Assistance (ODA), South-South Cooperation (SSC) and Triangular Cooperation (TrC).

Regarding the ODA received by Colombia in 2019, the main providers’ partners were the United States, followed by Canada, Germany, the European Union, Spain, Norway and the Inter-American Development Bank (IDB)\(^6\). In this same year, 82.3% of the non-reimbursable international cooperation resources were directed to five Sustainable Development Goals (SDGs): SDG 10, Reduction of inequalities (39.33%); SDG 16, Promote societies (16.52%); SDG 11, Sustainable cities and communities (14.70%); SDG 2, Zero hunger (8.05%) and SDG 8, Decent work and economic growth (3.80%)\(^7\). Altogether, within the scope of ODA, the country received more than USD 713 million in 2019\(^8\).

On the other hand, in terms of SSC and TrC in Ibero-America, in the year 2019, Colombia’s main partners were Peru, Mexico and Costa Rica\(^9\). Around 60% of these initiatives were implemented through bilateral SSC, while 27% was through Regional SSC, and 14% through TrC\(^10\). Within that same framework, the main sectors in which Colombia has cooperated as a provider were (i) agriculture and livestock; (ii) other services and social policies; (iii) strengthening institutions and

---

**Country Profile**

**The Republic of Colombia** is a South American country with a population of 50.88 million in 2020. 80% of its population lives in urban areas, whereas 19% lives in rural areas. In 2018, Colombia’s indigenous population comprised 1,905,617 people, representing 3.9% of the country's total population. According to the National Administrative Department of Statistics (DANE), 78% of indigenous people live in rural areas and population centers and 21% live in municipal capitals.

The country has the Colombian Peso as its currency unit and is considered by the World Bank as an upper middle-income country. Its GDP was worth 271.34 billion dollars in 2020. Its main import partners are the United States, China and Mexico and export partners are the United States, China and Panama. The foreign direct investment net inflows in Colombia are 14.314 billion and, outflows, 1.966 billion.

Colombia has a Human Development Index of 0.767 and its Gini coefficient is 50.4. The country’s Gender Inequality Index (GII), which shows the loss in potential human development due to inequality between female and male, is of 4.28 in a range where 0 means fare equality between women and men and 1 means gender fares as poorly as possible in all measured dimensions. Regarding to violence against women, in 2019, 1,001 were murdered in the country, and there is evidence enough to consider 109 of these cases as feminicide. Also, in Colombia, for each male victim of a sexual offense there are six female victims and, within the female victims, 85.6% are children and young girls under the age of 18. Therefore, gender inequality and violence against women represent challenges for the country.

Sources: World Bank, DANE, UNDP and WITS databases.

---


\(^7\) *Idem*, p.22

\(^8\) *Idem*, p.10


\(^10\) *Idem*. 
public policies; and (iv) health\textsuperscript{11}. While as a recipient, Colombia’s main sectors were (i) disaster management; (ii) environment; (iii) agriculture and livestock; (iv) strengthening institutions and public policies; and (v) other services and social policies\textsuperscript{12}. Altogether, Colombia’s SSC and TrC in 2019, contributed to the region’s progress on the achievement of SDG16 (Peace, justice and strong institutions), SDG 8 (Decent work and economic growth) and SDG 11 (Sustainable cities and communities)\textsuperscript{13}. Within TrC, in 2019 Colombia has participated in 19 initiatives as a recipient, 10 as a provider and one as a second provider\textsuperscript{14}.

Overall, the functional structure of Colombian SSC and TrC relies on three vital institutions: the Ministry of Foreign Affairs, which is responsible for the design of its foreign policy; the National Planning Department (DNP), which is responsible for the National Development Plan; and Presidential Agency on International Cooperation (APC Colombia), which is responsible for the National Strategy for International Cooperation\textsuperscript{15}.

In coordination with the Ministry of Foreign Affairs, APC Colombia is responsible for advising the National Government on the implementation of the International Cooperation strategy in the country\textsuperscript{16}. The Agency, founded in 2011, has its Steering Committee composed of the Office of the President, the Ministry of Foreign Affairs, DNP, the Ministry of Defense and representatives from Civil Society organizations\textsuperscript{17}. Moreover, APC has one General Directorate and four specific ones (see Figure 1): the ODA Directorate, the SSC Directorate (which includes the management of South-South Triangular Cooperation), the Administrative and Financial Directorate (which manages the resources that comes from the National Budget for cooperation), and, finally, the Institutional Coordination Office (which is responsible for the structuring of the projects)\textsuperscript{18}.

\textbf{Figure 2. APC Colombia’s Organizational Chart}

\begin{figure}
\centering
\includegraphics[width=0.5\textwidth]{APC-Chart.png}
\caption{APC Colombia’s Organizational Chart}
\end{figure}

\textsuperscript{11} Idem.
\textsuperscript{12} Idem.
\textsuperscript{13} Idem.
\textsuperscript{14} Idem.
\textsuperscript{16} See https://www.apccolombia.gov.co/Quienes-somos
\textsuperscript{17} APC-Colombia. \textit{APC-Colombia: an overview of our structure, strengths and challenges}, for GPEDC AA 2.3 Group Call #2 v20211007, p.6.
\textsuperscript{18} Idem, p.5
Hence, in Colombia, the SSC constitutes a mutual learning practice based on the exchange of experiences that can enable the achievement of results in terms of (i) knowledge and (ii) the development of participants and their institutions existing capacities. SSC is also perceived as a modality of IDC that contributes to the achievement of the agreed development goals at the 2030 agenda. Furthermore, since 2011 the TrC modality started to be considered complementary to the bilateral SSC in Colombia.

In that sense, TrC is recognized as a form of SSC in which exchanges between two countries in the Global South are expanded by the technical and financial contributions of a third partner, which may be a country, a development bank or a multilateral organization. For APC Colombia, the TrC adds value to SSC by raising the level of alliances between various development actors, promoting great responsibility and leadership to the countries that cooperate through this modality.

Therefore, Colombia’s Foreign Policy offers not only strategic guidance through its National Development Plan (NDP-2018-2022) and the National Strategy on International Cooperation (NSIC-2019-22) but also a set of concepts, methods and procedures to implement the country’s South-South Triangular Cooperation (SSTrC), expressed on the document “Caja de herramientas para el fortalecimiento de la Cooperación Sur-Sur y Triangular - versión 2.0”.

According to APC, the TrC represents an opportunity for Colombia, as a high middle-income country, to reduce transaction costs and find joint responses to development challenges. Thus, following APC guidelines, the Colombian TrC must: (i) align the interests of the parties involved; (ii) privilege the demand of the beneficiary country; (iii) maximize the comparative advantages of the partners to promote their learning; and (iv) share responsibilities and costs according to the capabilities and resources of the parties involved. To standardize the management of TrC, APC Colombia implements a sequence of activities to identify triangular projects and formulate work plans for their execution. This sequence includes the presentation of the project, the identification of ideas, the confirmation of interest between the partners, the information to the Ministry of Foreign Affairs, and the formulation of the work and execution agreement.

Colombia has been an important player concerning SSC. The country has recently joined the Global Partnership for Effective Development Cooperation (GPEDC), and already leads the Action Area 2.3: Supporting Country-led development effectiveness of SSC. This action area brings together relevant stakeholders to examine how the effectiveness principles can apply in the context of SSC.

Also, another recent step for Colombia’s IDC was the release, in 2021, of its third Voluntary National Review: “ODS Colombia: Acelerar la implementación para una recuperación...”

---

19 APC-Colombia. Caja de herramientas... ibid., p.8.
20 Idem.
21 APC-Colombia. Caja de herramientas... ibid., p.9.
22 Idem.
23 APC Colombia. NSIC 2019-2022, National Strategy... Ibid., p.28.
24 See https://www.apccolombia.gov.co/cooperacion-triangular
26 Idem.
27 See https://www.effectivecooperation.org/group/gpedc-programme-work-action-area-23-supporting-country-led-development-effectiveness-south-0
The main purpose of the document is to share Colombia’s progress within the implementation of the 2030 Agenda and the SDGs and to reflect on the new challenges that the COVID-19 pandemic has brought for sustainable development.30

Furthermore, OECD’s Triangular Cooperation Repository of Projects provides additional data on several TrC projects in which Colombia took part, as can be observed in Table 1 (see below).

Table 1. Triangular Cooperation Projects in Colombia according to the OECD

<table>
<thead>
<tr>
<th>Project</th>
<th>Partners</th>
<th>Sector</th>
<th>Budget</th>
<th>Project Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment of Dominica’s Handicrafts Industry</td>
<td>Organization of American States (OAS), Dominican Republic, Colombia</td>
<td>Business and other services</td>
<td>n.a</td>
<td>2014</td>
</tr>
<tr>
<td>Colombian Mission to Benin</td>
<td>United Nations Fund for Population Activities (UNFPA), Benin, Colombia</td>
<td>Government and Civil Society</td>
<td>n.a</td>
<td>2014</td>
</tr>
<tr>
<td>Course on Public Policy for Urban Development and Integral Project</td>
<td>Japan, Mexico, Costa Rica, Brazil, Ecuador, Honduras, Guatemala, Peru, Bolivia, Venezuela, Colombia</td>
<td>Government and Civil Society</td>
<td></td>
<td>2014-2016</td>
</tr>
<tr>
<td>Crime Prevention</td>
<td>Colombia, Guatemala, United States</td>
<td>Government and Civil Society</td>
<td>n.a</td>
<td>2013</td>
</tr>
<tr>
<td>Good Governance and Local Development</td>
<td>United States, Guatemala, Colombia</td>
<td>Government and Civil Society</td>
<td>n.a</td>
<td></td>
</tr>
<tr>
<td>Health for the Bolivian Youth</td>
<td>United Nations Population Fund (UNPF), Bolivia, Colombia</td>
<td>Health</td>
<td>n.a</td>
<td></td>
</tr>
<tr>
<td>Kangaroo Mother Care</td>
<td>World Health Organization (WHO), United States, Bhutan, Brazil, Cameroon, Canada, Colombia, Costa Rica, Denmark, Dominican Republic, Ecuador, El Salvador, France, Ghana, Guatemala, Haiti, Honduras, India, Indonesia, Kenya, Madagascar, Mali, Peru, South Africa, Spain, Uruguay, Venezuela, Bill &amp; Melinda Gates Foundation, Kangaroo Foundation Colombia</td>
<td>Health</td>
<td>&gt; USD 10 000 000</td>
<td>1993-2014</td>
</tr>
<tr>
<td>Learning Tour: Sustainable Music Schools, Youth Entrepreneurship and</td>
<td>International Fund for Agricultural Development (IFAD), PROCASUR, Costa Rica, Guatemala, Honduras, El Salvador, Mexico, Cuba, Dominican Republic, Botswana, South Africa, Kenya, Uganda, Tanzania, Colombia</td>
<td>Education and Training</td>
<td>n.a</td>
<td>2012-2016</td>
</tr>
<tr>
<td>Public Administration</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pecninidae Harvesting</td>
<td>Japan, Colombia, Chile</td>
<td>Agriculture and Food Security</td>
<td>n.a</td>
<td>2012-2014</td>
</tr>
<tr>
<td>Promote sustainable housing (Infonavit)</td>
<td>Germany, Mexico, Colombia</td>
<td>Energy</td>
<td>Between USD 500 000 and 1 000 000</td>
<td>2013-2015</td>
</tr>
</tbody>
</table>

30 Idem, p. 11
<table>
<thead>
<tr>
<th>Project Title</th>
<th>Participating Countries</th>
<th>Sector/Service</th>
<th>Cost</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Conference on the State, Enterprise and Community Relationships</td>
<td>United States, Argentina, Brazil, Colombia, El Salvador, Guatemala, Mexico, Peru, Panama</td>
<td>Business and other services</td>
<td>n.a</td>
<td>2013</td>
</tr>
<tr>
<td>Regional Conference on Triangular Cooperation in Latin America</td>
<td>Germany, Spain, France, United States, Japan, Argentina, Bolivia, Chile, Cuba, Costa Rica, Ecuador, El Salvador, Honduras, Nicaragua, Paraguay, Dominican Republic, Uruguay, Guatemala, México, Peru, Colombia</td>
<td>Government and Civil Society</td>
<td>n.a</td>
<td>2012</td>
</tr>
<tr>
<td>South-South Cooperation Program on mine action for the Republic of Colombia</td>
<td>Colombia, Japan, Cambodia</td>
<td>Mining</td>
<td></td>
<td>2017-2022</td>
</tr>
<tr>
<td>Strengthening community libraries as protective spaces for children, teenagers and young people</td>
<td>Colombia, Argentina, Switzerland</td>
<td>Social infrastructure and services</td>
<td>&lt; USD 100 000</td>
<td>2018</td>
</tr>
<tr>
<td>Strengthening Friendly Services for Adolescents</td>
<td>United Nations Fund for Population Activities (UNFPA), Colombia, El Salvador</td>
<td>Government and Civil Society</td>
<td>n.a</td>
<td>2014-2016</td>
</tr>
<tr>
<td>Strengthening urban planning policies and sustainable housing development tools between Colombia, Germany and Mexico</td>
<td>Argentina, Colombia, Germany, Mexico, Peru, Switzerland</td>
<td>Urban Development</td>
<td></td>
<td>2018-2020</td>
</tr>
<tr>
<td>Support to Guatemala and Honduras in Security</td>
<td>Canada, Guatemala, Honduras, Colombia</td>
<td>Government and Civil Society</td>
<td>Between USD 1 000 000 and 5 000 000</td>
<td>2012-2016</td>
</tr>
<tr>
<td>Technical capacities development</td>
<td>Colombia, Korea, Bolivia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Nicaragua, Panama, Peru, Dominica Republic</td>
<td>Government and Civil Society</td>
<td>n.a</td>
<td>2012-2013</td>
</tr>
<tr>
<td>Workshop on Economic Regulation and Information Systems for Water Management and Sanitation</td>
<td>Development Bank of Latin America, Chile, Colombia</td>
<td>Water sanitation</td>
<td>n.a</td>
<td>2013</td>
</tr>
<tr>
<td>Workshop on Innovation and Technological Development</td>
<td>Australia, United Nations Development Programme (UNDP), Colombia, Belize, Costa Rica, Guatemala, Honduras, El Salvador, Panama, Dominican Republic, Argentina</td>
<td>Business and other services</td>
<td>n.a</td>
<td>2011-2016</td>
</tr>
<tr>
<td>Workshop on Integral Solutions for Crime and Violence Prevention</td>
<td>United States, World Bank, Global Forum for Violence Prevention, Belize, Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Panama, Dominican Republic, Colombia</td>
<td>Government and Civil Society</td>
<td>n.a</td>
<td>2013</td>
</tr>
</tbody>
</table>

Source: author’s elaboration, with data from OECD – Triangular Co-operation Repository of Projects.
4. Selected Project: The TrC between Colombia, UNFPA and Burkina Faso

The project "Exchange between Burkina Faso and Colombia to advance in the Measurement, Prevention and Eradication of Female Genital Mutilation in Colombia", is a TrC Project between Colombia, UNFPA and Burkina Faso that was created in response to the records of Female Genital Mutilation (FGM) practice in the country. The first official record of FGM practice in whole Latin America was in Colombia, 2007, with the death of a newborn girl as a result. As it takes place in indigenous communities in remote areas, the registers about FGM are precarious. That is why it took so long to acknowledge their occurrence. Additionally, most of the confirmed cases in Colombia were of child deaths.

In that sense, the project emerged from the cooperation framework between the Government of Colombia (GoCO) and the United Nations to monitor the 2030 Agenda implementation, particularly from the collaboration between the National Administrative Department of Statistics (DANE) and the United Nations Population Fund (UNFPA). The idea of the project was born during a discussion between UNFPA Colombia and UNFPA Burkina Faso offices. Their exchanges aroused the need for the GoCO to collaborate with UNFPA Burkina Faso around its experience in promoting FGM elimination. UNFPA's country offices supported the invitation to Burkina Faso to become the pivotal partner in the project. As a pivotal partner, Burkina Faso could share its successful expertise, which resulted in significant legislation prohibiting genital mutilation (law No 043/96/ADP of 1996). Thus, the project's Steering Committee was composed of APC Colombia and UNFPA's Country Offices (from Colombia and Burkina Faso) (see figure 2). Additionally, UNFPA Colombia was in consultation with UNICEF to align the project's initiatives to UNICEF's global strategy to preserve children's lives in cases of FGM.

From the GoCO side, the Colombian Ministry of Health and Social Protection was appointed as a reference institution for the project implementation. Other governmental entities have been invited to participate in the project implementation since new evidence of FGM was gathering from distinct sectors. Under APC Colombian coordination, a multi-sectoral team was assembled, comprising:

(i) the Colombian Institute of Family and Welfare (ICBF, in Spanish);
(ii) the National Administrative Department of Statistics (DANE, in Spanish);
(iii) the National Institute of Legal Medicine and Forensic Sciences;
(iv) the Ministry of Interior; and
(v) the Ministry of Health and Social Protection.

At the Burkina Faso government, the following institutions were engaged with the project: the Ministry of Women; the Ministry of Health; and the Ministry of Economy. Burkinabe participation was mediated through UNFPA's country Office located in Burkina Faso.

---

31 APC Colombia. Ficha del Proyecto. Formato de Formulación de Proyectos de CSS y CT para “Intercambio entre Burkina Faso y Colombia para avanzar en la Medición, Prevención y Erradicación de la Mutilación Genital Femenina en Colombia”.
33 APC Colombia. Ficha del Proyecto. Formato de Formulación de Proyectos de CSS y CT para “Intercambio entre Burkina Faso y Colombia para avanzar en la Medición, Prevención y Erradicación de la Mutilación Genital Femenina en Colombia”.
The main objective of the project is thus to strengthen capacities in Colombia regarding the processes associated with the characterisation of the FGM practice, the incidence in regional policy, prevention and management of knowledge to measure it\textsuperscript{34}. The project is also committed to international goals, aiming to contribute to \textit{SDG 5 Gender Equality and Women Empowerment}\textsuperscript{35}.

\textbf{Figure 3. Project’s structure: the Steering Committee}

\begin{figure}
\centering
\includegraphics[width=\textwidth]{figure3.png}
\caption{Project’s structure: the Steering Committee}
\end{figure}

\textit{Source}: authors’ elaboration.

Besides, the project is also in line with the following international guidelines: (i) General recommendation n°31 of the Committee on the Elimination of Discrimination against Women and (ii) the general observation n°18 of the Committee on the Rights of the Child on harmful practices\textsuperscript{36}. It is worth mentioning that the project relies upon at least three instruments previously adopted by the Colombian Government that serves as guidelines when dealing with indigenous populations (see Box below).

\footnotesize
\begin{itemize}
\item \textsuperscript{34} See \url{https://www.dane.gov.co/index.php/actualidad-dane/5350-este-6-de-febrero-es-el-dia-internacional-de-tolerancia-cero-con-la-mutilacion-genital-femenina}
\item \textsuperscript{35} More specifically, \textbf{target 5.3} (to \textit{eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation}) and its \textbf{5.3.2 indicator} (proportion of girls and women aged 15-49 who have undergone female genital mutilation or cutting, disaggregated by age).
\item \textsuperscript{36} APC Colombia. Ficha del Proyecto. Formato de Formulación de Proyectos de CSS y CT para “Intercambio entre Burkina Faso y Colombia para avanzar en la Medición, Prevención y Erradicación de la Mutilación Genital Femenina en Colombia”.
\end{itemize}

19
5. Key Findings

At the TrC Project between Colombia, UNFPA e Burkina Faso, the Government of Colombia (GoCO) has played a beneficiary role. Most of the informants heard for this assessment emphasized that the GoCO ownership and commitment was fundamental to the good results achieved. Currently, the programme is in its handover stage, but there are expectations for a second phase to be conducted in-person, including missions to Colombian experts visiting Burkina Faso, and to Colombia receiving Burkina Faso’s experts.

When assessing to what extent the GPEDC Voluntary Guidelines were being adopted by Colombia and its development partners at this Triangular Cooperation, this study could gather the following comprehensive findings.

A. Country ownership and demand-driven cooperation

Triangular cooperation should be undertaken with the ownership of partner countries and aligned with their national priorities, as well as those of the 2030 Agenda for Sustainable Development.

In assessing beneficiaries' ownership of the TrC project, we referred to (i) the GoSA engagement and leadership in all project phases; (ii) the level of engagement of local beneficiaries.

Such understanding suggested the following assessment questions:

- If and how beneficiary countries were involved in the conceptualization of the project?
- How were beneficiary countries engaged with the different stages of the project implementation?
- Was the project consistent with the government strategies?
- Was the implementation process flexible and adaptable to local needs?
- Did the project facilitate the exchange with other sectors or areas beyond its original scope?

Since its design, the GoCO assembled an intersectoral team coordinated by APC Colombia that assured its ownership over the TrC project. The project activities contribute to the GoCO's strategy for the Agenda 2030 implementation.

A1 Before the TrC project, the GoCO promoted internal meetings to organize a comprehensive response to the FGM problem. These meetings considered its multiple aspects – age, culture, gender, the legal barrier of the jurisdiction protecting indigenous peoples – and the need for an inter-sectoral response. The project facilitated exchanges between distinct sectors and areas, aiming to promote a collective understanding of how the different public institutions can improve their processes from prevention to repression, from care to measurement. The project came to enhance their joint work and upscale its reach.

A2 Although the first initiative came from UNFPA's Colombia, the GoCO assembled a table of experts across different ministries and public offices to address the FGM problem in the country. Since its initial design, the GoCO led the project with an intersectoral team coordinated by APC Colombia. Since the first conversations between UNFPA and the GoCO, and thanks to the records of five different Colombian public offices involucrate in this project, Colombia has now more than 70 FGM cases identified.
For the management of this project, APC Colombia has acted within its SSC directorate. But usually, when it comes to TrC projects, APC deals with a transversal approach to work along with foreign relations and to ensure communication with International Organizations. The agency conducts TrC projects through its existing directorates.

To implement the 2030 Agenda, the DANE played a crucial role in searching for methodologies to capture the occurrence of the FGM at national statistics. In a tentative response to indicator 5.3.2 under SDG 5, the Colombian government started to work with the cross-over identification through different sectors, from the Ministry of Health to the National Institute of Legal Medicine and Forensic Sciences jurisdiction.

### B. Shared Commitments

Partners agree to participate and share responsibility with regard to identification, design, implementation, contribution, monitoring, and evaluation.

While assessing the shared commitments among the TrC partners, we aimed to identify their roles and contributions along the project cycle and raised the following questions:

- What was the contribution and value-added by each partner to the design, implementation, and evaluation of this project?
- How do partners coordinate their activities?
- How do partners manage the resources?
- How is knowledge circulated among partners?

A technical secretariat, formed by APC and UNFPA Colombia, is responsible for the project management. Substantive decisions are taken jointly by the technical secretariat and implementing institutions. An inter-sectoral team drives the implementation. Institutions were mobilized according to their expertise, and the inter-sectoral dynamic generated a competencies framework to tackle FGM. Burkina Faso, the pivotal partner provided knowledge and technical advice according to the GoCO’s demands mirroring its inter-sectoral team.

The TrC project is a low-cost initiative. Partners are forecasting a cost of USD 12,852.00 to the GoCO (or, at maximum, USD 600 per Colombian participating public institution). Other partners committed to providing in-kind contributions, but they were not documented yet. UNFPA Burkina Faso committed some resources to fund field visits. Due to the Covid-19 pandemic, these resources were not disbursed as most of the activities were conducted virtually. The project activities were executed virtually and through digital channels.

APC and UNFPA Colombia are part of the TrC project coordination's technical secretariat. The technical secretariat coordinates the operations and assigns functions and tasks to domestic institutions according to their competencies. Nevertheless, among the Colombian institutes, the protagonist is the ICBF, the head institution on politics for childhood and adolescence in Colombia, as described above. All decisions are taken jointly with the technical secretariat and the participating entities. The informants evaluated all the Colombian entities as equal contributors to the project, handling the issue of FGM from different perspectives. Thus, the main gain of the project was pointed by an informant as being “the competencies

---

37 APC Colombia. Ficha del Proyecto. Formato de Formulación de Proyectos de CSS y CT para “Intercambio entre Burkina Faso y Colombia para avanzar en la Medición, Prevención y Erradicación de la Mutilación Genital Femenina en Colombia”.

21
framework”, gathering the technical expertise embedded in participating institutions. The competencies framework is presented below.

B3 Each institution provided technical expertise to explain (i) how FGM works, (ii) how to take care of it, and (iii) how to prevent it. This technical contribution will be materialized in the compilation of a document to prevent and eradicate such a practice. In that sense, all participating entities are developing a guide for intervention in cases of FGM. The informants appointed this document as the main result of the project. Its construction involves the different national institutions and indigenous peoples and their representatives – such as the Permanent Roundtable for Consultation; the Amazon Regional Roundtable; and the National Commission of Indigenous Women, who are being consulted in some of the project activities. These organizations brought the knowledge of traditional practices and the understanding of territorial spaces, adding value to the TrC’s through, the rapprochement with ethnic authorities and the access to the territory and rural areas and dispersed communities.

B4 Discussions during the design and implementation of the project enabled the Burkina Faso side to understand the context in which FGM occurs in Colombia. Thus, Burkina Faso has responded to the GoCO’s demands by sharing its experiences and lessons learned in terms of political commitment, legislation, inter-sectoral coordination (through its Ministry of Women); community mobilization and empowerment (NGOs); repairing the after-effects and complications linked to the practice of FGM (Ministry of Health); collection, analysis and use of data (Ministry of Economy); and partnership and mobilization of resources (UNFPA and UNICEF).

B5 From Burkinabe, the GoCO has benefited from all the experience they have both in the measurement and in building indicators and awareness campaigns against FGM. The Government of Burkina Faso achieved a high reduction rate of FGM at the national level. From UNFPA and UNICEF, on the other hand, Colombia had access to their disseminated understanding of how FGM prevention can be achieved by making use of the UN defined method.

Box 4. The Framework of Competencies

The Ministry of Health achieved an essential role in addressing how unsafe genital mutilation is, acknowledging both prevention and practice in health care, especially at hospitals where emergency cases are received. Also, another achievement was the recognition of an intangible heritage, which is the exercise of traditional midwifery. In Colombia, there are communities where midwives make the interrelation and approach in health. So, it’s strategic to strengthen dialogue between the Ministry of Health and this group.

The National Institute of Forensic and Legal Medicine reviewed the cases of girls who have died from FGM, carrying out liaison tasks with indigenous people and other institutions responsible for justice, protection and indigenous populations. The institute is part of an inter-institutional umbrella called the National Family Welfare System, which gathers the sectors of children and adolescents’ protection and justice. This system addresses problems of children and adolescents from different perspectives: the life cycle perspective, the gender perspective, and the ethnic perspective. In the case of the FGM in Colombia, there is an intersection between childhood, gender and ethnicity. Within the project, its role was to help construct an institutional database on FGM that leads to death since current data is still precarious.

The Ministry of Interior oversaw public policy administration regarding cultures and ethnic practices. It has contributed to the vision that the treatment of indigenous questions could not be reviewed from an authoritative perspective. It complements the effort of others to achieve a complete review of the public policy for preventing FGM.
The ICBF had a critical role because it led the “Differential Approach Model of Rights”. The institute was responsible for establishing the standard procedures for all actions on gender, sexual orientation, gender identity, various disabilities and ethnic belonging. For this reason, ICBF was the first to talk to young people who belong to ethnic groups and, therefore, to provide the technical line, the articulation and implementation of that model.

DANE has close ties with the UN system in Colombia since it is working to formulate Colombia’s measurement of the SDGs indicators. DANE’s national agenda includes elaborating a document called “the United Nations and DANE Cooperation Guide for the measurement of SDG indicators”, which establishes some steps for collaborative work. That coordination done by DANE includes the participation of policymakers, different Colombian entities, academia and civil society to advance multi-stakeholder cooperation. DANE’s work is also following the framework of the document “CONPES 3918: Estrategia para la Implementación de los Objetivos de Desarrollo Sostenible (ODS) en Colombia”, that generates a roadmap for each of the established goals, including indicators, the responsible entities and the resources required for the fulfilment of the 2030 Agenda and its SDGs in Colombia. In this document, not only the indicators of the national framework are formulated but some priority indicators are also established. In the case of SDG 5, there is a priority for achieving indicator 5.3.2, which leads to the joint work between DANE and UNFPA Colombia. All Colombian state entities had to standardize the capture and improve the quality of data gathered in the Information System since there were no responses to the variables required to monitor the FGM. DANE’s added value was, thus, the production of statistics and definition of variables for accounting for the prevention and eradication of FGM practice in this process.

C. Focus on results-oriented approaches and solutions

All partners commit to achieving agreed-upon results, as well as to demonstrating and systematizing results.

The research team assessed the use of results-oriented approaches at the Facility design and implementation throughout the following questions:

- How does the project record its activities and assessed their impact?
- How do partners assess and address the project risks?
- Did the Covid-19 pandemic affect the project implementation and results?
- How were the results used to drive country ownership?

The partners conducted a risk analysis at the design phase and aligned their collective goals through regular meetings since then. The TrC project is not yet completed, but it has already delivered some significant results. Even though it was highly affected by the COVID-19 pandemic, which has precluded any possibility of fieldwork and contact with indigenous peoples, the adjustment to online activities enabled the continuous work on strengthening Colombia’s institutional capacity.

C1 Informants reported that during the first national roundtables, in 2019, the Colombian entities established their needs to measure and eradicate the FGM and assess the risks that could lead to difficulties in this measure. At that time, the Covid-19 was not considered, and its occurrence was not possible to predict, but other types of risk and difficulties were identified. Additionally, periodic meetings also helped keep the partners aligned to their purpose and collective goals.

C2 The project is still not finished, and its main result (the guiding document) was not delivered yet. Nevertheless, two outcomes are already quite evident: (i) an inter-sectoral team; and (ii) the introduction, by the Ministry of Health, of FGM on medical forms at hospitals and across
the medical system. In the first case, the GoCO is paving the way to address the problem multi-dimensional. In the second, such a measure means that the GoCO’s acknowledges the problem and start to collect data on FGM, an essential step for designing public policies.

C3 It is still hard to measure the impact without in-site activities, therefore, without indigenous people. As pointed out by an informant, if activities were done in place, the result could be significant, since there are only a few indigenous communities where the FGM is taking place.

D. Inclusive partnerships and multi-stakeholder dialogues

Responding to the needs and objectives of all parties, partners aim to involve multiple actors with a view to foster knowledge-sharing; and to find sustainable development solutions.

Partnership’s inclusivity was assessed considering decision making and communication procedures, through the following questions:

- Which actors are involved in the decision-making and consultation processes?
- Does the project contribute to maintaining, strengthening or expanding partners' institutional networks?

UNFPA and APC Colombia joint coordination enabled the exchange of knowledge and information across Colombian implementing institutions and between them and Burkina Faso partners. APC Colombia led coordination meetings (working tables) with implementing institutions, channelling demands, and facilitating agreements, while UNFPA Colombia (and UNFPA country offices) assisted them with international networking. Despite the difficulties imposed by the COVID-19 pandemic, the implementation process encompassed consultation activities with indigenous peoples’ representatives.

D1 APC Colombia considers Triangular Cooperation within the South-South Cooperation framework. For that reason, the Agency manages TrC within its SSC directorate. Such an approach brings SSC principles as horizontality and mutual benefits to the TrC arrangement to mobilize all the partners involved.

D2 APC was part of the technical secretariat, mandated with the TrC project coordination. In this capacity, the Agency held meetings every two or three months depending on the implementing agencies demands. These meetings functioned as working tables on FGM in which the project implementation was discussed and planned. At the working table, implementing institutions shared information, expressed demands and reached agreements, aligning a common position. Informants reported a high degree of participation at the working tables. The working tables congregates all the Colombian institutions involved, the Burkina Faso government and UNFPA representatives.

D3 UNFPA Colombia coordinated with DANE to search case records among the different entities. UNFPA also helped create a good environment to exchange information between entities that had never been in contact before. The Organization helped create networking ties around registered cases and integrate each institution’s technical interest according to their competencies. Furthermore, the meetings with UNFPA country offices helped implementing institutions to conceptualize and plan how to gather data, add value to guiding texts, and, ultimately, deal with the FGM practices.

D4 From the measurement of one of the SDGs indicators (5.3.2), the initial objective of the working table, implementing partners established different contacts, giving impulse to a
long process of institutional articulation around the FGM problem. Before 2019, the National Family Welfare System coordinated the work on this subject with the agents at the national and territorial levels. Hence the TrC project did not create the national network. Instead, it has galvanized existing networks throughout the triangulation with international partners.

E. Transparency and mutual accountability

All partners are accountable for commitments made and agreed. They agree to share information on their triangular cooperation activities in accordance to the standard to enable monitoring, evaluation and accountability.

In assessing transparency and mutual accountability, we referred to (i) reporting, monitoring and evaluation practices; and (ii) the level of engagement of partners. Such understanding suggested the following assessment questions:

- How have partners engaged with monitoring and evaluation activities during the project cycle?
- Does the project have a potential for self-financing?

The TrC project has the potential to achieve long-lasting impacts. Yet, despite the interest and capabilities generated by implementing institutions, as a public policy, it has been a budgetary need.

E1 As per monitoring activities, the periodic roundtables generated an opportunity to report, exchange information, and channel demands.

E2 The project also has a high potential to carry out a second phase with local activities, and that is what both Burkina Faso and Colombian entities effectively seem to want. Most of the informants expressed their desire to have Burkina Faso experts coming to Colombia for a consultancy in the field and, perhaps, in small communities interventions, as a pilot test for the TrC products. However, the mobilization of additional resources is necessary for more significant impact and the execution of in loco activities – until now prevented by the Covid-19 pandemic. Beyond the public health situation, another source of uncertainty is the elections in Colombia in 2022.

E3 APC Colombia seems to have turned its international development cooperation towards a more sustainable-oriented model. Such a model implies the adoption of standard methodologies and a rigorous assessment of any initiative’s sustainability, particularly its ability to generate long-lasting impacts. Considering that (i) the GoCO is committed to the SDGs’ target for eradicating FGM; (ii) the project frames its approach towards FGM; and (iii) the State of Colombia is developing the capacities needed to adopt such an approach, one may infer that the TrC project has the potential to achieve long-lasting impacts. Yet, despite the interest and capabilities generated by implementing institutions, this is a public policy that always has a budgetary need since prevention and eradication of the practice is a continuous work.
F. Innovation and co-creation

| Through new and existing partnerships, intelligent risk-taking, evidence-based policy and programming, technology, and flexible approaches to locally-driven innovative solutions, with a view to improving development results. |

While assessing such guidelines, the research team will try to understand whether and how the project enables co-creative arrangements towards locally-driven innovative development solutions. Such assessment includes the following questions:

- Which innovations were created along the project cycle?
- Which expertise has been brought in by partners to create innovative solutions?
- Are the project’s components easily added and complemented by each partners’ expertise?

The intersectoral implementing structure and its ability to connect pivotal, beneficiary and facilitator partners generated an innovation prone ecosystem. Through this system the partners could (i) co-create a comprehensive policy to eradicate FGM in consultation with key stakeholders; (ii) develop the necessary capacities for its implementation; and (iii) embed such policies at implementing institutions, assuring long-lasting results.

F1 One of the TrC’s expected outcomes is a comprehensive methodology of intervention to prevent and eradicate FGM (from prevention to the care of its victims). Additionally, partners are expected to run a pilot intervention in a small community. Even though the methodology is not fully developed yet, informants believe it will be delivered before the project ends. However, the pilot requires safer sanitary conditions, and partners will have to postpone it for the project’s second phase. Despite the difficulties imposed by the COVID-19 pandemic, the TrC project developed a set of noteworthy innovations.

F2 First, there is the so-called, competencies framework. The value of assembling an intersectoral implementing team is the possibility of (i) framing a comprehensive policy to eradicate FGM (the methodology), (ii) identifying the available capacities for its implementation, and (iii) embedding such policy in every participant institution (contributing for its long-lasting impact).

F3 Second, implementing agencies are designing a culturally sensitive methodology and planning a strategy for its deployment. Such methodology has been co-created by national implementing institutions and Burkinabe partners in consultation with representatives from indigenous communities. On the Burkinabe side, its governmental entities and UNFPA country office have responded to the GoCO’s concerns sharing its experiences and lessons learned in terms of (i) political commitment, (ii) legislation, (iii) coordination (Ministry in charge of women), (iv) community mobilization and empowerment (NGOs), (v) care of victims (Ministry of Health), and (v) data collection and analysis (Ministry in charge of the economy). As the specificities of the Colombian case have shown, it is critical to establish a permanent process of consultation with the main stakeholders. For that reason, the project has been gathering information with the organized indigenous women, such as the National Commission of Indigenous Women, to trace from where this practice comes.

F4 Third, a strategy for adopting such a methodology. FGM in Colombia has been done mainly through midwives in indigenous communities. According to some informants, an authoritative solution, like prohibition or criminalization, would just shut down the communities, hampering any possibility of dialogue without eradicating FGM practices.
Moreover, it would make it even harder to access data on how many girls have suffered from FGM. That is why the implementing partners adopted a three-pronged approach: (i) dissemination of information for those who still practice the FGM about its effects on the lives of girls and women; (ii) gathering information about the reasons a given community is still performing FGM; (iii) measurement of the actual number of FGM cases in Colombia.

Yet, it is still not possible to have an exact measurement of how many cases of FGM there are in each community or department in Colombia. Implementing partners came with a third innovation: an innovative solution for the data collection gap. The Ministry of Health included FGM as one of the variables within the public health surveillance system (known as SIVIGILA, which is responsible for the 'Violence Information System'). After that, FGM could be formally classified as a type of violence, generating a sustainable source of information on its occurrence.

G. Joint-learning and knowledge-sharing for sustainable development

Through horizontal exchanges and co-creation of development solutions, all partners mutually benefit from sharing their knowledge, capabilities and strengths.

Joint-learning and knowledge-sharing assessment refer to the project’s abilities to enable peer learning, facilitate exchanges between partners and disseminate lessons beyond the original partnership. Assessment questions include:

- Does the program facilitate knowledge exchanges and joint learning processes?
- Does the program help to disseminate local experiences and good practices at the regional or global level?
- Does the program impact the ways triangular cooperation is designed or implemented?

The TrC project generated a circuit for knowledge flows which articulated local and national implementing institutions and pivotal partners. These circuits of knowledge connected local and national communities to foreign communities enabling joint institutional learning on how to eradicate FGM.

G1 The contribution and the integration of institutions are clear and well developed among the partners on this project. Indeed, the TrC project generated a circuit for knowledge flows articulating domestic implementing institutions and pivotal partners. The APC-led working tables on FGM enabled an interdisciplinary dialogue among state institutions framing the GoCO demands. UNFPA led networking practices matched these demands with Burkinabe expertise. Thanks to this joint work on periodic roundtables and international networking, implementing institutions could develop capacities and shape their mandates regarding FGM. These circuits of knowledge connected beneficiary and pivotal partners enabling joint institutional learning. By communicating and accessing different experiences and expertise, each partner has added value for reaching solutions. The TrC project has contributed to framing the GoCO’s approach towards FGM.

G2 The project has made efforts to address gendered power inequalities, the challenges, norms, and practices that are harmful to the health of girls/women by encouraging knowledge exchanges of different state entities and through community interventions to develop a gender equality approach. Furthermore, the project had the gender-based violence issue at its core, while activities carefully dealt with FGM under indigenous
people’s rights. In that sense, the partners adopted an intercultural perspective rather than a punitive one.

G3 A good indicator that the efforts may continue at the Colombian side in the future is that the Colombian State has been committed to reaching the SDGs and its target to eradicate FGM. But although there is substantial interest among state entities, this is a public policy that always has a budgetary need since prevention and eradication of the practice is a continuous work.

H. Advance gender equality and the empowerment of women and girls

Triangular cooperation should contribute to gender equality in its multiple dimensions as a way to accelerate sustainable development progress.

Advance gender equality and the empowerment of women and girls was assessed considering beneficiary groups and expected outcomes, through the following questions:

- Does the program have girls and women as beneficiaries?
- Does the program improve girls and women's living conditions?

The TrC project advances an intercultural methodology and builds a competencies framework to prevent and eradicate FGM while improving the design of politics of care for FGM victims.

H1 The competencies framework to eradicate FGM was a significant accomplishment in advancing gender equality and empowering women and girls in Colombia. While acknowledging the effects of mutilation both in childhood and adulthood, the project can potentially improve the design of the politics of care. This understanding that there is a problem that could be dealt with in different stages of life shows that this approach needs to be centred on human's and women’s rights, which the project contributes most.

H2 The project is also successful in assessing the violence and the possibility of violence in an intercultural way. Considering that Colombia has at least 84 indigenous peoples and two large Afro-Colombian communities, in addition to the mestizo population, a multicultural and multiethnic panorama is a must. Thus, the project helps partners see gender violence in a way that requires the creation of new channels of cooperation with the indigenous peoples.

H3 The project has also helped Colombian entities to make their intention to eradicate the FGM more visible. The significant collective effort to develop an indicator that is being measured globally on FGM allows the country to have specific resources for the direct work on the elimination of the practice. As a Colombian informant emphasized, "the entire National Commission of Indigenous Women is addressing FGM, which is extremely important to work on this issue, and which is beginning to have allies from the indigenous communities themselves". The Project is built around previous achievements of other organized indigenous movements, as "la Reglamentación de Decreto"\textsuperscript{38}, which is the basis for the exercise with the National Commission of Indigenous Women.

H4 Additionally, the project will leverage the institutional practices since they are beginning to identify cases of FGM outside the indigenous context, as something that also happens as a practice of gender-based violence.

The gender perspective adds value to the project conducted by APC Colombia. As an informant emphasized, the TrC can help promote gender equality by requiring it within the project’s scope and raising awareness while advocating this issue.

I. Leaving no one behind

Triangular cooperation furthers inclusive multistakeholder partnerships, including those that provide support to the most vulnerable.

While assessing Leaving no one behind, we aimed to identify the project impacts upon the most vulnerable and raised the following questions:

- Does the project impact/improve the lives of the most vulnerable and underprivileged people?
- Does the project offer actionable knowledge and practices to achieve the UN's Sustainable Development Goals?
- Do you see a way in which the project could help to reach regional and global Sustainable Development Goals?

By strengthening the capacities of Colombian institutions around measurement and community interventions through transformative approaches to eliminate FGM in indigenous communities, the project could contribute to the implementation of the SDGs, particularly the SDG5 (target 5.3).

I1 In the 2030 Agenda implementation framework, the GoCO started to design policies to eradicate FGM, early unions, and child marriages in indigenous communities – estimated at 1,500,000 inhabitants. The Project has also identified the presence of FGM in some ethnic groups, enabling this information to be available for public policy analysis.

I2 By strengthening the capacities of Colombian institutions around measurement and community interventions through transformative approaches to eliminate FGM in indigenous communities, the Project could contribute to the achievement of SDG 5 and its target 5.3 (eliminate forced marriages and genital mutilation). Moreover, the Project also contributes to the cultural development and the construction of alliances to achieve the objectives, which helps the Colombian entities reach the SDG 17 targets, namely the 17.6 (knowledge sharing and cooperation for access to science, technology and innovation), 17.9 (enhanced SDG capacity in developing countries) and 17.19 (further develop measurements of progress). In the future, the Project can also contribute to reducing neonatal mortality, reaching SDG 3 and its target 3.2 (end all preventable deaths under five years of age).

I3 APC Colombia had a crucial role in enhancing the perception that this type of problem in public policy could be solved through alliances by developing and preserving the culture and rights regarding the health of women and girls in ethnic groups. In that sense, this project highlights the need for intercultural approaches when engaging with local communities, in order to adjust the development solutions to their reality.

39 According to IWGIA. See https://www.iwgia.org/en/colombia.html#:~:text=The%20indigenous%20population%20in%20Colombia,cent%20of%20the%20total%20population.
6. Lessons Learned

This TrC project between Colombia, UNFPA and Burkina Faso is a result of APC and Colombia’s implementing institutions constructive relationship with UN agencies. Nevertheless, as the TrC project is coeval to the launch of the Voluntary Guidelines, no partner could adopt them. As the findings presented above indicated, the GoCO’s engagement as a beneficiary in such a triangular arrangement in practice adopted most of the nine Voluntary Guidelines. Moreover, regarding seven guidelines, the GoCO and its partners adopted a series of procedures that can illuminate the road ahead for the Voluntary Guidelines implementation by development partners. The following lessons – learned while assessing Colombia, UNFPA and Burkina Faso TrC project – may pave the way for mainstreaming the Voluntary Guidelines.

---

40 Namely, “Country ownership and demand-driven cooperation”, “Shared Commitments”, “Innovation and co-creation”, “Inclusive partnerships and multi-stakeholder dialogues”, “Innovation and Co-creation”, “Advance gender equality and the empowerment of women and girls” and “Joint-learning and knowledge-sharing for sustainable development”
Table 2. Key Findings and Lessons Learned

<table>
<thead>
<tr>
<th>Voluntary Guidelines</th>
<th>Key Findings</th>
<th>Lessons Learned</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Country ownership and demand-driven cooperation</strong></td>
<td>Since its design, the GoCO assembled an intersectoral team coordinated by APC Colombia that assured its ownership over the TrC project. The project activities contribute to the GoCO’s strategy for the implementation of the 2030 Agenda.</td>
<td>#1. Integration of TrC activities into national strategies for the 2030 Agenda implementation contributes to consolidating ownership. #2. On the beneficiary side, the implementation driven inter-sectoral teams has the potential to embed the outcomes across public institutions enhancing ownership.</td>
</tr>
<tr>
<td><strong>Shared Commitments</strong></td>
<td>A technical secretariat, formed by beneficiary and facilitator partners, is responsible for the project management. Substantive decisions are taken jointly by the technical secretariat and implementing institutions. An inter-sectoral team drives the implementation. Institutions were mobilised according to their expertise, and the inter-sectoral dynamic generated a framework of competencies to tackle FGM. Burkina Faso, the pivotal partner, provided knowledge and technical advice according to the GoCO’s demands.</td>
<td>#3. The inter-sectoral implementation may generate a “framework of competencies” where different expertise and capacities address a common development challenge enhancing the value-added by each institution and underlining the commitments shared. #4. The participation of implementing institutions in decision-making processes increases their responsibility for the project and its outcomes.</td>
</tr>
<tr>
<td><strong>Focus on results-oriented approaches and solutions</strong></td>
<td>Even though the TrC project has already delivered some significant results, it was highly affected by the COVID-19 pandemic, which has precluded any possibility of fieldwork and contact with indigenous peoples. Partners conducted a risk analysis at the design phase and are aligning their collective goals in regular meetings since then.</td>
<td>#5. Inter-sectoral and multi-stakeholder approaches enhance the legitimacy of development solutions. #6. Regular risk analysis facilitates adjustments and partners’ commitment to collective goals.</td>
</tr>
<tr>
<td><strong>Inclusive partnerships and multi-stakeholder dialogues</strong></td>
<td>UNFPA and APC Colombia joint coordination enabled the exchange of knowledge and information across Colombian implementing institutions and Burkina Faso partners. APC Colombia led coordination meetings (working tables) with implementing institutions, channeling demands, and facilitating agreements, while UNFPA Colombia (and UNFPA country offices) assisted them with international networking. Despite the difficulties imposed by the COVID-19 pandemic, the implementation process encompassed consultation activities with indigenous peoples’ representatives.</td>
<td>#7. From the beneficiary side, the practices of consultation and exchange of knowledge and information across implementing institutions and stakeholders help partners to understand different views, perceptions and demands, strengthening the partnership itself. #8. The facilitator may play an important role in fostering purposive international networking connecting national and local implementing institutions to partners abroad.</td>
</tr>
<tr>
<td><strong>Innovation and co-creation</strong></td>
<td>The TrC project has the potential to achieve long-lasting impacts. Yet, despite the interest and capabilities generated by implementing institutions, as a public policy, it depends on budgetary constraints.</td>
<td>#9. The intersectoral and multistakeholder approaches enable an innovation prone ecosystem where partners can co-create development solutions. #10. The intersectoral approach helps to identify and remedy capacity gaps for policy implementation.</td>
</tr>
<tr>
<td>Joint-learning and knowledge-sharing for sustainable development</td>
<td>The intersectoral implementing structure and its ability to connect pivotal, beneficiary and facilitator partners generated an innovation prone ecosystem where partners could (i) co-create a comprehensive policy to eradicate FGM in consultation with key stakeholders; (ii) develop the necessary capacities for its implementation; and (iii) embedding such policies at implementing institutions, assuring long-lasting results.</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>Advance gender equality and the empowerment of women and girls</td>
<td>The TrC project generated a circuit for knowledge flows which articulated local and national implementing institutions and pivotal partners. These circuits of knowledge connected local and national communities to foreign communities enabling joint institutional learning on how to eradicate FGM.</td>
<td></td>
</tr>
<tr>
<td>Leaving no one behind</td>
<td>The TrC project advances an intercultural methodology and builds a framework of competencies to prevent and eradicate FGM while improving the design of politics of care for FGM victims. By strengthening the capacities of Colombian institutions around measurement and community interventions through transformative approaches to eliminate FGM in indigenous communities, the Project could contribute to the implementation of the SDGs, particularly the SDG5 (target 5.3).</td>
<td></td>
</tr>
</tbody>
</table>

#11. Working together partners can establish a circuit for knowledge flows articulating local and national implementing institutions and pivotal partners, enabling joint learning processes.

#13. The development of institutional capacities for data collection, measurement and analysis is a key element for the adoption of policies aiming to advance the rights of women and girls.

#14. Intercultural approaches for preserving the culture and rights of women and girls in ethnic groups enhance trust and the ownership of those further behind.
7. References


APC Colombia. Ficha del Proyecto. Formato de Formulación de Proyectos de CSS y CT para “Intercambio entre Burkina Faso y Colombia para avanzar en la Medición, Prevención y Erradicación de la Mutilación Genital Femenina en Colombia”.


## Annex I. Assessment Matrix

<table>
<thead>
<tr>
<th>Voluntary Guidelines</th>
<th>Questions</th>
</tr>
</thead>
</table>
| Country ownership and demand-driven cooperation           | 1 How did the program/project idea come about? How was the program/project conceived?  
2 When/in which phase of the program/project did you/your institution get involved?  
3 What role did your institution/organization play in this program/project? [Beneficiary/Pivotal/Facilitator - If you choose more than one, please justify.]  
4 Was the program/project consistent with the government strategies? [Yes/No - Give examples.]  
5 Was the implementation process adaptable and flexible to local needs? [Yes/No - Give examples.]  
6 Did the project facilitate exchanges with other sectors/areas beyond its original scope? Which areas? |
| Shared Commitments                                        | 7 How did your institution contribute to the program/project?  
8 Were there any budgetary gaps? [Yes/No - Give examples.]  
9 How were the resources managed? Were there any coordination mechanisms (i.e. Steering Committee/Supervisory board etc.)?  
10 What was the value added by each partner to the design, implementation and evaluation of this program/project?  
11 Did your institution seek to get advice and/or transfer of knowledge from other partners? Did the other partners seek the same from your institution? [Yes/No - Give an example] |
| Transparency and mutual accountability                    | 12 Did your institution mobilize resources to monitor and evaluate the program/project’s activities? [Yes/No - How much was mobilised?]  
13 Does the program/project have a potential for self-financing?  
14 Do you think this program/project could be scaled up? [Yes/No - If yes, is the cost of scaling up low? Here, consider financial contribution but also transactional costs.] |
| Focus on results-oriented approaches and solutions         | 15 Did the program/project record its impact? How?  
16 Is impact easily attributed to the program/project?  
17 Were the impacts assessed / will they be assessed in the near future?  
18 How did the partners assess the program/project risks?  
19 Did the Covid-19 pandemic affect the program/project implementation and results? How? |
<table>
<thead>
<tr>
<th>Inclusive partnerships and multi-stakeholder dialogues</th>
<th>20</th>
<th>How did the partners develop and communicate the project’s decisions?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>21</td>
<td>How many actors are involved in the decision-making processes?</td>
</tr>
<tr>
<td></td>
<td>22</td>
<td>How many decision points are required for implementing the project?</td>
</tr>
<tr>
<td></td>
<td>23</td>
<td>How many agents take part in implementing the project and need to be consulted?</td>
</tr>
<tr>
<td></td>
<td>24</td>
<td>Does the project contribute to maintain, strengthen and/or expand your institutional network? [Yes/No - Give examples.]</td>
</tr>
<tr>
<td></td>
<td>25</td>
<td>How were the networks, platforms or individual exchanges institutionalised during the program/project (or after activities ended)?</td>
</tr>
<tr>
<td>Innovation and co-creation</td>
<td>26</td>
<td>Which program/project solutions do you consider most innovative? How were they developed?</td>
</tr>
<tr>
<td></td>
<td>27</td>
<td>Which expertise has been brought in by which partner, to finding the program/project’s solutions?</td>
</tr>
<tr>
<td></td>
<td>28</td>
<td>Are the projects’ components easily added and complemented by each partners’ expertise? [Yes/No - Give examples.]</td>
</tr>
<tr>
<td></td>
<td>29</td>
<td>Does the project provide relative advantage or cost reduction compared to other existing practices? [Yes/No - Give examples.]</td>
</tr>
<tr>
<td>Joint-learning and knowledge-sharing for sustainable development</td>
<td>30</td>
<td>Looking back, what was the most valuable experience for each partner in learning from the others?</td>
</tr>
<tr>
<td></td>
<td>31</td>
<td>Does the program/project impact how triangular cooperation is formulated or implemented in your sector/country/region? [Yes/No - Give examples.]</td>
</tr>
<tr>
<td></td>
<td>32</td>
<td>Does the program/project facilitate cooperation exchanges in other areas (e.g. foreign policy, trade, environment)?</td>
</tr>
<tr>
<td></td>
<td>33</td>
<td>Does the program/project help to disseminate local experiences and good practices at the global level? [Yes/No - Give examples.]</td>
</tr>
<tr>
<td>Advance gender equality and the empowerment of women and girls</td>
<td>34</td>
<td>Does the program/project have girls and women as beneficiaries?</td>
</tr>
<tr>
<td></td>
<td>35</td>
<td>Does the program/project improve girls and women’s living conditions?</td>
</tr>
<tr>
<td></td>
<td>36</td>
<td>Do you see a way in which the program/project could contribute to gender equality? How?</td>
</tr>
<tr>
<td>Leaving no one behind</td>
<td>37</td>
<td>Does the project impact/improve the lives of underprivileged people who are most vulnerable?</td>
</tr>
<tr>
<td></td>
<td>38</td>
<td>Is it possible to observe complementarity between the original idea of the program/project and the LNOB approach?</td>
</tr>
<tr>
<td></td>
<td>39</td>
<td>Does the program/project offer actionable knowledge and practices to achieve the UN’s Sustainable Development Goals?</td>
</tr>
<tr>
<td></td>
<td>40</td>
<td>Do you see a way in which the program/project could help to reach regional and global Sustainable Development Goals (SDGs)?</td>
</tr>
</tbody>
</table>