

Proposal for a Decentralised Triangular Cooperation Instrument

Technical and operational bases



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Specifically with regard to the possible Triangular Cooperation instruments proposed here, the means of implementing them and the actors, or their forms of participation, suggested here are proposals that are the sole responsibility of the consulting team that developed the study. This does not imply in any way that SEGIB is committed to implementing any proposals on this subject.

Ibero-American General Secretariat (SEGIB)

Andrés Allamand Zavala, Ibero-American Secretary General

Lorena Larios Rodríguez, Secretary for Ibero-American Cooperation

Coordination:

Martín Rivero Illa y Cristina Santalla González
Area of Social Cohesion and South- South
Cooperation, SEGIB

Authors:

COOP&CO

Red de Gestión de Conocimiento para el desarrollo
sostenible

Florencia López Foresi

Fernando Mudarra

Nancy Rodríguez Viteri

Noelia Wayar

Antonio Zurita (Coordinator)

SEGIB South-South Cooperation team:

Cristina Xalma Mellado

Natalia Vargas Talero

Santiago Alonso Álvarez

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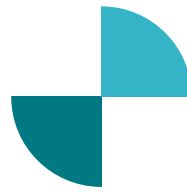
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ACRONYMS

AECID	Spanish Agency for International Development Cooperation
AUGM	Association of Montevideo Group Universities
CAF	Development Bank of Latin America and the Caribbean
CONFOCOS	Confederation of Funds of Cooperation and Solidarity
DC	Decentralised Cooperation
DG DEVCO	European Commission Directorate-General for International Cooperation and Development
D-TC	Decentralised Triangular Cooperation
EU	European Union
FEMP	Spanish Federation of Municipalities and Provinces
FfD4	Fourth International Conference on Financing for Development
FLACMA	Latin American Federation of Cities, Municipalities and Associations of Local Governments
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit (German Agency for Technical Cooperation)
IDB	Inter-American Development Bank
ICLEI	Local Governments for Sustainability
ICP	Integral Cooperation Programmes
JICA	Japan International Cooperation Agency
KPI	Key Performance Indicator
OECD	Organisation for Economic Co-operation and Development
PC D-TC	Promotional Committee for the Decentralised Triangular Cooperation Ecosystem
PCIT-D	Decentralised Triangular Integral Cooperation Programmes
PIFCSS	Ibero-American Programme for the Strengthening of South-South Cooperation
PTS D-TC	Permanent Technical Secretariat for Decentralised Triangular Cooperation
SEGIB	Ibero-American General Secretariat
SDGs	Sustainable Development Goals
SSC	South-South Cooperation
SSTC	South-South and Triangular Cooperation
TC	Triangular Cooperation
UCCI	Union of Ibero-American Capital Cities
UCLG	United Cities and Local Governments
UIM	Ibero-American Union of Municipalists
UN	United Nations Organisation
UNDP	United Nations Development Programme
UNOSSC	United Nations Office for South-South Cooperation
WF D-TC	World Forum for Decentralised Triangular Cooperation

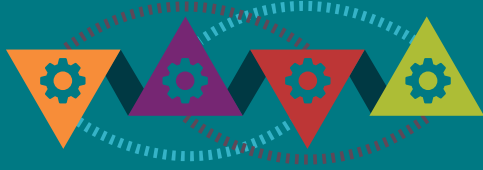


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Executive Summary

Based on the findings of key reports¹ by SEGIB and the European Union, this proposal shares the view that South-South and Triangular Cooperation and Decentralised Cooperation represent a set of common values that promote more horizontal relationships in the international cooperation system. Today, they are presented as a set of practices with the potential to transform relations between cities and territories.

Triangular cooperation is an excellent mechanism for knowledge exchange and shared learning that seeks to foster horizontal relationships between countries in Latin America, the Caribbean and Europe².

Despite its importance, D-TC is subject to various tensions and pressures that have already been identified. It is therefore essential to view D-TC as a process in transition, open to multiple possibilities that must be constantly updated and refined.

A governance mechanism and action plan are needed to ensure multi-level and multi-stakeholder participation and coordination, facilitating dialogue and complementarity across different approaches, and the enriching exchange of experiences and scalable good practices.

Following the reports and diagnoses already mentioned, together with other analyses that delve deeper into the same shortcomings and potential, an action plan is needed to help provide D-TC the value it deserves. A roadmap with complementary and coherent actions. This has been the task of this technical assistance.

¹“Apuntes para un ecosistema iberoamericano de Cooperación Sur-Sur y Triangular Descentralizada” (SEGIB, 2022).
“Sistematización del programa ADELANTE: lecciones aprendidas sobre la cooperación triangular entre Europa, América Latina y el Caribe” (European Union, 2020).

²“Sistematización del programa ADELANTE: lecciones aprendidas sobre la cooperación triangular entre Europa, América Latina y el Caribe” (European Union, 2020).

This document sets out the technical and operational foundations for leveraging the synergy between Triangular Cooperation (TC), Decentralised Cooperation (DC) and South-South Cooperation (SSC) by implementing a **Decentralised Triangular Cooperation Management Tool** focused on cities and on coordination and linkage with the D-TC Ecosystem.

The disconnect between cities, city networks, and financing mechanisms limits the potential of D-TC initiatives to achieve a significant impact on local development. Therefore, we propose the creation of an instrument with three components and two complementary tools:

Components:

- 1. PC D-TC:** Promotional Committee that will coordinate the key actors involved in D-TC, multi-stakeholder and multi-level, with operational, dialogue and representation capacity.
- 2. WF D-TC:** Global Multi-Stakeholder Forum on Decentralised Triangular Cooperation, led by the Promotional Committee, connecting networks and associations of cities with international and regional financing agencies, promoting a space for ongoing dialogue and exchange.
- 3. D-TC Fund:** Decentralised Triangular Cooperation Fund, designed to attract and channel financial resources aimed at promoting specific initiatives, fed by contributions from national and sub-national cooperation agencies, multilateral organisations and other sources of funding that decide to join, with an agreed legal and operational framework.

Each structural component has the necessary conceptual, institutional, and legal frameworks to ensure its legitimacy, viability, and sustainability.

Components of the D-TC Instrument

1 Promotional Committee

A multi-stakeholder, multi-level liaison mechanism that facilitates the co-creation of strategic D-TC projects based on direct collaboration between key stakeholders and the local and sub-regional government networks that promote it.

3 Decentralised Triangular Cooperation Fund

A multi-stakeholder and multi-level fund to promote sustainable local development in cities and municipalities in developing countries by fostering D-TC to support innovative projects tailored to local needs.

2 Global Multi-Stakeholder Forum on Decentralised Triangular Cooperation

A key instrument for dialogue, exchange, advocacy and management with a focus on cities and their articulation within the D-TC ecosystem.

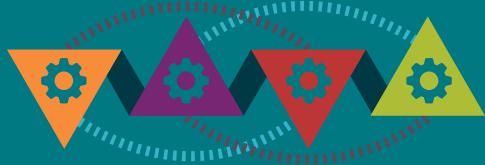
Tools:

- **D-TC Platform:** Interactive platform 'Ventana Triangular' (Triangular Window), as a digital support tool for knowledge exchange.

- **PCIT-D:** Decentralised Triangular Integral Cooperation Programmes, as frameworks for decentralised triangular understanding with standardised tools.

Buenos Aires, Argentina.





1

Promotional Committee for the Decentralised Triangular Cooperation Ecosystem (PC D-TC)

Conceptual framework

The Promotional Committee (PC D-TC) is a multi-stakeholder, multi-level liaison committee that facilitates the co-creation of strategic Decentralised Triangular Cooperation projects based on direct collaboration between key stakeholders: TC financing entities and agencies and local and subregional government networks (DC) whose mission includes promoting D-TC.

This committee acts as a **space for strategic coordination**, promoting direct collaboration. Its multi-level nature involves national and sub-national governments and international organisations, while its **multi-stakeholder** approach integrates the public and private sectors, civil society and academia.

The launch of this shared working group aims to alleviate and correct one of the main weaknesses currently facing the D-TC ecosystem: disconnection, lack of coordination, lack of complementarity, and limited influence on major policies.

Characteristics of the Promotional Committee

The PC D-TC involves the formation of a strategic team capable of coordinating and articulating actions between different levels of government, sectors and key actors to ensure more efficient and inclusive management, generating policies and actions with greater legitimacy, impact and sustainability.

1. Multi-level approach: With the participation of entities from different levels of governance, such as: international organisations, national and sub-national governments.

2. Multi-stakeholder approach: Integrating various sectors and stakeholders such as: public sector, private sector, civil society and academia.

3. Cross-cutting nature: The group must address issues from a holistic perspective, promoting:

- Coordination between different areas of sustainable development (economy, environment, social, culture, governance, etc.); integration of human rights, gender, diversity, sustainability; use of digital tools for management and decision-making.

Institutional framework

Rationale and objectives of the PC D-TC

The PC is conceived as a mechanism to facilitate cooperation, ensuring effective links between city networks, international organisations and funding entities. The main challenges include:

D-TC requires diversified and sustainable sources of funding. The PC D-TC acts as a bridge between city networks and financial institutions.

A stable space is needed to enable the systematisation of experiences and good practices in international cooperation. This collaborative learning requires the coordination of training activities and the promotion of research related to this type of cooperation.

D-TC is a form of international cooperation that still needs to find its place in the policy-making of major international financial and non-financial organisations, and in the cooperation policies of states.

Organisational structure

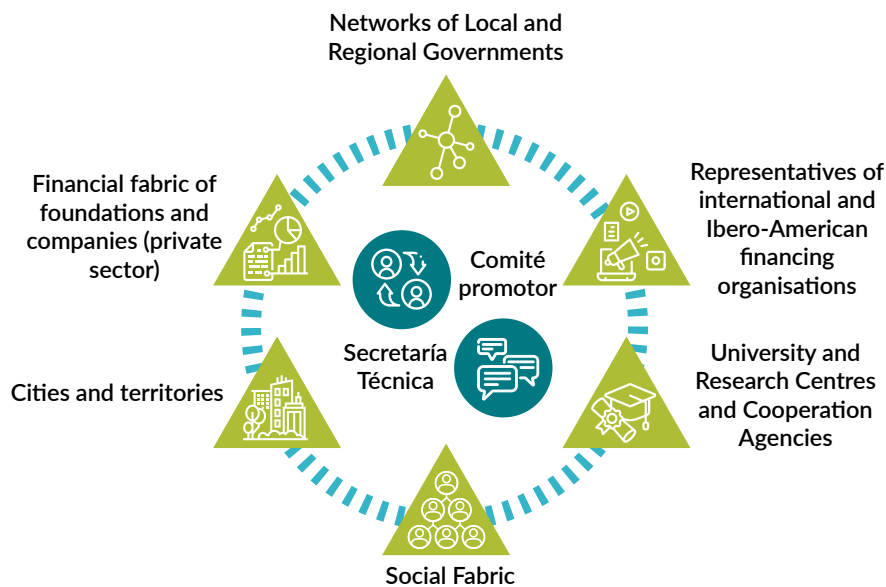
The PC D-TC will be composed of approximately 32 key entities, which will form a core group with an interest in strengthening Decentralised Triangular Cooperation.

This core group may be expanded periodically with the incorporation of other organisations that contribute specific capabilities in areas such as knowledge management, financing, or event organisation. Its operation, decisions, and guidelines will be governed by regulations and a legal framework created specifically for this purpose.

Key points:

- **Composição:** Um grupo base de umas 32 entidades.

Composition of the Promotional Committee



- Networks of Local and Regional Governments (at least 8 members)
- Representatives of international and Ibero-American financing organisations (at least 6)
- National and Sub-national Cooperation Agencies (6)
- University and Research Centres (at least 3)
- Social fabric (at least 3)
- Cities representing municipalities in Latin America (chosen from networks of municipalities for sustainable development) (at least 3)
- Financial fabric of foundations and companies (private sector) (at least 3)

The exact composition will be defined in the PC D-TC's own regulations. It will be structured flexibly and will have a rotating chairmanship (annual), several vice-chairmanships and a secretariat.

The Committee may establish thematic or territorial working groups, as well as commissions with specific tasks.

- **Flexibility:** Mechanism for incorporating new members with specific expertise.
- **Governance:** It will operate under its own regulatory framework and regulations.

The main functions of the PC D-TC

In compliance with relevant international, regional, and local regulations, the Committee's main functions shall be:

- Analyse and investigate, train, communicate, facilitate the exchange of experiences, influence, formulate joint programmes, projects and tools.
- Design strategies and methodologies for the implementation of D-TC initiatives.
- Coordinate the World Forum for D-TC (further developed below).

It is established with a view to permanence. The term of office of its members shall be defined by the group's internal agreements, with the possibility of renewal in accordance with the strategic needs of its work plan.



Governance mechanism

To ensure its efficient, inclusive, and transparent operation, the PC D-TC will function primarily through:

- **Plenary sessions:** These will be key spaces for strategic decision-making, monitoring activities and coordinating new initiatives within the D-TC.
- **Working Committees:** These will be specialised groups that will develop their own agenda based on the priorities defined in the plenary sessions of the Steering Group.

Responsibilities of the actors and decision-making

The specific responsibilities of each actor will be defined in the **internal regulations** of the Steering Group and the specific agreements for each project.

The Steering Group will adopt a decision-making model based on consensus among its members, respecting the plurality and diversity of stakeholders.

The Steering Group will operate with a rotating chairmanship and a permanent technical secretariat in order to promote equitable participation and alternation in leadership.

Functions of the Chairmanship, Vice-Chairmanships and Secretariat

- **Chairmanship:** The Steering Group shall be chaired by a person elected from among its representatives. The chairperson will be responsible for chairing plenary sessions and ensuring that the established goals are met, as well as coordinating the group's activities and representing it before external bodies.
- **Vice-Chairmanships:** Several vice-chairmanships may be elected, representing city networks, social actors and funding agencies, respectively. They will assist the chairperson in their duties and coordinate work within their specific area.
- **Permanent Technical Secretariat (PTS D-TC):** will be the operational body responsible for the day-to-day management of the work plan, including the ongoing archiving of the work carried out, the administrative work of the Forum, the review of proposals, coordination of actors and monitoring of projects. It will have representation from SEGIB and may be composed of individuals provided by other PC D-TC entities, either permanently or for limited periods during which these entities undertake specific tasks of common interest.

Coordination with other actors is key to strengthening the impact of the PC D-TC and ensuring the sustainability of its actions. This is achieved through strategic relationships and collaborative networks with different sectors, mainly around the World Forum, which is conceived as a living, permanent process that guarantees multi-actor and multi-level relationships.

Resources and funding

The sustainability of the Committee requires the efficient management of resources and sources of funding, both internal and external.

It will adopt a **hybrid financial model** to ensure its sustainability, combining:

- Voluntary contributions from its members
- Financing from public and private entities
- Self-managed activities

As a central mechanism, a '**D-TC Fund**' will be created to attract and channel resources towards specific projects, complemented by public-private partnerships and international cooperation agreements.

Assessment and monitoring

Management assessment and monitoring ensure the effectiveness and sustainability of its actions by measuring impact and continuous improvement. To this end, annual reports will be drafted and feedback mechanisms will be established with stakeholders in the D-TC ecosystem. In addition, review meetings or surveys will be conducted to enable strategies to be adjusted and resources to be optimised.

Legal framework

The PC D-TC does not have its own legal entity. It is a platform with plural, multi-stakeholder and multi-level participation, led by the most committed entities, which takes shape based on a consensual work plan.

It shall comply with international, regional and national regulations applicable to multi-stakeholder and multi-level cooperation. It will be aligned with the regulatory frameworks and principles of triangular cooperation and will develop its own internal regulations defining operational procedures, decision-making mechanisms and criteria for the participation of the actors involved.



World Forum for Decentralised Triangular Cooperation (WF D-TC)

The Forum is an open, broad-based instrument that is key to dialogue, exchange, advocacy and management within the D-TC Ecosystem.

It will be a meeting point for dialogue, learning and multi-stakeholder coordination, promoting complementarity between actors and strengthening D-TC at a global level. It will function as a living process for the collective construction of knowledge and exchange of experiences around which to strengthen a broad and effective multi-stakeholder alliance.

The PC D-TC is a limited and operational space, a multi-actor and multi-level driving force, made up of entities that are highly committed to promoting D-TC.

The WF D-TC is an open and spacious forum for exchange, advocacy and learning which allows for the participation of all entities that voluntarily wish to do so.

Its purpose is to act as a stable environment that strengthens communication and links between cooperation actors in order to identify opportunities for cooperation and enter the ecosystem of collaboration and financing.

Its specific objectives are:

- Promote the advancement of D-TC globally to improve quality of life based on the principles of sustainable human development, using established cooperation tools and facilitating the exchange of experiences, resources, technologies, and data among key actors.
- Generate joint initiatives and projects to address global trends and promote regional development.

The WF D-TC is not just an event, but an open, living and wide-ranging physical and virtual space for exchange, learning, co-creation, coordination and multi-actor complementarity to promote D-TC. All kinds of entities motivated by triangular cooperation and decentralised cooperation participate.

Governance, institutional and legal frameworks

The WF will involve a flexible structure, collaborative governance and a strong focus on innovation with a practical orientation towards D-TC management.

It does not have its own legal personality, but operates as a multi-stakeholder cooperation platform coordinated by the Promotional Committee and its Technical Secretariat (PTS D-TC).

The WF D-TC is not a regulatory or normative body, but rather a space for meeting, exchange, cooperation, advocacy, and the creation of alliances within the D-TC ecosystem.

Its main coordinating body will be the PC D-TC and its PTS D-TC, which will facilitate the strategic coordination of the Forum and define lines of action.

The basic structure of the Forum will include:

- **Thematic and Innovation Hubs:** Decentralised structure with working groups specialising in different key areas of D-TC.
- **Community of Practice and Learning:** An open space for the exchange of knowledge, success stories, and innovative methodologies.

The PC D-TC, composed of representatives from local governments, international organisations, the private sector, academia and civil society, is the Forum's strategic coordination body.

Sustainability Mechanisms

- **Hybrid financing:** Voluntary contributions, international cooperation funds, public-private partnerships, and innovation programmes.
- **Flexible membership model:** Open participation with varying levels of commitment.



- **Collaborative digital platform:** Virtual space for knowledge management and initiative coordination.

Operation

- The Forum plans to hold a **face-to-face/virtual event twice a year**, as well as multiple sessions in various formats that may be held in different cities throughout Latin America. Cities wishing to carry out these activities must do so in coordination with the PC D-TC.
- Each Forum activity will have a specific coordinator assigned by the members of the PC D-TC. This coordinator will be responsible for drafting the concept note and script, moderating the session, and taking minutes.

The Forum will produce a final report that will seek to structure the content of what has taken place over a two-year period, paying attention to all the knowledge generated.

La Habana, Cuba.

Liabilities and Limitations

- **Voluntary participation:** Integration into the WF D-TC does not give rise to legal rights or obligations among its members.

- **Absence of binding financial commitments:**

SEGIB and PC D-TC shall not be held financially liable for the participation of actors in the Forum. As noted in the previous section, hybrid financing is proposed: voluntary contributions, international cooperation funds, public-private partnerships, and innovation programmes.

- **Information and data management:** The knowledge generated at the WF D-TC will be publicly accessible, promoting the principles of transparency and the common good.

The PC D-TC shall be responsible for proposing adjustments and improvements, ensuring their alignment with the Forum's needs.





Decentralised Triangular Cooperation Fund (D-TC Fund)

The Decentralised Triangular Cooperation Fund is a financing fund built on a multi-stakeholder, multi-level partnership that seeks to promote sustainable local development in cities and municipalities in developing countries by fostering D-TC to support innovative projects tailored to local needs.

The legal framework of a fund involving the participation of municipal governments from several countries, multilateral banks, international cooperation agencies, private companies, and impact investment funds must be robust and clear to ensure proper governance, distribution of responsibilities, and financing and evaluation mechanisms.

The promotion of this Fund is a task for the PC D-TC, which will analyse the proposed conceptual, institutional and legal framework and assess its financial viability.

Although triangular cooperation already has a significant track record, backed by various international organisations, D-TC has multiple experiences but few structured platforms with sufficient resources to support it.

D-TC deserves to have more robust sources of financial resources, including a D-TC Fund. Multilateral institutions and national cooperation agencies support or have supported this type of horizontal cooperation to promote local development.

It deserves it because of its potential to advance the 2030 Agenda, its capacity to localise the SDGs, and its ability to scale up innovations through exchanges and technical cooperation. For the ability to convert successful sub-national projects and programmes in any of the pillars of sustainable development (social, economic, environmental) into national policies (replicability and scalability).

The Fourth International Conference on Financing for Development (FfD4, Seville, July 2025) emphasises the importance of a new, renewed global framework

that allows all the needs of the SDG agenda to be addressed with the economic resources necessary for their implementation and localisation in the territory.

This new global framework requires the committed participation of multiple public and private stakeholders in international development cooperation in support of D-TC programmes.

This D-TC Fund requires prior consensus within the PC D-TC to give it momentum and shape.

The Fund enables sub-national governments and civil society organisations to lead projects tailored to specific territorial realities, where their contextual knowledge exceeds that of central stakeholders. It can combine the advantages of triangular cooperation with at least three partners, maximising impact at lower costs.

This tool strengthens multilevel coordination between sub-national governments and other government bodies, aligning international agendas such as the SDGs with territorial priorities.

Likewise, the D-TC Fund is designed to empower cities and territories in middle-income countries, positioning them as providers of good practices and thus promoting the horizontal nature characteristic of South-South Cooperation within the framework of decentralised triangular cooperation.

A D-TC Fund, established in partnership with the stakeholders most committed to this type of cooperation, is absolutely necessary.

Through a medium- to long-term, non-profit trust, multi-stakeholder governance will be established, represented by municipal governments, the private sector, international organisations, and civil society, ensuring a balanced distribution of responsibilities and decision-making.

The D-TC Fund will combine public, private and multilateral sources of financing under “*blended finance*” schemes, including donations, impact



investment, technical cooperation and contributions from local governments. The resources will be distributed through co-financing, public calls, social impact bonds and other hybrid financial instruments, allowing for flexible management adapted to the context of each territory. In addition, the Fund will include technical assistance from international experts to strengthen local capabilities.

To ensure transparency, effectiveness and sustainability, the Fund will have robust monitoring, evaluation and conflict resolution systems, supported by a Technical Secretariat and a specialised Advisory Committee. With this structure, the D-TC Fund consolidates its position as a strategic tool for accelerating sustainable development at the local level, facilitating the exchange of good practices, knowledge transfer and actual impact.

Below is an outline of a possible legal framework that may include various key elements to ensure the fund's operability and success.

Objective:

- Promote triangular cooperation between cities and territories through programmes and projects for environmental, economic, social or cultural sustainability by means of technical cooperation, exchange and the provision of financial resources.

Principles:

- **Horizontal cooperation:** The parties undertake to work without hierarchies, based on fairness and mutual respect.
- **Sustainability and social responsibility:** Ensure that projects are sustainable in economic, social and environmental terms.
- **Inclusion and participation:** Involve all stakeholders, including local communities, in decision-making processes through Integral Cooperation Programmes (see below).

Legal structure and governance:

The structure may include:

Governing body: Composed of representatives from municipal government networks, private companies, multilateral banks, national governments, international organisations, and other donors. This committee will be responsible for strategic decision-making, supervision, and project approval.

The possible legal and institutional anchoring in SEGIB or in a legal mechanism shared with other institutions and created for this purpose will be studied.

Technical Secretariat or Management Unit:

Depending on the complexity, there could be a technical secretariat or a fund management unit responsible for day-to-day operations, financial management, project identification and evaluation, and implementation of activities.

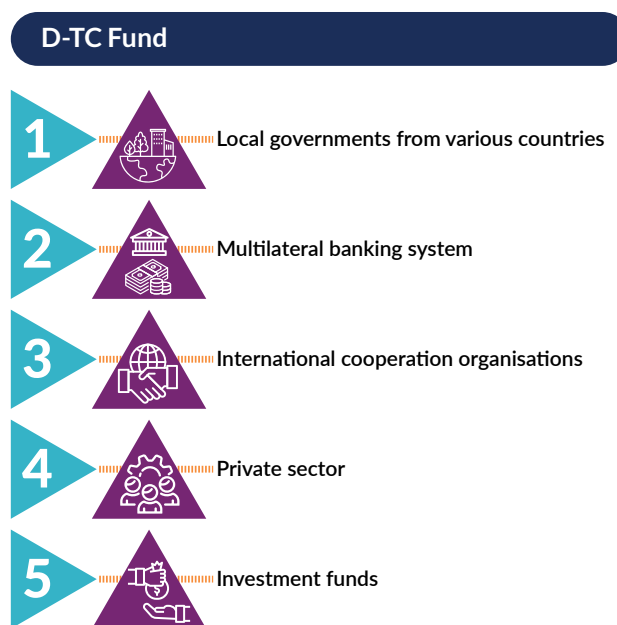
Regional or Sectoral Committees: Where the Fund covers several specific countries or sectors, sectoral or regional committees may be established to coordinate projects in specific areas with environmental, social, economic, cultural or governance impact.

Founding Documents and Agreements

Constitution agreement: This document must be signed by all participating stakeholders (municipal governments and their networks, multilateral banks, international organisations, private companies, etc.) and include the fund's general rules, terms of collaboration, the responsibilities of each stakeholder, governance and conflict resolution mechanisms, and specific objectives.

Bilateral or multilateral agreements: Each country and municipality involved must sign agreements establishing the conditions for participation in the fund, the financing framework, project implementation, and legal guarantees regarding the use of funds.

Sources of Funding



The D-TC Fund could have various sources of funding, which must be clearly outlined in the legal documents:

- Contributions from local governments.

- Development cooperation agencies.
- Multilateral banking and international organisations.
- Private sector.
- Impact investment funds.

Funding Method

•**Co-funding:** Projects may be co-funded by the various stakeholders. For example, the local government contributes resources in cash or in kind, a cooperation agency contributes funding from its official development assistance budget, multilateral banks provide financing at preferential rates, and the private sector provides financing through direct investment.

•**Loans and donations:** Depending on the nature of the project, some funds may be granted as soft loans or donations.

•**Impact instruments:** Impact investment funds may require hybrid financial instruments, such as social impact bonds or guarantee funds, to ensure the success of projects.

Oversight, Monitoring, and Evaluation

Monitoring systems will be established to ensure that projects are implemented as planned and that they meet the established objectives.

Key performance indicators (KPIs) will be defined to measure the impact of projects, such as improvements in public services, poverty reduction, efficient resource management, environmental sustainability, etc.

The Fund must be audited regularly by an independent external firm to ensure compliance with laws and signed agreements.

Clear rules will be established regarding compliance with local and international laws, especially on issues of human rights, anti-corruption, and transparency.

Conflict Resolution

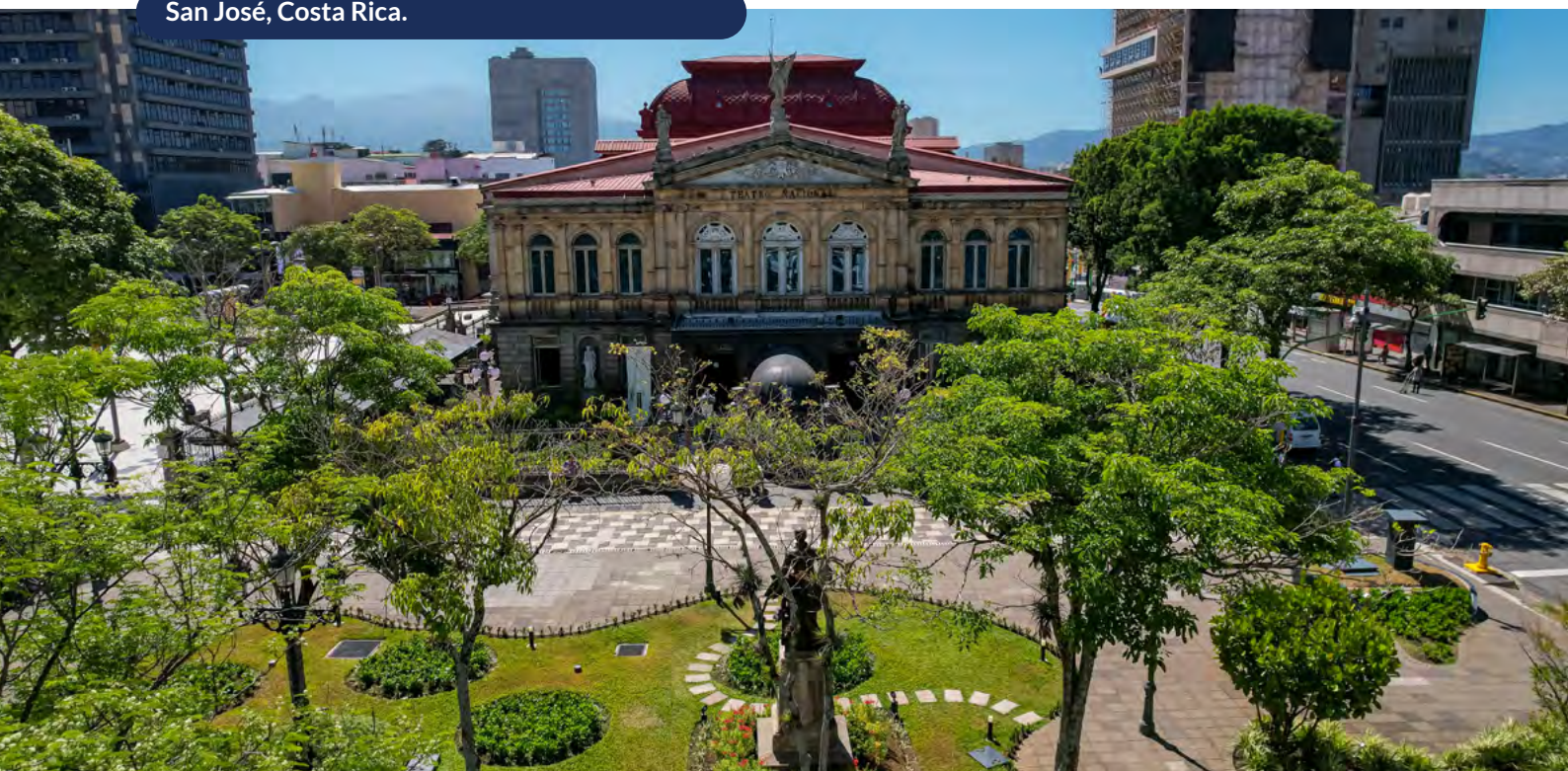
Given that the Fund involves stakeholders from different countries and sectors, there must be an effective conflict resolution mechanism:

•**Mediation and arbitration:** An international mediation or arbitration system will be responsible for resolving legal disputes between the fund's stakeholders.

•**Mechanisms for ongoing dialogue:** Agreements should include clauses that encourage ongoing dialogue between the parties to resolve any disagreements or disputes before resorting to legal action.

The legal framework must allow flexibility to adapt to local and regional realities, bearing in mind that each country or municipality has a different regulatory and political context.

San José, Costa Rica.





Complementary Tools

The value placed on complementary tools will depend on the value that the PC D-TC assigns to them, considering the existence of other tools that are already in use.

4.1. Collaborative Platform for Decentralised Triangular Cooperation

The purpose of this tool proposal is to collectively build a collaborative platform for D-TC.

This proposal seeks to create a collaborative platform called “**Ventana Triangular COOP3**” (COOP3 Triangular Window), designed specifically to promote D-TC.

Its main objective is to connect all stakeholders, integrating the three components of a management tool (Training, Forum and Fund), and to move from being a mere repository of information to an **active management tool** that facilitates knowledge sharing, resource mobilisation and project systematisation.

Distinctive features:

- **Decentralised approach:** Designed from and for the territories, empowering local governments as protagonists.
- **Financial integration:** It includes a specific fund for D-TC, a rare feature.
- **Operational function:** It operates as a tool for planning, monitoring, and managing projects, not just as a space for dialogue.

The platform seeks to **complement**, not duplicate, the efforts of existing tools, promoting synergies to strengthen the architecture of Ibero-American cooperation in a more collaborative and inclusive manner. Its specific development will depend on collaboration with these established platforms.

4.2. Decentralised Triangular Integral Cooperation Programmes (PCIT-D)

The Integral Cooperation Programmes between cities and territories respond to a methodological proposal for cooperation between cities developed a decade ago³.

Despite its great potential for the future, D-TC already has extensive experience linked to the history of decentralised cooperation and South-South cooperation. This background has led to the creation of a wide variety of tools aimed at promoting and standardising the format of relations. These tools have facilitated similar frameworks for establishing relationships, as well as for measuring, monitoring, and evaluating them.

Twinning arrangements between cities, the AECID’s Municipia programme, the URB-AL programme, the European Union’s Adelante programme, the UNDP’s ART programme, UN-Habitat’s City2City programme and all the cooperation initiatives promoted by UCLG and the Ibero-American and Latin American networks of cities are among these precedents.

The methodological proposal for comprehensive cooperation programmes between territories represents another contribution of this instrument, bearing in mind that it is a tool that must take into consideration all the background information, some of which is still fully valid.

Each PCIT-D is conceived as a **programmatic strategy tailored to the territory**, structured around common objectives defined by the stakeholders involved, with shared monitoring and evaluation frameworks. These programmes promote horizontal

³ Zurita, A., Mancebo, J. A., Fernández, J., Gil, M., & De Miguel, A. (2017). Metodología para los programas de cooperación integral entre ciudades. UCCI.

learning, co-creation of solutions and shared responsibility among partners, strengthening the capabilities of sub-national governments as agents of development.

The Integral Cooperation Programmes (PCI) for D-TC are tools designed to organise and promote this type of cooperation initiative. They prioritise the territorialisation of the SDGs, generating impact in areas such as urban sustainability, climate resilience and social inclusion, green economy, governance and gender equality.

Main features:

1.Cooperation between territories, not just governments: They move away from specific actions to establish long-term multi-stakeholder alliances (according to the ALMA 2030 methodology⁴), involving local governments, civil society, academia and the private sector in the same planning matrix.

2.Integral cooperation methodology: They are based on peer-to-peer exchange, mutual learning and the transfer of knowledge, resources and good practices, fostering a relationship of partnership and reciprocity.

3.Structured management cycle: They are implemented through coordinated phases that interact in a process of continuous feedback, ensuring consistency.

4.Financial and scalability vehicle: They are the key mechanism for channelling resources from the D-CT Fund, contributing to financial sustainability and enabling successful experiences to be scaled up. They transform the CT-D from a simple collaboration between governments to a radical and systematic collaboration process between territories, aimed at integral local development.

Bogotá, Colombia.



⁴ COOP&CO, ALMA 2030. Retrieved from: <https://coopco2030.org/alma-2030-2/>



5

Conclusions and recommendations

This document sets out the technical and operational foundations for implementing a **Decentralised Triangular Cooperation Management Instrument**, focusing on cities and on coordination and links with the D-TC Ecosystem.

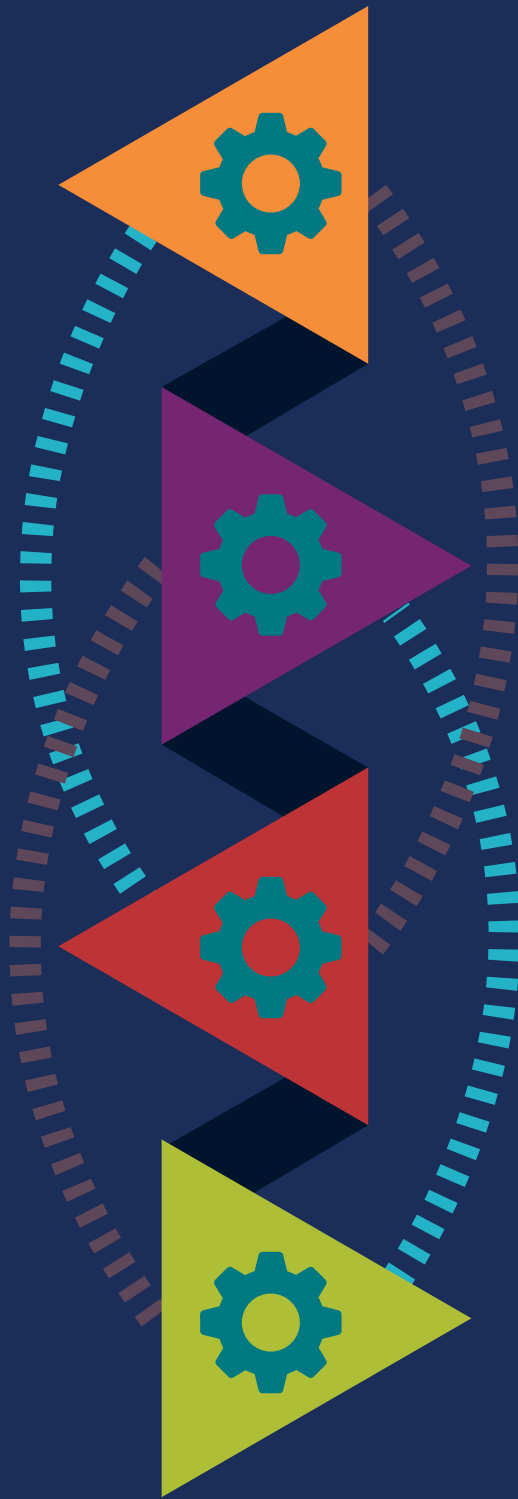
The proposal seeks to highlight the synergy between triangular cooperation (TC), decentralised cooperation (DC) and South-South cooperation (SSC) by presenting an **instrument with three components and two support tools**, which, when developed, can provide multiple lines of action to strengthen Decentralised Triangular Cooperation.

For this proposal to be viable and sustainable, it is essential to build a multi-stakeholder, multi-level alliance that will help develop the full potential identified for D-TC. This is not a case of starting from scratch. The aim is to provide an appropriate qualitative and quantitative boost that is aligned with global sustainability agendas and local development strategies in each territory.

It is advisable to start with an alliance between stakeholders who voluntarily wish to join this process with specific short-term actions and a medium- and long-term work plan.

Ciudad de México, México.





Proposal for a Decentralised Triangular Cooperation Instrument

Technical and operational bases



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