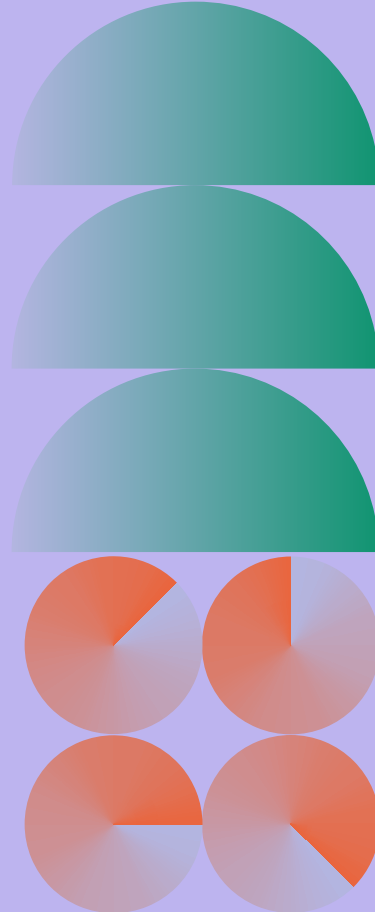


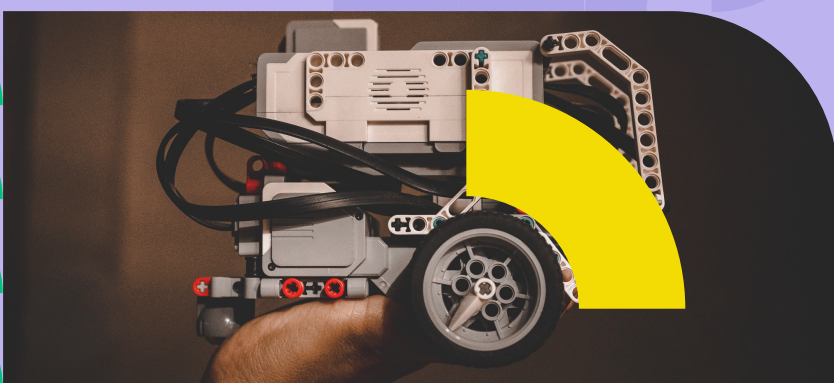
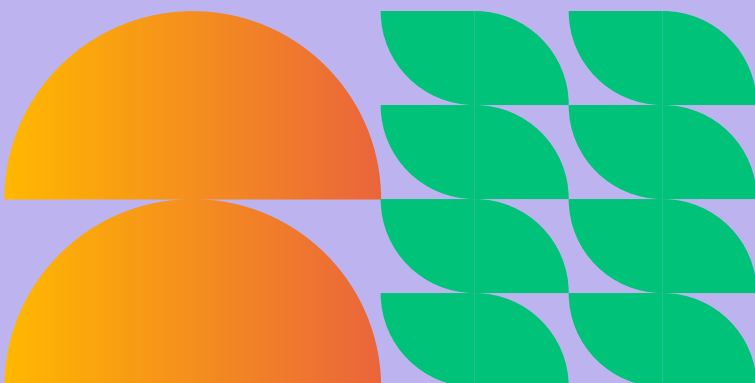


STRATEGY 2024-2030



PIFCSS

IBERO-AMERICAN PROGRAM
FOR THE STRENGTHENING OF
SOUTH-SOUTH COOPERATION



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In 2024, the Ibero-American Program for the Strengthening of South-South Cooperation (PIFCSS, for its acronym in Spanish) will celebrate 14 years of operation. In that period, in addition to its achievements in strengthening south-south cooperation in Ibero-America, it has strengthened its own working and management tools, as well as its strategic and programmatic framework.

The PIFCSS Medium-Term Strategy presented in this document is a true reflection of its efforts to prioritize the strategic objectives and define the priorities identified by its 21 member countries. It is also aligned with the Third Four-Year Action Plan for Ibero-American Cooperation (PACCI, for its acronym in Spanish) 2023-2026, approved at the 28th Ibero-American Summit of Heads of State and Government, held in the Dominican Republic in March 2023, and with the 2030 Agenda for Sustainable Development, adopted by the United Nations General Assembly in 2015.

Taking into account the global importance of the 2030 Agenda and given that the work of PIFCSS and its member countries contributes to the achievement of the Sustainable Development Goals (SDG), the scope of this strategy has been extended to 2030. In doing so, we are confident the work we undertake in the Program over the next seven years will not only contribute to fulfilling the SDGs, but will also provide concrete evidence of the contribution Ibero-American South-South Cooperation and Triangular Cooperation make to achieving the goals.

This strategy, like the previous PIFCSS strategies and all of the activities it carries out, is the product of a highly collaborative, joint construction process among member countries, with the coordination of the Technical Unit and the support of the Ibero-American General Secretariat (SEGIB, for its acronym in Spanish). It should be noted that the process not only gives this document added value, it also one fulfils the hallmark of the Program, since it is, in itself, an exercise in South-South Cooperation.



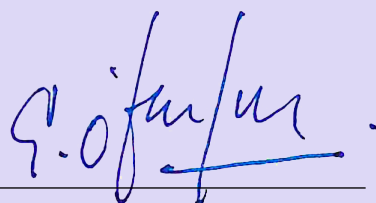
**Enrique
O'Farrill-Julien**

Chair of the
Intergovernmental Council
PIFCSS

Executive Director of the
Chilean International
Cooperation Agency for
Development (AGCID)

At the Chilean International Cooperation Agency for Development (AGCID), Chair of the PIFCSS Intergovernmental Council since 2022, we are confident this strategy will constitute the Program's roadmap for the coming years and will illuminate the way forward. It incorporates the highest strategic priorities defined by our member countries, which, in many cases, face important challenges. These priorities include strengthening the national cooperation systems, decentralized cooperation and triangular cooperation, and positioning the Ibero-American South-South and Triangular Cooperation on the global stage.

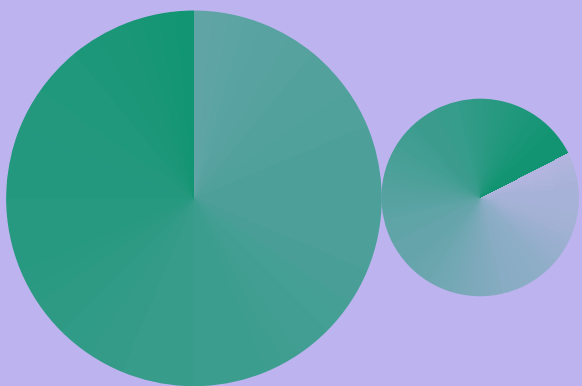
We are grateful to the Cooperation Officers and technical teams from the institutions of the 21 member countries of PIFCSS for their commitment and participation in preparing this strategy. We also value the support and accompaniment of the SEGIB and, in particular, the work of the PIFCSS Technical Unit in conducting and coordinating the process. We are convinced this document is more than a mere program and planning document; it is a letter of introduction to PIFCSS that includes profound reflections on the Ibero-American understanding of South-South Cooperation and its challenges, which is why we invite all those who are interested in cooperation in its various forms to read it in detail.



Enrique O'Farrill Julien
AGCID Executive Director



Introduction



2024 will mark 14 years since the launch¹ of the Ibero-American Program for the Strengthening of South-South Cooperation (PIFCSS). Throughout this period,² PIFCSS has evolved and established itself as a joint space for reflection, exchange, training and debate aimed at strengthening South-South Cooperation (SSC) and Triangular Cooperation (TC), and today it is an unparalleled authority on the matter compared with other regions of the world. Its work, both at the political and technical levels, has been a key driver in the institutional strengthening of Ibero-American countries in SSC and TC.

With the culmination of the 2020-2023 planning period, the exciting challenge emerges of drawing up a new Strategy that adapts to the current capacities and needs of Ibero-American countries, taking into account the transformations that have shaped international cooperation in recent years. This Strategy has a clear focus on achieving results for sustainable development and serves as the Program's roadmap for the 2024-2030 period.

Undoubtedly, this period of strategic renewal represents an important opportunity to address regional challenges and innovate new ways of understanding and approaching cooperation, thus accelerating the process towards a more sustainable and inclusive future.

This document is the result of the collaborative effort of the 21 PIFCSS member countries. It reflects a collective commitment that is aligned with the numerous initiatives that have enriched the Program, fostering joint construction processes and giving voice to the diverse actors that make up the vibrant ecosystem of Ibero-American cooperation. The elaboration process has involved several stages of consultation with the countries to assess the effectiveness of the previous Strategy and elicit new opportunities for collaboration in order to strengthen SSC and TC in the region.

The following sections provide a succinct account of the context of the current situation and the framework for action in which this Strategy will be implemented. It also provides a brief overview of the history of the Program and presents the regional strategy to achieve the established targets for 2030.



El presente documento es el resultado de un esfuerzo colaborativo de los 21 países miembros del PIFCSS. Refleja un compromiso colectivo que se alinea con las numerosas iniciativas que han enriquecido el Programa, fomentando la construcción conjunta y dando voz a los diversos actores que componen el vibrante ecosistema de la cooperación iberoamericana.

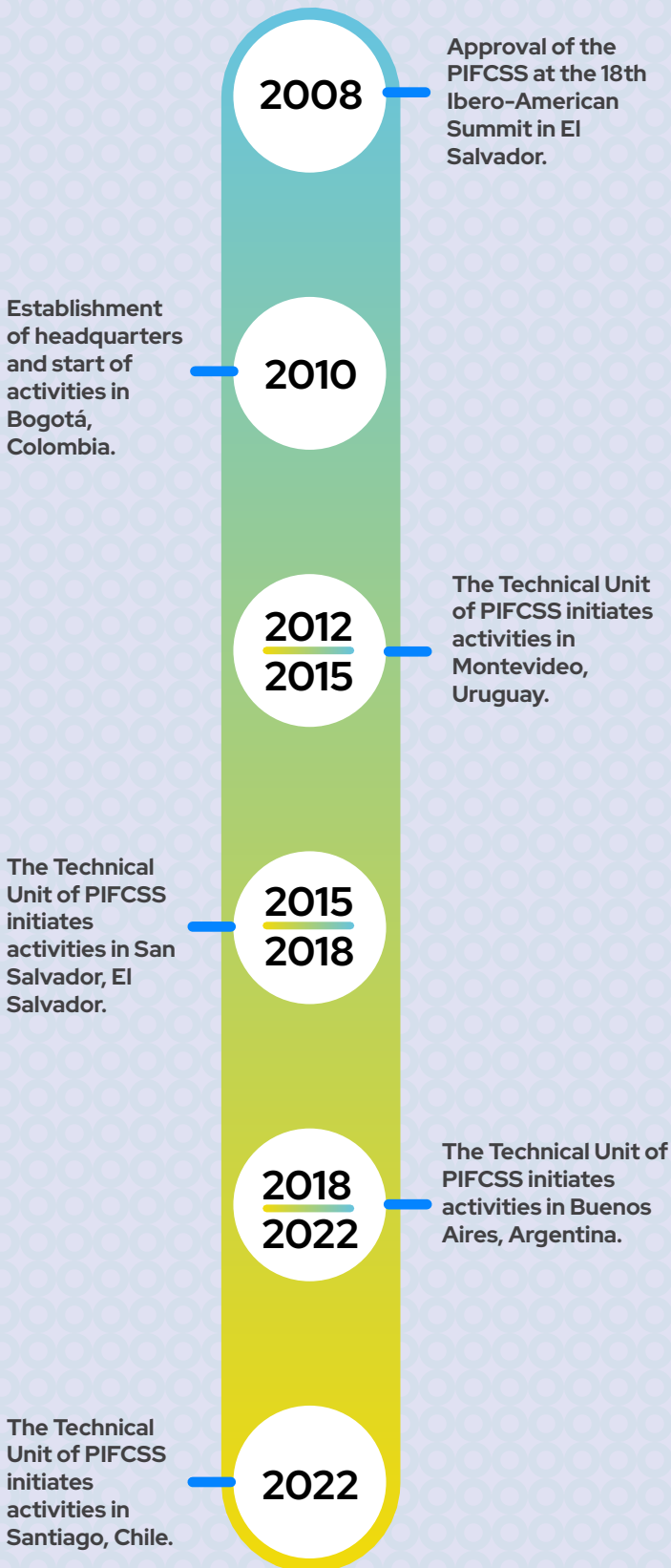
¹ The Ibero-American Program for the Strengthening of South-South Cooperation has its origins in a mandate of the Action Program of the 17th Ibero-American Summit, held in Santiago, Chile, in 2007. It was approved within the framework of the 18th Summit in San Salvador, held in November 2008. The program was launched during the first quarter of 2010.

² The PIFCSS was created through the initiative of 14 countries in response to the first edition of the Report on South-South and Triangular Cooperation in Ibero-America, led by the SEGIB. The report revealed the needs of the countries in the region for strengthening of SSC and TC. The primary goal of PIFCSS is to bridge the institutional and information gaps it identifies.

There have been many significant milestones for PIFCSS since its creation in 2008 at the 18th Ibero-American Summit in El Salvador.

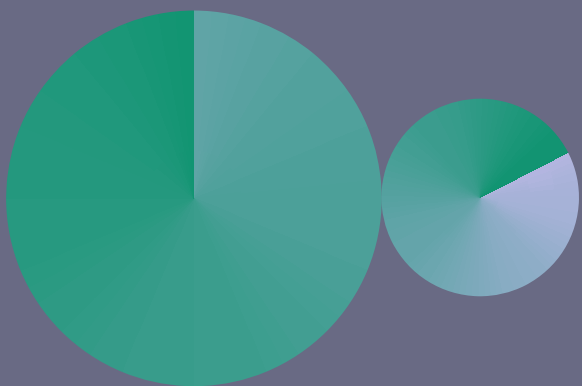


MEMBER COUNTRIES





Outlook 2024-2030



We are at a critical juncture in the implementation of the 2030 Agenda. Although we are now at the half-way point since the Agenda was adopted, the Economic and Social Commission for Latin America and the Caribbean (ECLAC) has warned that 75 percent of targets are at risk of not being met. The current situation requires that we abandon gradual and cautious adjustments in favor of adopting bold, transformative and ambitious actions. The time has come for regions that been long overlooked to take a leadership role and push countries to correct and accelerate the pace towards achieving the Sustainable Development Goals (SDGs).

The world is going through multiple crises and challenges, from climate and health crises to social and economic inequalities, to global conflicts. To overcome their impacts – which transcend geographical borders – it is crucial that governments, international organizations, the private sector and civil society intensify their efforts and work closely together. In a highly interconnected world, addressing these issues in an isolated manner is no longer a viable option.

In addition, there has been a marked shift in the configuration of power at the international level, with an increase in the influence of countries from the Global South, in particular, emerging economies. As a result, the international cooperation system has been redefined to adapt to changes in global dynamics. South-South and Triangular Cooperation are among the key elements of this redefined system, along with the diversification of stakeholders, which has enriched the range of perspectives and approaches in international cooperation.

Although the importance of South-South and Triangular Cooperation in driving sustainable development was reaffirmed at the 2019 Buenos Aires Action Plan (BAPA+40) Conference, a comprehensive framework capable of effectively coordinating the various international cooperation initiatives and leveraging SSC and TC to implement the 2030 Agenda has yet to be established. To prevent the Agenda from becoming merely an expression of goodwill, it is essential to address the needs of countries of the region and strengthen their knowledge, experiences and forms of cooperation.



The time has come for regions that been long overlooked to take a leadership role and push countries to correct and accelerate the pace towards achieving the Sustainable Development Goals (SDGs).



In this sense, Ibero-America has committed to SSC and TC as a means of generating horizontal partnerships, fostering mutual learning, building capacities and promoting trust and solidarity. These efforts are directed towards a more sustainable and inclusive future. The countries of the region have had some of the most dynamic experiences in the field of South-South and Triangular Cooperation, achieving a level of institutionalization that has enabled the creation of regulatory frameworks, collaboration with diverse stakeholders to design high-quality working programs, and the implementation of initiatives that contribute to strengthening public policies both in the region and in other parts of the globe, in line with the 17 Sustainable Development Goals (SDGs).

Ibero-America has cultivated a wide range of experiences, a diverse repertoire of projects in different areas of development³ and a strong track record in cooperation, which together make a significant contribution to the implementation of the 2030 Agenda.

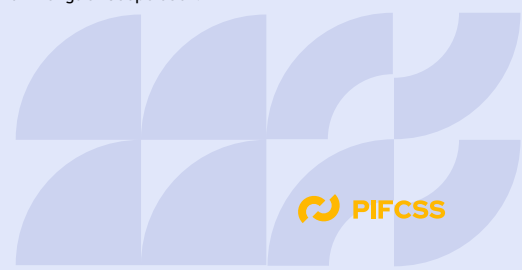
Yet, despite these achievements, the region continues to face important challenges at the political, institutional, regulatory and management levels. The PIFCSS remains committed, together with the SEGIB, to continue to strengthen SSC and TC, highlighting not only their importance but, above all, their contribution to sustainable development, through a multilevel, multistakeholder and multidisciplinary approach. The roadmap to 2030 includes working to consolidate the institutional capacities of the countries in the region and strengthening the national systems for SSC and TC. In addition, the roadmap will focus on fostering multi-stakeholder partnerships, promoting TC, deepening the territorial and gender approaches in cooperation, and improving information, evaluation and reporting systems.

At the same time, the Program will seek to bridge the gaps between countries, addressing the needs of all and recognizing diversity as being one of the region's assets. Countries make progress at different rates and in different ways. Therefore, differentiated approaches will be promoted to address national, sub-regional and regional challenges.



Ibero-America is committed to SSC and TC as a means of generating horizontal partnerships, fostering mutual learning, building capacities and promoting trust and solidarity. These efforts are directed towards a more sustainable and inclusive future.

³ The Report on South-South and Triangular Cooperation in Ibero-America, first published in 2007, and the Ibero-American Integrated Data System on South-South and Triangular Cooperation (SIDICSS) – launched in 2015 and the only online SSC and TC data platform in a developing region – have enabled an unprecedented wealth of information to be accumulated, thanks to the leadership and support of the SEGIB and PIFCSS, and the efforts of the Ibero-American countries. The SIDICSS contains data on 10,024 SSC initiatives that, under the three forms of cooperation recognized in the region, were in operation at some point in time between 2006 (when the first exercise was recorded) and 2022 (date of the latest consolidated data). It is worth noting that 1,395 of these initiatives (14 percent) took place in the form of Triangular Cooperation.



The commitment of PIFCSS also goes hand in hand with innovation, and therefore efforts will be made to promote innovation in SSC and TC in Ibero-American countries and to encourage creative responses, taking full advantage of the knowledge revolution, new technologies and lessons learned that have been generated over more than a decade of the Program's implementation. PIFCSS will incorporate new approaches and tools into its day-to-day activities to generate relevant and high-quality results.

The fact that this Strategy's timeframe runs until the year 2030 is not a coincidence. The intention is that the work carried out over the next seven years will be aligned with the framework proposed in the Sustainable Development Agenda and will actively contribute to its achievement.

At this juncture, collaboration among and with countries of the Global South is key to finding effective solutions and paving the way towards a more sustainable and inclusive future. It is time for SSC and TC to become models of the Global Partnership for Sustainable Development to which SDG 17 aspires. Regional spaces such as PIFCSS play a fundamental role in exchanging perspectives, coordinating solutions, establishing principles and creating collaborative work agendas, all for the purpose of responding to regional cooperation challenges.

Achieving sustainable and inclusive development signifies that the countries of the south use their capabilities, knowledge and creativity to devise regional solutions. In this sense, Ibero-America represents a model of cooperation that can serve as an inspiration to forge a better future.

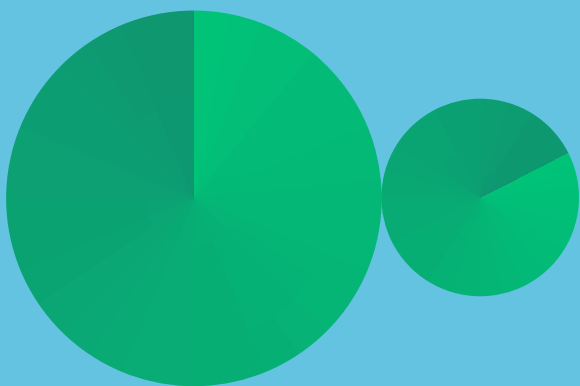


Regional spaces such as PIFCSS play a fundamental role in exchanging perspectives, coordinating solutions, establishing principles and creating collaborative work agendas, all for the purpose of responding to regional cooperation challenges.





Institutional framework



This Strategy establishes a roadmap for the 21 Ibero-American countries that make up PIFCSS, with the aim of advancing together towards a sustainable and inclusive future by 2030. That future is based on shared principles, values, innovative perspectives and challenges, intertwined with a detailed action plan to achieve the agreed objectives.

To address the opportunities and challenges for South-South and Triangular Cooperation in Ibero-America and outline a vision for our work towards 2030, it is essential to take into account the processes of the 2030 Agenda, BAPA+40, the Ibero-American planning frameworks and the institutional strengthening needs identified by Ibero-American countries in different forums. By aligning these processes and grounding them within the Ibero-American framework, we have formulated a renewed working vision for PIFCSS.

⁴The Economic Commission for Latin America and the Caribbean (ECLAC), "The 2030 Agenda and the Sustainable Development Goals: Halfway to 2030. Goals, targets and indicators", (LC/PUB.2023/13-P), Santiago, 2023.

AGENDA 2030

The 2030 Agenda is an unprecedented global agreement to promote sustainable development, which poses a significant challenge for international cooperation. It requires substantial efforts from the entities and agencies responsible for promoting and consolidating SSC and TC. According to the Economic Commission for Latin America and the Caribbean (ECLAC), having now passed the halfway mark of the 2015-2030 period, progress towards achieving the SDGs is not occurring at the desired pace.⁴ Many indicators are not on track to meet the targets by 2030. Although progress towards 48 percent of the targets continues to be made, the pace is insufficient for the agreed targets to be met. For the other 27 percent of targets,

progress has gone into reverse. It is in this context that PIFCSS plays a central role in Ibero-America, by strengthening the mechanisms for achieving the SDGs. PIFCSS contributes to improving the means of implementation and the revitalization of the Global Partnership for Sustainable Development (SDG 17), particularly with regard to Target 17.9. It also advocates for increased international support to carry out effective and targeted capacity-building activities in developing countries, with the aim of supporting national plans for the implementation of all the Sustainable Development Goals, including through North-South, South-South and Triangular Cooperation.

BAPA+40 has been a historic milestone for the future of SSC and TC. The different stakeholders that are part of the international cooperation system took stock of the achievements and challenges of cooperation, which are essential to promoting sustainable development in its social, economic and environmental dimensions. The need to strengthen the role of the United Nations Development System as a facilitator and catalyst of SSC and TC has been recognized, and a renewed agenda that includes several strategic lines and concrete actions to advance in these areas in the coming years has been proposed.

In this context, PIFCSS actions are focused on contributing to this mandate. This Strategy is based on the principles, values and methodologies the States identified as the basis to working towards the achievement of the SDGs, taking into consideration those elements and challenges presented in the BAPA+40 Outcome Document. Raising their visibility involves a creative effort to integrate and implement this cooperation agenda within the PIFCSS action framework. This includes incorporating and promoting multistakeholder, multilevel and multisectoral approaches from a regional perspective that takes into account the characteristics of Ibero-America.

During the 28th Ibero-American Summit, held in Santo Domingo, Dominican Republic on March 24 and 25, 2023, the Heads of State and Government of the Ibero-American countries approved the third Four-Year Action Plan for Ibero-American Cooperation (PACCI, for its acronym in Spanish) for the 2023-2026 period.

This third PACCI represents an important qualitative leap forward with respect to the previous four-year plan. First, it introduces new axes that will ensure that Ibero-American cooperation incorporates all three development dimensions of the 2030 Agenda: social, economic and environmental. In a similar vein, it is aimed at creating opportunities and focuses on vulnerable groups such as indigenous, Afro-descendent populations and people with disabilities, with the clear objective of complying with the 2030 Agenda promise of "leave no one behind". Finally, the new Action Plan establishes as system of governance that incorporates other Ibero-American organizations, Programs, Initiatives and Affiliated Projects (PIPA, for

its acronym in Spanish), Ibero-American thematic networks, and other development stakeholders in the region. It is an effort that aligns with SDG 17 and the objective of forming truly effective partnerships.

South-South and Triangular Cooperation are an essential part of the third PACCI, specifically Axis 1, Strengthening Ibero-American Cooperation. The PACCI recognizes the importance of SSC and TC as essential means of implementing the 2030 Agenda and highlights Ibero-American countries as actors with solid and extensive experience in these forms of cooperation, both in the execution of projects as well as knowledge systematization and generation. The third PACCI aspires, on the one hand, to strengthen and disseminate the knowledge, conceptual tools and methodological instruments that facilitate more effective management of South-South and Triangular Cooperation of Ibero-American countries and, on the other hand, consolidate its position as a global and regional leader in SSC and TC.



PIFCSS



PIFCSS is an intergovernmental program that brings together countries with different traditions of cooperation and levels of development, and works in coordination with Ibero-American General Secretariat (SEGIB). The Program brings together and integrates their experiences and capacities for the purpose of strengthening SSC and TC in Ibero-America. The Program is unique in its approach, as it horizontally integrates Latin American and European countries, such as Andorra, Spain and Portugal.

When national cooperation authorities conceived of the idea of PIFCSS at the end of the first decade of this century, the landscape of SSC and TC was very different from that of today. Over the course of its history, PIFCSS has stood out for its ability to adapt and for having the creativity necessary to address the changing challenges of cooperation in Ibero-America. In the context of today's challenges, PIFCSS is facing with new tests and the task of generating creative and innovative solutions to address the regional SSC and TC challenges of countries in the Ibero-American region.

The PIFCSS community

The history of PIFCSS is characterized by the creation and consolidation of a community in which countries with different backgrounds and perspectives coexist. Each of the Program's participants finds a way to articulate itself, recognizing its differences and leveraging them to achieve the common goal of strengthening cooperation among the countries of the region.

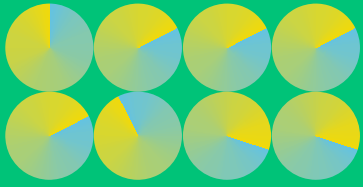
Ultimately, we have built an SSC and TC community in Ibero-America in which technical teams, cooperation policymakers and the institutions that are part of PIFCSS have developed a sense of unity with regard to the objectives, challenges and collaboration needed to reach common goals. In this way, a space has been generated for knowledge production and exchange between those involved in SSC and TC in the region, thus nurturing a positive dialogue for collaboration, exchange and capacity building, which, in itself, represents an exercise of SSC and TC.



A space has been generated for knowledge production and exchange between those involved in SSC and TC in the region, thus nurturing a positive dialogue for collaboration, exchange and capacity building, which, in itself, represents an exercise of SSC and TC. Regional spaces such as PIFCSS play a fundamental role in exchanging perspectives, coordinating solutions, establishing principles and creating collaborative work agendas, all for the purpose of responding to regional cooperation challenges.



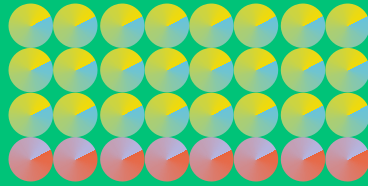
Since 2010, PIFCSS has achieved the following results:



24

Working documents on strengthening the management of South-South and Triangular Cooperation

+70



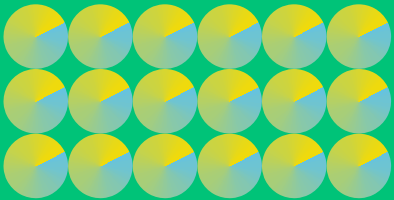
More than 70 in-person training and experience-sharing activities

12



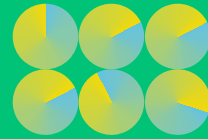
Reports on South-South and Triangular Cooperation in Ibero-America published with the support of PIFCSS

+100

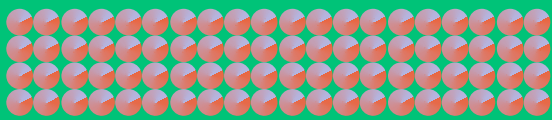


More than 100 exchanges of experiences in South-South Cooperation in Ibero-America financed by the Program

6

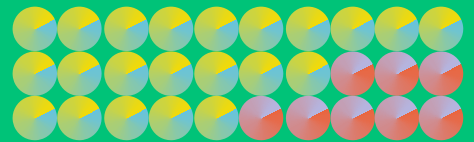


Editions of the Diploma Course in South-South and Triangular Cooperation



+1700

More than 1,700 officials who have participated in training and experience-sharing activities



+340

More than 340 civil servants graduated from the PIFCSS Diploma in South-South and Triangular Cooperation



Strategy 2024-2030



The PIFCSS Strategy 2024-2030 has been carefully developed on the basis of solid evidence and the needs expressed by member countries in different forums. During the process, the needs, opportunities, challenges and strengths of the Program have been identified, based on the conclusions of studies carried out both by PIFCSS and other regional institutions. In addition, specific consultations were conducted with leading national cooperation agencies to determine the priorities of this new Strategy.

The continuous coordination between the Program's governance bodies, such as the Intergovernmental Council and the Executive Committee, together with the Program's Technical Unit, has made it possible to lay the foundations and reach the agreements necessary for the collective construction of this proposal. Consequently, the objectives, results, lines of action and cross-cutting approaches of this Program Strategy are based on the agreements reached within these forums.

This Strategy is developed on the basis of a Results-Based Management (RBM) for Development approach⁵ and focuses on: strengthening national SSC and TC systems; promoting Triangular Cooperation in Ibero-American countries; encouraging the participation of sub-national governments in SSC and TC frameworks; promoting differential approaches in the project cycle, and positioning Ibero-American SSC and TC.

To achieve these objectives, each Annual Operating Plan (AOP) will define activities related to the proposed strategic planning. This close link between strategic planning and the AOP is essential to ensure the effective and efficient achievement of the expected results by 2030.

Likewise, the Strategy includes a set of specific indicators and targets that play a crucial role in the evaluation and monitoring of results. The indicators and targets become essential tools for measuring and assessing the progress, impact, processes and products of the initiatives.

⁵ RBM for Development is a management approach that emphasizes focusing efforts, strategies and resources on achieving specific development results agreed upon by partners. It also looks to coordinate the different stakeholders around a shared strategy to maximize impact, track performance based on key indicators, provide accountability on achievements, and promote continuous improvement through reviews and evaluations.



MISSION

To contribute to the sustainable development of Ibero-America through strengthening South-South Cooperation and Triangular Cooperation.



VISION

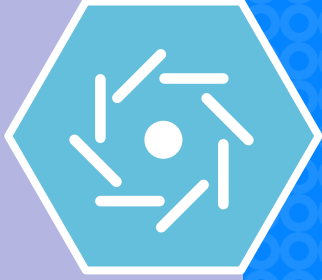
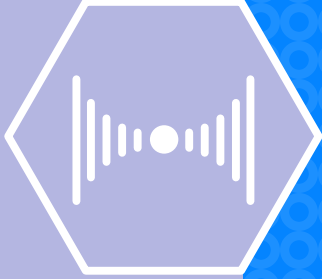
In 2030, South-South and Triangular Cooperation in Ibero-America will be confirmed as an effective means for achieving the Sustainable Development Goals of the countries in the region.



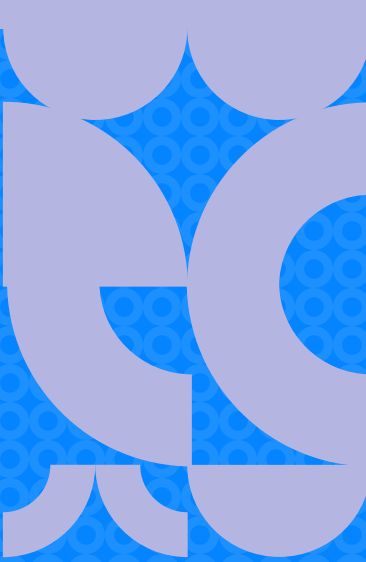
GENERAL OBJECTIVE

To strengthen South-South Cooperation and Triangular Cooperation (TC) in Ibero-America, promoting its values and principles, from a multistakeholder, multilevel and multisectoral perspective.

Explanatory note: It is important to note that Ibero-American Cooperation is voluntary and non-binding, allowing countries to exercise their sovereignty by deciding to join and participate only in those activities they deem appropriate.



Strategic Objectives 2024-2030

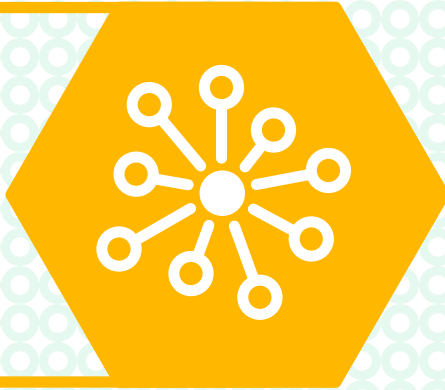


SO 1



**STRENGTHEN
NATIONAL
SOUTH-SOUTH
AND TRIANGULAR
COOPERATION
SYSTEMS**

**PROMOTE
TRIANGULAR
COOPERATION IN
IBERO-AMERICAN
COUNTRIES**



SO 2

SO 3



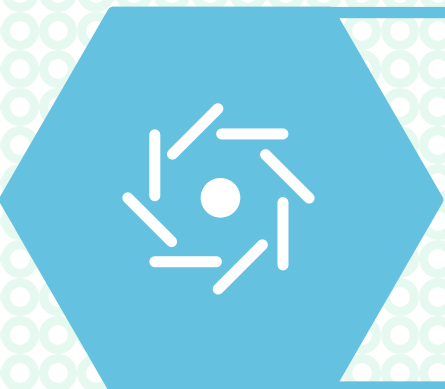
**STRENGTHEN
DECENTRALIZED
SOUTH-SOUTH AND
TRIANGULAR
COOPERATION
FRAMEWORKS**

**CONTRIBUTE TO
POSITIONING
IBERO-AMERICAN
SOUTH-SOUTH
COOPERATION AND
TRIANGULAR
COOPERATION ON THE
GLOBAL STAGE**



SO 4

COO



**STRENGTHEN THE
GOVERNANCE AND
OPERATION OF
PIFCSS**



STRENGTHEN NATIONAL SOUTH-SOUTH AND TRIANGULAR COOPERATION SYSTEMS

SSC and TC have evolved as valuable mechanisms for the integration and promotion of development among Ibero-American countries. Knowledge is the core of these forms of cooperation. Generating and managing knowledge, as well as strengthening the capacities of the different actors that make up national cooperation systems are at the heart of the work carried out by PIFCSS.

The national SSC and TC systems comprise a diverse network of institutional structures and mechanisms, regulations, and stakeholders who collaborate with the purpose of generating joint responses to the multiple development challenges in the region. Stakeholders include national and sub-national governments, civil society organizations, collectives, companies and academic organizations, and others.

PIFCSS, in coordination with the entities in charge of cooperation and the accompaniment of SEGIB, will work to strengthen capacities related to SSC and TC. This will be done through training and capacity-building activities for key stakeholders, the promotion of mechanisms for the exchange of experiences, training in the application of cross-cutting approaches on issues such as gender equality, diversity and environmental sustainability, and innovation in SSC and TC management. In addition, instruments will be developed that will allow for the integrated management of the SSC and TC project cycle in Ibero-America.

In order to strengthen the generation and management of knowledge for SSC and TC, efforts will be made to reduce the information gaps between member countries, through developing knowledge assets and expanding the evaluation and measurement of SSC and TC. In order to do so, we will promote the incorporation of innovative spaces and platforms, as well as the development of relevant studies, research, methodologies and tools.

Finally, support will be provided to cooperation institutions in order to foster multistakeholder SSC and TC partnerships. This will be done through promoting institutionalized mechanisms for dialogue at the government level and strengthening capacities for forming partnerships with non-governmental stakeholders.

105

SSC

Result 1

Strengthened institutional capacity for the management of South-South and Triangular Cooperation

Line of Action 1.1

Training and capacity-building for key SSC and TC stakeholders

Line of Action 1.2

Promotion of mechanisms for the exchange of experiences through cooperation agencies

Line of Action 1.3

approaches in the management of SSC and TC

Line of Action 1.4

Capacity building and development of tools for the integrated management of the project cycle

Result 2

Strengthened knowledge generation and management for South-South and Triangular Cooperation

Line of Action 2.1

Development of assets for the generation and management of SSC and TC knowledge.

Line of Action 2.2

Evaluation and measurement of SSC and TC

Result 3

Multi-stakeholder partnerships encouraged in national systems

Line of Action 3.1

Promotion of institutionalized mechanisms for dialogue at the government level

Line of Action 3.2

Capacity building for the generation of partnerships with non-governmental stakeholders



PROMOTE TRIANGULAR COOPERATION IN IBERO-AMERICAN COUNTRIES

Triangular Cooperation is conducive to deploying horizontal partnerships in favor of sustainable and inclusive development in Ibero-America. It is also an effective instrument for the exchange of knowledge, experience and technology based on collaboration, trust and mutual learning among different partners. The progress made in South-South Cooperation in Ibero-America has positioned the region as a strategic partner for the development of Triangular Cooperation initiatives. PIFCSS has certainly contributed to strengthening this form of cooperation. However, there are several challenges that are key to enhancing and revitalizing Triangular Cooperation in Ibero-America.

The Program will therefore focus its actions on promoting exchange networks, mutual learning and knowledge, facilitating innovative partnerships between stakeholders, generating the evidence and information necessary to evaluate the scope and potential of this form of cooperation, and designing tools that contribute to improving the quality of Triangular Cooperation projects and strategies.

Likewise, PIFCSS will encourage improvements in the quality of Triangular Cooperation projects in Ibero-America through providing guidance to incorporate the principles of South-South Cooperation into Triangular Cooperation in the region.



Result 1

Innovative partnerships promoted in Triangular Cooperation

▲▲▲ Line of Action 1.1

Fostering of innovative spaces for exchange and mutual learning among key stakeholders.

Line of Action 1.2

Development of mechanisms and instruments for the promotion of partnerships



Result 2

Improved quality of Triangular Cooperation

▲▲▲ Line of Action 2.1

Design and adoption of instruments and guidelines to improve the management of Triangular Cooperation

Line of Action 2.2

Encouragement of the adoption of principles of South-South Cooperation in Triangular Cooperation in Ibero-America



STRENGTHEN DECENTRALIZED SOUTH-SOUTH AND TRIANGULAR COOPERATION FRAMEWORKS

Sub-national governments play a fundamental role in achieving the Sustainable Development Goals due to their proximity to the public, their complementary relationship with national governments and civil society, and their ability to design innovative policies and programs that adapt to the particularities of their respective territories and communities. From this perspective, cooperation between and with sub-national governments has a great deal to contribute in the Ibero-American space. The strong social, economic, cultural and geographic ties that unite the Ibero-American territories, the similarity of their challenges and the need to manage regional and cross-border interdependencies create an ideal environment for the promotion of Decentralized Cooperation, in which national governments play an important role in coordinating and generating partnerships.

PIFCSS will therefore strengthen Decentralized South-South and Triangular Cooperation frameworks in Ibero-America, in accordance with national legislation and taking into account the diverse territorial organization of the countries, the heterogeneous nature of the subnational governments, and the central coordination role of the national cooperation agencies. PIFCSS will focus its actions on promoting the creation of spaces for exchange and mutual learning among key stakeholders on Decentralized South-South and Triangular Cooperation. It will also work to produce evidence, specific knowledge and innovative mechanisms and tools for the management of this form of cooperation.

Result 1

Spaces for dialogue generated between different levels of government

Line of Action 1.1

Fostering of innovative spaces for exchange and mutual learning among key stakeholders on decentralized SSC and TC

Line of Action 1.2

Production of evidence and knowledge

Line of Action 1.3

Innovative mechanisms and tools for management



CONTRIBUTE TO POSITIONING IBERO-AMERICAN SOUTH-SOUTH COOPERATION AND TRIANGULAR COOPERATION ON THE GLOBAL STAGE

The Ibero-American countries have some of the most dynamic experiences in SSC and TC, having made significant progress in the area. At the same time, PIFCSS represents a cooperation model that, due to its own characteristics and those of the region, is entirely unique. Its commitment to strengthening and building capacities is an asset that can allow it to position itself on the global stage, which would provide an opportunity to establish spaces for collaboration with other actors in the field of development.

In order to consolidate its position as a key actor in promoting and strengthening South-South and Triangular Cooperation, PIFCSS will seek to deepen its technical collaboration with other global and regional actors on the basis of strengthening SSC and TC. It will also actively participate in regional and global forums on SSC and TC and facilitate spaces for dialogue and reflection on shared visions.

To do so, it will continue to implement different actions that range from the generation of qualitative and quantitative information, the systematization and dissemination of the experience accumulated by the Program, and the circulation of its Report on South-South and Triangular Cooperation in Ibero-America, highlighting the valuable contributions these forms of cooperation make in terms of the achievement of the Sustainable Development Goals (SDGs). It will seek active and strategic participation in international spaces and forums, revitalizing the Program's image in order to disseminate the SSC and TC of Ibero-American countries.



Result 1

Contributions of PIFCSS and the region to Sustainable Development through SSC and TC are disseminated



Line of Action 1.1

Technical collaboration with global and regional actors on the basis of strengthening SSC and TC

Line of Action 1.2

Active participation in regional and global forums on SSC and TC

Line of Action 1.3

Facilitation of spaces for dialogue and reflection on shared visions.

Line of Action 1.4

Dissemination of the Report on SSC and TC in Ibero-America



STRENGTHEN THE GOVERNANCE AND OPERATION OF PIFCSS

The continuous improvement of the governance and operation of an intergovernmental program is an ongoing process that requires the commitment of all parties involved. In this sense, PIFCSS will strengthen its work with member countries and its coordination with SEGIB. At the same time, it will reinforce the incorporation of the prioritized cross-cutting approaches in the comprehensive management of the Program. Likewise, a comprehensive PIFCSS communication strategy will be developed and implemented in order to raise the profile of the Program, and bilingualism in its management will be improved.



Result 1

Strengthened operation of PIFCSS



Line of Action 1.1

Comprehensive management of PIFCSS

Line of Action 1.2

Incorporation of prioritized cross-cutting approaches

Line of Action 1.3

Strengthening of PIFCSS participation mechanisms and coordination with SEGIB



Result 2

Improved communication and visibility of PIFCSS

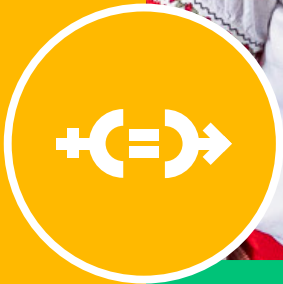


Line of Action 2.1

Development and implementation of PIFCSS communication strategy

Line of Action 2.2

Strengthening of bilingualism in PIFCSS



Cross-cutting Approaches



ENVIRONMENTAL SUSTAINABILITY

Citizens and future generations have the right to a clean, healthy and sustainable environment that ensures the well-being of and for all people, leaving no one behind.⁶

By adopting a cross-cutting approach to environmental sustainability, environment and climate change-related considerations will be systematically integrated into all PIFCSS actions, including strategic planning, implementation, monitoring and evaluation. Incorporating environmental and climate aspects into Ibero-American Cooperation is a decision that supports full compliance with the 2030 Agenda.

+GÉNERO

Historical discrimination and violence against women are a deeply-rooted phenomenon in society. It appears in all aspects of social, economic and political life, generating conditions of inequality. Ibero-American countries look to contribute to the elimination of this type of discrimination through adopting gender equality as a cross-cutting criterion that applies to all axes of the third PACCI. Gender equality must be approached as a multidimensional effort requiring the adoption of parallel and complementary strategies. This includes implementing affirmative actions aimed both at correcting and reducing the inequality faced by women as well as increasing their participation and leadership in all spheres.⁷

The SEGIB's "[Practical Guide for Mainstreaming the Gender Perspective into PIPA](#)", provides a series of tools that will serve as guidance for integrating this approach into the initiatives to be carried out within the framework of the PIFCSS Strategy 2024-2030.



DIVERSITIES

Incorporating diversities will be approached from a perspective that presupposes the recognition of cultural particularities, the promotion of intercultural dialogue, equitable development among different cultures, and bilingualism as a common heritage of the Ibero-American identity. The objective is to foster mechanisms for the recognition, equitable participation and development of all of the cultural groups of the Ibero-American countries, with the promotion of the bilingual expression of the Program.

The tools available to put these approaches into practice include mapping, diagnostics to identify inequalities, citizen participation practices, indicators that focus on multiculturalism and bilingualism, citizen awareness strategies, spaces for projects, planning and project monitoring with organizations representing ethnocultural groups, and communication strategies.

PIFCSS will incorporate a cross-cutting approach to diversities, based on SEGIB's ["Guide for Mainstreaming a Multicultural Perspective into PIPA"](#), ["Guide for Mainstreaming Non-Discrimination into PIPA"](#) and ["Guide for Mainstreaming Bilingualism into PIPA"](#).⁶



INNOVATION

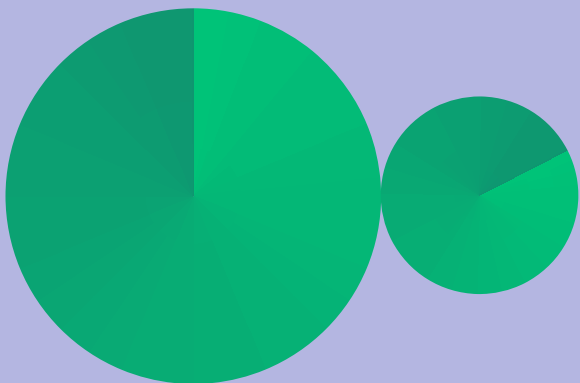
Innovation refers to the process of introducing approaches, methods, techniques, tools, products and/or services that generate significant and positive changes in different fields and organizations.

The inclusion of this approach seeks to strengthen the capacity of PIFCSS to develop innovative solutions to challenges in the field of SSC and TC in the region. It seeks to position Ibero-American countries as agents of innovation in the field. To do so, it will promote the systematic integration of innovation-related aspects in PIFCSS activities through adopting tools, developing initiatives and implementing innovative work approaches.

⁶ When these are published.



Innovation at PIFCSS



PROMOTING INNOVATION AT PIFCSS: A CROSS-CUTTING APPROACH FOR SUSTAINABLE AND INCLUSIVE DEVELOPMENT

Innovation is an important transformative process in the field of Ibero-American Cooperation. It is a dynamic that has been apparent on several stages, such as at the 27th Ibero-American Summit of Heads of State and Government and the Ibero-American Agreement of Digital Principles and Rights (AIP, for its acronym in Spanish).

In the context of South-South and Triangular Cooperation, innovation is a tool to address the challenges faced by the countries of the region, facilitating the production of knowledge at the regional, national and local levels, in order to strengthen collaboration and consolidate strategic alliances between countries and cooperation ecosystems. It is an approach that contributes to achieving sustainable and inclusive development.

Within the PIFCSS framework, innovation is seen as a tool for introducing new ideas, methodologies, techniques, models, products and services. Its objective is to prompt substantial improvements in the management and execution of SSC and TC. As a cross-cutting approach, it seeks to foster creativity among key stakeholders of SSC and TC in Ibero-America. Likewise, it is a means to adapt the Program to shifting realities and challenges, promoting significant improvements in its processes and results.

The knowledge revolution and emergence of new digital and information technologies provide an opportunity to generate solutions to the challenges of SSC and TC faced by Ibero-American countries. In order to capitalize on these opportunities and adapt to transformations, PIFCSS will systematically incorporate innovation as a cross-cutting approach in its Strategy 2024-2030.

Accordingly, the Program will strengthen the capacities of the leading cooperation institutions in order to: 1) contribute to the sustainable implementation of innovation processes; 2) foster continuous improvement; and 3) generate effective solutions to address the internal challenges of the leading institutions in their cooperation ecosystems and in carrying out their own cooperation (agility, adaptability, flexibility, networking and exchange of experiences). In addition, PIFCSS will strengthen the institutional capacities of countries to incorporate innovative initiatives and approaches in their SSC and TC projects and programs through providing capacity building and training of national cooperation systems as well as developing mechanisms and tools for promoting multistakeholder, multilevel and multidisciplinary partnerships.





ANNEX 1

Mid-Term Evaluation

The Program's Strategy 2024-2030 covers a broad implementation period that aligns with the 2030 Agenda for Sustainable Development. Thus, in order to ensure the relevance of the strategic guidelines, a Mid-Term Evaluation of the Strategy 2024-2030 is programmed to take place in 2027. This Mid-Term Evaluation will seek to verify that the Strategy's Strategic Objectives remain relevant, as well as verify progress in their implementation. It will thus be able to analyze the extent to which PIFCSS has aligned its activities with regional South-South and Triangular Cooperation priorities, as well as how it has supported the governments of the region in strengthening capacities for SSC and TC.

The Mid-Term Evaluation will document the best practices, innovations and lessons learned in the implementation of the Strategy, identify possible areas that require course corrections in their execution, and provide actionable recommendations for future programming.

The Mid-Term Evaluation will ensure there is broad participation of Program stakeholders, including national governing bodies, representatives from the academic sector, civil society, sub-national governments and international organizations that have played a significant role for PIFCSS during the first period of the implementation of the Strategy 2024-2030.



ANNEX 2

Performance indicators

During 2024, specific targets will be defined, such as the definition of a baseline to enable the measurement of these indicators during the Strategy's implementation period.



Indicators

- SO 1.1** Number of countries with a regular multistakeholder dialogue space (governmental and non-governmental stakeholders).
- SO 1.2** Number of leading cooperation agencies that apply evaluation methodologies to their SSC and TC
- SO 1.3** Number of leading cooperation agencies that have adopted a methodology for measuring their SSC and TC

Result 1: Strengthened institutional capacity for the management of South-South and Triangular Cooperation

Indicators

- R 1.1** Number of leading agencies that have mainstreamed a gender perspective
- SO 1.2** Number of leading agencies that incorporate innovation into their cooperation strategies
- R.1.3** Percentage of PIFCSS-trained personnel who apply the knowledge acquired in the management of SSC and TC

Result 2: Strengthened knowledge generation and management for South-South and Triangular Cooperation

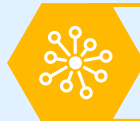
Indicators

- R 2.1** Active learning and knowledge management platform within the framework of PIFCSS
- R 2.2** Construction of non-binding common parameters for SSC and TC evaluation.
- R 2.3** Number of leading agencies that apply methodologies developed under PIFCSS

Result 3: Multi-stakeholder partnerships encouraged in national systems

Indicators

- R 3.1** Number of leading organizations with mechanisms for collaborating with governmental stakeholders
- R 3.2** Number of leading organizations that increase the participation of non-governmental stakeholders in their SSC and TC projects



Indicators

- SO 2.1** Number of Triangular Cooperation projects
- SO 2.2** Number of countries that increase Triangular Cooperation
- SO 2.3** Number of leading agencies that incorporate TC projects with new partners
- SO 2.4** Percentage of countries that incorporate SSC principles into TC initiatives
- SO 2.5** Number of mechanisms to incorporate SSC principles into TC management

Result 1: Innovative partnerships promoted in Triangular Cooperation

Indicators

- R 1.1** Number of countries that increase their participation in TC mechanisms
- R 1.2** Number of countries that develop South-South-South Cooperation projects

Result 2: Improved quality of Triangular Cooperation

Indicators

- R 2.1** Number of leading organizations that have mainstreamed a gender perspective in their TC
- R 2.2** Number of leading organizations that have conducted an evaluation of their TC

SO3



**STRENGTHEN DECENTRALIZED SOUTH-SOUTH
AND TRIANGULAR COOPERATION FRAMEWORKS**

Indicators

SO 3.1 Number of countries with multilevel coordination bodies

SO 3.2 Number of leading agencies that include sub-national governments in their Joint Cooperation Committees

Result 1: Spaces for dialogue generated between different levels of government

Indicators

R 1.1 Number of subnational governments that participate in the Joint Cooperation Committees

R 1.2 Number of countries with sub-national governments participating in SSC and TC projects

SO4



**CONTRIBUTE TO POSITIONING IBERO-AMERICAN SOUTH-SOUTH COOPERATION
AND TRIANGULAR COOPERATION ON THE GLOBAL STAGE**

Indicator

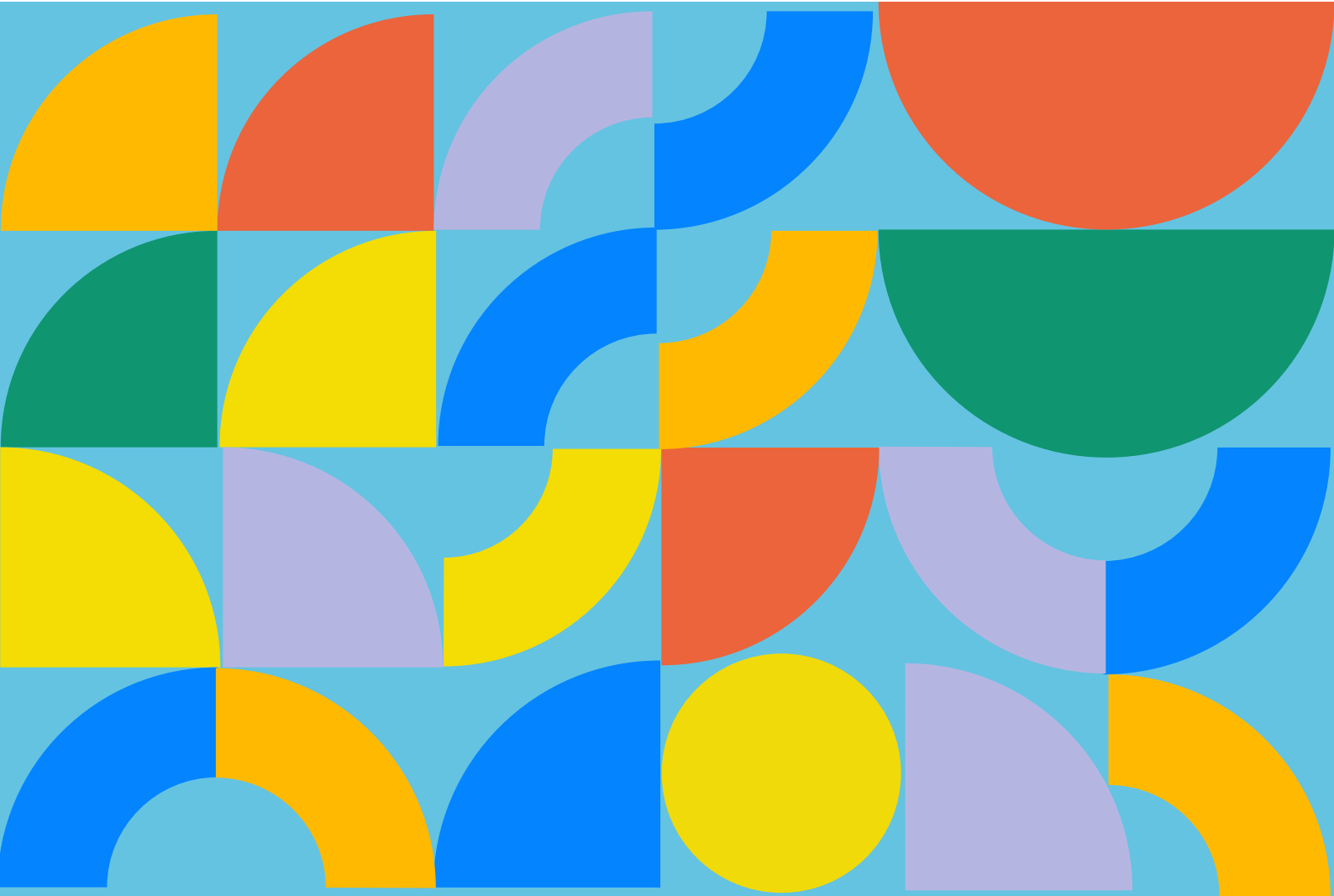
SO 4.1 Number of external partners that incorporate a vision shared by PIFCSS

Result 1: Contributions of PIFCSS and the region to Sustainable Development through SSC and TC are disseminated

Indicators

R 1.1 Number of position papers generated within the scope of PIFCSS

R 1.2 Number of knowledge assets positions in regional and global high-level bodies



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