The Spanish Agency for International Development Cooperation (AECID)

INTERCOONECTA

THE SPANISH COOPERATION PLAN FOR KNOWLEDGE TRANSFER, EXCHANGE AND MANAGEMENT IN LATIN AMERICA AND THE CARIBBEAN

Cooperación
Española

Version: July 2016

NIPO:
Online: 502-17-095-1

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Office for Cooperation in Latin America and the Caribbean
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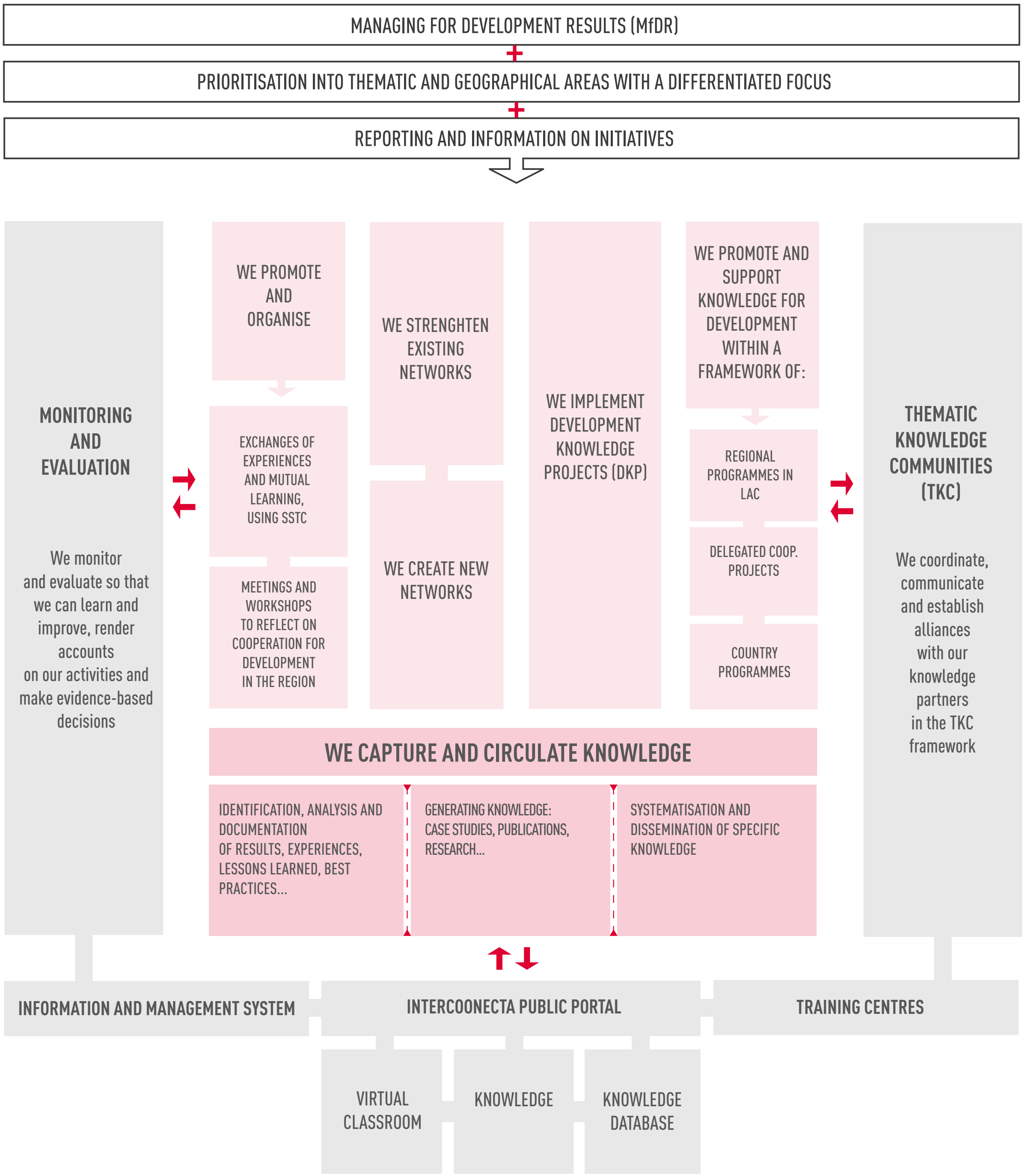
INTERCOONECTA MODEL



MANAGING FOR DEVELOPMENT RESULTS (MfDR)

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PRIORITISATION INTO THEMATIC AND GEOGRAPHICAL AREAS WITH A DIFFERENTIATED FOCUS

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REPORTING AND INFORMATION ON INITIATIVES

MONITORING AND EVALUATION

We monitor and evaluate so that we can learn and improve, render accounts on our activities and make evidence-based decisions

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EXCHANGES OF EXPERIENCES AND MUTUAL LEARNING, USING SSTC

MEETINGS AND WORKSHOPS TO REFLECT ON COOPERATION FOR DEVELOPMENT IN THE REGION

WE STRENGHTEN EXISTING NETWORKS

WE CREATE NEW NETWORKS

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WE PROMOTE AND SUPPORT KNOWLEDGE FOR DEVELOPMENT WITHIN A FRAMEWORK OF:

REGIONAL PROGRAMMES IN LAC

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COUNTRY PROGRAMMES

THEMATIC KNOWLEDGE COMMUNITIES (TKC)

We coordinate, communicate and establish alliances with our knowledge partners in the TKC framework

WE CAPTURE AND CIRCULATE KNOWLEDGE

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GENERATING KNOWLEDGE: CASE STUDIES, PUBLICATIONS, RESEARCH...

SYSTEMATISATION AND DISSEMINATION OF SPECIFIC KNOWLEDGE

INFORMATION AND MANAGEMENT SYSTEM

INTERCOONECTA PUBLIC PORTAL

TRAINING CENTRES

VIRTUAL CLASSROOM

KNOWLEDGE

KNOWLEDGE DATABASE

1. INTRODUCTION

At present, development cooperation strategies are being revised to adapt them to the emerging needs of partner countries and aligning them with the Sustainable Development Goals (SDGs) which form the backbone of the development agenda heading towards 2030. The SDGs are clearly related to the very concept of sustainable human development, which is becoming the guiding principle behind development efforts and, consequently, will have a decisive influence on the international cooperation agenda, and particularly Spanish cooperation, in the war on poverty and inequality, both priorities in the Latin America and the Caribbean (LAC) Region.

The traditional international aid perspective is not an easy fit in a scene where new modes of cooperation such as South-South and Triangular Cooperation (SSTC) are playing an increasingly important role, the number of stakeholders is expanding and substantial changes are taking place internationally, including the increasing influence being acquired by emerging nations and the rise in the number of Middle-Income Countries (MICs).

In view of this scenario, the cooperation agenda needs to be redesigned to respond to new challenges. Knowledge has emerged as an essential resource for tackling institutional weaknesses in partner countries and optimising public policies and, as such, is always a tool for development, capable of strengthening institutions, on the one hand and, on the other, leading to the implementation of policies that favour human development.

In this context, the aim of AECID is to strengthen its activities in the field of knowledge management[1], drawing on three proven Spanish Cooperation (SC) experiences: PIFTE, the Ibero-American Specialised Training Programme, aimed primarily at government officials throughout LAC; productive AECID-backed development projects conducted in the region by international organisations, involving a range of knowledge transfer, exchange and generation activities; and online and virtual training for professionals throughout LAC.

Strengthening AECID initiatives will involve a more efficient use of resources, as well as aligning the action with the principles of Spain's international development agenda. This is the thinking behind the formulation of INTERCOONECTA, the Spanish Cooperation Plan for Knowledge Transfer, Exchange and Management in Latin America and the Caribbean, which has amongst its aims:

- To adapt Spanish Cooperation to new realities in LAC, contributing to development through strengthening institutions and improving public policies, consolidating the switch from traditional formulations towards the transfer and exchange of knowledge.

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[1] Knowledge managementin turn, can be understood as a set of methods, processes and tools that facilitate the creation, capture, exchange, adaptation and implementation of tacit and explicit knowledge with the objective of efficiently accomplishing the expected outcomes and contribute to the desired impact". United Nations Development Programme - UNDP (2011). Systematisation for Knowledge Transfer. Page 8

- To strengthen relations between institutions and experts in the region, fostering the exchange of experiences and best practices, and contributing to SSTC and regional integration processes.

- Fostering the exchange of knowledge by engaging new stakeholders, including civil society, private business and the academic community.

2. CONCEPTUAL FRAMEWORK

Cooperation for development is currently undergoing a process of renewal and innovation. The international development agenda highlights the need to articulate a range of approaches, improving spaces and flows to create social and economic value. Traditional forms of cooperation are losing ground in a scene where knowledge is an essential resource, and the conditions for development are understood to grow from the capacities of institutions, rather from financial resources alone.

SC, in general, and the AECID line for knowledge transfer and exchange in LAC, in particular, have a history going back almost 30 years, over which time a solid base of knowledge, references, lessons learned and best practices has been built up, providing a valuable resource for AECID and other stakeholders operating in different fields of cooperation for development.

This approach underlies the renewed commitment of AECID to knowledge management, incorporating a reciprocal, bi-directional, open philosophy, aligned with current cooperation for development dynamics. Developing new skills, attitudes and capacities will require major changes and the definition of new work processes. In other words, an inevitable restructuring, involving new coordination, planning, management and monitoring dynamics, the roll-out of which will depend on the correct management of information relating to the processes and, above all, of the knowledge generated throughout the processes.

AECID has four training centres in place in the region, as valued strategic assets for the strengthening of skills and exchange of knowledge[2]. The centres are located in Cartagena de Indias (Colombia), La Antigua (Guatemala), Montevideo (Uruguay) and Santa Cruz de la Sierra (Bolivia). Thanks to the quality of their facilities and the remarkable work performed by their teams, these training centres are the physical and technical embodiment of SC in the LAC Area. Alongside their inherent function of coordinating and managing activities, INTERCOONECTA strengthens their role in planning and monitoring, providing them with specialised human resources for the purpose.

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[2] "Spanish Cooperation training centers distributed all over Ibero-America represent ideal instruments to this end, both to stimulate knowledge and experience exchange and to reinforce the partner countries' institutional capacities". MAEC (2013). 4th Spanish Cooperation Master Plan 2013-2016 Page 106.

One of the first actions to highlight the unifying power of INTERCOONECTA was the setting up of a Virtual Knowledge Centre (VKC), consisting of a public portal[3] giving access to all scheduled activities and knowledge products, to be continually updated; and a system for the internal management of activities.

2.1 A VALUABLE EXPERIENCE

From the outset, SC has continued to define technical and economic collaboration programmes and initiatives with partner countries in LAC. Under the first Integral Plan for Cooperation with Central America (1984), a series of technical support initiatives were formulated and later replicated throughout the Andean region. These early programmes continued to develop until 1987, when the recently-formed AECID launched the PIFTE Ibero-American Specialised Training Programme. The aim of this programme, backed by Spanish government agencies, is to contribute to strengthening institutional capacities throughout LAC, offering technical training to government agency personnel throughout the region. To date, some 100,000 professionals have received training under the programme.

AECID commenced a PIFTE review process in 2009. An evaluation by the Spanish Agency for the Evaluation of Public Policies and Service Quality (AEVAL)[4] highlighted the value of the programme, while also recommending closer alignment with the principles of SC – establishing specific outcomes from the outset and responding to priority sector guidelines based on needs identified in partner countries in LAC –, on the one hand, and better efficiency of resources, on the other.

The PIFTE activities conducted in the training centres have been joined by others in Spain, aimed at making the operative reality, professional teams and even the facilities of Spanish institutions available to institutions in the region; a further 8,800 Latin-American professionals have taken part in these activities.

One of the most tangible results of PIFTE was the formal constitution of Ibero-American institutional networks, making activities more sustainable and multiplying their effect, by promoting contact between professionals and generating new activities, spaces, debates and exchanges of best practices.

On the other hand, AECID has been working with the CEDDET Foundation since 2005, organising and offering online courses, developed by Spanish government agencies and aimed at providing technical training and promoting the strengthening of institutions throughout the region. From 2005 to 2014, a total of 767 online courses were attended by more than 22,172 professionals.

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[3] http://intercoonecta.aecid.es/

[4] AEVAL (2009). Evaluation of SC training programmes.

The CEDDET Foundation, with the support of AECID and other sponsors, has also set up a series of virtual networks for the graduates and teachers of said online courses. These networks consist of social media-style virtual spaces for each thematic area, allowing participants to keep in contact and continue to exchange experiences, knowledge and best practices. They also provide ongoing training, ultimately helping to strengthen institutions in their countries. Since 2005, 21 different networks have been set up, involving more than 18,000 participants.

2.2 GUIDING PRINCIPLES

2.2.1 KNOWLEDGE FOR DEVELOPMENT

Throughout the implementation of the 4th Master Plan, the training centres are becoming increasingly specialised, with knowledge exchange and transfer-based cooperation being intensified as part of a commitment to institutional strengthening as a key development tool, particularly in MICs[5].

The training centres are also committed to human development and skill-building, on the basis that knowledge derived from successful (and failed) experiences can be applied to improving people's lives. The exchange of experiences has deep and long-lasting results on development. Accordingly, and given that this model is perfectly suited to the strengths of the Spanish cooperation system, it is logical to increase efforts in knowledge exchange, a dynamic which offers a marvellous opportunity to transition from resource-based to knowledge-intensive cooperation.

INTERCOONECTA is intended as a tool for institutional strengthening and, in this regard, primarily targets the public institutions responsible for each of the thematic areas addressed. However, institutional strengthening is not an end in itself, but rather a tool for that can help to implement or enhance the services, measures and policies of the institutions, to usher in specific development results[6] . Each action will also require its own type of specific knowledge, directly associated with the services, measures or policies in question.

We may differentiate two, necessarily-complementary approaches to the use that countries may make of this knowledge, one having to do with decision making and the other, to implementation.

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[5] "The purpose of knowledge transfer is to learn from the practical experience of peers who have faced similar development challenges. From a supply perspective, namely those who have lived the practical experience, it is necessary to envision, communicate and facilitate the adaptation and use of the systematized experience in order to make learning possible. The effectiveness of knowledge transfer is determined by the degree of appropriation of the process by the party requiring the systematized experience. Thus a transfer process should be conducted from the needs of the applicant." United Nations Development Programme - UNDP (2011). Systematization for Knowledge Transfer Page 45.

[6] In spite of the intrinsic difficulties involved in correlating training, skill building and institutional strengthening with the attaining of development results, SC considers the link to be absolutely unavoidable. Accordingly, a MfDR approach is essential to INTERCOONECTA.

Knowledge for decision making refers to knowledge that has both technical and valuational components. It is targeted at upper-level professionals in public institutions and is based on the sharing of relevant experiences.

Technical knowledge refers more to implementation, and is intended for technical personnel in the target institutions. In this regard, the exchange factor is also essential, as it involves the practical application of knowledge generated in other countries.

2.2.2 MANAGEMENT FOR DEVELOPMENT RESULTS

It is by now well understood that knowledge contributes to development. AECID is committed to Management for Development Results (MfDR) "because it intends to reach the ultimate goal of Development Cooperation: achieve significant positive changes for partner countries' populations"[7]. These results must then be materialised in the form of specific aspects and indicators, such as those recently proposed in the SC Framework Results Document[8], even when their allocation is limited. Knowledge is capable of being a force for development. However, in order for this to happen, three consecutive stages must be attained. First of all, it must be appropriated by persons and institutions; secondly, it must be applied to implement and improve measures and policies, and, finally, said policies and measures must have a positive impact on their target society.

MfDR is not simply another aspect to considered when managing INTERCOONECTA activities; it must be a constant feature in all of them, from design, to implementation, to the final report. Although, due to format limitations, knowledge initiatives effect no direct development results, they do have a powerful multiplying effect and, above all, the capacity to usher in sustainable change.

2.2.3 KNOWLEDGE PARTNERS

When working with knowledge for development, we first need to identify partners capable of supplying the knowledge that AECID wishes to transfer and exchange. SC considers Spanish cooperation stakeholders to be one of its most valuable resources and, accordingly, AECID's own stock of knowledge must be added to the knowledge provided by its partners. Accordingly, AECID is switching from a merely financial role to one of facilitating and liaising between development needs and the SC offer.

In this context, the role of AECID must be that of a legitimate, reliable intermediary, with proven capacity, able to foster and support activities where effective knowledge transfer and exchange may take place. AECID has an extensive network of institutional relations and structures in place, particularly in Latin America, which allows it to play this role, and the training centres are essential stakeholders in this regard.

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[7] MAEC (2013). 4th Spanish Cooperation Master Plan 2013-2016 Page 93.

[8] This document, formulated by the CIDEAL Foundation for Cooperation and Investigation, proposes a framework of results and their corresponding indicators for a selection of areas/sectors of action relevant to SC.

Several profiles of knowledge partners may be identified, including international agencies, organised civil society, the private business sector and the academic sector, decentralised cooperation agents and, chief among them, Spanish government agencies.

As part of this consensus, the growing weight being acquired by LAC partner countries as suppliers of knowledge demands recognition. SSTC offers training centres the ideal route to becoming relevant stakeholders in knowledge exchange, an area that is becoming increasingly important. It also opens up a range of opportunities for other stakeholders (donors, multilateral agencies, foundations, etc.), as facilitators of knowledge exchange between Southern countries.

Knowledge partners may collaborate by contributing knowledge or by promoting their own development projects. In general, these projects involve knowledge transfer, exchange, creation and management. INTERCOONECTA may integrate and complement these activities, and also compile and systematise the knowledge products thus generated. From this perspective, each partner may contribute in their own way, depending on the characteristics of each agency and project.

2.2.4 OBJECTIVES

In accordance with its general principles and conceptual framework, INTERCOONECTA proposes "more effective cooperation, based on knowledge for development"[9] as a management result, to be attained through attaining the following objectives:

- Open new knowledge cooperation channels to respond to the challenges of the region.
- Serving regional and bilateral programmes throughout Latin America and the Caribbean, by means of effective development knowledge management.
- Managing for development results and improving transparency and accountability.
- These objectives underlie the design, implementation, monitoring and evaluation of the Plan, in accordance with the strategic, operative and management framework outlined below.

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[9] The terms Management Result (MR), Objectives, Lines of Action (LA), Indicators, Capacity Strengthening (CS) and Intermediate Products (IP) are taken from the 4th Spanish Cooperation Master Plan 2013-2016, pages 128-130.

3. STRATEGIC FRAMEWORK

We describe here the three pillars of the INTERCOONECTA strategic framework: managing for development results, prioritising interventions and coordinating initiatives.

3.1 MANAGING FOR DEVELOPMENT RESULTS

The dynamics of knowledge as a tool for development are as follows: persons engaged in an activity appropriate the knowledge relating the activity, extending it to their respective institutions, where it is used to implement and/or improve measures and policies which, in turn, positively impact human development.

This interrelation forms the results chain adopted by INTERCOONECTA and explained as follows, correlating perfectly with SC operating standards:

- First of all, the Development Results[10] that they pursue are identified.

- Next, the application goals are defined, establishing how knowledge can be used by institutions and agencies participating in INTERCOONECTA actions, and consisting of implementing or enhancing measures, activities and policies that favour the established development results. Accordingly, this definition involves identifying the institutions, measures, activities and policies to be implemented.

- Finally, the knowledge goals are defined, formulated as the knowledge required by institutions to implement the measures, activities and policies in question. These are the goals which the activities must pursue. Accordingly, activities may have different formats, processes and duration, depending on the goal being pursued.

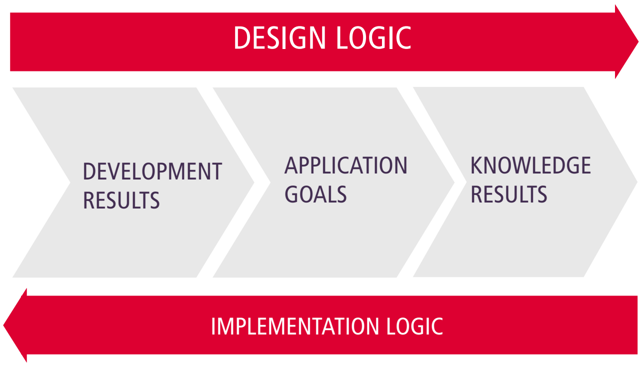

Figure 1: Design and implementation logic of INTERCOONECTA activities

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[10] INTERCOONECTA has chosen to make minor changes to the terminology defined in the Baseline Document for the Formulation and Monitoring of Development Result-Based Incentives in AECID (AECID, 2016. Pages 4-5). Thus, the term “Development Results” retains the same meaning, “Intermediate Results” become “Application Results”, and “Direct Results (Products)” are basically INTERCOONECTA activities. This terminology puts the emphasis on knowledge.

In addition to providing this knowledge correctly, explaining the results chain that justifies the activities, INTERCOONECTA must also work to increase ownership of the knowledge, ensuring that the level of engagement by institutions in partner countries in the region is both correct and timely (regarding both institutions and their representatives). This requires improved planning and implementation of activities, including corrective mechanisms, as necessary. Finally, monitoring (by means of ex-post evaluations) and support (through reinforcement activities and complementarity with other SC interventions) of the effective application of knowledge within institutions are also required.

3.2 PRIORITISING BY GEOGRAPHICAL AND THEMATIC AREAS

As we have already seen from figures for activities and participants over recent years, INTERCOONECTA represents a major effort by SC and its knowledge partners. This effort requires defining priority geographical and thematic areas[11], wherein to concentrate our efforts, in order to improve the efficiency and effectiveness of the resources expended and increase their power to contribute to development results.

INTERCOONECTA seeks to establish specific priorities for knowledge for development and, above all, to respond appropriately to needs. For this purpose, a general survey has been carried out in the region, to be complemented by sector surveys, in order to analyse demand. The results will be contrasted with the general priorities of SC in the region, as defined in the Master Plan, programme documents, Country Partnership Framework, programmes with multilateral development agencies, regional programmes and other strategic documents. These priorities will help to define the how efforts and resources are distributed and, to a large extent, guide the monitoring and evaluation of the plan.

3.3 COORDINATING

One of the aims of INTERCOONECTA is to establish a solid framework on which to develop knowledge transfer, exchange and management. With this in mind, Thematic Knowledge Communities (TKC) have been set up, each formed of a series of institutions, agencies and professionals working in certain thematic areas, to coordinate knowledge management through activities promoted or supported by AECID in LAC.

To guarantee that knowledge is transferred and exchanged in a homogeneous space, following a multidimensional MfDR approach, there will be a TKC for each of the major thematic areas.

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[11] "[…] one of the most interesting processes is concentration, geographic mostly, but also sectoral and multilateral. The objectives of concentration are closely related to effectiveness: to further focus the Spanish Cooperation enhances its capacity to contribute to development results.". MAEC (2013). 4th Spanish Cooperation Master Plan
2013-2016. Page 62.

Each TKC will have a Coordination Unit, with an office installed in one of the training schools, depending on its area of specialisation. The unit will be responsible for all work conducted in the TKC, including knowledge transfer and exchange, virtual networks and knowledge product management.

Each unit will be made up of experts from the Secretariat-General for Development Cooperation (SGCID) and AECID itself and, once resources have been allocated, will undertake technical supervision of the activities, ensuring that they remain development-oriented.

From the outset, the coordination units have had the support of the Spanish Directorate for Multilateral, Horizontal and Financial Cooperation (DCMHF) – through its Department for Multilateral Cooperation (DCM) and Department for Sector Cooperation (DCS), and from the Directorate for Cultural and Scientific Relations (DRCC), to ensure a flow of expert knowledge in the different fields and that crosscutting issues, such as human rights, gender, and environmental perspectives, are taken into account, and that the private sector and civil society take part. As it happens, the newly-reinforced Sector Knowledge Networks, headed by the DCS and incorporating personnel from both the AECID home office and the Overseas Cooperation Unit (UCE), constitute a mechanism to complement the expert knowledge, while multiplying the dissemination capacity of INTERCOONECTA activities in a privileged environment.

The chief benefits of this coordination include:

– Integrated presentation of the offer of activities for partner countries in LAC. This makes AECID's work more viable and establishes a mutual commitment in the medium and long term, giving partners access to the activities scheduled for a certain period and the development results being pursued. With this information available to them, they can then identify the best persons from each institution to take part in activities, making for greater effectiveness and quality when identifying and recruiting participants and, accordingly, greater recognition and effect.

– Greater coordination between activities, facilitating complementarity of the activities and coordination between knowledge partners and preventing overlaps between thematic areas and dates.

INTERCOONECTA is headed up and coordinated by the Directorate for Cooperation with Latin America and the Caribbean (DCALC) alongside other AECID units, both at home and abroad (UCE), which also play an essential role, and with the SGCID. As already outlined, this general coordination is organised along thematic lines, through the coordination units, but is also exercised directly by the DCALC for the INTERCOONECTA plan as a whole, to ensure that the allocation of resources and the weight of each initiative correspond with established priorities.

4. OPERATIVE FRAMEWORK

4.1 LEADING, DEVISING AND IMPLEMENTING KNOWLEDGE PROJECTS TO RESPOND TO THE CHALLENGES OF THE REGION

As outlined above, MfDR is an absolute priority for INTERCOONECTA. Activities must be focussed on certain thematic areas defined as priority by the DCALC, where SC can contribute differential value to usher in the desired results. Focussing activities on previously-established results will materialise in the definition of Development Knowledge Projects (DKP), to be conducted over a period of several years.

Each DKP will tackle a specific thematic area, which will be structured within the corresponding TKC. They will be organised and developed by the training centres, as SC units specialising in knowledge for development.

The innovation consists of emphasising the application goals, going beyond the institutional strengthening resulting from the activities and paying greater attention to the appropriation and effective application of knowledge by institutions in the partner countries in the form of services, measures and specific policies oriented towards specific development results. In addition to the application goals, the primary potentialities of the DKP include:

- Using sequential logic to combine activities in order to improve impact (e.g. an on-site activity may be accompanied by previous and/or subsequent online phases involving individualised attention to participants, or activities along a route, taking the necessary steps to implement the policies on the ground).

- Engaging important figures from civil society and the private sector as stakeholders, alongside public institutions.

- Ensuring that transversal priorities are borne in mind. This may involve scheduling activities that deal with thematic areas from a transversal perspective.

- Engaging stakeholders from the private sector, NGOs and the academic community as knowledge partners.

The DKP are conceived as regional development projects, each with its complete design, implementation, monitoring and evaluation cycle.

- The design of each DKP is essential for AECID to ensure strategic and operational coherence among activities. It covers the following phases:

    - Generating a map of knowledge goals. This would consist of first analysing the development results pursued, matching the needs identified in the region with SC's strengths and knowledge. The next step would be to identify the application goals for participating institutions, making it possible to implement or improve policies in countries in the region, as well as the knowledge goals to be covered so that said goals can be attained.

    - General planning of the DKP, on the basis of the knowledge goals established. The DKP will define which activities and which partners should be incorporated into projects, on a basis of dialogue with and commitment to the institutions. This phase will generate a matrix of the activities to be conducted throughout the implementation of the DKP.

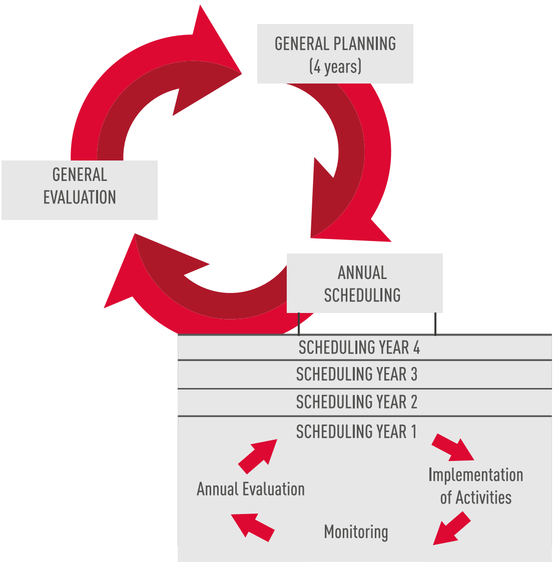
- Implementing the DKP involves two elements:

    - Day-to-day coordination of the DKP by the assigned training centre. This consists mainly of talking with knowledge partners, institutions in the partner countries (through the Technical Cooperation Office) and the managers of the spaces where activities are to be conducted, to ensure that the action as a whole is oriented towards the development results established during the formulation and design phases.

    - Implementing the activities. Implementation covers all stages from dissemination and scheduling until finalisation and evaluation.

- The DKP monitoring stage consists primarily of monitoring the overall results of the component activities. Monitoring is conducted annually and is intended as a guide for following years.

The aim of the evaluation process is to analyse the extent of the implementation of the DKP (knowledge goals). However, it also goes beyond this scope and advances into measuring the application goals, using a qualitative evaluation relative to the target institutions (target public of the DKP) and participating knowledge partners.



4.2 ALIGNMENT. GUARANTEEING COHERENT, HIGH-QUALITY LEARNING AND TRAINING ACTIVITIES

Many institutional strengthening activities funded by the DCALC in the region have to do with specialised technical training. These activities are mostly organised and run by Spanish government agencies, and have led to the building of bridges and alliances between said agencies and their Latin-American counterparts. SC wishes to continue to develop this cooperation format, aligning it with the new development agenda and implementing more flexible working methods. Accordingly, INTERCOONECTA contemplates cooperative training methods for results-based development and management. Alignment is defined as follows:

– Each activity must:

  - Dovetail with one of the SC priority thematic areas, on the basis of country demand and, within its thematic area, with its development-based focus.

  - Clearly include a development result-based orientation in its formulation, identifying application and knowledge goals, the institutions targeted and profiles within same.

  - Take cross-cutting issues criteria into consideration.

– And, above all, the proportion of activities within a specific thematic area must reflect the relative importance of the thematic area in the overall scheme of priorities.

The term “flexibility” refers to two aspects. On the one hand, whenever possible, activities should be open to targets other than government agencies, such as the third sector and the private sector, as engaging multiple stakeholders in the search for solutions to development problems is increasingly valued. Activities should also be flexible with regard to engaging agencies and institutions other than Spanish government agencies as speakers, even when said government agencies are the primary partner.

4.3 SUPPORTING AECID REGIONAL PROGRAMMES

The DCALC’s regional programmes are oriented towards development results and affect public policies to a greater or lesser extent, having their own budgets and teams.

4.3.1 HORIZONTAL PROGRAMMES AND THE WATER AND SANITATION COOPERATION FUND (FCAS)

AECID horizontal programmes in LAC include the Programme for Environmental and Climate Change in Latin America and the Caribbean (ARAUCLIMA), the Afro-Descendant Peoples Cooperation Fund, the Indigenous Peoples Fund, the Escuelas Taller vocational schools Programme and the Latin-American Technical Cooperation Programme (COO-TEC). Under the new focus on knowledge management, these programmes, along with the Water and Sanitation Cooperation Fund (FCAS), constitute an important source of experiences and knowledge for development, helping INTERCOONECTA to strengthen knowledge transfer and exchange.

The intensity of strengthening may vary depending on each case and may consist of:

- Incorporating a knowledge strategy suited to the development results pursued into the programme (if none already exists). This may consist of defining application goals and the knowledge to be exchanged between stakeholders to, for example, ensure the sustainability of the intervention being. Following the INTERCOONECTA causal plan, once they have been defined (or if they have already been considered), before designing the corresponding activities, the knowledge goals (which knowledge and how to provide or exchange it) that will define the activities plan must be defined.

- Designing knowledge exchange and transfer activities to complement those already included under the programme. In this case, stakeholders already engaged in DCALC programmes will participate in the knowledge activities.

- Providing INTERCOONECTA physical and virtual spaces (training centres and virtual classroom, respectively) for activities to take place.

- Managing the implementation of the activities using standard INTERCOONECTA procedures. These go from dissemination (conducted alongside other INTERCOONECTA activities), through scheduling, selection, implementation, assessment, evaluation and formulation of reports.

- Compiling the documents produced and disseminating them through INTERCOONECTA channels.

- Systematising and disseminating the knowledge projects generated through INTERCOONECTA channels (public portal, networks, activities), emphasising best practices, lessons learned and case studies.

4.3.2 ESCUELAS TALLER PROGRAMME

The SC Escuelas Taller vocational schools are the result of a November 1990 agreement between the Spanish Ministries for Foreign Affairs and Cooperation and for Employment and Social Security; the agreement remained in force until 2016. Under the agreement, 249 projects were launched throughout LAC, giving 26,220 young people training in historical building and monument restoration and, from 2009 onwards, in other skills that favour the sustainability of their respective national heritage (tourism) and/or foster development in their communities (crafts, basic habitability, citizen security).

In most cases, the ownership of the programme by its beneficiaries spurred local institutions to assume greater responsibility in the management of the schools, either individually or at countrywide level, with the emergence of national Escuelas Taller vocational school programmes. At present, two thirds of the Escuelas Taller vocational schools are funded out of their respective national budgets, requiring no financial support from SC. In view of this logical trend, the next challenge is strongly linked to knowledge transfer and exchange in the specific area of cooperation for development.

In particular, INTERCOONECTA will support the following aspects of the current strategy[12]:

- Conducting activities to disseminate successful methods developed by the Escuelas Taller vocational schools, setting them down in a guide for their implementation.

- Providing spaces for the exchange of experiences between members of the LAC Escuelas Taller vocational school network, focussing on their management models and national funding.

- Compiling the documents produced and disseminating them through INTERCOONECTA channels.

- Systematising and disseminating the knowledge projects generated through INTERCOONECTA channels (public portal, networks, activities), emphasising best practices, lessons learned and case studies.

Although it is managed by the DCALC, the Escuelas Taller vocational schools programme is also active in other regions, including the Philippines and, more recently, Morocco, offering an opportunity to extend the scope of INTERCOONECTA activity through knowledge exchange between different regions.

4.3.3 THE COO-TEC PROGRAMME

COO-TEC is active in bilateral activities, in which an institution from a partner country receives technical support from another institution, normally Spanish. Accordingly, it works with knowledge as a “raw material” for cooperation, applying it to institutional strengthening and to the implementation of policies, much as INTERCOONECTA does.

The fact that they are mutually complementary opens excellent opportunities, enhancing the impact of their activities. To give an example, online technical training offered by INTERCOONECTA may be used to enhance COO-TEC technical cooperation. Moreover, in the case of the DKP, the technical cooperation provided by COO-TEC may have a decisive impact on the application goals. Ultimately, it is vital to remember that the institutions that contribute and receive knowledge repeat their role in both cases, either under a broader regional scope - as in the case of INTERCOONECTA, or restricted to specific organisations in a partner country, as in the case of COO-TEC.

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[12] Designed during a workshop on the Escuelas Taller vocational schools held in the Cartagena de Indias Training Centre over 26-27 May 2016.

4.3.4 REGIONAL INTEGRATION

One very specific type of programme addresses regional integration. These programmes reflect AECID's intention to continue to support the strengthening of institutional skills that favour regional integration, in accordance with the priorities of each LAC integration agency, such as the Central-American Integration System (SICA), the Caribbean Community (CARICOM), the Common Market of the South (MERCOSUR), the Andean Integration System and the Pacific Alliance.

These integration and cooperation systems are committed to institutional strengthening and it is in this environment where INTERCOONECTA may and should provide specific support. This backing should be given within the framework of the development results established by the governing bodies of each agency, in accordance with the standards and procedures that regulate the participation of the partner countries. They also have offices and technical units that coordinate, supervise and render accounts of the results attained. These offices interact with AECID in several ways, establishing the terms of their collaboration with SC in mixed committees.

4.3.5 IBERO-AMERICAN SPACE

At the 24th Ibero-American Summit of Heads of State and Government[13], the Ibero-American General Secretariat (SEGIB) was given a mandate to formulate a proposal for its own renovation and its coordination with the rest of agencies in the system. The AECID proposal in this area must be to accompany this renovation, with a specific line responding to this goal and contributing its experience and resources.

This space includes SEGIB, the Conference of the Ministers of Justice of the Ibero-American Countries (COMJIB), the Organization of Ibero-American States for Education, Science and Culture (OEI), the International Youth Organization for Iberoamerica (OIJ) and the Ibero-American Social Security Organization (OISS), as organisations deserving of support and responding to the needs identified at meetings between the ministers of the specific sectors and/or mandated by the heads of state and government. The organisations have an office that tracks their implementation and renders accounts to the different countries. Accordingly, their association with INTERCOONECTA must attend to these circumstances, with a differentiated treatment that helps to strengthen this line of cooperation.

4.3.6 THE ACERCA AND HERITAGE FOR DEVELOPMENT PROGRAMMES

The ACERCA Training Programme for Development of the Cultural Sector was set up in 2005 to implement the first line of the Culture and Development Strategy, relating to offering training in culture-related areas. Its purpose is to collaborate with the general goal of fostering processes for the creation and continued training of cultural agents and professionals in cooperation for development, as well as to help to disseminate the values and content generated and shared by the international community.

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[13] Panama, 2013.

The AECID Patrimonio para el Desarrollo (Heritage for Development) programme is an update of the Cultural Heritage programme set up in the late 80s. Its aims are human and social development, improving living conditions and creating wealth, by means of implementing and strengthening the sustainable management of cultural heritage, establishing conditions to ensure that the improvements are of particular benefit to lower income population sectors. It also favours the development of cultural skills and the conservation of cultural identities and diversity.

INTERCOONECTA will bring to both programmes its knowledge and activity management structure, making for better tracking of actions, and can also make a significant contribution to physical and virtual spaces and human management teams.

4.4 SUPPORTING DEVELOPMENT AGENCY REGIONAL PROGRAMMES IN LAC

There is a long history of collaboration between UN organisations and other multilateral development agencies. In recent years, this collaboration has been strengthened[14] and has become very significant, in both qualitative and quantitative terms. These agencies include the UNDP, the Economic Commission for Latin America and the Caribbean (CEPAL), FAO, ILO and OAS. AECID works together with these organisations as part of a multilateral cooperation policy, which provides an opportunity to integrate their knowledge initiatives into the INTERCOONECTA framework. This integration affects several aspects:

- Strategy. The process consists of identifying the areas where each agency can best contribute, incorporating the cooperation method into the INTERCOONECTA overall strategy.

- Collaboration agreement. Collaboration agreements with multilateral agencies may include a specific chapter covering the knowledge transfer and management activities associated with development projects allocated funding.

- Visibility. Activities conducted under agreements with multilateral agencies will preferably take place in INTERCOONECTA spaces, both physical (training centres) and virtual (virtual classroom). This will contribute to strengthening the programmes (with additional management and space-related resources) while also giving greater visibility to SC input. In any case, this greater visibility is ensured in all activities, not just on institutional level, but in the very implementation of the INTERCOONECTA Plan.

On the other hand, activities conducted within INTERCOONECTA are subject to aspects common to all, as already mentioned. These aspects include coordination with the full range

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[14] Strategic Objective 3: To build more strategic relations with other stakeholders. AECID (2014). AECID Strategic Plan 2014-2017.

of activities conducted by the corresponding TKC and dissemination by INTERCOONECTA of all knowledge products generated by multilateral agencies in projects with AECID backing. The products may be generated as part of exchange or transfer activities or may emerge from specific activities (studies, guidelines, best practices, etc.).

4.5 SUPPORTING COUNTRY PROGRAMMES

Knowledge activities conducted as part of country programmes, particularly the knowledge products generated from this bilateral cooperation, may also be integrated into INTERCOONECTA, improving the efficiency of SC resources and the dissemination of knowledge. It may also be of interest to INTERCOONECTA to devise and later disseminate knowledge projects generated within priority thematic areas, based on bilateral cooperation experiences with some of the countries.

4.6 SUPPORTING DELEGATED COOPERATION PROJECTS WITH REGIONAL IMPACT

In 2011, AECID was certified by the European Commission Directorate-General for International Cooperation and Development (DG DEVCO), the agency which implements European cooperation and development policy. The certification places AECID on a par with other European agencies and allows it to sign delegation agreements to implement EU-funded projects in third countries. AECID allocates funding in those geographical and thematic areas where it has the most experience and international recognition. Since then, the committees that approve the projects have allocated 15 projects in the LAC region, totalling more than €150 million, and a further series of projects are currently being negotiated.

INTERCOONECTA provides AECID with another tool to enrich these programmes, as it does in the case of regional programmes executed with its own resources, offering a complementary knowledge strategy to be designed and executed as part of the initiatives described in the corresponding delegation agreements.

4.7 CAPTURING AND DISSEMINATING TRANSMITTED AND GENERATED KNOWLEDGE

One of the fundamental challenges facing INTERCOONECTA is to extend the effects of the initiatives beyond the mere execution of activities, capturing and disseminating the knowledge generated, shared and/or transmitted by the initiatives, increasing their impact by growing their target public and extending their availability.

Dissemination requires two actions. The first responds to the need to generate knowledge for development in a way that it can be used by national institutions in the region and be of use to them in their own policies and development results. The second consists of identifying, describing, ordering and classifying specific knowledge and making it available to the public, ensuring all knowledge products are managed correctly (internally) and, above all, that the knowledge contained is appropriated by the target public.

4.7.1 GENERATING KNOWLEDGE FOR DEVELOPMENT

This line refers to generating products that supply useful knowledge (evidence) to institutions in LAC partner countries for public development policies in the region. Knowledge may be compiled and laid out in development results, studies and investigations, best practices, successful cases, lessons learned, etc. As we have seen so far, AECID's engagement will vary depending on the type of programme and the other stakeholders. Nevertheless, from the INTERCOONECTA perspective, just as the plan commits to the coordination and integration of specific activities (independently of the programme from where they emerge), the same approach must be maintained with regard to knowledge.

Accordingly, from the outset, AECID will assume the task of generating knowledge products from the activities it heads up. Using these products may even be identified as an activity in itself, focussing specifically on their use by experts, using participative processes, rather than merely as the result of capturing and systematising the tacit knowledge generated by activities such as workshops, courses and seminars.

In general, each programme will emphasise the need for their component activities to deliver knowledge products, which will have been developed by the stakeholders entrusted with implementing the activities, with backing from INTERCOONECTA technical teams. This aspect needs to be introduced when activities are being defined, stressing their prolongation through the dissemination of the knowledge they generate. Accordingly, all knowledge partners must recognise this requirement and be prepared to produce said materials.

4.7.2 DISSEMINATION OF KNOWLEDGE

Disseminating the knowledge generated around activities should not be understood as an additional goal, but rather as one of the key aspects of INTERCOONECTA. While maintaining the focus on MfDR, it would be risky to restrict our outlook to merely hosting activities.

Accordingly, AECID, through INTERCOONECTA, will provide tools and resources for the identification, description, ordering, classification and availability of knowledge products. To identify and describe products, it is necessary to collaborate with the institutions conducting the programmes and activities. However, using a unified management information system (MIS) and coordinating activities with the TKC will contribute to their early identification.

Ordering and classification will be centralised in a specialised DCALC technical team, who will feed a knowledge database, available on the public portal, with the products.

The dissemination plan covers:

- Self-consumption of knowledge products through the public portal, using the knowledge database. This tool allows the use of filters and searches, as well as offering product specifications and products themselves in electronic format [15]

- Dissemination via virtual networks, by means of publication of related alerts or news items.

- Additional dissemination of specific products, by means of dissemination workshops, articles, press releases, newsletters, etc.

- Collaboration agreements for the cross-dissemination of products: by AECID and simultaneously and/or jointly by stakeholders involved in knowledge production (development agencies, institutions, partner countries).

Finally, dissemination will also have an internal effect on the development of actions by AECID and its partners, as successive activities will be able to draw on the bank of knowledge already generated, allowing for greater evolution and detail, avoiding repetition and optimising resources.

In addition to the knowledge created by or deriving from INTERCOONECTA activities, the knowledge database will also include all relevant documents generated either directly by the training centres or with their support, through regional and bilateral programmes, with multilateral agencies, NGOs, etc. This will also foster transparency and, subsequently, progressive, coherent activities and initiatives.

4.8 INNOVATING IN FOCUSES, THEMATIC AREAS AND TOOLS

4.8.1 PROMOTING AND ORGANISING MEETINGS BETWEEN COUNTRIES IN THE REGION TO SHARE EXPERIENCES AND LEARNING, UNDER A SOUTH-SOUTH / TRIANGULAR COOPERATION MODEL

Assimilation and use of knowledge by the institutions is an essential requirement for INTERCOONECTA to operate effectively. On the other hand, because of its regional nature, many LAC countries are at different stages of development. Appropriation on the one hand, divergence on the other: how to combine these apparently contradictory situations? The key lies, undoubtedly, in understanding cooperation from a SSTC approach. In the case of knowledge, this takes an obvious shape: exchange.

Exchange makes the experiences and learning of partner countries more visible, making them easier to share. Ownership is simpler, as it refers to regional knowledge, which is better

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[15] This would consist of being able to use a search or browser feature to find all the information and knowledge used and generated, using a range of search fields (programme, sector, subject matter, country, agency, years) and, once the requested information has been located, being able to study the knowledge in greater depth, by browsing through related information.

adapted to the political, social and economic reality of the region than knowledge originating in the North. Also involved in this aspect are the Ibero-American networks of homologous institutions in the LAC region. Because of the regional format of the activities, AECID has been present in the creation of the networks, which provide a space for exchange and debate.

Under the INTERCOONECTA Plan, several models will exist side-by-side to incorporate knowledge exchange, the final aim being that this format account for a major proportion of the plan's activities. The following models can be identified:

- Incorporating specific spaces and moments into all activities for the exchange of experiences between participants.

- Engaging a greater proportion of speakers from LAC institutions for activities where the format is more oriented towards knowledge transmission (mainly courses).

- When necessary, activities will have the organiser of a regional institution as a knowledge partner. This is already the practice in activities developed by multilateral development agencies, although it needs to be broadened to allow institutions from certain countries to contribute.

- A greater proportion of activities with an exchange format (seminars, workshops, work groups, etc.), in which all the institutions participate at the same level and knowledge exchange takes place horizontally and, more importantly, in an atmosphere of discussion, reflection and generation of joint knowledge.

- A specific commitment from AECID to conduct a DKP in the form of a SSTC project. This would consist of AECID working together with an agency offering a development management project (government ministry, sector organisation, cooperation agency, multilateral development agency) to design and conduct a series of activities that would offer countries in the region knowledge in a specific thematic area.

To develop these models, INTERCOONECTA will work together with the Ibero-American networks across a range of formats, consulting with them regarding the knowledge needs they identify, engaging the network or of some of its member institutions to speak at activities, collaborating in the dissemination of activities and even in the selection of participants, asking them to hold open and closed meetings at some of the training centres, among others.

4.8.2 PROMOTING AND ORGANISING MEETINGS AND WORKSHOPS TO REFLECT ON COOPERATION FOR DEVELOPMENT IN THE REGION (IDEA LABS)

Cooperation for development in the LAC region needs to evolve and adapt. Knowledge for development is a sure-fire cooperation modality. Accordingly, it is necessary to delve more deeply into the thematic areas, formats and focuses that contribute effectively to ensuring that this knowledge fosters sustainable development in countries in the region.

Accordingly, and even though AECID regularly encounters thematic and geographic priorities, we are committed to listening and learning in order to be more effective in our actions.

Along these lines, INTERCOONECTA would need to incorporate a line of work aimed more at prospecting and reflecting priority thematic areas. This would take the form of organising and holding regional meetings to reflect on priorities and conducting studies on development.

On the other hand, dialogue and mutual learning with Latin-American cooperation agencies, the academic community and multinational development agencies working in knowledge for development are essential and contribute to strengthening INTERCOONECTA as a whole.

4.8.3 REINFORCING EXISTING VIRTUAL NETWORKS AND DEVELOPING NEW NETWORKS

Virtual networks are spaces where participants, speakers and knowledge on specific thematic areas converge. Developed in collaboration with the CEDDET foundation, the principal advantage of the virtual networks is as a space for contact and cooperation beyond the activities themselves. They combine aspects of a professional thematic network with MfDR.

The dynamic of these networks is a combination of spontaneous and guided activities, with their own schedule of outreach actions. There are currently eight networks in existence, covering several TKCs. In the medium term, the aim is to oversee controlled, natural growth in the number of networks, as new ones are created for thematic areas not yet covered, until the number of networks and the range of resources available to them aligns with the thematic priorities defined by AECID. In reference to these communities, their overlap with INTERCOONECTA would involve:

- Engaging participants from all INTERCOONECTA activities, independently of their organisers (Spanish government agencies, multilateral development agencies, AECID programmes, etc.), as the activities and the networks are backed by AECID. This would make it possible to create a broader community, increasing the value of the TKC.

- Incorporating the thematic priorities raised during the activities (particularly those pertaining to the DKPs), giving them continuity and contributing to the application of the knowledge. As it happens, the networks may provide the ideal environment for giving support to institutions throughout the region in the knowledge implementation process (application goals) and providing information concerning the level of effective use of knowledge.

- Strengthening the development result-based orientation of activities, incorporating cross-cutting issues that are essential for development (diversity, gender, environment), and putting forward experiences that clearly incorporate the perspective of the beneficiary communities.

- Knowledge capture. Creating a permanent space for debate between members, allowing for the progressive incorporation of knowledge and practical cases.

- Working together to create jointly-produced knowledge and contributing to its dissemination among all potentially interested institutions.

- Disseminating the knowledge products held in the INTERCOONECTA knowledge database, including references to them in the networks, and conducting complementary actions, such as talks, conferences, etc.

- Using the networks as a space in which to prospect for new thematic areas, identify experts, disseminate activities, etc. In this regard, the virtual networks constitute a valuable source of information when identifying knowledge requirements in institutions throughout the region.

- Maintaining their independent, self-managed character. The dynamic of the existing networks must be maintained and new networks must be given a certain level of independence, allowing their members to suggest and generate new activities using their own resources.

5. MANAGEMENT FRAMEWORK

5.1 MANAGING AND REGISTERING

Within our management framework, information is the most pressing need. Without information, lines of coordination between stakeholders, communication, coherence, chain of results, implementation, monitoring and evaluation are all ineffective.

Accordingly, a standardised management module is proposed for all activities, covering administrative, financial and technical aspects and giving support to the full management cycle. Standardisation, which will initially require a major effort by all stakeholders, both within AECID (training centres, support units, DCS, DCM) and outside (knowledge partners and institutions throughout LAC, participants in activities), will usher in greater equality and transparency of processes.

The management model allows for the most demanding operative framework (materialised in the DKP), from which point it may be simplified to adapt to the different implementation methods, as described above. In any case, it ensures that a basic minimum of data is registered, providing the essential information required for management. In this way, the MIS supports the following processes:

- Integral management of each activity, considered individually, throughout their entire cycle: design (initial formulation of the activity, prior assessment by AECID, implementation agreement, adaptations), implementation (including dissemination - via the public portal and other channels, scheduling, applications for participation, selection of participations, implementation management - logistics, speakers, materials and documents, announcements-, classification, costs), monitoring and evaluation (surveys, reports).

- Joint management of the activities of the TKCs, particularly those grouped in a logical layout (such as the DKPs), with regard to their planning, monitoring and evaluation phases.

As an essential complement, the knowledge database will give systematic access to all knowledge products.

On the one hand, this standardised management will be transferred to the MIS supporting the processes and will feed into a database that systematically compiles all the information being generated, for subsequent consultation and analysis.

In addition to the work of the support unit, most of the management (at all the levels listed in the above chapter) will be performed by specialised technical teams at the four training centres, whose role can be summarised as follows:

- Within the TKC, they act as the secretariat for the coordination units, from the outset making up the human team that will later be entrusted with monitoring and evaluation.

- In the case of the DKPs, the training centres design the actions and coordinate their implementation (including all related activities, whether they are carried out in the training centres or are conducted online), monitoring and evaluation.

- To ensure that knowledge and experiences are consolidated and disseminated, the training centres will, again by means of specific personnel, identify and extract the knowledge generated during the activities, consolidating their role as specialised knowledge management units, also generating communications resources and products that will add to the value of the knowledge.

- Each of the training centres, in their own specialised areas, will guarantee the use and reuse of the knowledge managed by SC and its partners, for replication or advanced development of new activities within INTERCOONECTA.

5.2 MONITORING AND EVALUATING AS A MEANS OF IMPROVING INTERVENTIONS AND INITIATIVES

The monitoring and evaluation functions refer to implementation of the activities, whether they are understood as individual initiatives or organised as part of a hierarchy of actions, along logical lines (DKPs) or other criteria (TKCs).

In some cases, this will consist of monitoring and evaluating a series of activities devised to contribute to pre-established development results. This monitoring is essential in order to monitor actions and make the necessary corrections. On the other hand, evaluation will determine the effectiveness and efficiency of the activities, considered as a whole. This will involve analysing the information compiled, but also compiling additional information referring to the impact of the activities in terms of the application goals (effective use of knowledge by institutions in the region).

In other cases, monitoring will consist of aggregating information stored in the MIS. This will provide AECID with relevant information on topics such as:

- Activities conducted in the same knowledge area, independently of where they are conceived.
- Working together with the same knowledge partner, considering all aspects of all activities conducted: participation, results obtained, quality of participants, products, rating, etc.
- The engagement of countries in the activities, by thematic areas, support provided, quality of participation, acceptance, satisfaction, participating institutions, etc.
- The activities conducted in the same training centre or virtual classroom over a certain period, allowing for management quality, resources allocated, etc.

This function will require exhaustive control by AECID of all activities, allowing for monitoring of the quantitative indicators and also serve as a basis for a more in-depth analysis, which would make it possible to evaluate different aspects of INTERCOONECTA and to design and implement improvements.

5.3 TRANSPARENCY

Two communication elements form the core of INTERCOONECTA actions.

The first is the advance dissemination of activities (which may also serve to recruit participants). This consists of providing unified, centralised access to the full schedule of knowledge activities held in the training centres, virtual classroom and in Spain, among others. The second is outreach, involving the dissemination of knowledge products.

However, this kind of outreach is insufficient if the intention, as in this case, is to increase transparency and accountability with regard to different interest groups. To achieve this transparency and accountability, the following steps are proposed:

- The INTERCOONECTA public portal will give all citizens detailed information regarding SC knowledge transfer, exchange and management activities throughout LAC. This will allow for systematised rendering of accounts, ensuring that all activities, products, institutions, priorities, stakeholders, procedures, documents and results are accessible in real time.

- Countries in the region will have information on all planned and past activities, including the allocation of resources, by means of specific messages.

- Knowledge partners will have access to the INTERCOONECTA MIS, to see all the information and details concerning the evaluation of the activities in which they have collaborated.

5.4 SHARING KNOWLEDGE GENERATED THROUGH WORK PROCESSES

A plan structured around knowledge obviously requires that AECID internal knowledge be harnessed, to drive continuous improvement. In addition to the knowledge database (the collection of development products), INTERCOONECTA will also generate a significant volume of knowledge concerning the management of strategy, institutions, processes, technology and tools and resources that may be applicable to other AECID activities.

With this in mind, AECID units will be given qualified access to the MIS. On the other hand, the DCALC will work to identify knowledge that may be of use to other units, generating and disseminating products that systematise knowledge (reports, documents, internal memos, annual presentations...) and can be used to transmit the experience acquired and, of course, facilitate its application in other areas.

In this line, the recently reinforced Sector Knowledge Networks, headed by the Sector Cooperation Department and involving AECID and UCE personnel, provide the ideal mechanism for sharing the thematic knowledge transferred, shared and generated during INTERCOONECTA activities, as well as the learning experiences amassed in its management.

6. INTERVENTION PLAN

INTERCOONECTA planning can be explained in relation to the defined conceptual, strategic, operative and management framework. Depending on which objectives are established, the lines of action to be developed in the 2017-2021 period as outlined below:

- **Objective 1. -** Open new knowledge cooperation channels to respond to the challenges of the region.

    - Implementing knowledge projects to respond to the challenges of the region.
    - Promoting and organising meetings for countries in the region to exchange experiences and learning, from a SSTC approach.
    - Promoting and organising meetings and workshops to reflect on cooperation for the development of the region (idea labs).
    - Reinforcing existing virtual networks and developing new networks.

- **Objective 2**. Strengthen regional and bilateral programmes throughout Latin America and the Caribbean.

    - Guaranteeing coherent, high-quality learning and training activities.
    - Supporting regional DCALC programmes.
    - Implementing a knowledge management strategy as part of the Escuelas Taller vocational schools programme.
    - Supporting development agency regional programmes in LAC.
    - Supporting country programmes.
    - Supporting delegated cooperation projects with regional impact.

- **Objective 3.** Manage for development results and improve transparency and accountability.

    - Managing for development results.
    - Prioritising by geographical and thematic areas.
    - Standardised, integral, joint management (economic, administrative and technical) of activities.
    - Monitoring and evaluation of activities.
    - Access to information on interventions.
    - Disseminating the knowledge generated around activities.
    - Internal dissemination of knowledge generated through work processes.

This plan responds to a logical focus. The matrix, showing the internal relations between different planning elements (actions, intermediate products, capacity strengthening) is provided in the annex to the plan.

7. EVALUATING THE PLAN

7.1 PURPOSE AND OBJECTIVES OF EVALUATION

The general purpose of evaluating the INTERCOONECTA Plan is to obtain high-quality information with which to assess its efficiency, quality, coverage and impact, to be used as a tool for planning and developing programmes and interventions responding to development results and based on knowledge transfer, exchange and management.

The purpose of evaluation is to render accounts with which to analyse the quality and the effects of this SC initiative. However, it is also an important learning tool and is of use when making decisions that make it possible to guide actions correctly and assess their evolution over time. For this reason, the evaluation is not merely summative, but also a descriptive, exploratory assessment of the actions conducted under the plan.

The aims of the evaluation respond to the institutional and managerial scope of the plan, as well as the Strategic Goals pursued. These goals are:

- To establish the role played by INTERCOONECTA in planning and developing programmes, activities, methodologies, strategies and products for knowledge transfer, exchange and management, whether opening new lines of cooperation or strengthening existing ones.

- To identify work flows and processes and the nature and quantity of the resources dedicated by INTERCOONECTA to their implementation, according to their objectives and architecture, while also explaining efficiency, quality and impact levels.

- To assess the repercussions of INTERCOONECTA on strengthening institutions and improving public policies in LAC.

- To review the use of the learning histories, successful cases and lessons learned regarding knowledge transfer, exchange and management formulated and disseminated as knowledge products.

7.2 SCOPE AND MOMENTS OF EVALUATION

The evaluation of the plan is directly linked with its implementation period and, accordingly, runs from 2017 to 2021. Given the multi-annual scope of the INTERCOONECTA Plan, it is important to remember that the evaluation is required to provide annual information on its component activities, making it possible to adjust planning for each following year. This basic principle of evaluation emphasises the importance of monitoring activities, for an overall review of all data generated. In accordance with this time frame, it is worth noting that the MIS, with its unified approach to administrative, technical and financial management, covers a lot of information which can be analysed, linked to the decision-making process and used to adapt activities.

Follow-up evaluation, then, must provide information that can be used to supervise and support the decision-making process, through a series of control panels generated for the purpose. It must also consider the training aspect, which makes it possible to identify areas where improvements can be made. Importantly, though not exclusively, this evaluation should focus on knowledge projects already in motion, focussing on their design and implementation. Nevertheless, in view of the INTERCOONECTA time frame, almost all actions (meetings, workshops, courses, networks, generation of knowledge products, etc.) will require annual monitoring.

Based on the monitoring performed, the intermediate INTERCOONECTA evaluation should make it possible to adjust the cost-benefit ratio. Evaluation will be conducted from an internal/external perspective, focussed on improving the quality and efficiency of the initiatives, and should draw conclusions regarding the degree to which, as a whole, they serve knowledge goals. This type of evaluation is subject to how far the initiatives have been developed and, as

INTERCOONECTA includes many different types of actions, evaluation must be conducted at any point which gives sufficient perspective regarding what the final evaluation would look like. Accordingly, 2019 would be the right time for the intermediate evaluation.

The information sought in the final evaluation must serve the Strategic Goals. Accordingly, previous evaluations must have supplied aggregate information, making it possible to draw conclusions regarding the extent to which goals have been reached.

By late 2021, the monitoring and intermediate evaluations will be expected to have supplied information making it possible to formulate a comprehensive final report, incorporating quantitative and qualitative information and drawing conclusions regarding the plan's three goals.

7.3 EVALUATION INDICATORS AND VERIFICATION SOURCES

INTERCOONECTA has a system of evaluation indicators in place to verify compliance with objectives and how they contribute to more effective knowledge-based cooperation.

The monitoring and evaluation indicators provide information relating to the behaviour of the actions and to the variables considered critical for the INTERCOONECTA Plan. In a certain regard, they act as guidelines that help to interpret the context and conditions under which the plan is developed and, at the same time, to analyse the design and management processes and the results obtained.

The indicator system has a first level of aggregation linked to the plan's Strategic Goals (listed below), as well as a secondary level dealing with the actions conducted to attain the objectives (see the attached planning matrix). As required, these indicators provide information pertaining to specific areas or to the plan as a whole.

7.3.1 TYPOLOGY OF INDICATORS

- Efficiency. Efficiency indicators relate the amount of specific activity required to attain each goal with the time established for each. During the monitoring phase, these indicators refer to the level of implementation at a given time, comparing effective achievements against the planning matrix and establishing any adjustments that may be required. When evaluating the results of the plan, these indicators relate the production costs generated by the plan (meetings, knowledge products, courses, networks, documents, scheduling, methodologies, etc.) with the total time invested in creating them. In particular, they refer to the work and management processes (financial, administrative, technical) that make the initiatives possible.

- Quality. During the monitoring phase, quality indicators measure compliance with the technical specifications established for each objective. Actions are structured not only around expected implementation levels, but also around the quality of their production. Accordingly, they are adapted to the varied nature of the actions contained in the plan and indicate its usability. When evaluating the results of the Plan, these indicators relate the characteristics of the products generated by the different actions with the level of stakeholder acceptance or satisfaction.

- Coverage. Coverage indicators assess whether the number of programmes, participants, activities and knowledge products generated by the established thematic and geographic priorities are sufficient for INTERCOONECTA to respond to the needs identified and, depending on the characteristics of the plan, whether they are met through the different types of actions. They indicate the scope of the actions and how well they adapt to needs.

- Impact. Impact indicators gauge the extent to which INTERCOONECTA contributes to transforming knowledge-based cooperation. Accordingly, they relate to priority thematic and geographical areas: whether the knowledge goals to which the DKPs respond have been defined, whether the application goals which indicate competence development have been defined, the extent to which the thematic areas to be discussed via the networks have been defined, how transversal axes will be applied to activities, etc. Taken as a whole, they measure institutional strengthening.

7.3.2 MONITORING INDICATORS

STRATEGIC INDICATORS	PROCESS INDICATORS: EFFICIENCY AND QUALITY
Objective 1 Open new knowledge cooperation channels to respond to the challenges of the region.	• Implementation of cooperation lines according to the initial estimate of actions for 2017/2019/2021 (as a percentage). • Quality of the productions generated (projects, schedules, activities, meetings, networks, studies), according to the initial estimate of actions for 2017/2019/2021.
Objective 2 Strengthen regional and bilateral programmes throughout Latin America and the Caribbean.	• Quality of the design and implementation of learning and training activities performed during implementation of the plan, according to the initial estimate of actions for 2017/2019/2021. • Integration of knowledge for development strategies into regional and bilateral programmes. • Quality of the collaboration established with knowledge partners.
Objective 3 Manage for development results and improve transparency and accountability	• Financial implementation for activities in priority thematic and geographical areas, according to the initial estimate of actions for 2017/2019/2021. • Quality of processes and structures supporting the management of data, information and communications generated around activities, making it possible to consolidate them in tangible knowledge for development products. • Usability of INTERCOONECTA monitoring with regard to providing information for decision-making to adjust actions, according to the initial estimate of actions for 2017/2019/2021.

7.3.3 RESULT EVALUATION INDICATORS

STRATEGIC INDICATORS	PROCESS INDICATORS: EFFICIENCY AND QUALITY
Objective 1 Open new knowledge cooperation channels to respond to the challenges of the region.	• Number de projects, schedules, participants, activities and knowledge products in each line of cooperation, compared with forecasts for the incorporation of thematic and geographical areas defined as priority during implementation of the plan. • Impact of cooperation lines on strengthening public institutions in LAC engaged with the INTERCOONECTA Plan.
Objective 2 Strengthen regional and bilateral programmes throughout Latin America and the Caribbean.	• Quality of the design and implementation of learning and training activities performed during implementation of the plan, • Contribution of INTERCOONECTA to programme goals. • Coherence between activities in the same thematic areas (individual activities, projects and programmes). • Impact of learning and training activities on the appropriation and application of knowledge by participant institutions. • Quality of the collaboration established with knowledge partners.
Objective 3 Manage for development results and improve transparency and accountability	• Coverage and overall adjustment of INTERCOONECTA actions to thematic and geographic priorities. • Sufficiency of financial support for activities in priority thematic and geographical areas, during implementation of the plan. • Sufficiency of knowledge products generated in relation to the total number of activities developed by INTERCOONECTA. • Impact of the knowledge products on institutions in the region. • Repercussion of INTERCOONECTA on recognition of AECID’s role in knowledge-based cooperation. • Usefulness of the INTERCOONECTA evaluation with regard to providing information for the level of attainment of objectives and benefits.

7.3.4 VERIFICATION

Verification may come from a range of sources – surveys, metrics, reports – as well as from stakeholders (DCALC, training centres, coordination units, knowledge partners).

The purpose-designed MIS supplies control panels and metrics for monitoring and evaluation, allowing for internal control of the units and stakeholders involved in the design, management and development of the plan, as well as being accessible to them.

The information generated by the MIS facilitates the formulation of a range of documents (minutes, partial reports, activity surveys, etc.), constituting privileged sources of information for decision-making. It also makes it possible to aggregate information based on different criteria used for evaluation (by DKP or TKC, country, knowledge partner, training centre, typology, etc.).

In any case, according to the information requirements of the plan, ad hoc evaluation tools may also be developed.

7.4 EVALUATION METHODOLOGY

INTERCOONECTA evaluations should help to identify strong and weak elements of the plan, acting as a source of continuous improvement and analysing its efficacy and efficiency.

One of the principles of INTERCOONECTA is the importance and value of knowledge for development. This is what gives the plan strategic value and aligns it squarely with AECID's commitment to knowledge transfer and exchange. Accordingly, as part of the evaluation process, the strategic nature of the thing being evaluated must be taken into account.

It is precisely for this reason, and the innovative nature of the INTERCOONECTA plan, that its evaluation does not merely hinge on its efficacy in attaining the Strategic Goals, but also identifies the factors, including the agencies (social and political context, organisational characteristics) and the participants in the activities (training requirements, technical and political profile), which foster or minimise the use of knowledge as a key cooperation for development asset. Technically, evaluation is conducted to analyse results and to obtain qualified information regarding the factors that contribute to knowledge transfer and exchange effectively generating skills at individual and institutional level. While accountability is important, the exploratory nature of the evaluation also requires highlighting.

Accordingly, the evaluation methodology has been conceived to ensure that information is triangulated, as the data to be compiled are numerous and originate from sources that play a key role in developing the plan (knowledge partners, participants, training centres, etc.). Extensive analysis of all information provided by the MIS is required (control panels). This may feed the response to evaluation questions as they are raised. This information must be accompanied by additional data and information, involving key stakeholders (AECID, SGCID, counterparts in Spain, counterparts in partner countries and beneficiaries).

On the other hand, the INTERCOONECTA evaluation must take into account the transversal focuses outlined in the SC evaluation policy.

7.5 MANAGING EVALUATION

Because the design of the evaluation is directly linked to the objectives and content of the plan, based on the institutional context at the time of its formulation, when the plan is being rolled out, its level of adaptation to the current context may be reviewed, in order to facilitate real-time decision-making. At any given time, a correct analysis of information will require evidenced-based decision-making. Accordingly, the expected use of the results of the evaluation will guide its adaptation throughout implementation of the plan.

Because of INTERCOONECTA's strategic nature, the SGCID Office for Evaluation and Knowledge Management will be involved in the evaluation. Moreover, the AECID units directly involved in managing the plan, both at home (DCALC Support Unit, DCS, DCM) and on the ground (training centres, TCO, cultural centres), the Planning, Efficacy and Quality Unit and the SGCID Planning Office all play an important role in supporting the evaluation process. The knowledge partners will need to have counterparts with a stronger engagement in the development of the plan and with capacity to exchange relevant knowledge depending on their specialisation in priority areas, particularly as regards knowledge projects.

As well as having the support of these stakeholders from a monitoring commission or reference group, procedures will also need to be structured to ensure that relevant information is gathered during the evaluation process from all stakeholders engaged directly or indirectly with the plan, using the techniques designed for the purpose. This will guarantee evaluation from multiple perspectives, ensuring that information is supplied to respond to the needs of the plan.

ABBREVIATIONS AND ACRONYMS

AECID	Spanish Agency for International Cooperation for Development
AEVAL	Spanish Agency for the Evaluation of Public Policies and Service Quality
CEDDET	Distance Learning Centre Foundation for Economic and Technological Development
COO-TEC	Latin-American Technical Cooperation Programme
CS	Capacity Strengthening
DCALC	Directorate for Cooperation with Latin America and the Caribbean
DCM	Department for Multilateral Cooperation
DCMHF	Directorate for Multilateral, Horizontal and Financial Cooperation
DCS	Department for Sector Cooperation
DKP	Development Knowledge Project
DRCC	Directorate for Cultural and Scientific Relations
FCAS	Water and Sanitation Development Fund
INTERCOONECTA	Spanish Cooperation Plan for Knowledge Transfer, Exchange and Management
IP	Intermediate Product
LA	Line of Action
LAC	Latin America and the Caribbean
MAEC	Spanish Ministry for Foreign Affairs and Cooperation
MfDR	Managing for Development Results
MIC	Middle Income Countries
MIS	Management Information System
MR	Management Result
PIFTE	Ibero-American Specialised Training Programme
SC	Spanish Cooperation
SDG	Strategic Development Goal
SEGIB	Ibero-American General Secretariat
SGCID	Secretariat-General for Development Cooperation
SSTC	South-South and Triangular Cooperation
TKC	Thematic Knowledge Community
UCE	AECID Overseas Cooperation Unit
UNDP	United Nations Development Programme
VKC	Virtual Knowledge Centre

ANNEX: PLANNING MATRIX

This planning matrix outlines the objectives and their associated lines of action aimed at the management results of the INTERCOONECTA Plan: more effective, knowledge-based cooperation.

The following are the objectives:

- Objective 1. Open new knowledge cooperation channels to respond to the challenges of the region.
- Objective 2. Strengthen regional and bilateral programmes throughout Latin America and the Caribbean.
- Objective 3. Manage for development results and improve transparency and accountability.

The Action, Intermediate Products and Skill Strengthening lines for each objective are given.

The indicators, their values, sources of verification, managers and stakeholders are listed as guidelines, until they are formally defined in the plan's monitoring and evaluation system. The progress objectives and goals will be defined more precisely in the Annual Action Plans (AAP).

The terms Management Result (MR), Objective, Lines of Action (LA), Indicators, Capacity Strengthening (CS) and Intermediate Products (IP) are taken from the 4th Spanish Cooperation Master Plan 2013- 2016, pages 128-130.

MR: MORE EFFECTIVE COOPERATION BASED ON KNOWLEDGE FOR DEVELOPMENT

SG.1. OPEN NEW KNOWLEDGE COOPERATION CHANNELS TO RESPOND TO THE CHALLENGES OF THE REGION

LINES OF ACTION

ACTIONS		INDICATORS	BASELINE 2017	PROGRESS 2019	TARGET 2021	SOURCE OF VERIFICATION	MANAGERS	STAKEHOLDERS
LA. 1.1	Roll-out Implementation of DKP in priority areas	No. projects under way	4		8	MIS	DCALC	KP
		% application goals attained	10%		60%	Knowledge project evaluation	TC	DKP, Partner countries
		No. knowledge products generated by DKP	5		20	KDB	TC	DKP
		% budget allocated to project	15%		65%	MIS	DCALC	-
		% activities corresponding to knowledge projects	10%		50%	MIS	DCALC	-
LA. 1.2	Promotion and organisation of meetings between countries in the region to share experiences and learning, under a South-South / Triangular Cooperation model	No. SSTC knowledge projects where AECID is joined by another provider in the region	1		4	SU DCALC	DCALC	Partner countries
		No. activities with Latin-American and multilateral development agencies involved in knowledge management	1		4	MIS	DCALC	Partner countries
LA. 1.3	Promoting and organising meetings and workshops to reflect on cooperation for development in the region (idea labs)	No. meetings - idea labs held with Latin-American and multilateral development agencies	4		8	MIS	TC	DKP
		No. studies / knowledge products to guide cooperation for development in the region.	2		8	MIS	TC	DKP
LA. 1.4	Reinforcing existing virtual networks and developing new networks	No. networks	8		12	Network Platform	CEDDET - Training	DKP
		No. activities conducted via networks	100		200	Network Platform	CEDDET - Training	DKP
		No. participants	10.000		20.000	Network Platform	CEDDET - Training	-
		% active participants	20%		40%	Network Platform	CEDDET - Training	-
		% thematic priorities effectively incorporated into network activities	20%		90%	Network Platform	CEDDET - Training	DKP
		No. knowledge products generated by networks	10		40	KDB	CEDDET - Training	DKP

INTERMEDIATE PRODUCTS

INTERMEDIATE PRODUCTS		DATE FORMULATED	MANAGERS	STAKEHOLDERS
IP 1.1	Methodology for development of knowledge projects	2nd semester, 2016	SU DCALC	TC
IP 1.4	Renovated network platform	1st semester, 2016	DCALC	CEDDET

CAPACITY STRENGTHENING

ACTIONS		INDICATORS	BASELINE 2017	PROGRESS 2019	TARGET 2021	SOURCE OF VERIFICATION	MANAGERS	STAKEHOLDERS
CS 1.1.1	Implantation of knowledge project methodology	No. knowledge projects complying with methodology	20%		100%	TC	TC	DKP
CS 1.1.2	Consolidation of training centres as management units for DKP	No. persons specifically dedicated to managing DKP	4		8	TC	DCALC	TC
		No. persons in TC coached in knowledge project methodology and management	8		16	Reports	DCALC	TC

SG.2. SUPPORT REGIONAL AND BILATERAL PROJECTS IN LAC

LINES OF ACTION

ACTUACIONES		INDICADORES	L.BASE 2017	AVANCE 2019	META 2021	FUENTE DE VERIFICACIÓN	RESPONSABLES	ACTORES IMPLICADOS
LA.2.1	Guaranteed coherency and quality of training and skill-building activities conducted primarily with knowledge partners in Spanish public authorities in TC, virtual classroom and Spain	% activities conducted corresponding to priority thematic areas	40%		80%	MIS	CU TKC	DKP
		% activities scoring at least 4 out of 5 in design quality	40%		80%			
		% activities conducted taking transversal axes into account	20%		80%			
		% activities scoring at least 4 out of 5 in participation quality	40%		80%			
		% activities scoring at least 4 out of 5 in participant satisfaction	40%		80%			
		No. accessible public information documents	50		200	KDB	CU TKC	DKP
		% activities where the key KP is an institution in a LAC partner country	5%		15%	MIS	TC	DKP
		% of speakers from LAC institutions	5%		30%	MIS	TC	DKP
		% activities with "knowledge exchange" format	10%		50%	MIS	TC	DKP
LA.2.2	Supporting regional DCALC programmes	% programmes having conducted activities	1 of 5		5 of 5	MIS	TC, PMU	-
		No. activities corresponding to a DCALC programme	10		50	MIS	TC, PMU	-
		No. public information documents catalogued and published	20		100	KDB	TC, PMU	-
LA.2.3	Implementing a knowledge management strategy as part of the Escuelas Taller vocational schools	No. knowledge activities corresponding to the programme	1		6	MIS	SU DCALC	-
		No. participant countries	5		16			
LA.2.4	Supporting development agencies' regional programmes in LAC	% programmes having conducted activities	10%		80%	MIS programmes	TC, Multilateral	-
		% knowledge activities in multilateral agency programmes coordinated with INTERCOONECTA	30%		90%	MIS programmes	TC, Multilateral	-
		No. public information documents catalogued and published	50		2.000	KDB	TC, Multilateral	-
LA.2.5	Supporting country programmes	No. country programmes having conducted activities	2		6	MIS programmes	TC, TCO	Partner country
LA.2.6	Supporting delegated cooperation projects with regional impact	No. delegated cooperation programmes having conducted activities	0		3	MIS	TC, PMU	-
		% knowledge activities in delegated cooperation projects coordinated with INTERCOONECTA	30%		90%	MIS programmes	TC, PMU	-

INTERMEDIATE PRODUCTS

INTERMEDIATE PRODUCTS		DATE FORMULATED	MANAGERS	STAKEHOLDERS
IP.2.1	Procedure for scheduling support for learning and training actions in the TC and virtual classroom	22nd semester, 2016	SU DCALC	-
IP.2.2-6.a	Methodology for establishing regional programmes knowledge strategies	1st semester, 2017	SU DCALC	TC
IP.2.2-6.b	Knowledge management strategy for each programme	22nd semester, 2017	TC, PMU	-
IP.2.3	Escuelas Taller vocational school programme knowledge management strategy	2nd semester, 2016	SU DCALC	-

CAPACITY STRENGTHENING

ACTIONS		INDICATORS	BASELINE 2017	PROGRESS 2019	TARGET 2021	SOURCE OF VERIFICATION	MANAGERS	STAKEHOLDERS
CS 2.1.1	Roll-out of aid convocations for training and skill-building actions in the TC and Virtual Classroom	No. convocations (accumulated)	1		4	Convocations	DCALC	-
CS 2.1.2	Training in cooperation for development and result-oriented management for Spanish government agencies	No. institutions where training given	10		30	Course reports	SU DCALC	DKP
CS 2.1.3	Complementarity with COO-TEC programme for mutual enhancement of impact of activities	Meetings held (per year) to exchange information and opportunities with COO-TEC team	0		4	SU DCALC	SU DCALC, PMU	TCO
CS 2.1.4	Complementarity with ACERCA and Heritage for Development programmes	Meetings held (per year) to exchange information and opportunities with ACERCA and Heritage for Development teams	0		4	SU DCALC	SU DCALC, PMU	-

SG.3. MANAGE FOR DEVELOPMENT RESULTS AND IMPROVE TRANSPARENCY AND ACCOUNTABILITY

LINES OF ACTION

ACTIONS		INDICATORS	BASELINE 2017	PROGRESS 2019	TARGET 2021	SOURCE OF VERIFICATION	MANAGERS	STAKEHOLDERS
LA.3.1	Managing for Development Results	% of activities with development goals clearly defined in their design	60%	80%	95%	MS	TC	DKP
		No. of months activities are announced in advance (average)	2	4	6	MS	TC	DKP
		% selected participants / institutions scoring at least 7 out of 10 in eligibility	50% / 50%	70% / 70%	90% / 90%	MS	TC	Partner countries
		No. activities scoring an average of at least 7 out of 10 in applicability of knowledge, as rated by participants	60%	80%	95%	MS	TC	Partner countries
LA.3.2	Prioritising by geographical and thematic areas	% of priority thematic areas with knowledge projects in place	25%	50%	100%	MS	DCALC	-
		% of budget allocated to funding participation of priority countries	40%	60%	80%	MS	DCALC	TC
		% of budget allocated to funding priority thematic activities	40%	60%	80%	MS	DCALC	TC
		% of total priority thematic activities	30%	50%	70%	MS	DCALC	TC
LA.3.3	Standardised, integrated activity	% of activities managed using MIS in their formulation, assessment and approval	80%	100%	100%	MS	SU DCALC	TC, KP
LA.3.4	Monitoring and evaluation of INTERCOONECTA	% activities with final report formulated	90%		90%	MS	TC	DKP
		% of knowledge projects with biannual evaluation conducted	0%		100%	Reports	TC	-
		% of TKC with biannual evaluation conducted	0%		100%	Reports	TC	-
LA.3.5	Access to relevant information concerning interventions	% of activities in activity schedule	90%		100%	Public portal	TC	DKP
		Information available on public portal concerning INTERCOONECTA stakeholders, processes and programmes	100%		100%	Public portal	SU DCALC	-
LA.3.6	Dissemination of knowledge generated around activities	% activities generating public documents	10%		80%	MS	DKP	-
		No. public information documents catalogued and published	100		1.000	KDB	KP, TC	-
		No. knowledge products generated	15		40	KDB	KP, TC	-
		No. queries made for documents	200		30.000	Public portal	Public	-
LA.3.7	Internal dissemination of knowledge generated	No. annual talks given (aggregate	2		6	Minutes	SU DCALC	TC
		No. documents on work processes (progress documents, internal memos, annual talks, etc.), aggregate	10		80	Documents	SU DCALC	TC

INTERMEDIATE PRODUCTS

INTERMEDIATE PRODUCTS		DATE FORMULATED	MANAGERS	STAKEHOLDERS
IP.3.2.1	Methodology for consulting countries, identifying knowledge priorities for the region and capacities and complementarity of INTERCOONECTA actions	1st semester, 2016	SU DCALC	TC
IP.3.2.2	IAnalysis report on situation of demand, AECID priorities and capacity and complementarity of INTERCOONECTA actions	2nd semester, 2016	SU DCALC	-
IP.3.2.3	Report on installed capacity	1st semester, 2016	SU DCALC	TC
IP.3.2.4	Note establishing thematic area and geographical priorities, with budget allocation, with differentiated focus, according to regional demands and SC priorities	2nd semester, 2016	DCALC	-
IP.3.3.1	Activity management document (formulation, assessment, approval, implementation, monitoring and evaluation)	1st semester, 2016	SU DCALC	TC
IP.3.3.2	Activity monitoring and evaluation document	2nd semester, 2016	SU DCALC	-
IP.3.3.3	MIS (information system that allows activities to be managed)	2nd semester, 2016	SU DCALC	-
IP.3.3.4	Agency database (knowledge partners, participants)	1st semester, 2017	TC	-
IP.3.3.5	Financial management information system	1st semester, 2018	SU DCALC	-
IP.3.4.1	Information analysis system for monitoring and supporting decision-making (control panels)	1st semester, 2018	SU DCALC	-
IP.3.5.1	Communication plan for effective reporting of results and promotion of a renewed perception of SC in the region, focussing on knowledge for development.	2nd semester, 2016	SU DCALC	TC
IP.3.5.2	INTERCOONECTA public portal	1st semester, 2016	SU DCALC	CEDDET
IP.3.6.1	INTERCOONECTA document compilation document (knowledge database)	2nd semester, 2016	SU DCALC	TC
IP.3.6.2	Public reporting product form	2nd semester, 2016	SU DCALC	TC

CAPACITY STRENGTHENING

ACTIONS		INDICATORS	BASELINE 2017	PROGRESS 2019	TARGET 2021	SOURCE OF VERIFICATION	MANAGERS	STAKEHOLDERS
CS.3.1-2a	Implantation and consolidation of TKC coordination units as coordination mechanisms and committees for the assessment of proposed training and skill-buildin activities	TKC having operative coordination units	80%		100%	MIS	DCALC	-
CS.3.1-2b	Training in cooperation for development and results-oriented management, and operation of a collaborative internal information exchange space, for personnel at training centres, TCO and home office	No. training courses in cooperation for development and results-oriented management	2		12	Reports	DCALC	TC
CS.3.1-2c	Collaboration with the private sector, development NGOs and the academic community	No. private sector agencies engaged as knowledge partners	3		15	MIS	CU TKC	-
		No. development NGOs engaged as knowledge partners	3		15	MIS	CU TKC	-
		No. academic community agencies engaged as knowledge partners	3		15	MIS	CU TKC	-
CS 3.4	Collaboration with the private sector, development NGOs and the academic community	No. persons trained	6		12	Reports	SU DCALC	-
CS 3.6-8	Training in activity management, monitoring and evaluation and in the use of related computer systems	No. persons trained	20		20	Reports	SU DCALC	-

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