



GUIDELINES FOR TRILATERAL SOUTH-SOUTH COOPERATION INITIATIVES

Third Edition, March 2023
Brasília, Brazil



GUIDELINES FOR TRILATERAL SOUTH-SOUTH COOPERATION INITIATIVES

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ACRONYMS

ABC	Brazilian Cooperation Agency
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CRC	Convention on the Rights of the Child
CPF	Country Programme Framework
GoB	Government of Brazil
HRBA	Human Rights Based Approach
MoU	Memorandum of Understanding
MRE	Ministry of Foreign Affairs
RBM	Results-Based Management
SSC	South-South Cooperation
SDGs	Sustainable Development Goals
ToR	Terms of Reference
TSSC	Trilateral South-South Cooperation
UN	United Nations
UNICEF	United Nations Children's Fund
UNICEF BCO	UNICEF Brazil Country Office
WASH	Water, Sanitation and Hygiene

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INTRODUCTION

These Guidelines provide step-by-step guidance and tools for the identification and joint formulation of Trilateral South-South Cooperation initiatives (TSSC) with UNICEF and the Government of Brazil.

This document is primarily aimed to serve authorities in developing countries interested in cooperating with the Government of Brazil (GoB) and UNICEF under the framework of TSSC initiatives. These Guidelines are also expected to be a useful tool to UNICEF staff at Headquarters, Regional and Country Offices, as well as to Brazilian Government authorities involved in the identification and formulation of such arrangements.

It presents the key steps and templates of documents required for the presentation and initial processing of TSSC requests by interested developing countries, in addition to detailed information on the joint development and implementation of TSSC activities and projects. Furthermore, it offers an overview of the range of modalities available for the exchange of development solutions between Brazil and requesting countries, with the support of UNICEF.

PART I

BRAZIL-UNICEF

TRILATERAL SOUTH-SOUTH

COOPERATION WITH

DEVELOPING COUNTRIES

1.1 What is South-South Cooperation?

South-South Cooperation (SSC) has been adopted by the United Nations (UN) as a key development cooperation modality. South-South cooperation has the potential to play an important role in achieving the Sustainable Development Goals (SDGs) with equity and addressing children's and women's rights, with effectively scaled up solutions and leveraged resources from developing countries.

The United Nations has proposed that, in its policy and operational work, South-South cooperation be defined as *“a process whereby two or more developing countries pursue their individual and/or shared national capacity development objectives through exchanges of knowledge, skills, resources and technical know-how, and through regional and interregional collective actions, including partnerships involving Governments, regional organizations, civil society, academia and the private sector, for their individual and/or mutual benefit within and across regions”*.

South-South cooperation is about strengthening capacities to overcome development challenges through the exchange of knowledge and resources between developing countries. It stems out of the recognition of the value of development partnerships founded upon principles of solidarity, and from similar national experiences and shared understanding of needs among developing countries, which can increase the likelihood of achieving innovative solutions that are appropriate to diverse country contexts¹.

1.2 What is Trilateral South-South Cooperation?

Trilateral South-South Cooperation (TSSC) brings together different actors—developing countries, developed countries and/or International Organizations—to share knowledge and implement initiatives aiming at the common goal of promoting development. Trilateral South-South cooperation builds on shared governance among the different actors involved and identifiable comparative advantages and can be implemented through different institutional settings.²

The Brazilian Government considers Trilateral South-South cooperation as a modality for international development that benefits from comparative advantages arising from the partnerships with International Organizations in the search for cooperation and progress of mankind.

1 Joint Meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN Women and WFP 4 - February 2013, New York.

2 Learn more about the different institutional settings of Brazilian South-South Technical Cooperation in this publication: <http://www.abc.gov.br/api/publicacaoarquivo/126>.

1.3 Brazil-UNICEF Trilateral South-South Cooperation

In the interest of tapping into the wealth of development experience, knowledge, skills and resources available in Brazil, UNICEF has joined efforts with the Government of Brazil (GoB) to foster horizontal trilateral South-South cooperation (TSSC) partnerships with other developing countries. This strategy is based on the premise that a more equitable world for children and women is achievable by overcoming capacity gaps through sharing of highly relevant experiences and policy-related innovations.

The partnership between Brazil (GoB) and UNICEF is predicated on a commitment to children and women's rights. It also reflects awareness that countries striving for better quality of life for their citizens can learn from one another and adapt successful strategies to accelerate development and improve the situation of deprived children, families and communities.

The Government of Brazil has been actively engaged in South-South cooperation (SSC) for decades, through bilateral, trilateral and multilateral partnerships with developing and developed countries as well as United Nations agencies and other international and regional organizations. UNICEF supports efforts of South-South cooperation with the aim of making the best out of the enormous potential of such cooperation to generate synergy and complementarity between the various contributions that developing countries have to offer to ensure the realization of the rights of children.

Over the past years, developing nations from all regions of the globe have requested UNICEF Brazil Country Office (BCO) to provide advice on how to engage in trilateral SSC arrangements with the Government of Brazil in areas of the UNICEF mandate. The motivation behind these requests is the interest to explore ways to learn from and adapt Brazilian successful practices in the national contexts of the requesting countries.

As a response, UNICEF BCO, in close coordination with the Brazilian Cooperation Agency (ABC) of the Ministry for Foreign Affairs (MRE), has been collaborating with Brazilian national and subnational government and civil society partners under several trilateral South-South cooperation arrangements.

1.4 Normative and operational frameworks guiding Brazil-UNICEF Trilateral South-South Cooperation

Brazil-UNICEF trilateral collaboration with developing countries adheres to South-South Cooperation principles as laid out in the 2009 Nairobi Outcome Document of the UN High-level Conference on South-South Cooperation³, and reiterated in the 2019 Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation (BAPA+40)⁴. These principles include solidarity; national ownership; partnership among equals (horizontality) and mutual benefit; non-conditionality; respect for national sovereignty and non-interference in domestic affairs. As such, Brazil-UNICEF trilateral South-South cooperation (TSSC) emphasizes the importance of horizontal, joint implementation and coordination of activities. All partners are expected to play a direct and active role in all stages of the process of TSSC initiatives.

Concurrently, within the scope of the 2030 Agenda, and with especial regards to the Sustainable Development Goals (SDGs) that bear relevance for children (Goals 1-6 and 16) as well as those addressing issues of indirect impact on the realization of child rights (Goals 10, 11, 13 and 17), UNICEF adopts a human rights-based approach as an overarching reference to everything that the organization does. This means that the aim of all UNICEF-supported activities is the realization of the rights of children and women, as laid out in the Convention on the Rights of the Child (CRC) and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). In essence, the CRC and the CEDAW form indispensable linkages between TSSC efforts and the organization's wider programmatic frameworks, as laid out in the UNICEF Strategic Plan (2022-2025), which in turn contributes to the implementation of the 2030 Agenda. As such, the TSSC programme of the Government of Brazil and UNICEF is designed as an integral part of the international development architecture and serves as a strategic tool for the achievement of the SDGs in and by Brazil, as well as other countries.

In addition to being anchored in the wider development efforts of the partner country, relating to the SDGs, the CRC and the CEDAW, Brazil-UNICEF TSSC projects and activities are embedded within the Country Programme agreed between UNICEF and national authorities of Brazil; thus, ensuring that key principles of sustainable development, equity, human rights, gender equality and results-based management standards are addressed.

³ [UN General Assembly Resolution A/RES/64/222](#)

⁴ [UN General Assembly Resolution A/RES/73/291](#)

Together, these common principles and approaches compose the normative and operational frames of reference that guide the development of TSSC partnerships at each stage of the process, from planning through evaluation. Figure 1 below highlights how these frameworks are aligned under the Brazil-UNICEF TSSC partnership and within the overall 2030 Agenda.

Figure 1: Normative and operational frameworks guiding Brazil-UNICEF TSSC



1.5 The role of the Brazilian Cooperation Agency (ABC) of the Ministry of Foreign Affairs (MRE)

The Brazilian Cooperation Agency (ABC), which integrates the structure of the Ministry of External Relations (MRE), is responsible for negotiating, coordinating, implementing and monitoring Brazilian technical cooperation programmes, based on the agreements signed by Brazil with other countries and international organizations. It is also ABC’s role to identify and mobilize Brazilian institutions that will participate in international technical cooperation initiatives.

To carry out its mission, ABC sets its guidelines according to Brazilian foreign policy and the national development priorities, as defined in sector plans and Government programmes.

Technical cooperation in Brazil includes two main axes: **South-South Cooperation** and **Received Technical Cooperation**.

South-South Cooperation refers to technical cooperation implemented by Brazil with other developing countries and international organizations. This modality of cooperation promotes the sharing of knowledge and experience from several Brazilian institutions with institutions of the requesting countries. Furthermore, South-South cooperation enables the reinforcement of ties at various levels, within the framework of a joint foreign policy in the field of development cooperation.

As for **Received Technical Cooperation**, it covers bilateral and multilateral cooperation. This modality seeks to promote qualitative leaps in the country's development processes by converging technical contributions provided by international organizations (multilateral cooperation), the contribution of more developed countries (bilateral cooperation), and the human and institutional capacities available in Brazilian institutions.

In this sense, ABC acts as the coordinator and is responsible for negotiating and monitoring the different programmes signed and implemented with bilateral, regional, and multilateral partners. Moreover, ABC is the official representative of the Brazilian government in technical cooperation initiatives.

Brazil has been working in partnership with partner countries and International Organizations for nearly six decades. The technical cooperation programmes and projects generate benefits in important sectors such as social development, public administration, environment, energy, agriculture, education, and health.

1.6 The role of UNICEF

UNICEF is uniquely positioned to support the realization of the rights of children, especially the most disadvantaged and excluded children, given its comparative advantages that include: an international normative mandate based on the widely ratified CRC; proven capacity in multiple sectors; a mandate that covers the development-humanitarian continuum; a strong field presence; and a capacity to engage concurrently at multiple levels – global, regional, country and local – on common issues, leading to synergies.

UNICEF facilitates horizontal exchanges by connecting supply and demand for knowledge, expertise, and development innovations between Brazil and other developing countries in the major areas of UNICEF's mandate: health; HIV and AIDS;

water, sanitation, and hygiene (WASH); nutrition; education; child protection; and social inclusion. UNICEF provides technical input and operational support to South-South cooperation arrangements and supports outreach to potential partners to mobilize resources for this cooperation modality.

As a knowledge broker and a technical partner, UNICEF supports the design and execution of South-South exchange activities and capacity development programmes based on mutual learning. UNICEF helps partners to identify, adapt and scale up collaborative, innovative solutions to the challenges and constraints that interfere with achieving rights for children and equity in a diverse range of national contexts.

UNICEF promotes strategic alliances and broad participation by mobilizing stakeholders as well as human, technical and financial resources in Brazil and in the partner countries for South-South cooperation arrangements. By closely collaborating with the Brazilian Cooperation Agency (ABC) of the Ministry of Foreign Affairs (MRE), UNICEF BCO:

- Supports identification, documentation and upscaling of successful Brazilian experiences and emblematic cases of public policies and social technologies in the areas of the UNICEF mandate for exchange through TSSC.
- Serves as the main interface between UNICEF headquarters, regional and country offices involved in TSSC initiatives with Brazilian and partner countries' counterparts and other interested parties in the process of identification, design, implementation, monitoring and evaluation of TSSC initiatives. This includes providing technical input to preparation and assessment of requests for Brazil-UNICEF TSSC, preparation of knowledge sharing and learning materials, organization, and execution of activities.

PART II

TRILATERAL SOUTH-SOUTH
COOPERATION MODALITIES

2.1. Modalities of Trilateral South-South Cooperation between Brazil, other developing countries and UNICEF

South-South cooperation modalities

Study visit



Term of Reference

Cooperation
Projects



Project Document

2.1.1 Study Tours

Study Tours are missions comprised of policy makers, experts, officials, and other representatives of governmental and non-governmental organizations from partner countries who visit Brazil to engage in policy dialogues and share lessons and practices in loco with Brazilian counterparts.

During such visits, the delegates from partner countries and Brazilian experts and officials participate in workshops, courses, and various learning activities with focus on knowledge sharing and capacity development in areas of impact in children and women's rights. Study Tours may also include visits to locations where Brazilian good practices are being implemented.

Study Tours require careful planning to ensure they produce effective learning results. The goal is to expand participants' knowledge and skills to enable them to adapt and apply these newly developed capacities readily and successfully. That will enable these capacities to turn into daily actions upon their return to their home countries. The exchange should therefore be grounded on carefully chosen knowledge and communication methodologies and strategies, considering knowledge gaps, learning needs and cultural specificities of participants. A match between these requirements

and expectations on one hand and the Brazilian practices and experiences on offer on the other should be reflected on relevant, quality training and exchange material, tailored specifically to each trilateral South-South cooperation (TSSC) partnership. To that end, counterparts from Brazil and the partner country will work closely with support from UNICEF and ABC to plan and implement every component of the Study Tours.

This modality does not require a project document or a previous scoping mission. Nevertheless, detailed Study Tour Terms of Reference should be prepared and agreed upon by the key parties concerned at least 3 months before the beginning of the mission. It is important that these Terms of Reference establish clear objectives for the visit, and that, by the end, the activity is jointly evaluated by the counterparts of the countries involved to understand whether they have been achieved. A study visit should also include a monitoring/follow-up plan that allows an assessment of the results and the mission's mid-term impact.

2.1.2 Trilateral South-South Cooperation Projects

Under the project modality, UNICEF and ABC facilitate alliances between Brazil and other developing countries to promote capacity development at the partner country level to formulate and implement policies in priority areas to advance children's and women's rights (as laid out by CRC and CEDAW). Projects are designed in accordance with South-South Cooperation (SSC) principles in general, and the Country Programme agreed between UNICEF and national authorities at the partner country level.

Institutional strengthening and other **technical and functional** capacity development strategies are associated to knowledge sharing and mutual learning methodologies under a Project Document structure, to be jointly formulated and implemented in accordance with SSC principles. The project document then becomes the technical, operational, and managerial frame of reference to the TSSC partnership.

Collaboration in this modality should be aimed at developing self-sustainable policy, institutional, organizational, and networking capacities. For that purpose, Brazil-UNICEF trilateral South-South cooperation projects/programmes make use of the following means of implementation:

- Capacity development through courses, seminars, training, and workshops.
- Multi-stakeholder partnership building.
- Development and application of methodologies, technical expertise, strategies and approaches to improve policy processes.

- (Re)designing organizational structures and processes, management methods and administrative tools.
- Technical studies and analyses; guides, manuals, booklets and other technical, knowledge sharing and learning material.
- Provision, procurement, and transfer of equipment (as far as this is considered necessary to achieve capacity building objectives).

2.2 Resource Arrangements

Trilateral South-South cooperation (TSSC) can be financed through multiple mechanisms. Resources can be mobilized through several channels:

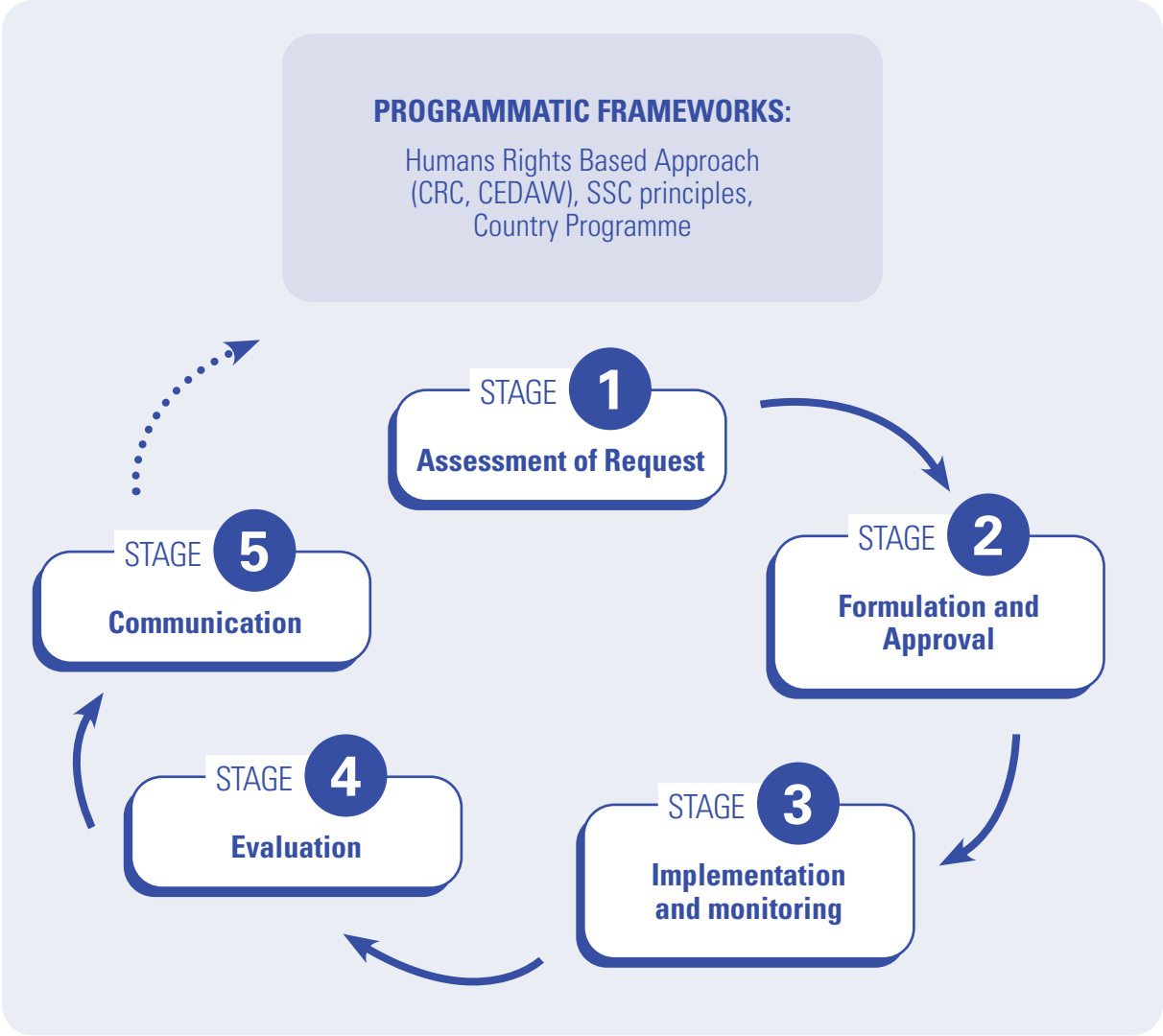
- **Brazilian support** takes the form of **in-kind contributions** (experts, technical and material resources, logistic support), usually combined with financial support to the activities, thus characterizing the linking of resources to projects, aiming at developing competencies.
- **Partner governments** and non-state actors in the private sector or civil society of the partner country can contribute through **in-kind contributions** in the form of access to office and training space, sundries, logistical support, transportation, accommodation, costs of visas, and other. At the same time, they might offer to share costs of TSSC activities through financial contributions.
- **UNICEF's financial and technical contributions.**
- **Direct grants from a fourth party**, such as other multilateral organizations, traditional donors or other developing partners to budgeted activities.

PART III

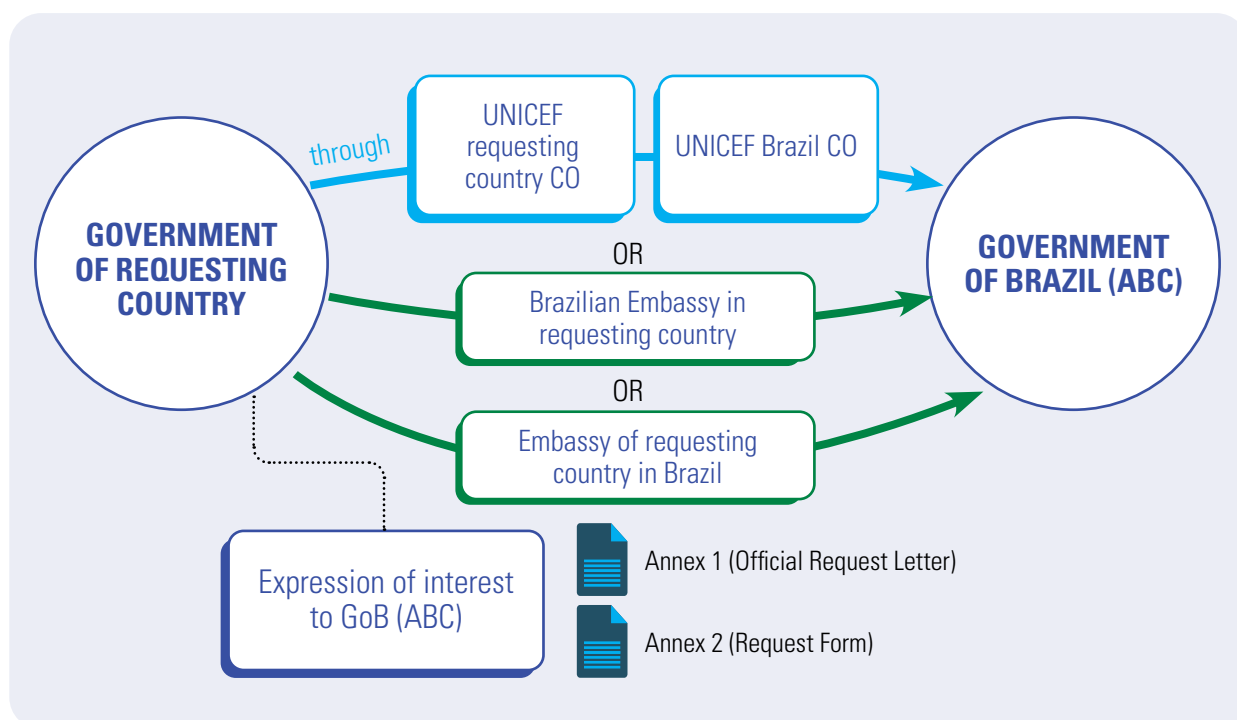
**KEY STEPS IN
REQUESTING,
FORMULATING, AND
IMPLEMENTING
TRILATERAL SOUTH-SOUTH
COOPERATION INITIATIVES**

3.1 Life cycle approach to Brazil-UNICEF Trilateral South-South Cooperation partnerships

Brazil-UNICEF trilateral South-South cooperation (TSSC) partnerships are conceived as processes composed of five stages:



STAGE 1 – TSSC demand and initial assessment of the cooperation request: As trilateral South-South cooperation (TSSC) is demand-driven, project ideas are usually generated in the requesting country and communicated by an official request letter from the interested developing country, expressing the intention to participate in the TSSC initiative. The letter should be sent to the Brazilian Government, either through the Brazilian Embassy in the requesting country or through the Embassy of the requesting country in Brazil. The letter can also be sent to UNICEF, through the Brazilian Country Office (BCO). Based on the request, ABC consults relevant Brazilian institutions in order to verify the availability of good practices and/or technical expertise that match the areas of interest, as well as institutional and other resources required to responding to the TSSC request.



STAGE 2 – Formulation & Approval: Documents and agreements forming the institutional, technical and operational basis of TSSC initiatives are formulated, appraised and approved. The first step in the process of elaborating and approving a TSSC project is carrying out a scoping mission to the partner country, comprised of technical representatives from Brazilian institutions indicated to collaborate with the initiative. As a product of this mission, a results matrix is created, which in turn guides the preparation of the cooperation project document that, once finalized, must be signed by all the counterparts.

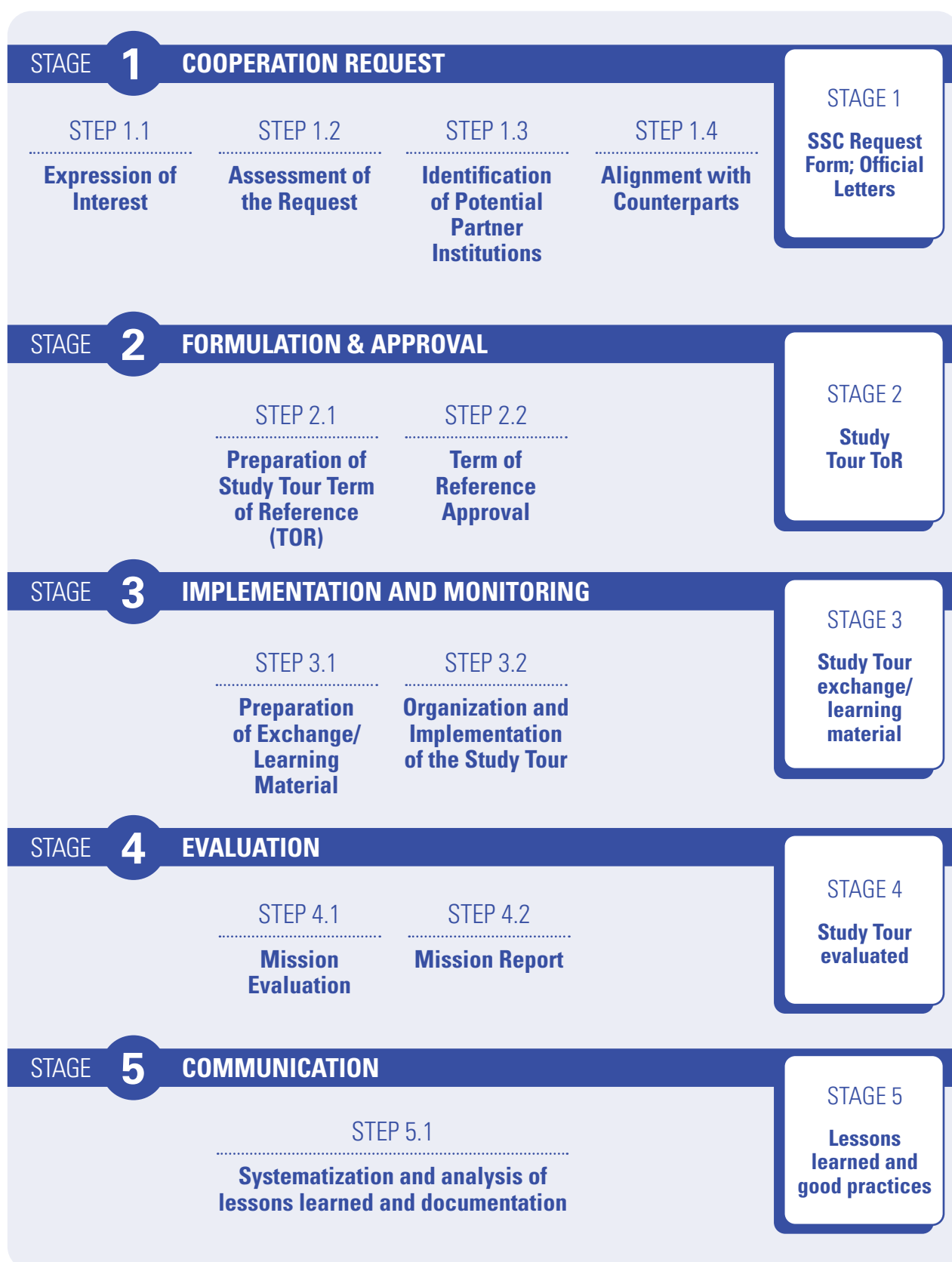
STAGE 3 – Implementation & Monitoring: Based on project agreements, documents or other equivalent formats, trilateral South-South cooperation partners move from planning to execution. Monitoring allows periodic oversight of the extent to which expected results are being achieved and work schedules are being processed according to plan, so that timely action can be taken to tackle deficiencies detected.

STAGE 4 – Evaluation: During this stage, an assessment of the initiative’s outcomes will be produced by collecting and analyzing data to answer questions such as: Did it work, or not, and why? What outcomes are observed? Will they be sustained? How could future initiatives be improved?

STAGE 5 – Communicating lessons learned: The project outcomes, lessons learned, and good practices are disseminated through communication platforms and networks and feed into future initiatives.

3.2 Study Tours: Step-by-Step Guidance

Figure 5 below summarizes the stages and respective steps of TSSC Study Tours. The detailed steps are described below.



3.2.1 Stages and Steps in the Life Cycle of Study Tours

Stage 1: Cooperation Request

Step 1.1: Expression of Interest

At least 3 months prior to the expected Study Tour, an **Official Request Letter** (see template in Annex 1) should be submitted to either a Brazilian Embassy, the Embassy of the requesting country in Brazil or the UNICEF CO in the requesting country by an official at ministerial level, together with a **Trilateral South-South Cooperation Request Form** (see Annex 2). It is important that the letter states the intention to cooperate with the Government of Brazil under a TSSC arrangement supported by UNICEF. The TSSC Request Form should indicate key preliminary information on the purpose of the Study Tour, including the key areas of cooperation, the expected learning/South-South exchange outcomes, as well as information on any resources available from the requesting partner country.

If needed, the requesting authorities should consult the local UNICEF Country Office in preparing these documents.

Step 1.2: Assessment of the Request

Upon receipt of the request, ABC assesses convergence between the requested cooperation and:

- i. Availability of successful Brazilian experiences in the sector of interest (in line with UNICEF mandate).
- ii. Other SSC initiatives between Brazil and the requesting country in the area of interest (to avoid duplicity).

It will also be considered the alignment of the request to the Country Programme Action Plan agreed between UNICEF and national authorities, in addition to other national efforts related to the Convention on the Rights of the Child (CRC) and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).

Step 1.3: Identification of Potential Partner Institutions

ABC will consult pertinent Brazilian institutions (ministries, agencies, etc.) on availability of Brazilian emblematic cases and successful practices in the specific sector or theme of the request, with the potential of becoming the object of South-South exchange. Additionally, potential Brazilian counterparts will be consulted on the availability of technical, human, financial and other institutional resources required for participation in the TSSC arrangement under consideration. ABC will inform UNICEF BCO on the results of these consultations and the decision of the Brazilian Government to attend or not the request.

UNICEF BCO will then contact the UNICEF Office in the requesting country, informing them of the availability to initiate discussions about the establishment of a partnership leading to a Study Tour.

Step 1.4: Alignment with Counterparts

UNICEF Brazil and ABC will schedule videoconferences with the requesting authorities to discuss and pursue agreements on the following points:

- previously identified Brazilian experiences, innovative policies, and good practices to be shared;
- scope and key aspects of the development issues that result in the SSSC request;
- potential partners and stakeholders to be involved in the organization and execution of Study Tour activities (in Brazil, in the requesting country and in UNICEF units) and their technical, operational role and responsibilities, agreement coordination and communication channels;
- required resources and contributions from each counterpart;
- next steps in the process (indicated dates, activities, methodologies, and participants, including selection criteria).

UNICEF BCO and ABC will prepare the [Minutes of the Tripartite Planning Meeting](#) (Annex 3) and share it with Brazilian and requesting country counterparts.

Stage 2: Formulation and Approval

Step 2.1. Preparation of Study Tour Term of Reference (ToR)

UNICEF Office in the requesting Country prepares the [Terms of Reference \(ToR\) for the Study Tour](#), according to the standard template (Annex 4), which will include the agenda and the budget. The ToR is the main planning document of the activity.

Step 2.2. Term of Reference Approval

The Brazilian and partner country counterparts, together with ABC and UNICEF BCO, will review and approve the ToR.

Stage 3: Implementation and Monitoring

Step 3.1: Preparation of Exchange/Learning Material

UNICEF BCO and ABC, in coordination with Brazilian and partner country counterparts, prepare learning and training material (booklets, handouts, presentations, etc.) and the evaluation tools to be used during the Study Tour in accordance with the ToR.

Step 3.2: Organization and Implementation of the Study Tour

Simultaneously, the counterparts engage in the logistical aspects of the Study Tour.

- Through the Brazilian Embassy in the requesting country, when available and requested by ABC, MRE might provide visas to the Study Tour participants, as necessary.
- UNICEF BCO will be in charge of scheduling meetings, organizing activities and necessary travel and logistic arrangements.
- In the requesting country, the local UNICEF Office will provide assistance to the joint Brazil-UNICEF delegation and liaise with local counterparts.

Evaluation forms should be completed during activities or at the end of the Study Tour. Additionally, when necessary, a **Debriefing Session** might take place for participants and stakeholders to collectively assess the results and the quality of the Study Tour: what were the lessons? What were the strengths and weaknesses of the CSS/Study Tour partnership? What could have been done differently? What were the immediate learning/exchange outcomes? Have learning/exchange expectations been fulfilled? Were the materials and methodologies appropriate, relevant, and effective in achieving the established goals? What are the necessary follow up actions?

When the necessary financial and organizational conditions are in place, one of the results of the Study Tour may be the decision to elaborate and implement a TSSC project. In this case, a follow-up action would be the elaboration of a scoping mission in the Partner Country to identify the key elements for the elaboration of a project proposal (see Step 1.5 of next section).

Stage 4: Evaluation

Step 4.1: Mission Evaluation

An evaluation of the StudyTour will be carried out with the participants on the last day of the mission, benefiting from their presence. Assessment forms should be completed for this purpose, so as to enable the identification and archiving of early evidence of exchange and learning outcomes. At this point, the evaluation should also focus on the relevance and the quality of the learning/training materials and on the knowledge sharing tools and resources, methodologies and activities of the StudyTour.

Step 4.2: Mission Report

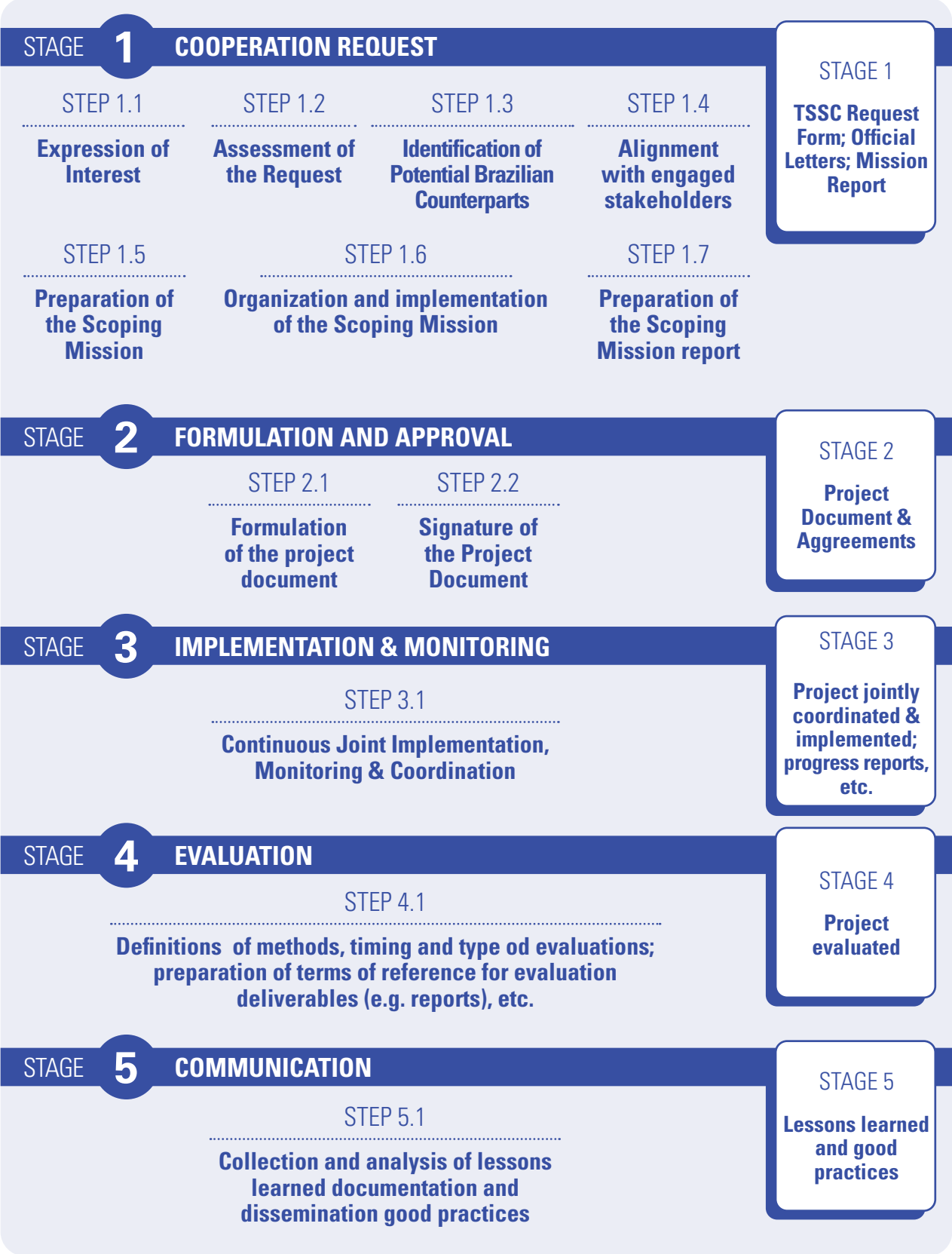
A **Study Tour Standard Report** (Annex 5) is jointly prepared by partner country counterparts and participants together with UNICEF.

Stage 5. Communication

The Study Tour report, evaluation outputs, photographs, partnership supporting documents (e.g. ToR, agreements, meeting minutes), learning and training materials (e.g. booklets, handouts, presentations) feed the generation and dissemination of lessons-learned and good practices which are later disseminated through UNICEF and ABC communication platforms and networks.

3.3 Trilateral South-South Cooperation Projects: Step-by-Step Guidance

Figure 6 below summarizes the 5 stages in trilateral South-South cooperation (TSSC) project lifecycles and respective steps. The detailed steps are described below.



3.3.1 Stages and Steps in the Life Cycle of Trilateral South-South Cooperation (TSSC) Projects

Stage 1: Cooperation Request

Step 1.1: Expression of Interest

An **Official Request Letter** (see Annex 1) should be submitted to either a Brazilian Embassy, the Embassy of the requesting country in Brazil or the UNICEF CO in the requesting country by an official at ministerial level, together with a **TSSC Request Form** (see Annex 2). It is important that the letter states the intention to cooperate with the Government of Brazil under a trilateral South-South cooperation arrangement supported by UNICEF. The TSSC Request Form should indicate key preliminary information on the country, the development challenges to be addressed by the proposed initiative, the areas of cooperation, the main stakeholders to be involved, as well as an indication of eventual availability of resources by the requesting partner country.

The local UNICEF office in the requesting country can provide technical assistance in preparing these documents.

Step 1.2: Assessment of the Request

Upon receipt of the request, ABC assesses convergence between the requested cooperation and:

- i. Availability of successful Brazilian experiences in the sector of interest (in line with UNICEF's mandate).
- ii. Other SSC or TSSC cooperation initiatives between Brazil and the requesting country in the area of interest (to avoid duplicity).

It will also be considered the alignment of the request to the Country Programme Action Plan agreed between UNICEF and national authorities, in addition to other national efforts related to the Convention on the Rights of the Child (CRC) and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).

Step 1.3: Identification of Potential Brazilian Counterparts

ABC consults pertinent Brazilian institutions (ministries, agencies, etc.) on availability of emblematic Brazilian cases and successful practices in the specific sector or theme of the request with the potential of becoming the object of South-South exchange. Additionally, potential Brazilian counterparts will be consulted on the availability of technical, human, financial and other institutional resources required for participation in the TSSC arrangement under consideration. ABC will inform UNICEF BCO on the results of these consultations and the decision of the Brazilian Government to attend or not the request.

UNICEF BCO will then contact the UNICEF Office in the requesting country, informing them of the availability to initiate discussions about the establishment of a partnership.

Step 1.4: Alignment with engaged stakeholders

UNICEF BCO and ABC will schedule videoconferences with requesting authorities to discuss and agree upon the following:

- Discuss the previously identified Brazilian experiences, policy-related innovations, and good practices to be shared.
- The scope and key aspects of the development issues giving rise to the TSSC request.
- Identify potential counterparts and stakeholders to be involved in the organization and execution of the project activities (in Brazil and in the requesting country and UNICEF units) and discuss their technical and operational roles and responsibilities, coordination arrangements and communication channels.
- Identify necessary resources and contributions from each party.
- Establish the next steps in the process, including key issues concerning the deployment of the Scoping Mission.

UNICEF BCO and ABC will prepare the [Minutes of the Tripartite Planning Meeting](#) (Annex 3) and share it with Brazilian and requesting country counterparts.

Step 1.5: Preparation of the Scoping Mission

Stakeholder consultations are the foundation for project design and implementation. The Scoping Mission constitutes the first opportunity for Brazilian and requesting country counterparts, together with ABC and UNICEF, to meet and identify the key elements of a future Project Document.

To that end, a joint team composed of delegates from ABC, Brazilian partner organizations and UNICEF BCO experts is deployed to the requesting country with the objectives of:

- Conducting a capacity needs assessment related to the issues giving rise to the SSC request through iterative, multi-stakeholder consultations.
- Consulting national stakeholders and the scope of their involvement.
- Jointly identifying priorities and key elements for project design, including a draft logframe matrix.
- Establishing preliminary agreements on joint implementation and tripartite coordination arrangements.

To reach the above-mentioned objectives, the Scoping Mission activities will include presentations on sectors' situational analysis, pinpointing the main gaps and resources; field visit to get an understanding of local realities; and workshop to jointly elaborate a draft logframe matrix, including the main general objective, specific objectives, expected results, products, and activities.

The first step for deployment of a Scoping Mission is the preparation of a Term of Reference - ToR (Annex 6). ABC and UNICEF BCO will liaise with partners in Brazil and in the partner country, as well as with other UNICEF Units, to facilitate formulation and negotiation of the ToR.

Step 1.6: Organization and implementation of the Scoping Mission

In preparation for the mission, ABC will be responsible for providing official passports and, when necessary, visas to the Brazilian delegates participating of the Scoping Mission.

In the requesting country, the local UNICEF Office will provide assistance to the joint Brazil-UNICEF delegation and liaise with local counterparts to schedule meetings and activities.

Brazilian cooperating institutions and counterparts in the requesting country will be responsible, in coordination with ABC, UNICEF BCO and local offices, for the preparation of presentations and other background materials.

ABC and UNICEF BCO will liaise with UNICEF Local Office to define the methodology to be used during the final workshop for the elaboration of the draft logframe matrix.

Step 1.7: Preparation of the Scoping Mission report

Two weeks after the mission, preparation of a joint Scoping Mission Report (Annex 7) containing adequate information to enable the formulation of a draft Project Document. Monitoring and evaluation actions as required, such as follow up on action plan and next steps.

Stage 2: Formulation and Approval

Step 2.1: Formulation of the Project Document

The Project Document should be a joint process that reflects the principles of partnership and TSSC. Considering the results and outputs of the Scoping Mission, UNICEF BCO and/ or UNICEF Local Office will prepare an initial draft based on the [Project Document Template](#) (Annex 8). The initial draft will be presented to ABC, counterparts in Brazil and in the requesting country for analysis and contributions. UNICEF Offices in Brazil and in the requesting country will serve as the respective focal points for national authorities for circulation, negotiation, and adjustment of the project draft.

Step 2.2: Signature of the Project Document

The Project Document is signed by ABC, UNICEF and the counterparts in Brazil and the requesting country. The latter is further referred to as partner country.

Stage 3: Implementation & Monitoring

Both implementation and monitoring are continuous processes jointly carried out by ABC, UNICEF, Brazil and the partner country in accordance to the project document.

A Tripartite Steering Committee, composed by representatives of the Brazilian Government (ABC and cooperating institutions), the partner country and UNICEF (UNICEF BCO and UNICEF local office), will be established upon the signature of the Project Document. The Steering Committee will provide strategic and operational guidance to the Project and will meet, physically or electronically (videoconference) at least every six months to discuss and make managerial/adjustment decisions as required.

Progress is measured against the indicators and targets in the Project Results Matrix at regular intervals. UNICEF Local Office will be responsible to elaborate a progress report and a final report to be submitted for analysis and approval to the Steering Committee. As TSSC is anchored on horizontality and mutual accountability, technical and strategic decisions are jointly made by the Project Steering Committee.

Stage 4: Evaluation

ABC, UNICEF and Brazilian and partner country counterparts will agree on project evaluation methods on a case-by-case basis, taking into consideration the technical and operational scope of each project. In general, if proper conditions are in place, an outcome evaluation is conducted sometime after activities have been completed. UNICEF will liaise with partners to facilitate formulation and negotiation of Terms of Reference for the evaluation.

Stage 5: Communication

Project progress and evaluation reports, photographs, partnership supporting documents (e.g. ToR, agreements, meeting minutes) and outputs feed the generation and dissemination of lessons learned and good practices which are later distributed through UNICEF and ABC communication platforms and networks.

REFERENCES AND TOOLS

REFERENCES

Agência Brasileira de Cooperação, Ministério das Relações Exteriores (2017), 'Manual de Gestão da Cooperação Técnica Sul-Sul', ABC, Brasília.

Agência Brasileira de Cooperação, Ministério das Relações Exteriores (2013), 'Manual de Gestão da Cooperação Técnica Sul-Sul', ABC, Brasília.

United Nations Development Group (2008) UNDG Capacity Assessment Methodology User Guide: for national capacity development, New York, February 2008.

United Nations General Assembly (2019) Resolution A/RES/73/291: Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation.

United Nations General Assembly (2009) Resolution A/RES/64/222: Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation.

UNICEF (2022) UNICEF Strategic Plan 2022–2025, UNICEF, New York.

UNICEF (2009) Guidance for UNICEF Programme Cooperation Agreements and Small Scale Funding Agreements with Civil Society Organisations, UNICEF New York.

UNICEF (2008) Essentials for Excellence: Research, Monitoring and Evaluating Strategic Communication for Behaviour and Social Change with Special Reference to the Prevention and Control of Avian Influenza/Pandemic Influenza, UNICEF Pacific Office, Fiji.

UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP (2013) Report of the Joint Meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP 4 February 2013

LINKS

Brazilian Cooperation Agency (ABC)

www.gov.br/abc

Manual of South-South Technical Cooperation Management (ABC)

<http://www.abc.gov.br/api/publicacaoarquivo/126>

UNICEF

www.unicef.org

UNICEF Brazil

<http://www.unicef.org.br/>

ANNEXES

Annex 1: Template of Official Trilateral South-South Cooperation (TSSC) Request Letter

Annex 2: Trilateral South-South Cooperation (TSSC) Request Form

Annex 3: Template of Tripartite Planning Meetings

Annex 4: Study Tour Terms of Reference (TOR)

Annex 5: Study Tour Report

Annex 6: Scoping Mission Terms of Reference (TOR)

Annex 7: Scoping Mission Report

Annex 8: Trilateral South-South Cooperation (TSSC) Project Document Template

Annex 9: Trilateral South-South Cooperation Initiative Closing Report

To:

Brazilian Embassy at *[name of requesting Country]*
[Address]

Reference **Trilateral South-South Cooperation between UNICEF, the Government of Brazil and the Government of *[name of requesting Country]***

The *[name of requesting institution/agency in requesting Country]* presents its compliments to the Embassy of Brazil and has the honor to submit a proposal for trilateral South-South cooperation between *[name of requesting Country]*, Brazil and UNICEF in the field of *[sub-sector or thematic area related to the SSC request]*.

The proposed partnership aims at promoting [...] (e.g. capacity development, institutional strengthening) of *[genitive of requesting Country]* public institutions and civil society organizations in *[subsector or thematic area related to the TSSC request]*, through knowledge sharing with Brazilian institutions with the support of UNICEF. The experience accumulated by Brazilian institutions in the field of *[subsectors or subareas related to the SSC request]*, particularly through the *[name of Brazilian institutions and organizations]*, has been recognized as one that could be adapted and bear many positive fruits and benefits in *[name of requesting Country]*.

The *[name of requesting institution/agency in requesting Country]* would be honored if the present proposal for South-South Trilateral Cooperation, together with the attached **‘Trilateral South-South Cooperation (SSC) Request Form’** could be forwarded to the relevant Brazilian authorities in Brazil, in particular the Brazilian Agency for Cooperation of the Ministry of Foreign Affairs (ABC/MRE), for due consideration.

The *[name of institution/agency in requesting Country]* avails itself of this opportunity to renew to the Brazilian Embassy to *[name of requesting Country]* the assurances of its highest consideration.

[Date: day / month/ year]

[Initials]

[Stamp]

C/C:

To:

[Name of UNICEF Representative to the requesting Country]

UNICEF *[name of requesting Country]* Country Office

[Address]

Reference **Trilateral South-South Cooperation between UNICEF, the Government of Brazil and the Government of *[name of requesting Country]***

The *[name of institution/agency in requesting Country]* presents its compliments to the UNICEF *[name of requesting Country]* Country Office and has the honor to submit a proposal for Trilateral South-South cooperation between *[name of requesting Country]*, Brazil and UNICEF in the field of *[sector/subsector/thematic area to which the SSC request is related]*.

The proposed partnership aims at promoting [...] (e.g. capacity development, institutional strengthening) of *[genitive of requesting Country]* public institutions and civil society organizations in *[subsector or thematic area related to the TSSC request]*, through knowledge sharing with Brazilian institutions with the support of UNICEF. The experience accumulated by Brazilian institutions in the field of *[sector/subsector or thematic area to which the SSC request is related]*, particularly through the *[name of Brazilian institutions and organizations]*, has been recognized as one that could be adapted and bear many positive fruits and benefits in *[name of requesting Country]*.

The *[name of institution/agency in requesting Country]* would be honored if the present proposal for South-South Trilateral Cooperation, together with the attached '**Trilateral South-South Cooperation (SSC) Request Form**' could be forwarded to the relevant Brazilian authorities in Brazil, in particular the Brazilian Agency for Cooperation of the Ministry of Foreign Affairs (ABC/MRE), for due consideration.

The *[name of requesting institution/agency in requesting Country]* avails itself of this opportunity to renew to UNICEF *[name of requesting Country]* Country Office the assurances of its highest consideration.

[Date: day / month/ year]

[Initials]

[Stamp]

C/C:

To:

Brazilian Cooperation Agency

SAF Sul Quadra 2, lote 2, Bloco B

Brasília – DF

CEP 70070-600

Reference **Trilateral South-South Cooperation between UNICEF, the Government of Brazil and the Government of** *[name of requesting Country]*

The *[name of requesting institution/agency in requesting Country]* presents its compliments to the Ministry of Foreign Affairs of Brazil and has the honor to submit a proposal for trilateral South-South cooperation between *[name of requesting Country]*, Brazil and UNICEF in the field of *[sub-sector or thematic area related to the SSC request]*.

The proposed partnership aims at promoting [...] (e.g. capacity development, institutional strengthening) of *[genitive of requesting Country]* public institutions and civil society organizations in *[subsector or thematic area related to the TSSC request]*, through knowledge sharing with Brazilian institutions with the support of UNICEF. The experience accumulated by Brazilian institutions in the field of *[subsectors or subareas related to the SSC request]*, particularly through the *[name of Brazilian institutions and organizations]*, has been recognized as one that could be adapted and bear many positive fruits and benefits in *[name of requesting Country]*.

The *[name of requesting institution/agency in requesting Country]* would be honored if the present proposal for South-South Trilateral Cooperation, together with the attached **‘Trilateral South-South Cooperation (SSC) Request Form’** could be assessed by the Brazilian Agency for Cooperation of the Ministry of Foreign Affairs (ABC/MRE), for due consideration.

The *[name of institution/agency in requesting Country]* avails itself of this opportunity to renew to the Brazilian Government to *[name of requesting Country]* the assurances of its highest consideration.

[Date: day / month/ year]

[Initials]

[Stamp]

C/C:

Annex 2: Trilateral South-South Cooperation (TSSC) Request Form

1. Identification of requesting agency
1.1 Requesting agency:
<i>Name of requesting governmental unit</i>
1.2 Institutional focal-point of requesting agency
Name / Title: Contact details: <i>telephone, e-mail, postal address</i>
1.3 Technical focal-point of requesting agency
Name / Title: Contact details: <i>telephone, e-mail, postal address</i>
1.4 Institutional roles and mandate of requesting agency
<i>Institutional roles and mandate of requesting agency as related to the sector/subsector/ specific issue giving rise to the South-South Cooperation (SSC) request.</i>
2. Background information
2.1 Proposed modality
<i>Envisaged SSC modality (Study Tour or fully-fledged SSC Project, if known).</i>
2.2 Purpose of the request
<i>To what policy/sector/subsector is the request associated? What is the main motivation for this request (as related to a development challenge/issue/policy or capacity gap)? What is the current situation, especially with regards to children and women? How does it affect the main actors and stakeholders? What are the main barriers to change the situation? What issues/questions shall receive particular attention by the cooperation arrangement?</i>
2.3 Institutional framework and stakeholders
<ul style="list-style-type: none"> i. <i>Brief description of the institutional framework for the policy/sector/subsector associated to the present request (roles and mandate of national/subnational institutions).</i> ii. <i>Who are the main stakeholders (within national/subnational/local governments, ONG's working with children/vulnerable groups or providing social services, women and youth associations, voluntary organizations, vocational training organizations, population groups? (At this point, it is not necessary to produce an exhaustive list.)</i>

2.4 Potential Brazilian Partners

Which Brazilian good practice/social policy or programme/social technology has inspired the present request? How can experience and expertise available in Brazil offer insights in respect to the situation described in item 2.2 (if known)? Which Brazilian institutions may provide the expertise or know-how (if known)?

2.5 Alignment to other national development efforts associated to CRC and CEDAW

How would cooperation with Brazil and UNICEF fit the national framework of development efforts associated to the sectors/subsector/thematic areas of the request? How does the proposed cooperation expected to be part of broader policy/program or associated to children's and women's rights, as laid out by the Convention on the Rights of the Child (CRC) and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)?

2.6 Alignment to programmatic frameworks

In what way is the proposed cooperation expected to contribute to national development priorities in the Country Programme Action Plan agreed between UNICEF and national authorities? What are the other ongoing or planned development cooperation initiatives with UNICEF in the same sector/subsector/thematic area of this request?

2.7 Alignment to past and ongoing development initiatives with the Government of Brazil in the requesting country

Are there planned or ongoing Trilateral South-South Cooperation initiatives with the Government of Brazil in sectors/subsector/thematic areas related to this request?

2.8 Alignment to Sustainable Development Goals

To which goals is the request aligned?

3. Resources and voluntary contributions

Possible sources of in-kind or financial contributions in support to the proposed cooperation (co-financing and other sources of voluntary contributions).

Annex 3: Template of Tripartite Planning Meetings

BRAZIL-UNICEF TRILATERAL SOUTH SOUTH COOPERATION

Planning Meeting Minutes

Video Conference between the Governments of Brazil, the Government of (*Requesting Country*) and UNICEF

Note for the Record

Date: *dd/mm/yyyy*

Participants:

For the (*name of Brazilian agency*)
(*Name, title, Organization, email*)

For the (*name of requesting agency*)
(*Name, title, Organization, email*)

For UNICEF
(*Name, title, Organization, email*)

Objective of meeting:

Topics discussed	Agreements & Key points	Follow-up/ Next steps	Responsible	Deadline

Annex 4: Study Tour Standard Terms of Reference (ToR)

INITIATIVE:

ACTIVITY:

DATE:

1. Background and scope

Contextualize the background of the project until the realization of this activity: context and objectives of the project, already carried out activities, relevant scenario conditions for carrying out the activity, etc.

2. Objectives

Describe the objectives of the activity.

3. Methodology

Describe how the activity will be carried out, recalling the details of tasks, responsible parties and deadlines in the Annual Operating Plan, informing which are the preparatory, implementation and evaluation, dissemination or follow-up tasks. Indicate whether at the end of the implementation of the activity the quality assessment survey will be sent to the participants.

4. Participants

Indicate all those involved in the implementation of the activity and their roles.

5. Expected Outputs

Describe the products (documents, events, works) generated at the end of the implementation of the activity. Rescue the activity evidence indicator(s), according to the Logical Matrix, describing how it will be measured.

6. Agenda and Itinerary

Indicate the place, days and time in which the activity will be carried out.

7. Budget

The budget model must be agreed between all funding institutions, with the aim of ensuring adequate control of all expenses after the activity is carried out, that is, all funding institutions must record expenses under the same agreed chart of accounts. The activity budget was planned in the Project Document following this flow. This section must replicate the activity budget, according to the Project File – Activities Budget, and justify any changes to this budget.

8. Annexes

If needed.

Annex 5: Study Tour Report

PROJECT:

PARTNERING BRAZILIAN INSTITUTION:

ACTIVITY:

DATES:

1. Background and context

A brief description of how the initiative was implemented: planning, responsible personnel for the execution, encountered challenges, results/products generated.

2. Indicator

Insert here the activity indicator, according to Sheet 2. Logical Matrix, and the value collected for baseline and at the end of the activity.

Indicate the collection method, whether the indicator's target was achieved and, if the target was not achieved, describe the analysis of why this was not possible.

3. Budget

Enter the activity budget, planned and executed, according to Sheet 4-1. Activity Budget.

If the executed budget was very different from the planned one, discuss the reasons for the divergence.

4. Lessons Learned

- a. Describe Lessons Learned about the activity: strategies for implementing the activities, relationship with institutions, among others.
- b. Describe Lessons Learned on how to carry out the process of implementing the initiative: reviews of management tools, monitoring system, among others.

5. Annexes (Product quality assessments, agendas, list of participants, etc.)

Annex 6: Scoping Mission Standard Terms of Reference (ToR)

SCOPING MISSION TO *[NAME OF REQUESTING COUNTRY]*

DATES:

1. Background and scope

This session should present:

- General information on the South-South Cooperation (SSC), South-South Cooperation request and previous contacts requesting Study Tour).
- Summary of the national context (in the requesting country) regarding the development challenge and issues giving rise to the SSC request, with reference to:
 - ◇ national development priorities in the relevant sector/subsector/thematic area, and
 - ◇ programmatic frameworks related to the Convention on the Rights of the Child (CRC), the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), and the Country Programme Framework (CPF);
- Reference to the Brazilian good practices/successful experiences which form the basis for the horizontal exchange.

2. Objectives

Suggested objectives:

- Collect firsthand accounts of national priorities and action plans in respect to the development challenge and issues giving rise to the SSC request: What is being done so far? What is being planned? Who is involved?
- Conduct a capacity needs assessment (technical and functional capacity gaps) related to the issues giving rise to the SSC request through iterative, multi-stakeholder consultations: UNICEF; Brazilian counterparts; national and subnational government counterparts and stakeholders (e.g. schools, ONG's working with children or providing social services, women and youth associations, voluntary organizations, vocational training organizations).
- Jointly identify priorities, goals, strategic underpinnings and key elements for project design, including vertical components of the future project results framework (impact, outcomes, outputs and main activities) and means of implementation, as well as cross-cutting elements, especially the focus on children's rights and gender equity. Discuss and agree on the implementation of tripartite coordination and implementation mechanisms and agreements (eg. Steering Committee).
- Pinpoint technical (knowledge, expertise, good practices), in-kind and financial contributions to be mobilized by counterparts.

3. Methodology/activities

This section should contain description of the following:

- General structure and components of the Scoping Mission: opening and official meetings (e.g. briefing meeting with Brazilian Embassy and local UNICEF Country Office, meetings with authorities and stakeholders); field visits; presentations; workshops and other knowledge sharing/learning activities; discussion rounds; debriefing meeting, etc.
- Iterative methodologies for multi-stakeholder consultations and consensus-building.
- Technical material on experiences/good practices to be exchanged, partner country policy and programmes to be produced prior to deployment (e.g. booklets, handouts, presentations).

4. Participants:

Name and organization of each participant (partner country, Brazil and UNICEF).

5. Expected outputs:

Outline of expected outputs at the end of the mission: Draft logframe matrix, **Scoping Mission Standard Report** (Annex 7), follow-up action plan, etc

6. Implementation arrangements

A summary of roles and responsibilities of counterparts directly involved in the organization and implementation of the Scoping Mission, including logistics (e.g. travel and accommodation, facilities, contacts with hosting organizations) and preparation of technical material. Use the Process Responsibility Matrix Perform Prospecting Mission, found in the Project Binder.

7. Tentative agenda and itinerary

- Duration; beginning and end dates
- Tentative and itinerary and agenda:

Day 1: Month, Day (day of the week)			
Time	Activity & Itinerary	Place	Participants
Day 2: Month, Day (day of the week)			
Time	Activity & Itinerary	Place	Participants

8. Tentative Budget

Expected costs, including Daily Subsistence Allowance (DSA), travel costs, miscellanea (car rental, training material, location/facilities, etc.), Use the Prospecting Mission Budget found in the Project Binder.

Annex 7: Scoping Mission Report

SCOPING MISSION TO *[NAME OF REQUESTING COUNTRY]*

DATES:

1. Background and context

A brief narrative covering the following topics:

- Background information on the South-South Cooperation (SSC) partnership process leading up to the deployment of the mission (rationale and purpose of the partnership, previous contacts and agreements), including reference (i) to sectorial and programmatic priorities/issues and capacity gaps giving rise to the SSC request and (ii) successful experiences and good practices which inspired the SSC arrangement;
- Purpose of mission and expected results/outcomes;
- Reference to the methodologies chosen for multi-stakeholder consultations and consensus-building.

2. Mission findings

A summary of discussions held during the Scoping Mission, preferably in chronological order, with reference to the topics addressed and the counterparts/stakeholders who have addressed them.

Mission findings should focus on:

- Ensuring the rights of children and adolescents, with special emphasis on how the project addresses the rights of girls and women.
- Partners' reporting on national priorities and action plans relating to development challenges and issues giving rise to the requested SSC;
- Identified capacity assets and needs;
- Sector/subsector/policy priorities and goals; strategic underpinnings and means of implementation for the future project;
- Joint implementation and tripartite coordination mechanisms and arrangements for the future project;
- Identify in-kind and financial contributions to be mobilized by counterparts;
- Level of national/subnational/local stakeholder participation in mission activities;
- Conclusions of the debriefing meeting with national authorities.

3. Mission Recommendations

Lessons learned and recommendations for future CSS missions:

- a. For project negotiation and approval;
- b. For implementation strategy;
- c. For future CSST Prospecting Missions.

4. Action plan

Summary of next steps in the process of design, negotiation, appraisal and approval of Project Document and related partnership agreements. Reference should be made to the responsibilities of each counterpart involved.

5. Annex 1: Budget

Use the Prospecting Mission Budget instrument, from the Project File, inserting the budget table and, if necessary, describe the causes of differences between planned and executed.

6. Annex 2: Preliminary Results Matrix

Impact:	
Outcome 1: ...	Output 1.1 ... Output 1.2 ... Output 1'n': ...
Outcome 2: ...	Output 1.1 ... Output 1.2 ... Output 1'n': ...

Note: Given the limited time of scoping missions, it is not required that partners identify the elements of the Results Matrix beyond Impact, Outcomes and Outputs necessary.

7. Annex 3: Participants:

A complete list with names, titles and organization of each participant or stakeholder consulted during the mission, including participants from the requesting country, Brazil and UNICEF.

8. Annex 4: Agenda and itinerary

Annex 8: Trilateral South-South Cooperation (TSSC) Project Document¹

(Flags from Brazil & Partner Country + UNICEF Logo)

Project Symbol and Title:

Partner Country(ies):

Estimated Start Date: *dd/mm/year*

Estimated End Date: *dd/mm/year*

Duration: (*in months*)

Cooperating Institutions:

Brazil	Partner Country
<i>[Name/Acronym of cooperating institution]</i>	<i>[Name/Acronym of cooperating institution]</i>
<i>[Name/Acronym of cooperating institution]</i>	<i>[Name/Acronym of cooperating institution]</i>
<i>[Name/Acronym of cooperating institution]</i>	<i>[Name/Acronym of cooperating institution]</i>
<i>[Name/Acronym of cooperating institution]</i>	<i>[Name/Acronym of cooperating institution]</i>
<i>[Name/Acronym of cooperating institution]</i>	<i>[Name/Acronym of cooperating institution]</i>

UNICEF Cooperating Unit:

A. Financial Contributions²:

Government of Brazil:	<i>(Acronym of cooperating institution)</i>	USD ...
Government of (<i>partner country</i>)	<i>(Acronym of cooperating institution)</i>	USD ...
UNICEF		USD ...
Total (Financial)		USD ...

B. In-kind Contributions³:

Government of Brazil:	<i>(Acronym of cooperating institution)</i>	Equivalent in USD ...
Government of (<i>partner country</i>)	<i>(Acronym of cooperating institution)</i>	Equivalent in USD ...
UNICEF		Equivalent in USD ...
Total (Non-Financial)		Equivalent in USD ...

¹ This template has been adapted from the "**Guidance for UNICEF Programme Cooperation Agreements and Small Scale Funding Agreements with Civil Society Organizations**" (2009). It has also been aligned to Brazilian South-South trilateral cooperation practice, as informed by the "**South-South Technical Cooperation Management Manual**" of the Brazilian Cooperation Agency. Please see Reference section.

² Possible sources of financial contributions: Developing partner countries; third partners (e.g. donor country; international funds or trust funds); non-profit sector; private sector, etc.

³ In-kind contributions comprise non-financial inputs be provided by project Partners i.e. technical, material, human and other institutional resources, when available (e.g. experts, project staff, volunteers; infrastructure; services; materials; publications; office space, facilities; equipment).

C. Total (A+B): USD

Approved	Signature/Name/Title	Date:
For the Government of Brazil Brazilian Agency of Cooperation/Ministry of Foreign Affairs (ABC/MRE)	_____	<i>dd/mm/year</i>
For the Government of Brazil <i>Brazilian Cooperating Institution</i>	_____	<i>dd/mm/year</i>
For the Government of <i>(partner country)</i> : <i>Partner Country Cooperating Institution</i>	_____	<i>dd/mm/year</i>
United Nations Children´s Fund (UNICEF)	_____	<i>dd/mm/year</i>

Executive summary

A comprehensive but brief summary focusing on: goals and expected results; intended beneficiaries; the rationale behind the South-South exchanges and knowledge between the partner country and Brazil with support of UNICEF, and the relevance of the collaboration to UNICEF's priorities and national plans at partner country as well as Brazil.

List of Abbreviations**Index****1. BACKGROUND/CONTEXT****1.1. Situation analysis**

This sub-session should provide a clear description of the current situation or problems that the proposed project will address in the specific target sector/thematic area, including:

- the economic, social, political, environmental and institutional context surrounding the issue at stake;
- history, underlying causes and capacity gaps related to the situation/problem at hand;
- consequences to project beneficiaries and stakeholders) and provides.

This is based on a brief evidence-based causal analysis (with reference to specific, current and disaggregated data on these challenges and their underlying causal factors) obtained from the previous multi-stakeholder activities conducted during the identification stage of the Trilateral South-South Cooperation (SSC) initiative, especially during the Scoping Mission. This may also include a Situation Analysis of Children and Women and the national development framework carried out by UNICEF and national authorities in the Partner Country as well as relevant recent sector-specific appraisals, research reports, assessments and evaluations.

1.2. Alignment with national development priorities, UNICEF programmatic frameworks and other South-South Cooperation initiatives with the Government of Brazil

This sub-section should briefly summarize how the project (and its expected results) is related to:

- planned or ongoing efforts in the partner country (e.g. policies, programmes) aimed at improving the situation or solving the problem described in Session 1.1, with examples. *(Note: The institutional roles and mandate of partner country cooperating institutions in the target sector/subsector/thematic area of the Project should be identified.)*
- the Country Programme Framework (CPF) / Country Programme Action Plan (CPAP) agreed between UNICEF and national authorities, and children's and women's rights, as laid out by the Convention on the Rights of the Child (CRC) and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).
- previous or ongoing bilateral technical cooperation between Brazil or UNICEF and the partner country in the same sector, sub-sector or thematic area which are the focus of project efforts, with examples. *(Note: Coordination and information exchange mechanisms should be identified when relation to other projects is expected.)*

1.3. The Brazilian experience

This session should briefly identify the relevance and usefulness of the Brazilian successful experiences and emblematic cases which will be object of knowledge sharing and horizontal exchanges under the project framework, in relation to partner countries' development efforts in the said sector.

1.4. Lessons learned from past and related cooperation initiatives

This sub-section provides a summary of how relevant lessons learned from past development cooperation experiences of UNICEF with the partner country were used in project design. Mention to lessons learned from other projects implemented within the context of Brazilian SSC in the same sector and between partner country and other UN partners could be useful.

2. PROPOSED SOUTH-SOUTH TRILATERAL COLLABORATION

2.1. Justification

The intention of this sub-section is to describe how the horizontal exchange of knowledge and experiences between the partner country and Brazil, combined to the technical and methodological inputs from UNICEF, is expected to contribute to the achievement of expected project results.

2.2. Beneficiaries, participants and other stakeholder

List of the beneficiaries/stakeholders (individuals, groups, government and non-government organizations) who stand to be positively affected, directly and indirectly, from project results (activities, outputs and outcomes).

Direct beneficiaries:

Indirect beneficiaries:

Indirect beneficiaries:

2.3. Expected Results

This session should:

- a. Outline project results (General Objective, Specific Objectives, Results, outputs and activities) - The initial structure (first columns) of the Logical Matrix present in the Project Binder can be utilized.
- b. Provide a brief narrative explaining the cause-and-effect relationships in the results chain.

2.4. Sustainability of results

The sustainability of the project results should be assessed by taking into consideration the relevant capacities being developed among beneficiaries and the exit strategy. The use of the Sustainability Matrix, available in the Project file, may facilitate:

- a. Definition of mechanisms to ensure effective participation of direct beneficiaries and relevant stakeholders from the partner country in all stages of the project cycle (e.g. planning and design of activities, monitoring, technical implementation, coordination and evaluation), including the Government institution with direct responsibility for coordination of international development cooperation developed with foreign counterparts (cooperation agency, when existing).
- b. Description of measures to be taken during project implementation to ensure post-project sustainability of the newly developed capacities and associated gains obtained through Trilateral South-South Collaboration. Such measures refer to technical capacities (sector-specific capacities in education, health, water, sanitation, etc.) and functional capacities (knowledge, skills; policy and normative capacity; partnering capacity; implementation, monitoring and evaluation capacity) which should be in place by the end of the project as well as the conditions to be fulfilled to guarantee their continuity after project closure.

2.5. Implementation Strategy

This subsection focuses on how the project, from a technical point of view, will address the key causes of the problems which have been previously identified (Section 1.1), with details on the manner in which the cooperation should unfold in its various phases in order to allow

for achievement of expected results. The narrative on the implementation strategy should therefore include the following:

- a. References to how the requested partner country (e.g. Brazil) knowledge/experiences/innovations/good practices to be exchanged under the project framework may contribute to the achievement of the expected results (outputs and outcomes) expressed by in the Proponent partner country;
- b. Description of the stages through which the project shall be implemented in the field (the rationale behind the project strategic actions and behind the mobilization and conversion of technical, human, material and financial inputs into outputs and outcomes). Reference should be made to the order in which stages should be undertaken and also to those stages which should run in tandem.
- c. Inclusion of a specific paragraph to describe the project's governance structure, introducing the tripartite project Steering Committee. A summary of the division of labor between counterparts / cooperating institutions in both partner countries and UNICEF, their respective technical and operational roles and added values in the achievement of the expected results. (Note: It is not necessary to get into details at this point because detailed information on the roles and responsibilities of cooperating institutions is given in Session 3.1 below.)

3. OPERATIONS, MANAGEMENT AND COORDINATION

3.1. Roles and responsibilities

3.1.1. Roles and responsibilities of the Cooperating Partners

This sub-session is dedicated to listing the specific, respective roles and responsibilities of cooperating partners (UNICEF, Brazilian and partner country counterparts directly involved in joint implementation and provision of in-kind and financial contributions). Information should minimally cover roles and responsibilities associated with:

- Provision of in-kind (e.g. experts, technical resources, material and logistic inputs) and financial contributions;
- Project financial and administrative arrangements, including execution of project financial resources, financial reporting, use of information management systems, recruitment of staff and procurement of good and services;
- Joint implementation, including;
 - ◊ Joint activity planning (e.g. preparation of preliminary annual work plans and processes related to their appraisal and approval by counterparts);
 - ◊ Organization of and participation in implementation missions, knowledge sharing and capacity development activities;
- Joint coordination, including participation in the project Steering Committee;
- Monitoring, reporting and evaluation, including:

- ◇ primary responsibility for preparation of progress reports, technical and budgetary reviews, terms of reference for evaluations, etc. and the processes associated to the appraisal of approval of such documents by counterparts;
- ◇ preparation of implementation missions/activity reports.

3.1.2. Roles and Responsibilities of the Joint Coordination

Short description of the composition and functions of the tripartite project Steering Committee.

- a. Roles and responsibilities: definition of the role of each institution, the frequency of meetings, agendas to be addressed;
- b. Forecast of regular and *ad hoc* project reviews: description of agreements and clear responsibilities for conducting regular and clear responsibilities for conducting and reviewing *ad hoc* projects;
- c. Participants and Planning of the first meeting: all necessary definitions for the first Management Committee meeting to take place right after the signature of this document. Agree on date, time, place, participants, guidelines, responsibility for each organization and logistical activity.

3.1.3. Roles and responsibilities of the Technical Committee

- a. Roles and responsibilities: definition of the role of each institution, the frequency of meetings, agendas to be addressed;
- b. Includes systematic forecast monitoring: description of how the monitoring of project activities will be conducted (e.g. data collection, analysis of studies if necessary to measure impacts/effects, field visits, Steering Committee meetings), the schedule of such activities and the respective responsibilities;
- c. Description of the reports to be developed during the implementation process, the format and timing of the reports and the partner responsible for producing them. This information should be recorded in the Project Communication Plan, in the Project File, and can be copied to this section.

3.2. Devices for project evaluation:

Description of arrangements and responsibilities for project evaluation, with references to:

- schedule and type of evaluation (mid-term, final? Evaluation of results? etc.);
- responsibilities for preparing, evaluating and approving the terms of reference;
- evaluation/achievement deliverables (e.g. reports);
- devices for collecting and analysing lessons learned and documenting and disseminating good practices (Note: The **Communication for Development** strategy – C4D44 can be used in the preparation of these devices).

3.3. Resources

3.3.1. Financial contributions

Provide the amount of the project budget and indicate the contribution of the project partners including governments and co-financiers, if applicable. Use the budget template found in the Project binder.

a. Financial contributions

<i>Financial contribution – Government of Brazil</i>	<i>USD</i>
<i>(name of Brazilian financing institution):</i>	<i>USD</i>
<i>Financial contribution – Government of (partner country, when applicable)</i>	<i>USD</i>
<i>(partner country financing institution)</i>	<i>USD</i>
Total Financial Contributions:	USD

b. Inputs to be acquired with financial contributions:

010 Personnel: All costs related to project personnel (including travel/mission costs, to be part of a specific sub-line). This does not include personnel to be provided by developing partner countries and/or UNICEF as in-kind contribution.

020 Contracts: Written agreements or sub-contracts with specialized institutions or private firm to carry out specific services, such as field surveys, public-related data processing, transportation, printing materials, etc. Independent evaluations may be also charged against this budget line.

030 Training: Training expenses related to lodging, food and logistics for participants.

040 Equipment: Includes the budget sub-lines "Office Equipment", "Office Supplies" and "Prevention Commodities".

050 Sundries: Communication items such as postage, telephone and internet charges, as well as bank charges.

060 Outros Custos: Any expense that does not fit in any of the above budget lines.

XXX Direct Service Costs: Administrative and operational costs incurred by the Project execution agency ("overhead").

3.3.2. Operational contributions

Description of the inputs which cooperating partner countries and UNICEF will commit to project implementation. This may include experts and project staff, office space and other facilities (e.g. for training, workshops), equipment, support services (customs clearance for equipment, clearance of international personnel, etc.), taking into account the provisions and limits of Standard Basic Cooperation Agreements and the Conventions of Privileges and Immunities in place between the partner countries, and individually between them and UNICEF.

a. Description of in kind contributions

Description of the inputs that the cooperating partners (Brazilian partners, partner countries and UNICEF) will commit to project implementation. This may include experts and project staff, office space and other facilities (e.g. for training, workshops), equipment, support services (customs clearance for equipment, clearance of international personnel, etc.)

b. In kind contribution in USD (*optional*)

- *Government of : USD*
- *Government of : USD*
- *UNICEF : USD*
- *Total : USD*

3.4. Communication Plan

Description of project disclosure moments, aligned with the Program's Communication Plan. Reflect on information, channels, moments and those responsible for disseminating project results.

Annex 2: Results Matrix

Impact, Outcome, Outputs and Activities	Indicators / Targets	Means of Verification	Assumptions/ Risks
Impact:			
<i>(wording as stated in Section 2.3)</i>
Outcome 1:			
<i>(wording as stated in Section 2.3)</i>
Outputs and Activities:			
Output 1.1 <i>(wording as stated in Section 2.3)</i>
Activity 1.1.1 <i>(wording as stated in Section 2.3)</i>
Activity 1.1.n <i>(wording as stated in Section 2.3)</i>
Output 1.n			
Activity 1.n.n <i>(wording as stated in Section 2.3)</i>
Activity 1.n.n <i>(wording as stated in Section 2.3)</i>
Outcome 2:			
<i>(wording as stated in Section 2.3)</i>
Outputs and Activities:			
Output 2.1 <i>(wording as stated in Section 2.3)</i>
Activity 2.1.1 <i>(wording as stated in Section 2.3)</i>
Activity 2.1.n <i>(wording as stated in Section 2.3)</i>
Output 2.n			
Activity 2.1.1 <i>(wording as stated in Section 2.3)</i>
Activity 2.n.n <i>(wording as stated in Section 2.3)</i>

Annex 3: Project Budget

A. Budget according to Budget Lines

Código orçamentário/linha <i>(sample)</i>	Financial Contribution <i>(name of Institution 1)</i>	Financial Contribution <i>(name of Institution 2)</i>	Financial Contribution UNICEF	Project Total (USD)	Year 1	Year 2	Year 3
					20xx	20xx	20xx
010 Personnel							
011 Travel costs							
012 Project Coordination							
020 Contracts							
021 Printing							
030 Training							
031 Trainer fee							
032 Accommodation and meals for trainees							
033 Travel for participants							
040 Equipment							
041 Office equipment							
042 Office supplies							
043 Prevention commodities							
050 Sundries							
051 Communication							
060 Other costs							
<i>Subtotal</i>							
Direct service costs (x%)							
In-kind contributions: Project Total, of which:							
Government of <i>(partner country 1)</i> through <i>(Name of contributing agency)</i>							
Government of <i>(partner country 2)</i> through <i>(Name of contributing agency)</i>							
UNICEF							
Total Project Budget (Financial & In-Kind)							

B. Budget per Outcome

n. Subactivity	Items	Description (Cost calculation)	Budget code	Unit	Cost per Unit (USD)	Total Cost (USD)	Financial Support (Insitution 1) (USD)	Financial Support (Insitution 2) (USD)	Financial Support (Insitution 3) (USD)
Outcome 1: (wording as stated in Section 2.3)									
Output 1.2: (wording as stated in Section 2.3)									
Activity 1.1.1: (wording as stated in Section 2.3)									
a)	e.g. procurement of xxx services	1x company for x months x USD 0.00 / per month		e.g. Contract	0.00	0.00	0.00	0.00	0.00
b)	e.g. workshop	USD 0.00 x number of participants x days		e.g. workshop	0.00	0.00	0.00	0.00	0.00
<i>Subtotal Activity 1.1.1:</i>						0.00	0.00	0.00	0.00
Activity 1.1.2: (wording as stated in Section 2.3)									
a)						0.00	0.00	0.00	0.00
.....						0.00	0.00	0.00	0.00
<i>Subtotal Activity 1.1.2</i>						0.00	0.00	0.00	0.00
Total Output 1.1						0.00	0.00	0.00	0.00
Output 1.2 (wording as stated in Section 2.3)									
Activity 1.2.1: (wording as stated in Section 2.3)									
a)					0.00	0.00	0.00	0.00	0.00
b)					0.00	0.00	0.00	0.00	0.00
<i>Subtotal Activity 1.2.1:</i>						0.00	0.00	0.00	0.00
Activity 1.2.n: (wording as stated in Section 2.3)									
a)					0.00	0.00	0.00	0.00	0.00
.....					0.00	0.00	0.00	0.00	0.00
<i>Subtotal Activity 1.2.n</i>						0.00	0.00	0.00	0.00
Total Output 1.2						0.00	0.00	0.00	0.00
Total Outcome 1						0.00	0.00	0.00	0.00

n. Subactivity	Items	Description (Cost calculation)	Budget code	Unit	Cost per Unit (USD)	Total Cost (USD)	Financial Support (Insittution 1) (USD)	Financial Support (Insittution 2) (USD)	Financial Support UNICEF (USD)
Outcome 2: (wording as stated in Section 2.3)									
Output 2.1 (wording as stated in Section 2.3)									
Activity 2.1.1: (wording as stated in Section 2.3)									
a)					0.00	0.00	0.00	0.00	0.00
b)					0.00	0.00	0.00	0.00	0.00
Subtotal Activity 2.1.1:						0.00	0.00	0.00	0.00
Activity 2.1.2: (wording as stated in Section 2.3)									
a)					0.00	0.00	0.00	0.00	0.00
.....					0.00	0.00	0.00	0.00	0.00
Subtotal Activity 2.1.2:						0.00	0.00	0.00	0.00
Total Output 2.1						0.00	0.00	0.00	0.00
Output 2.2 (wording as stated in Section 2.3)									
Activity 2.2.1: (wording as stated in Section 2.3)									
a)					0.00	0.00	0.00	0.00	0.00
b)					0.00	0.00	0.00	0.00	0.00
Subtotal Activity 2.2.1:						0.00	0.00	0.00	0.00
Activity 2.n.n: (wording as stated in Section 2.3)									
a)					0.00	0.00	0.00	0.00	0.00
.....					0.00	0.00	0.00	0.00	0.00
Subtotal Activity 2.n.n						0.00	0.00	0.00	0.00
Total Output 1.1						0.00	0.00	0.00	0.00
Total Outcome 2						0.00	0.00	0.00	0.00

TRILATERAL SOUTH-SOUTH COOPERATION INITIATIVE CLOSING REPORT

1. PROJECT CLOSURE

1.1. Project Profile:

Project Symbol and Title:

Partner Country(ies):

Data de início estimada: *dd/mm/year* **Estimated date for project closure:** *dd/mm/year*

Duration: *(in months)*

Cooperating Institutions:

Brazil	Partner Country
<i>[[Name/Acronym of cooperating institution]</i>	<i>[Name/Acronym of cooperating institution]</i>
<i>[Name/Acronym of cooperating institution]</i>	<i>[Name/Acronym of cooperating institution]</i>
<i>[Name/Acronym of cooperating institution]</i>	<i>[Name/Acronym of cooperating institution]</i>
<i>[Name/Acronym of cooperating institution]</i>	<i>[Name/Acronym of cooperating institution]</i>
<i>[Name/Acronym of cooperating institution]</i>	<i>[Name/Acronym of cooperating institution]</i>

UNICEF Cooperating Unit:

1.2. Summary

Brief project summary, focusing on achieving goals and expected results; benefits to the public of the project; the rationale behind the South-South knowledge exchanges between partner country and Brazil with UNICEF. Include confirmation of this collaboration relevance to UNICEF priorities, as well as to the national plans of the partner country, of Brazil and to the related SDGs.

Also include an objective description of the project execution time and delivered products.

1.3. Execution of work plan

For each Logical Matrix product, describe the implementation of activities, scope of indicators and implementation restrictions.

1.4. Financial data

Consult the Project Binder and insert in this section the planned and executed summary of the Budget by Activity (available on the Logical Matrix tab) and by Budget Line (available on the Budget by Account tab). Below the budget tables, describe the main differences between planned and executed, both for contributions and expenditures.

1.5. Lessons Learned

- a. About the successful factors
- b. About restrictions

2. INTERNAL PROJECT EVALUATION

(in case there is an external evaluation of the project, this section does not need to be elaborated by the project team)

2.1. Evaluation methodology

Describe the evaluation methodology.

2.2. Relevance

- a. The issue;
- b. Evaluation of the answer relevance.

2.3. Efficient use of resources

Evaluation of resource allocation and financial performance of the project. Reflect on possible expenses that could be avoided or used more efficiently.

2.4. Achievement of results

For each result of the Logical Matrix, assess whether the results were achieved according to the analysis of the indicators and the applied evaluation methodology.

2.5. Sustainability

Retrieve Sheet 3. Sustainability Matrix and assess the sustainability of the results achieved.

2.6. Follow-up Measures / Recommendations

Recommendations for monitoring the project result and actions for possible continuity.

3. ANNEXES

Annex 1. Logic Matrix

Annex 2. Evaluations instruments

Annex 3. Project participants list



MINISTRY OF
**FOREIGN
AFFAIRS**

