



# **Lessons and perspectives from supporting South-South Cooperation in Mexico**

---

**AMEXCID-UNDP Cooperation Program  
(PROCAP) 2013 - 2019**



**RELACIONES EXTERIORES**  
SECRETARÍA DE RELACIONES EXTERIORES

**AMEXCID**  
AGENCIA MEXICANA DE COOPERACIÓN  
INTERNACIONAL PARA EL DESARROLLO



## **Systematization of the Cooperation Program AMEXCID-UNDP 2013- 2019**

**All rights reserved © 2021**

United Nations Development Programme (UNDP)

Montes Urales 440

Col. Lomas de Chapultepec, Miguel Hidalgo.

11000, Mexico City.

All rights reserved. Neither this publication nor parts of it may be reproduced, stored by any system or transmitted, in any form or by any means, be it electronic, mechanical, photocopying, engraving or otherwise, without the prior permission of the United Nations Development Programme.

This publication was made within the framework of the Effective Governance and Democracy Unit, with information from the “AMEXCID-UNDP Cooperation Program” (00086731). The analysis and conclusions expressed herein do not necessarily reflect the views of the United Nations Development Programme, its Executive Board nor of its Member States.

The UNDP establishes alliances with all society levels to assist in the building of nations who may resist crisis; promotes and sustains a type of growth which improves everyone 's quality of life. Present on the ground in nearly 170 countries and territories, we offer a global perspective and local knowledge at the service of people and nations.

Prepared by **Bernadette G. Vega Sánchez** and reviewed by the **United Nations Development Programme (UNDP)**.

Technical Reviewers: **Tina Hoth, Daniel Gamboa Gálvez** and **Carlos Cortés Zea**.

Collaborators: **Brenda Pérez Estrada, Alma Moreno Flores,**

**Raquel Apodaca Rodríguez.**

Editorial Design: **Ápice | Antonio Gallardo** and **Maira Fragoso.**

First edition, November 2021.

# **Lessons and perspectives from supporting South-South Cooperation in Mexico**

---

**AMEXCID-UNDP Cooperation Program  
(PROCAP) 2013 - 2019**

## Directory

---

### **General coordination United Nations Development Programme (UNDP)**

**Lorenzo Jiménez de Luis**  
UNDP Resident Representative in Mexico

**Sandra Sosa**  
UNDP Deputy Resident Representative  
in Mexico

**Carlos Cortes Zea**  
National Officer for Effective Governance  
and Democracy

**Daniel Gamboa Galvez**  
Coordinator of the AMEXCID-UNDP  
Cooperation Program

**Tina Hoth**  
Institutional Strengthening Advisor

**Raquel Apodaca Rodríguez**  
Technical Advisor on South-South  
Cooperation

### **Mexican Agency of International Development Cooperation (AMEXCID)**

**Laura Elena Carrillo Cubillas**  
Executive Director

**Raúl Álvarez Villaseñor**  
Director General of Operation  
of Projects in Mexico

**Gloria Sandoval Salas**  
Director General of Projects  
Implementation Abroad

**Mónica Pérez Egüis**  
Director General of Special International  
Development Projects Implementation

**Carlos Castillo Pérez**  
Director General of Planning  
and Evaluation

**Javier Dávila Torres**  
Director General of Cooperation Policy

## Acknowledgements

---

The development of the systematization of the AMEXCID-UNDP Cooperation Program (PROCAP) 2013-2019 and the consequent drafting of this report was possible thanks to the support of the Office of the United Nations Development Programme in Mexico (UNDP), and its Representative Resident, Lorenzo Jiménez de Luis, as well as the support provided by the Mexican Agency for International Development Cooperation (AMEXCID), and its Executive Director, Laura Elena Carrillo Cubillas.

We especially appreciate, the valuable contributions by José Octavio Tripp (AMEXCID), Daniela Borbolla Compeán (AMEXCID), Bruno Figueroa Fischer (SRE), Daniel Tovar Retana (AMEXCID), Sebastian Haug (UNDP), Patricia Bordier Morteo (UNDP), Carlos Cortés Zea (UNDP), Tina Hoth (UNDP), Daniel Gamboa Gálvez (UNDP), Brenda Pérez Estrada (UNDP), Raquel Apodaca Rodríguez (UNDP), Ma. Del Sol Sánchez Rabanal (UNDP), Yi Situ Calixto (AMEXCID), Alejandra Isela Martínez Rodríguez (AMEXCID), Fabiola Soto Narváez (AMEXCID), Claudio Rene Lara Angelino (AMEXCID), and Jessica Rodríguez Balderas (AMEXCID).

Likewise, special thanks are extended to Orria Goni (UNDP Africa Regional), Pablo Basz (UNDP Argentina), Peter Morling (UNDP China) and Emily Davis (UNDP Asia-Pacific Regional) for showing great willingness to collaborate with this project.

# FOREWORD

For Mexico's Fourth Transformation, the Mexican International Development Cooperation policy represents an effective mean to address regional priorities and enhance the well-being of the Mexican population. Hence, the Mexican Agency for International Development Cooperation (AMEXCID) has as a priority to continue strengthening itself to reaffirm its role at the forefront of the coordination and implementation of this policy and to print to it a humanistic, intersectoral, and social welfare stamp.

In accordance with the 2019-2024 National Development Plan, the Mexican International Development Cooperation (IDC) policy is being instrumentalized to face Mexico and Latin America's contemporary challenges. The Comprehensive Development Plan (PDI) is the best example of this as it is aimed at addressing the structural causes of irregular migration, this plan is unprecedented and represents a watershed for AMEXCID since it has turned its role by turning it into an implementing agency.

The UNDP in Mexico, through the AMEXCID-UNDP Cooperation Program (PROCAP), has greatly contributed to the fulfillment of the Agency's mandates, by providing support with the Agency's institutional strengthening, as well as the Mexican IDC policy. In view of the foregoing, AMEXCID welcomes the publication of this report and is confident in its ability to contribute to the underpinning of South-South Cooperation as a public policy in favor of people's well-being.

**Laura Elena Carrillo Cubillas**  
Executive Director

—  
Mexican International Development  
Cooperation Agency

In the last decade, the international development cooperation (IDC) scenario has undergone a series of changes ranging from the restructuring of the international development agenda to the redistribution of roles and responsibilities of IDC actors. This reconfiguration places the countries offering South-South Cooperation (SSC) before a new opportunity to expand their scope of action as international development partners and contribute to the provision of global public goods.

Mexico, a country with a long international trajectory and a historic vocation for international solidarity, has decided to take advantage of this opportunity. Since 2011, with the enactment of the International Development Cooperation Law (LCID) and the search to institutionalize Mexican IDC policy, the country has translated this vocation of international solidarity into a mandate dedicated to the pursuit of sustainable development.

Since 2013, the United Nations Development Program (UNDP) in Mexico, as a sustainable development partner and SSC facilitator, has accompanied the Mexican IDC Law instrumentation process and the consequent institutional strengthening of the Mexican Agency for International Development Cooperation (AMEXCID) through the AMEXCID-UNDP Cooperation Program. This program is based on a joint interest in facilitating the establishment of the Mexican IDC system and taking advantage of the international situation in favor of sustainable development and human rights.

As a South-South and Triangular Cooperation (SSTC) provider, Mexico seeks to enrich its institutional processes by relying on regional and international conventions on this topic, especially those linked to the Second High-Level Conference of the United Nations on South-South and Triangular Cooperation. The PROCAP systematization document arises as a corollary of this search for operationalization of the guidelines established by the PABA + 40, as well as the interest in contributing to the strengthening of the SSTC.

Therefore, as stated throughout the text, from 2013 until today, PROCAP has contributed to the strengthening of the Mexican IDC policy through a series of initiatives aimed at generating and sharing knowledge that allows identifying South-South solutions in accordance with Mexico's national and international development agendas.

As the leading agency in the United Nations System for South-South Cooperation Strategy implementation, UNDP in Mexico is pleased to be part of this process in the country and, with this, contribute to the exchange of development solutions in the global South.

**Lorenzo Jiménez de Luis**  
Resident Representative

—  
United Nations Development  
Program in Mexico

# INDEX

---

- 10 Tables and figures indexes
- 12 Acronyms and abbreviations
- 13 **Executive Summary**
- 16 PROCAP Results
- 18 Learning
- 19 Third Phase Recommendations
- 21 **Introduction**
- 25 **1. Methodology**
- 27 1.1 Framework
- 28 1.2 Systematization type
- 29 1.3 Context and reconstruction  
of the experience analysis
- 32 1.4 Critical analysis and interpretations of the experience
- 35 **2. Background**
- 36 2.1 Origin of the initiative from the UNDP  
strategic vision
- 39 2.2 Origin of the initiative from a Mexican perspective  
and characterization of the association
- 43 **3. Systematization context**
- 44 3.1 National context
- 46 3.2 International context
- 47 3.3 Similar initiatives in other countries
- 57 **4. Reconstruction of the experience**
- 58 4.1 Strategic orientation
- 69 4.2 Ecosystem of AMEXCID's institutional strengthening
- 72 4.3 UNDP and PROCAP's added value
- 75 4.4 Conduction structure



---

<b>83</b>	<b>5.</b>	<b>Initiatives promoted by the PROCAP</b>
86	5.1	Initiatives strengthen instruments and methodologies
88	5.2	Staff training initiatives
90	5.3	Operative support initiatives
92	5.4	Best practices systematization initiatives
94	5.5	Initiatives for the positioning in regional and multilateral space
96	5.6	Main findings
<b>105</b>	<b>6.</b>	<b>PROCAP's emblematic projects</b>
110	6.1	Building of capacities to incorporate a gender equality transversal perspective at the Mexican ICD
112	6.2	Multi-actor and experts consulting to design PROCID 2020-2024
113	6.3	Virtual ICD formation
114	6.4	Special mention: Mapping of projects and specific actions of international cooperation of subnational governments in Mexico
116	6.5	Special Mention: South-South and Triangular Cooperation Decalogue in Mesoamerica
<b>119</b>	<b>7.</b>	<b>Learning</b>
<b>125</b>	<b>8.</b>	<b>Recommendations</b>
<b>135</b>	<b>9.</b>	<b>Conclusions</b>
<b>140</b>	<b>ANNEX 1.</b>	<b>Main investigation questions by dimension</b>
<b>142</b>	<b>ANNEX 2.</b>	<b>Evolution of results and products provided in the PROCAP, 2013-2019</b>
<b>148</b>	<b>ANNEX 3.</b>	<b>Detail of the general and substantive reviews of the PROCAP, 2013-2019</b>
<b>152</b>	<b>ANNEX 4.</b>	<b>Informants list by case-type</b>
<b>155</b>		<b>Sources consulted</b>

# TABLES AND FIGURES INDEXES

---

## Tables

- 33 Table 1 Information analysis categories
- 41 Table 2 UNDP Strategic Plans in force during PROCAP's life
- 60 Table 3 Evolution of the expected results of PROCAP throughout its three phases
- 70 Table 4 Institutional strengthening projects between AMEXCID and other donors
- 79 Table 5 PROCAP coordination schemes in AMEXCID between 2013 and 2019
- 85 Table 6 Classification of PROCAP initiatives by dimension of UN support to SSC
- 121 Table 7 Lessons learned and PROCAP's good practices, 2013-2019

## Figures

- 53 Figure 1 Similar UNDP initiatives in other countries
- 67 Figure 2 PROCAP components by phase and substantive review, 2013-2025
- 68 Figure 3 Evolution of PROCAP's strategic orientation throughout its three phases
- 76 Figure 4 PROCAP coordination schemes in the UNDP between 2013 and 2019
- 81 Figure 5 Joint Steering Structure, Third Phase of PROCAP
- 97 Figure 6 Level of potential impact of the initiatives derived from PROCAP 2013-2019
- 100 Figure 7 Cost of initiatives derived from PROCAP 2013-2019
- 102 Figure 8 Cost of initiatives derived from PROCAP 2013-2019
- 108 Figure 9 Analysis matrix for the identification of good practices, initiatives 2013-2019

# ILLUSTRATIONS INDEX

---

**Illustrations**

17	Illustration 1
18	Illustration 2
32	Illustration 3
73	Illustration 4
96	Illustration 5
106	Illustration 6

# ACRONYMS AND ABBREVIATIONS

<b>GPEDC</b>	Global Partnership for Effective Development Co-operation	<b>IMR</b>	Matías Romero Institute
<b>AMEXCID</b>	Mexican Agency of International Cooperation for Development	<b>INEGI</b>	National Institute of Statistics and Geography
<b>APF</b>	Federal Public Administration	<b>JICA</b>	Japanese International Cooperation Agency
<b>AxS</b>	Alliance for Sustainability	<b>LCID</b>	Ley de Cooperación Internacional para el Desarrollo
<b>BBPP</b>	Good Practices	<b>MAPS</b>	Mainstreaming, Acceleration and Policy Support for the 2030
<b>ECLAC</b>	UN's Economic Commission for Latin America and the Caribbean	<b>MDG's</b>	Millennium Development Objectives
<b>ICD</b>	International Cooperation for Development	<b>SDG's</b>	Sustainable Development Objectives
<b>CONEVAL</b>	National Council for the Evaluation of Public Policy	<b>UN</b>	United Nations
<b>SSC</b>	South-South Cooperation	<b>BAPA</b>	Buenos Aires Action Plan
<b>SSC&amp;T</b>	South-South and Triangular Cooperation	<b>PDI</b>	Integral Development Plan
<b>DDHH</b>	Human Rights	<b>PND</b>	National Development Plan
<b>DIF</b>	National Integral Family Development System	<b>UNDP</b>	United Nations Development Programme
<b>DGCP</b>	General Political Coordination Direction	<b>PROCAP</b>	AMEXCID-UNDP Cooperation Program
<b>DGCREB</b>	Directorate General for Cooperation and Bilateral Economic Relations	<b>PROCID</b>	International Development Cooperation Program
<b>DGCTC</b>	Directorate General for Technical and Scientific Cooperation	<b>PRODOC</b>	Project Document de Proyecto
<b>DGPCI</b>	Directorate General of Planning and Policy for International Development Cooperation	<b>RBLAC</b>	Regional Bureau for Latin America and the Caribbean
<b>DOF</b>	Mexican Official Gazette of the Federation	<b>RENCID</b>	National Registry of International Development Cooperation
<b>FAO</b>	Food and Agriculture Organization	<b>RME</b>	Representations of Mexico abroad
	National Fund for International Development Cooperation	<b>SHCP</b>	Mexican Tax Ministry
<b>FONCID</b>	German Agency for International Cooperation - Deutsche Gesellschaft für Internationale Zusammenarbeit	<b>UNS</b>	United Nations System
<b>GIZ</b>		<b>UNSD</b>	United Nations System for Development
<b>IICPSD</b>	Istanbul International Center for Private Sector in Development	<b>SRE</b>	Mexican Ministry of Foreign Affairs
<b>INM</b>	Mexican National Immigration Institute	<b>UNDAF</b>	UN Development Assistance Framework
		<b>UNOSSC</b>	United Nations Office for South-South Cooperation
		<b>USAID</b>	United States Agency for International Development

# EXECUTIVE SUMMARY



The Cooperation Program between the Mexican Agency for International Development Cooperation (AMEXCID) and the United Nations Development Program (UNDP), the PROCAP, aims to contribute to the institutional consolidation of the Agency to strengthen South-South Cooperation in Mexico, through four results: the development of institutional capacities for the management of international cooperation for development (ICD); the strengthening of the Mexican ICD policy, in its reception and offer modalities; the promotion of strategic alliances for development; and support for the implementation of the Comprehensive Development Plan with the north of Central America and the south-southeast of Mexico. This Program derives from the strategic alliance embodied in the **Collaboration Framework Agreement signed by the Government of Mexico and the UNDP in 2011**. The signing of this agreement is part of a broader vision of the UNDP to form new strategic alliances with key emerging economies. As a result, between 2010 and 2015, framework agreements were signed with countries such as Brazil, China, India, Indonesia, South Africa, Russia, Turkey, as well as Mexico, many of which have programs such as PROCAP to support south-south cooperation (SSC).

For Mexico, PROCAP emerged as a way to support the implementation of the International Development Cooperation Law (LCID) approved in 2011, and to resolve the historical needs of hiring specialists for the execution of the ICD in the recently created AMEXCID. UNDP was not the only institutional strengthening partner. The expectations generated at the international level regarding the creation of AMEXCID attracted partners with initiatives of different dimensions such as Germany, Japan, the United States, and even the United Kingdom.

This systematization documents the history, results, and learning derived from six years of PROCAP execution, from 2013 to 2019, based on essentially qualitative research supported by documentary review, semi-structured interviews, and reflection meetings with key informants. The analysis period coincides with the first life cycle of the AMEXCID in full operation since its creation in 2011. It is also framed in a national context of redefining the vision and role of the AMEXCID in ICD policy, and in a moment at a global level

that demands systematized knowledge on SSC, Especially after the Second High-Level Conference on SSC (PABA +40).

## Reconstruction of the experience

---

Three phases of the Program are identified: First Phase, from 2013 to 2017, which included five substantive reviews; Second Phase, from 2017 to 2019; and Third Phase, from 2019 to 2025. For analytical purposes, PROCAP activities are organized into two components: **Component 1**, hiring specialists, and **Component 2**, known as “substantive”, aimed at supporting development or adjustment of tools, processes, and policy instruments of the Mexican ICD.

For most informants, Component 2 has been perceived as secondary, a necessary condition to keep the component alive and linked to the hiring of specialists, which in 2013 began with 40 people hired, closing in 2019 with 112, reflecting dependence on AMEXCID, representing a third of the total staff.

Throughout the phases, the expected results, activities, and joint coordination mechanisms evolved, largely as a result of the constant change in teams and strategic vision. PROCAP began with specific support for the creation of institutional instruments and replication of global trends; it moved towards non-traditional issues such as collaboration with sub-national actors and the private sector, and the gender perspective in the SSC. The third phase provides for direct support to SSC projects, which is the current global trend. There is correlation with the evolution of the UNDP strategy for SSC.

The systematization revealed a discussion about the added value of PROCAP and UNDP. The potential added value resides in the capacity of the UNDP as an innovation facilitator, broker, partner, and promoter, with a network of experts and offices at a global level, as well as in the processes that ensure transparency, accountability and formality in the use of resources for development. The perceived added value of six years for the informants was manifested in: i) the possibility of hiring specialists; ii) the seal of the UNDP as a legitimator and guarantee before external audiences; and iii) the existence in itself of a framework to hire experts and

generate products that the AMEXCID could not directly finance. This dissonance has been based on challenges at the process level and strategic orientation throughout the phases and substantive reviews.

## PROCAP Results

---

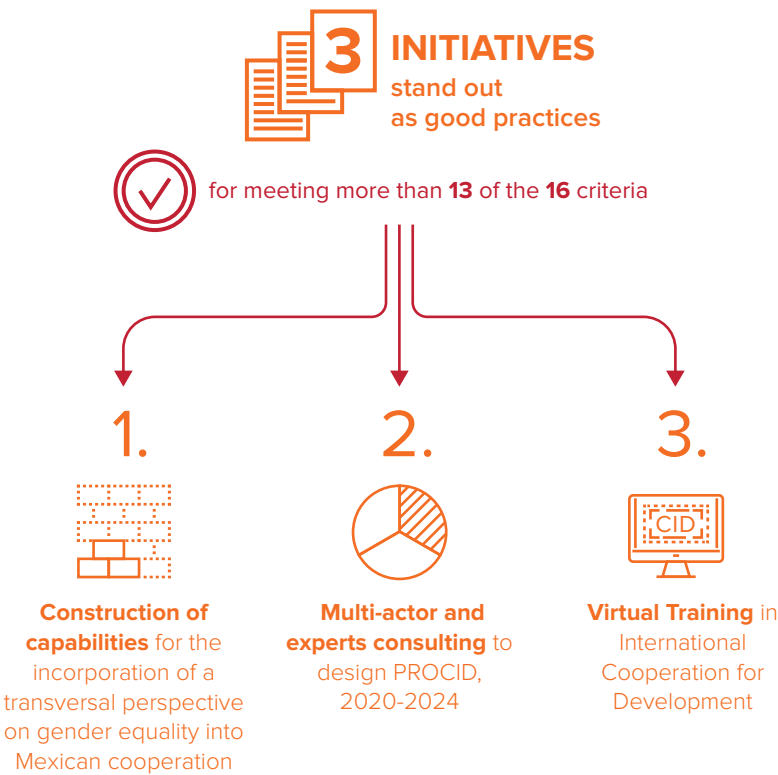
PROCAP executed 16 initiatives between 2013 and 2019. Each initiative brings together a series of individual activities, events and consultancies that contribute to a common goal. Ten correspond to Support activities for institutional and operational development for SSC, in accordance with the dimensions of UN support for SSC proposed in the report entitled “Towards a Global Alliance for Development the UN and Mexico’s South-South Cooperation”, among other initiatives to strengthen instruments and methodologies, personnel training and operational support.

Of the 16 initiatives, five of them have been part of broader institutional processes, effectively concluded and with generated results. Most initiatives generated products equivalent to reports, databases, and specific training. Regarding implementation mechanisms, two stages are identified: one in which the contracting of professional services (Individual Contracts) was the only perceived execution mechanism and another, especially as of 2018, in which the execution mechanisms were expanded to begin to capitalize on some of the UNDP knowledge.

Of these initiatives, three stand out as good practices to comply with more than 13 of the 16 good practices criteria: i) Capacity building for the incorporation of a transversal perspective of gender equality in the Mexican ICD; ii) Multi-stakeholder consultation with experts for the design of PROCID 2020-2024; and iii) Virtual training in ICD. The flagship projects reflect that the main contributions that confirmed added value were focused on: filling a gap in the generation of data; facilitating access to the exclusive expertise of the UNDP or another organization, and having a design oriented to results, not just products.

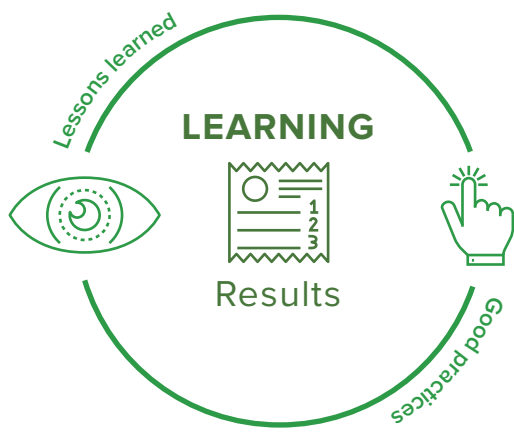


Illustration 1



# Learning

Illustration 2



Lessons learned	Good practices
<ul style="list-style-type: none"><li>• Staff turnover and strategic vision limit the ability to develop long-term institutional improvement processes</li><li>• Global trends or good practices from other countries (for example, the CoE) are not always replicable or transferable to a new context.</li><li>• In institutional strengthening processes, building ownership needs to touch the different levels of the beneficiary organization.</li><li>• Partnerships require time investment to build trust and collaboration between parties, where neither is subordinate to the other.</li><li>• Lack of clarity in the expectations of the parties can cause wear and tear in the coordination of the Project.</li><li>• Failure to address differences of opinion between the parties has a negative impact on results and trust.</li></ul>	<ul style="list-style-type: none"><li>• Flexibility without excesses allowed adjusting the planning to the specific needs of AMEXCID.</li><li>• The “ICD Mexican Specialists Action Plan” showed that it is possible to link both components, evidencing integral added value.</li><li>• Mutual information sharing strengthened UNDP capacities in SSC.</li><li>• Collaborative leadership, without expectation of protagonism, with AMEXCID or with other strengthening partners allows co-creation and better results.</li><li>• Knowing the capacities, limitations and processes of the counterpart by both institutions helps find solutions and innovate.</li><li>• The coordination model with focal points streamlined the execution of initiatives and helped diversify the use of resources.</li></ul>

Lessons learned	Good practices
<ul style="list-style-type: none"> <li>• For a management structure to work, it needs to be integrated by both parties and at different levels, both managerial and technical.</li> <li>• The expected results at the product level without an internalization strategy or link with a broader process works against institutional strengthening.</li> <li>• The component for hiring specialists is characterized by high turnover, which can make institutional strengthening difficult.</li> <li>• Excessive delays reduce relevance and opportunity in products.</li> </ul>	<ul style="list-style-type: none"> <li>• The joint communication and feedback mechanisms with the specialists made it possible to clarify confusion, raise concerns and strengthen collaborative relationships.</li> <li>• The initiatives inserted in a broader process led by AMEXCID itself and with the participation of other actors in the system achieved results.</li> <li>• The UNDP can offer its capacity for systematization and analysis to facilitate knowledge management within AMEXCID.</li> <li>• Identification of good practices throughout the execution needs to be done in a joint manner.</li> </ul>

## Recommendations for the Third Phase

1. Reflect on the approaches that each party has on institutional improvement to enrich said points of view and lead the execution of PROCAP guided by the agreed perspective.
2. Among the most important, promote the linkage of both components of PROCAP in the initiatives to be developed during the Third Phase, rescuing learnings derived from this systematization and capitalizing on the perceived added value focused on contracting capacity.
3. Explore support dimensions to the SSC where no initiatives were identified in the 2013-2019 period, for example, networking, which would exploit the UNDP's convening capacity.
4. Evidence of the UNDP's expertise that can be offered to AMEXCID, as well as the non-tangible added value that it has, which

can be both responsibility and institutional reputation.

5. Raise awareness about the redefinition of the leadership structure to include the different areas of the AMEXCID, ensuring the participation of managerial and technical levels.
6. Reinforce the value offered by the UNDP regarding the conduct of reliable and transparent processes through the introduction of a dispute settlement mechanism between AMEXCID and the UNDP (invitation of an expert or panel of experts).
7. Design a simple mechanism for joint monitoring that shows delays in the follow-up of consultancies, rhythm of expenditure execution, and joint institutional risks.
8. Promote a knowledge management strategy derived from PROCAP.
9. Promote the design of a risk plan for the AMEXCID regarding the hiring of specialists, particularly urgent given the economic crisis derived from the COVID-19 pandemic.
10. Impulsar una estrategia de gestión del conocimiento derivado del PROCAP.
11. Create exchange and reflection spaces between UNDP countries and offices participating in programs to support the SSC and systematize learning from these experiences to nurture the relations with middle-income countries strategy.

# INTRODUCTION



The systematization's objective is to reconstruct and document the history of the Cooperation Program between the Mexican Agency for International Development Cooperation (AMEXCID) and the United Nations Development Program (UNDP) since 2013, its main results and learnings, in order to underpin the Third Stage which began at the end of 2019 and will run until 2025. This exercise is proposed in a natural moment of reflection and learning for the Mexican System of International Development Cooperation, and aspires to contribute to global knowledge regarding the strengthening of South-South cooperation institutions.

The systematization is based on an essentially qualitative methodology with a critical analysis of the experience based on: success factors of a complex cooperation system with capacity development objectives; the criteria for defining Good IDC Practices between the United Nations System (UNS) and the government of Mexico generated by the same AMEXCID - UNDP Cooperation Program (PROCAP); and the support dimensions of the United Nations System for South-South Cooperation (section 2).

For the systematization, the national and international antecedents and context were addressed (sections 3 and 4), which go through the approval of the International Development Cooperation Law, the change of administration at the federal level in Mexico and its implications for Mexican cooperation, as well as the evolution of the UNDP partnership strategy with middle-income countries offering cooperation.

The reconstruction of the experience (section 5) includes the documentation of the initial intentions and expectations at the time of the PROCAP negotiation; the evolution of the strategic orientation throughout the different phases and substantive reviews and their corresponding coordination structures, as well as a reflection on the added value of PROCAP and the organism as a partner of the SSC.

The review of the results is addressed in an inventory of the initiatives promoted within PROCAP's framework, with the corresponding identification of emblematic projects (sections 6 and 7). Finally, learning is structured into good practices, lessons learned, and recommendations by a success factor aimed at informing PRO-

CAP management during the Third Phase (sections 8 and 9). Some of these recommendations will need to be reviewed or accelerated in light of the budgetary implications stemming from the current Covid-19 pandemic. The conclusions (section 10) present a reflection on the visions of institutional strengthening, as well as the form of collaboration of the UNDP with middle-income countries such as Mexico.





# 1. METHODOLOGY



According to the UNDP,<sup>1</sup> systematization is a process of reconstruction and analytical reflection on an observed experience. O. Jara<sup>2</sup> emphasizes that systematization focused on learning from reconstruction recognizes the exercise of systematization as a participatory construction process. This approach has been the basis to generate guides for the systematization of cooperation experiences, i.e., by FAO<sup>3</sup> and *Action Aid*<sup>4</sup>:

Systematization in this case provides the opportunity to document what actually happened in PROCAP and that necessarily integrates objective and subjective dimensions of the experience. Jara mentions that in order to obtain critical learning, it is essential to document the context conditions in which they were developed; the particular situations or factors that facilitated its realization; the corresponding actions and reactions; the perceptions, interpretations, intuitions and emotions of those who intervened in the processes in the different administrations; established relationships.

Approaches from FAO, UNDP, GIZ and non-governmental organizations such as *Action Aid*, agree on the following steps to carry out a systematization process:

- Definition of the frame of reference.
- Selection of facilitator leader or systematization team.
- Identification of main actors.
- Reconstruction of experience.
- Critical analysis and interpretation of the experience.
- Communication of the systematization results.

These steps should not be understood as phases or sequential stages. In many cases it is an iterative reconstruction, reflection, discussion, and adjustment process. The methodological pro-

---

1 UNDP. *Sistematización para Transferir Conocimiento*, Serie Metodológica en Gestión del Conocimiento. 2013

2 Jara, O. "Orientaciones teórico-prácticas para la sistematización de experiencias". 2006. Available at [http://centroderrecursos.alboan.org/ebooks/0000/0788/6\\_JAR\\_ORI.pdf](http://centroderrecursos.alboan.org/ebooks/0000/0788/6_JAR_ORI.pdf)

3 FAO. "Guía Metodológica de Sistematización Programa Especial para la Seguridad Alimentaria PESA en Centroamérica". 2004

4 Hargreaves, S. y Morgan, M. "Resource Pack on Systematization of Experiences". ActionAid International. 2010.

posal broken down below follows in accordance with the steps mentioned above.

## 1.1 Framework

What is the scope of systematization? Why systematize? The objective is to document PROCAP's history since 2013, its main results and learnings, in order to underpin the Third Stage that began at the end of 2019 and will run until 2025. The three interest dimensions for PROCAP's systematization define the scope of the exercise: i) program history, ii) results, and iii) learning. The analysis period runs from 2013 to 2019, thus covering PROCAP's first two phases and the transition period between the Second and Third Phase. The temporality covered by PROCAP's systematization coincides with the first life cycle of the AMEXCID in full operation.

For whom? There are different levels of recipients. The immediate recipient is the UNDP and AMEXCID personnel involved in the coordination, management, and monitoring of PROCAP activities so that the lessons derived from the experiences between 2013 and 2019 allow adjusting processes to capitalize on the initiative, the collaborative relationship, and the results of this. At a second level, systematization contributes to the learning and collective effort of the United Nations System and the UNDP in particular, to support SSC at the global level. Third, systematization is aimed at the epistemic community that is nourished by the evidence of the processes of organizational strengthening of institutions dedicated to international cooperation in Southern countries.

In order to facilitate the organization of information throughout the systematization, the success factors of a complex cooperation system based on the Capacity Works management model will be used. This model was initially developed for initiatives focused on capacity development and, unlike other models, it arises from the practical experience of experienced advisers to respond to the need for instruments that facilitate the "how" of international cooperation management. This objective resonates with PROCAP's main objective, which is to "contrib-

ute to the consolidation of Mexico as a South-South cooperative through institutional strengthening and the improvement of mechanisms that facilitate the effective transfer of knowledge and the deployment of concrete cooperation initiatives: bilateral, triangular and regional”<sup>5</sup>. Success factors are:

1. Common strategic orientation agreed by the partners.
2. Cooperative relationships among actors based on trust, negotiation and clarity of roles and functions.
3. Defined management structure and joint decision-making.
4. Clear and efficient strategic importance and management processes.
5. Learning and innovation impulses based on strengthened competencies and facilitating environments.

## 1.2 Systematization type

The feasibility to conduct a fully participatory systematization, where the experience protagonists reconstruct the process and analyze it collaboratively, depends on the origin of the initiative to be systematized, the context of the systematization, the availability of information, and the resources available for it (human, financial, time), among others.

This systematization was directly impacted by the staff turnover at AMEXCID. Between 2013 and 2019, the Agency had four management team changes. Each new Executive Directorate promoted adjustments in the organizational structure of greater or lesser impact. In addition, the arrival of new management teams was linked to the heads’ rotation at the Mexican Ministry of Foreign Affairs (SRE), which sometimes implied adaptations to the strategic vision

---

5 UNDP. Programa de Cooperación AMEXCID – UNDP. 2013

of foreign policy in turn and, therefore, to the vision regarding co-operation. The change in federal administration at the end of 2018 had the greatest impact with respect to staff turnover and strategic vision, even regarding the institutional strengthening vision. PROCAP, at its end, had four project coordinators.

In view of the foregoing, a systematization led by an external agent was chosen with the main mission of achieving a sample of informants that provides balanced perspectives of the three phases of PROCAP and among types of actors and political views. Among the main challenges to conduct the systematization, gaps were found in the reconstruction of the Program's history given the absence or unavailability of informants who were an essential part at some stage, in addition to the risk of bias in the interpretation of the activities and Development of the Program for the transition context in the Federal Public Administration (FPA).

### **1.3 Context analysis and experience reconstruction**

The purpose of the reconstruction (dimension 1 of the systematization) is to tell the story of PROCAP as it actually happened, avoiding confusing the initial expectation at the time of planning with the facts. The reconstruction includes a comparative analysis among PROCAP's different phases based on the scope and evolution of priorities, as well as the description of the strategic orientation, the coordination structure, and the processes of the Program. The previous review of the antecedents and the national and international context allow us to understand the incentives behind its design and evolution.

Regarding the results (dimension 2 of the systematization), an inventory of all the projects / products that have been carried out throughout PROCAP's life was drawn up, classified according to the purpose, type of project or product, level of incidence, phase to which it belongs, dissemination form, implementation challenges and good practices identified; as well as with the type of support from the UNS to the SSC. The inventory analysis also made it

possible to identify patterns in the development of PROCAP products and activities. This section also includes the results perceived by the Program's actors that go beyond tangible products, including the unexpected results for AMEXCID and for the UNDP-Mexico relationship.

To achieve this, an essentially qualitative research was carried out supported by: documentary review, 24 semi-structured interviews and reflection meetings with key informants. The documentary review included: project documents of the three phases including the substantive reviews of PROCAP, UNDP follow-up reports, institutional reports on the progress and achievements of AMEXCID, products derived from the activities planned by the Program (manuals, research, reports consulting, etc.), documents or reports available from other similar programs in dual cooperating countries in different regions.

Based on the identification of partners in the partnership carried out by PROCAP's Coordination, potential informants were identified to carry out semi-structured interviews. The sample was defined based on standard cases and by opportunity, which means, availability. The selection of the sample covered the following case-types:

- a. Negotiation leaders in both AMEXCID and UNDP by phase.
- b. PROCAP coordinators by phase.
- c. Focal points in the AMEXCID for the general follow-up of each component of the Program (for example, person in charge of the multilateral cooperation of the Agency and / or representative of the Administrative Coordination of the AMEXCID).
- d. Substantive counterparts for the development and monitoring of Program activities (for example, directly in charge of the design and monitoring of the Decalogue of South-South and Triangular Cooperation).
- e. Actors secondary to PROCAP: partners, competitors, or consumers of the Program.

- f. Reference persons on similar projects in dual cooperating countries around the world (eg. project managers, current project coordinators).

[ANNEX 1](#) presents the battery of proposed questions for the interviews which cover the different dimensions (similar programs, history, results, and lessons learned) of the systematization. The selection of informants privileged performance and involvement in the Program over hierarchy. It is possible that the same participant meets two or more type cases mentioned, so the interview guide was adapted per person interviewed (See [ANNEX 4](#)).

## 1.4 Critical analysis and interpretations of the experience

From the critical reflection derived from documentary review and conversations with the informants, learning is presented (dimension 3 of the systematization) in the form of good practices and lessons learned identified between 2013 and 2019, as well as recommendations for the Third Phase for each of the analysis areas (strategy, cooperative relationships, coordination structure, processes, and learning impulses).

Illustration 3

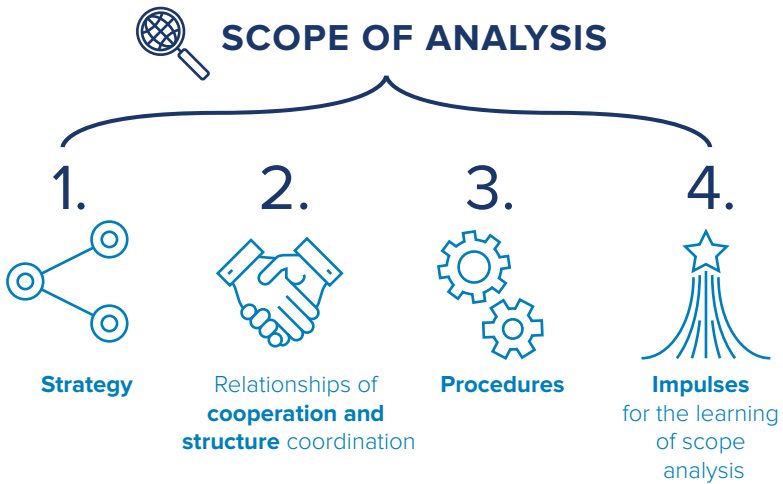




Table 1. **Categories of information analysis**

Scopes	Analysis Categories
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Incentives of each counterpart.</li> <li>• Perceived added value compared to other institutional strengthening programs.</li> <li>• Negotiation challenges (by phase and substantive review).</li> <li>• Factors leading to a relevant negotiation.</li> </ul>
<b>Cooperation relations and coordination structure</b>	<ul style="list-style-type: none"> <li>• Planned coordination structure versus effective coordination structure.</li> <li>• Limiting and conducive factors that affected the cooperative relationship.</li> <li>• Good coordination practices.</li> </ul>
<b>Processes</b>	<ul style="list-style-type: none"> <li>• Program risks management.</li> <li>• Knowledge follow up and management.</li> <li>• Execution challenges (by phase and substantive review).</li> <li>• Limiting and conducive factors for proper execution.</li> </ul>
<b>Impulses for learning</b>	<ul style="list-style-type: none"> <li>• Taking advantage of the Program's projects and products.</li> <li>• General recommendations in the design of the Program's projects and activities.</li> <li>• General recommendations in the program's execution.</li> <li>• Knowledge management recommendations.</li> </ul>

*Source: Internal documents.*

From the inventory, emblematic projects were identified based on the criteria of good practices contained in the document “Good practices of international cooperation for development between the United Nations System and the government of Mexico”, a study generated by PROCAP<sup>6</sup>. The criterias are:

1. prior need, relevance, and alignment
2. human rights approach
3. legitimacy
4. comprehensiveness
5. institutionalization and mutual responsibility
6. horizontality, consensus, and mutual learning
7. 7.coordination and comparative advantages
8. transparency
9. management oriented to development results
10. effectiveness
11. efficiency
12. positive and measurable impact
13. flexibility
14. innovation
15. sustainability
16. repeatability

The critical analysis also includes a review of initiatives similar to the AMEXCID-UNDP Cooperation Program in the world. The selection of these initiatives meets the following criteria: having regional representation, being initiatives with a high-progress degree, and presenting different levels of involvement with the SSC administering institution.

---

6 AMEXCID-UNDP. “Buenas Prácticas de Cooperación Internacional para el Desarrollo entre el Sistema de las Naciones Unidas y el Gobierno de México”, 2018 [http://www.mx.undp.org/content/mexico/es/home/library/democratic\\_governance/buenas-practicas-de-cid-entre-el-snu-y-el-gobierno-de-mexico-.html](http://www.mx.undp.org/content/mexico/es/home/library/democratic_governance/buenas-practicas-de-cid-entre-el-snu-y-el-gobierno-de-mexico-.html)

## 2. BACKGROUND



## 2.1 Origin of the initiative from the UNDP's strategic vision

PROCAP derives from the strategic alliance embodied in the **Colaboration Framework Agreement signed by the Government of Mexico and the UNDP in 2011**. This agreement was signed on September 13, 2011, with the presence of Helen Clark, Administrator of the UNDP between 2009 and 2017, and it is the first ICD instrument that mentions AMEXCID, recognizing that there is a new coordinating body for Mexican cooperation.<sup>7</sup> Helen Clark's next visit to Mexico in March 2012, represented a motivation to endorse the interest in implementing the Agreement, after which a Letter of Intent was signed indicating that a more specific mechanism would be created for this. Thus, PROCAP emerges as the ideal implementation mechanism.

The Framework Agreement objectives are: “the strengthening of cooperation at the national level, as well as the promotion of alliances for regional and global development that allows intensifying cooperation and accelerating progress towards the achievement of internationally agreed development objectives.” Among the eight areas of cooperation established in the Agreement, the following offer a direct framework for linking with PROCAP: “strengthening the Government's institutional capacity, through AMEXCID”, which ranks second after the achievement of the Millennium Development Goals and, third, the “promotion of regional centers of excellence to enhance Mexico's role in south-south, triangular and horizontal partnerships.”

The signing of this agreement is part of a broader UNDP strategy that is framed by the UNDP Strategic Plan 2008-2011, extended until 2013. Said plan cites resolution 62/208 that “reaffirms the growing importance of South-South cooperation. South and United Nations organizations are encouraged to integrate their support to [SSC] and triangular cooperation to assist developing countries

7 UNDP: *Acuerdo Marco de Colaboración firmado por el Gobierno de México y el PNUD. 2011*. Available at <https://www.undp.org/content/dam/mexico/docs/MarcoLegalPNUDMx/UNDP-MX-MarcoLegal-AcuerdoMarco-PNUD-MX-2011.pdf>

upon request [...] to strengthen their capacity to take full advantage of the benefits and effects of that cooperation to achieve their national objectives". In this context, UNDP is committed to redoubling its efforts to find South-South solutions and integrate South-South approaches in all its priority areas of attention, among other things looking for ways to strengthen the work of the SSC Special Unit (UNOSSC).

To accelerate the execution of this strategy, Helen Clark held a retreat with UNDP senior management in January 2010,<sup>8</sup> from which derived an Action Plan that included, among other lines, "cultivating and extending strategic alliances that facilitate transformative knowledge transfers, both South-South, and between North and South"; and "use [UNDP's global presence] to connect allies, knowledge and stakeholders". Among the expected results was "a more systematic approach to SSC to facilitate the exchange of relevant experience and expertise". Among the implementation routes, the Action Plan clearly established the following mechanisms:

"position the UNDP as a key agent in South-South cooperation with special emphasis on the least developed countries; articulate the role of the UNDP in middle income countries and net contributing countries; form new strategic alliances with key emerging economies to support south-south development co-operation [...]"<sup>9</sup>

This vision recognized the growing role of upper-middle-income countries as cooperation providers and the evolution of cooperation dynamics at the global level in which non-traditional actors increased their presence and new relevant mechanisms and modalities of collaboration such as cooperation were confirmed. South-South (SSC), triangular cooperation, private sector participa-

8 UNDP. "Declaración de Helen Clark, Administradora del Programa de las Naciones Unidas para el Desarrollo en ocasión de celebrarse el período de sesiones anual de la Junta Ejecutiva del PNUD y el UNFPA", 24 de junio de 2010, 2010. Available at: <https://www.undp.org/content/undp/en/home/presscenter/speeches/2010/06/24/helen-clarkstatement-to-the-undp-unfpa-executive-board.html>

9 UNDP, *Plan de Acción del UNDP*. 2010. Available at: [https://www.undp.org/content/undp/es/home/operations/executive\\_board/undp\\_action\\_plan.html](https://www.undp.org/content/undp/es/home/operations/executive_board/undp_action_plan.html)

tion in cooperation initiatives, among others. Products of this strategic vision were a series of framework agreements with countries such as Brazil (July 2010), China (September 2010), India (March 2012), Indonesia (September 2012), South Africa (September 2011), Russia (January 2015), and Turkey (December 2012), in addition to the one signed with Mexico, with the aim of starting a new stage in the UNDP's association with these countries, potential providers of regional and global cooperation.

In congruence, the UNS in Mexico launched an exercise aimed at strengthening its role with respect to the SSC. In June 2013, "UN agencies in Mexico identified the UNDP as the lead agency on SSC issues",<sup>10</sup> and began mapping SSC initiatives in Mexico supported by UN agencies. In February 2014, the first meeting of the inter-agency group of the SSC UNS was convened which, in collaboration with the AMEXCID "would offer a space to coordinate the efforts of the UN agencies in their accompaniment to Mexico's SSC". The main objective was to strengthen "the South-South cooperation that the country offers, positioning the added value and potential of the UN for the effective achievement of development objectives at the national and global levels."<sup>11</sup>

A discussion was organized between the AMEXCID and UNS agencies regarding the SSC, among other activities. As a result, a first strategy was produced to advance on SSC issues and the mapping of the type of activities supported by the UNS agencies was concluded. None of these efforts was formally linked to PROCAP, however, it was led by the same team that was behind the strategic design of PROCAP and contributed to the better execution of the Program.

Finally, PROCAP corresponds to cooperation area VI of the United Nations Cooperation Framework for Development in Mexico (UNDAF) 2014-2019, Global Alliance for Development, and Direct Effect 13 "the Mexican state will have strengthened its

10 Millenia Development Objectives which in 2015 will transit to Sustainable Development Objectives.

11 PNUD. PNUD's Strategic Plan for 2008-2011, DP/2007/43/Add.2 <https://digitallibrary.un.org/record/628583?ln=en>

position as effective cooperator for development at regional and global level and will have consolidated a relevant platform for international cooperation”.

## 2.2 Origin of the initiative from the Mexican perspective and characterization of the association

Mexico's trajectory as a cooperative from the South is long, with solid initiatives and a prominent position particularly in the region. However, the International Development Cooperation Law (LCID)<sup>12</sup> marked a watershed in the institutional framework of Mexican cooperation policy. Although the approval of the LCID and the creation of the AMEXCID as a decentralized body of the SRE took place in 2011, it was during the following administration, between 2012 and 2018, that the Agency finalized the creation and implementation of the instruments and tools envisaged by Law, mainly, the National ICD Registry (RENCID), the statistical pillar of the new engineering; the National ICD Fund (FONCID), the financial pillar; and the ICD Special Program (PROCID), a programmatic pillar. It was also until then that an institutional consolidation strategy began. This was reflected in strategy 5.1.7 of the National Development Plan (NDP) 2013-2018<sup>13</sup> and strategy 3.1 of the Sectoral Program for Foreign Affairs 2013 – 2018<sup>14</sup>. Precisely, the first International Cooperation Development Program (*PROCID by its initials in Spanish*) 2014-2018<sup>15</sup> had as Objective 1 “Strengthen the instruments, tools and capacities of the Mexican IDC system for a better management of cooperation”, whose strategy

12 *Ley de Cooperación Internacional para el Desarrollo*. Cámara de Diputados, 11 de abril de 2011. Available at: [http://www.diputados.gob.mx/LeyesBiblio/pdf/LCID\\_171215.pdf](http://www.diputados.gob.mx/LeyesBiblio/pdf/LCID_171215.pdf)

13 Estrategia 5.1.7. Impulsar una vigorosa política de cooperación internacional que contribuya tanto al desarrollo de México como al desarrollo y estabilidad de otros países, como un elemento esencial del papel de México como actor global responsable. See OGF. *Plan Nacional de Desarrollo 2013-2018*, May 20, 2013. Available at: [http://www.dof.gob.mx/nota\\_detalle.php?codigo=5299465&fecha=20/05/2013](http://www.dof.gob.mx/nota_detalle.php?codigo=5299465&fecha=20/05/2013)

14 Estrategia 3.1 Consolidar a la Agencia Mexicana de Cooperación Internacional para el Desarrollo como coordinadora de la cooperación internacional de México; Objetivo 3. Impulsar una política de cooperación internacional para el desarrollo en beneficio de México y de otros países. Ver SRE. *Programa Sectorial 2013-2018*, September 5, 2017. Available at: <https://www.gob.mx/sre/documentos/programa-sectorial-de-relaciones-exteriores-2013-2018>

15 DOF. *Programa de Cooperación Internacional para el Desarrollo 2014-2018*, 30 de abril de 2014. Available at: [http://www.dof.gob.mx/nota\\_detalle.php?codigo=5342827&fecha=30/04/2014](http://www.dof.gob.mx/nota_detalle.php?codigo=5342827&fecha=30/04/2014)

1.2 was to “Establish and consolidate the tools of international cooperation for the development of Mexico”, clearly revealed an incipient state of the Mexican IDC system.

Not all consolidation challenges were new. Since before the creation of AMEXCID in 2011, in the SRE’s General Directorate of Technical and Scientific Cooperation (DGCTC), there was a need to have the support of specialists in addition to the functional structure. This need was met through a collaboration mechanism with the Ibero-American General Secretariat (SEGIB), through the Mexican Fund for International Development Cooperation with Ibero-America (FOMEXCID), and with the Organization of American States (OAS). The 2011 Law established new functions in terms of IDC but did not provide a larger budget or the possibility of expanding the organic structure beyond the integration of different areas of the SRE that were already carrying out some cooperation functions.<sup>16</sup> Likewise, in 2013, it was decided not to continue with the collaboration mechanism with SEGIB, although the need for personnel remained and was more pressing than ever. The existence of the Framework Collaboration Agreement and the UNDP partnership strategy with emerging partners facilitated the design of a solution for this administrative urgency and, in turn, served as an impetus to trigger collaborations on substantive issues given that the collaboration framework was broad, and the UNDP had no interest in simply managing specialist contracts. A unique win-win scenario.

Thus, the Mexican IDC System was born with deep organizational and budgetary limitations, with a two-year delay in the creation of the IDC policy instruments due to the change of government at the federal level, and with high expectations among national and international actors.<sup>17</sup> In the AMEXCID management team there was certainty about the urgency of creating the IDC System, but without clarity about how to carry it out. At the federal level, it was necessary to deepen the understanding of Mexico’s role as

---

16 In particular, the General Directorates which integrated the Economic Relations and International Cooperation General Directorates and the Mesoamerica Integration and Development Project General Directorate, which belonged to the Latin America and the Caribbeans Undersecretariat. On the other hand, the Law established new IDC features.

17 The initiative which resulted in the LCID, was proposed in 2007.



a cooperative, and of the technical and budgetary implications of the IDC in the face of the new regulatory framework. There were no systematic tools or processes to record with disaggregated data the total offer of Mexican cooperation at the federal level, which in turn would allow calculating the budget required to comply with the expectations and legal obligations derived from the LCID. There were also no evaluation mechanisms to know the results of the IDC, how Mexico benefited from the cooperation and how it impacted economically; all of them aspects that the Law already corrected.

The Agency perceived the UNDP as a body with the capacity and mandate broad enough to provide comprehensive support: generate specialized cadres, provide technical advice, and ensure intra-institutional coordination since it was necessary to agree with many actors. A sense of solidarity was sought in the accompaniment and that it was long-term. For the UNDP, for its part, the intention to collaborate was clear and a political moment, unbeatable, coupled with the opportunities offered by the transition at the federal level. In addition, it facilitated the implementation of the partnership strategy with emerging countries, potential donors of resources to be executed via the UNDP.



### 3. SYSTEMATIZATION CONTEXT



## 3.1 National Context

PROCAP's systematization is framed in a context of redefining AMEXCID's vision and its role in the design, negotiation, and implementation of the international development cooperation policy (IDC), as a result of the government transition derived from the federal elections in 2018. The bases of the direction that the AMEXCID will take and the IDC policy for the rest of the six-year term are found in the 2019-2024 PND, published in the Official Gazette of the Federation on July 12, 2019, the Integral Development Program (PDI) for the north of Central America and the south-southeast of Mexico, and in declarations and communiqués of the AMEXCID or the SRE.

At the time of preparing this systematization, between the end of 2019 and the first semester of 2020, the PROCID 2020-2024 proposal had been approved by the Agency's Advisory Council in the session held on November 21, 2019, and it was following the regular review and adjustment course, typical of the programs derived from the NDP. This document, the backbone of the IDC policy, must contain the objectives, strategies, and lines of action, as well as a system of indicators for their monitoring and review. The proposal presented to the Council had been worked out from consultations between multiple interested parties, some carried out with the support of PROCAP, and which will be detailed in this report in [the Inventory](#) section.

The NDP 2019 – 2024 briefly establishes the guidelines that the cooperation policy will follow in this period, confirming the regional priorities established in the LCID published in 2011. It mentions that the “Federal Executive offers cooperation, friendship and respect for all the countries of the world and, particularly, for the sister nations of Latin America and the Caribbean”<sup>18</sup> with which the economic, cultural, scientific, and technological exchanges that contribute to the cause of Latin American integration and, especially, towards Central America will be promoted. It also introduces “a

---

18 DOF. *Plan Nacional de Desarrollo 2019 – 2024*, December 7, 2019. Available at [https://www.dof.gob.mx/nota\\_detalle.php?codigo=5565599&fecha=12/07/2019](https://www.dof.gob.mx/nota_detalle.php?codigo=5565599&fecha=12/07/2019)

new approach to cooperation for the development of Mexico with El Salvador, Guatemala and Honduras”<sup>19</sup>, whose materialization has been concentrated in the PDI with the support of the Economic Commission for Latin America and the Caribbean (ECLAC), as well as with the governments of these countries.

Both the Foreign Affairs Minister<sup>20</sup>, and the current Executive Director of the Agency, have affirmed that it is up to AMEXCID, together with authorities from the governments of El Salvador, Guatemala and Honduras, to “create the mechanisms and instruments that allow sending of economic resources and technical support directly to the beneficiaries, farmers and young people in the countries that make up this development region”<sup>21</sup> regarding the PDI, and specifically the programs “*Sembrando Vida*”<sup>22</sup> (Sowing Life) and “*Jóvenes Construyendo el Futuro*” (Youngsters Building the Future).<sup>23</sup> Likewise, it has been declared that the AMEXCID “must transform and modify its internal structure in order to implement the new international cooperation programs in an agile manner.”. Additionally, between 2019 and early 2020, the Agency worked with the National Immigration Institute (INM) and the National System for the Integral Development of the Family (DIF), in projects aimed at addressing the conditions of Migration Stations and Shelters that receive foreign immigrants. These programs have translated the

- 
- 19 AMEXCID. “AMEXCID presenta a empresarios el Programa de Desarrollo Integral (PDI)”, June 10, 2019. Available at <https://www.gob.mx/amexcid/prensa/amexcid-presentacion-del-programa-de-desarrollo-integral-203914>
- 20 SRE. “El canciller Marcelo Ebrard anunció avances en las acciones realizadas por el Gobierno de México en materia de Migración”, Comunicado No. 273, August 14, 2019. <https://www.gob.mx/sre/prensa/el-canciller-marcelo-ebard-anuncio-avances-en-las-acciones-realizadas-por-el-gobierno-de-mexico-en-materia-de-migracion>
- 21 SRE. “Primer encuentro de donantes y cooperantes al PDI”, Comunicado No. 271, August 13, 2019. <https://www.gob.mx/sre/prensa/primer-encuentro-de-donantes-y-cooperantes-al-pdi>
- 22 “La iniciativa busca apoyar a agricultores de pequeña escala a establecer sistemas productivos agroforestales, combinando la producción de los cultivos tradicionales en conjunto con árboles frutícolas y maderables, y el sistema de Milpa Intercalada entre Árboles Frutales”. Los recursos, que provienen del Fondo México, serán distribuidos en tres tipos de apoyo: económicos, técnicos y en especie. Ver AMEXCID, 2019. “*Sembrando Vida* arranca en El Salvador”, November 19, 2019. Available at: <https://www.gob.mx/amexcid/prensa/sebrando-vida-arranca-en-el-salvador?idiom=es>
- 23 Se trata de un programa para que jóvenes reciban becas de 3,600 pesos mexicanos mensuales y cobertura médica en el IMSS para que como aprendices puedan recibir capacitación en empresas hasta por un año, una certificación y potencial acceso a alternativas de empleo. See STPS. “Exporta STPS el Programa Jóvenes Construyendo el Futuro a Centroamérica”, November 5, 2019. Available at: <https://www.gob.mx/stps/prensa/exporta-stps-el-programa-jovenes-construyendo-el-futuro-a-centroamerica-presenta-alcances-a-comitiva-de-honduras>

current government's proposal that "international cooperation [be] the way to address the migratory phenomenon"<sup>24</sup>. Additionally, between 2019 and early 2020, the Agency worked with the National Immigration Institute (INM) and the National System for the Integral Development of the Family (DIF), in projects aimed at addressing the conditions of Migration Stations and Shelters that receive foreign immigrants. These programs have translated the current government's proposal that "international cooperation [be] the way to address the migratory phenomenon".<sup>25</sup> The Covid-19 pandemic has had an impact on the execution of these initiatives and will surely change the way this priority will advance in the future.

## 3.2 International Context

At a global level, over the last four decades, since the Buenos Aires Action Plan (PABA) was adopted in 1978 to promote and carry out Technical Cooperation among Developing Countries, there has been a strong growth in the presence, recognition, and evidence of SSC contribution to global development. The SSC is already an internationally recognized modality as valuable, complementary, and not subordinate to more traditional modalities (North-South), with characteristics that have differentiated it from cooperation processes of the so-called donors, and attractive to establish triangular or multi-actor associations that virtuously integrate the advantages of each of the partners. Both the 2030 Agenda for Sustainable Development<sup>26</sup>, in its targets 17.6 and 17.9, such as the Addis Ababa Action Agenda on Financing for Development<sup>27</sup>, particularly in paragraphs 56 and 57, recognize the SSC contribution and promote the creation of partnerships between

24 Laura Elena Cubillas. "AMEXCID y la transformación de México", La Razón, December 4, 2019. Available at: <https://www.razon.com.mx/opinion/amexcid-y-la-transformacion-de-mexico/>

25 AMEXCID. "Contribuye la SRE a través de la AMEXCID en atención del fenómeno migratorio", February 13, 2020. Available at: <https://www.gob.mx/amexcid/prensa/contribuye-la-sre-a-traves-de-la-amexcid-en-atencion-del-fenomeno-migratorio>

26 AGONU. *Transformar nuestro mundo: la Agenda 2030 para el Desarrollo Sostenible*, A/70/L1 (September 18, 2015). Available at [https://www.un.org/ga/search/view\\_doc.asp?symbol=A/70/L1&Lang=S](https://www.un.org/ga/search/view_doc.asp?symbol=A/70/L1&Lang=S)

27 ONU. *Addis Ababa Action Agenda of the Third International Conference on Financing for Development*, July 16, 2015, Available at <https://sustainabledevelopment.un.org/index.php?page=view&type=400&nr=2051&menu=35>

diverse partners to design innovative initiatives.

However, this systematization is also carried out at a particularly special moment for the generation of knowledge about the efforts to strengthen institutions whose central function is the SSC. The document resulting from the Second High-Level Conference on South-South Cooperation (PABA+40)<sup>28</sup>, held in March 2019, 40 years after the Buenos Aires Action Plan, clearly and explicitly establishes the need to generate knowledge and contribute, from different fronts to the improvement of South-South and Triangular Cooperation (SSTC) and, therefore, to strengthen the institutions, programs, data, and methodologies related to the exercise of the SSC. Likewise, it reaffirms the need for the UNS to support and promote SSTC, it specifically calls on the System to assist countries that request it in building institutional and human capacity to formulate and implement SSTC national policies, strategies, and programs, and in sharing best practices and experiences in the matter with other less developed countries. The Document recognizes UNDP for its support to UNOSSC and its commitment to promoting South-South approaches to sustainable development. This systematization precisely aligns with said call and offers to generate learning and recommendations for future initiatives that aim to strengthen the capacity of the instances in charge of the SSC.

### 3.3 Similar initiatives in other countries

Achim Steiner, current UNDP Administrator, in his opening statement at the PABA+40 Conference<sup>29</sup> mentioned that the UNDP has a long history as a “trusted knowledge broker, facilitator of associations and support for the development of capacities of the SSTC”. He also mentioned that the UNDP is the SSC partner par excellence, supporting a range of innovative projects with the ability to

28 ONU. *Draft Outcome Document of the Second United Nations High Level Conference on South-South Cooperation*, March 6, 2019. Available at: <https://www.un.org/pga/73/wp-content/uploads/sites/53/2019/03/6March-Outcome-document-SSCooperation-6-March-2019.pdf>

29 UNDP. “Opening Remarks of Achim Steiner, UNDP Administrator, Opening at Second High-level UN Conference on South-South Cooperation Conference on South-South Cooperation”, March 20, 2019. Available at: <https://www.undp.org/content/undp/en/home/news-centre/speeches/2019/second-high-level-un-conference-on-south-south-cooperation.html>

replicate and adapt them to other contexts. In this same message, he noted the renewed UNDP offering in SSTC that rests on comparative advantages such as “an extensive network of trusted local associations in nearly 170 countries” and the multidisciplinary approach of the six flagship UNDP solutions for the implementation of the SDGs (poverty eradication, governance, resilience, environment, energy, and gender equality).

The UNDP’s strategic plans that frame PROCAP’s life reveal the evolution of the organization’s way of collaborating with the SSTC and even the evolution of the institutional framework of the SSC in the same United Nations Development System (UNSD), with the transformation of the Special Unit for South-South Cooperation within UNDP (2008) into UNOSSC. Throughout PROCAP’s life (see Table 2), three strategic plans with different depth degrees regarding SSTC have been in force, ranging from the integration of SSTC approaches in general, through the identification of measures to strengthen instances national, creation of alliances, strategic financing, and knowledge systematization.

**Table 2. UNDP Strategic Plans valid during PROCAP’s life**

Strategic Plan per period	Action lines regarding SSTC
<b>UNDP’s Strategic Plan 2008-2011<sup>30</sup></b> (extended until 2013)	<ul style="list-style-type: none"><li>• Redouble its efforts to find South-South solutions and to integrate South-South approaches in all its priority areas of attention, including seeking ways to strengthen the Special Unit for South-South Cooperation’s work.</li></ul>

30 ONU. *Plan estratégico del PNUD para 2008-2011*, DP/2007/43/Add.2. Available at <https://digitallibrary.un.org/record/628583?ln=en>



Strategic Plan per period	Action lines regarding SSTC
<p><b>UNDP Strategic Plan 2014-2017.</b></p> <p><b>Changing with the world<sup>31</sup></b></p>	<ul style="list-style-type: none"> <li>• The Plan recovers the recommendations derived from the Quadrennial Comprehensive Policy Review regarding the UNSD's operational activities.<sup>32</sup> It establishes as a measure "revitalize the UNDP focus on SSC and triangular partnerships and coordination".</li> <li>• This new approach proposed "supporting and expanding the SSC and triangular in order to maximize reciprocal benefits", lowering economic and non-economic barriers to a more transparent, efficient, and effective exchange. To this end, three objective areas were considered: i) knowledge about what has worked and what has not, ii) facilitation of the harmonization of policies, legal frameworks, and regulations and iii) strategic financing and technical cooperation from different sources. The role of the UNDP would focus on "brokering knowledge, building capacity and facilitating exchanges driven primarily by the countries themselves".</li> </ul>
<p><b>UNDP's Strategic Plan for 2018-2021</b></p>	<ul style="list-style-type: none"> <li>• Expand and deepen its partnerships outside the UNS in the following areas: a) SSTC; b) civil society; c) the private sector; and d) international financial institutions (IFIs).</li> <li>• It establishes that it will continue to work closely with UNOSSC and Member States in order to implement its strategy on SSTC as an essential instrument to support the implementation of the 2030 Agenda. A key element will be the launching of a global exchange of development solutions in the Global South.</li> <li>• A core responsibility of the global platform would be to facilitate UNDP efforts to capture, disseminate and help implement these solutions through SSTC approaches. In this strategic plan it also proposes to incorporate gender equality and the empowerment of women and SSTC in operational programming.</li> </ul>

*Source: Internal Documents.*

31 UNDP. "Cambiando con el mundo, Plan Estratégico del PNUD, 2014-2017", 3 de mayo 2016. Available at [https://www.undp.org/content/undp/en/home/librarypage/corporate/Changing\\_with\\_the\\_World\\_UNDP\\_Strategic\\_Plan\\_2014\\_17.html](https://www.undp.org/content/undp/en/home/librarypage/corporate/Changing_with_the_World_UNDP_Strategic_Plan_2014_17.html)

32 The Review calls upon the "funds, programs, specialized agencies and other entities of the United Nations System to integrate their support to the [SSTC] into the regular programming of operational activities, to strengthen support mechanisms at the global and regional levels, and to assist developing countries upon request [...] to strengthen their capacity to take full advantage of the benefits and effects of SSTC to achieve their national objectives". See AGONU. *Revisión cuadrienal amplia de la política relativa a las actividades operacionales del sistema de las Naciones Unidas para el Desarrollo*, A/ RES/67/226, January 22, Available at <https://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2013/Spanish/QCPR%20resolution%20A-RES-67-226-ES.pdf>

These strategic plans and the signing of framework association agreements with emerging economies support initiatives similar to PROCAP in other countries around the world. The main evidence of the support of the UNS to the SSTC are mainly concentrated in general promotional resources of some cooperation programs or in success stories of specific projects in some thematic area where the UNDP has served as a partner of SSC suppliers, such is the case of the 2019 publication “Southern Development Solutions for the Achievement of the Sustainable Development Goals. The UNDP and South-South Cooperation”.<sup>33</sup>

Based on semi-structured interviews with SSC focal points in other countries and the documentary review of existing information, different degrees of collaboration were identified between the UNDP and Southern cooperators with elements of institutional strengthening of SSC coordinating institutions. These degrees correspond to some extent to the level of development of the cooperating country in the south. It is worth mentioning that systematized information was found on these programs, which suggests systematization and exchange line of experiences for the UNDP. Next, a general identification of these initiatives is presented, each of which deserves a more in-depth systematization.

- I. In one extreme we have the collaborations with countries whose institutional structures for SSC are in a gestation or interest in participating in South-South exchanges state has barely been identified. The collaborations are specific, face financial structural limitations, and have focused on the design of initial strategies, mapping of capacities, or matching of partners with a generally external source of financing. In 2017, an initiative was approved to promote the role of African countries as cooperation and help providers to establish SSC or development agencies. The First Report on Africa

---

33 UNDP. *Soluciones de Desarrollo del Sur para el logro de los Objetivos de Desarrollo Sostenible*, March 19, 2019 Available at <https://www.latinamerica.undp.org/content/rblac/es/home/library/poverty/southern-development-solutions-for-the-sustainable-development-g.html>

South-South Cooperation,<sup>34</sup> is a reflection of that effort and produced a first mapping of SSC initiatives in the region. A constant challenge for the Regional Program in Africa has been the source of financial resources; It is not a common practice for the countries of the region to provide resources to the UNDP to manage them. Country-specific experiences include:

- In Cape Verde, the UNDP supported a national mapping and the development of a national strategy to establish institutional architecture.
- In Botswana, the mapping, the reflection process, and the design of a first proposal for a national strategy began, which was presented to the Prime Minister. In addition, the Regional Program in Africa provided support for positioning in international forums such as the BAPA + 40 Conference. In 2020 they were in a process of creating a facilitating environment.
- A capacity mapping was carried out with Ethiopia and they are in the discussion phase on the SSC strategy, with funds from the Ministry of Finance.
- With Rwanda, it has facilitated the systematization of good practices, the registration and monitoring of SSC associations, as well as the development of an enabling environment for the establishment of a cooperation agency.
- In addition, UNDP has facilitated the organization of networking events to facilitate South-South Matchmaking for SDG events with successful peer-to-peer links from Benin, Botswana, Ivory Coast,

---

34 UNDP – NEPAD. *First African South-South Cooperation Report*. Informe elaborado con la colaboración del UNDP, la Oficina de las Naciones Unidas para la CSS, la Nueva Asociación para el Desarrollo de África (NEPAD), el Banco Islámico de Desarrollo y la Secretaría General Iberoamericana, 2019. <https://www.undp.org/content/dam/rba/docs/UNDP-Africa-SSC-Report-2019-EN.pdf>

Kenya, Mauritius, Rwanda, Uganda, and South Africa.<sup>35</sup>

- II. At a more advanced level, there are occasional collaborations with countries with established SSC institutional environments. They do not necessarily have an agency, but there are schemes developed, and therefore collaboration with UNDP is timely and responds to specific requests.
  - With Argentina, the UNDP collaborated in a strategic alliance with the Argentine Fund for International Cooperation and the Research Center on International Cooperation and Development of the National University of San Martín to establish a system for evaluating the quality and effects of Argentine SSC projects. The proposal arises as a follow-up to the PABA + 40 recommendations at the initiative of the Argentine Foreign Ministry.<sup>36</sup> The Modular Assessment Methodology for South-South Cooperation document was formally published in June 2020.
  - With Bolivia, UNDP<sup>37</sup> facilitated the creation of the Virtual Center of Excellence for South-South Cooperation in Territorial Development in Latin America and the Caribbean as a window for dialogue and exchange of knowledge between communities through the SSC. The initiation was entrusted to the Bolivian Center for Multidisciplinary Studies, a non-profit association, and with the support of Korean cooperation. Although it was not part of a program like the one in Mexico and derived from the implementation of the

---

35 UNDP – NEPAD. *First African South-South Cooperation Report*, page. 22

36 *Metodología de Evaluación Modular para la Cooperación Sur Sur*. 1st edition. - Ciudad Autónoma de Buenos Aires: Programa Naciones Unidas para el Desarrollo - UNDP; Ministerio de Relaciones Exteriores y Culto - Cancillería; San Martín: Universidad Nacional de San Martín, 2020. Available at [https://www.ar.undp.org/content/argentina/es/home/library/PNUDGlobal/MEM\\_CSS.html](https://www.ar.undp.org/content/argentina/es/home/library/PNUDGlobal/MEM_CSS.html)

37 *Centro Virtual de Excelencia para la Cooperación Sur-Sur en Desarrollo Territorial en América Latina y El Caribe*, Centro Boliviano de Estudios Multidisciplinarios. <http://cv33.cebem.org/>

Korean Saemaul UNDONG methodology, it was an initiative aimed at supporting the SSC.

Figure 1. **UNDP's similar initiatives in other countries**

Type of collaboration	Design of initial strategies, capacity mapping, matchmaking for SSC (generally external funding source)	One-off collaborations in existing SSC institutional settings	Institutional strengthening projects / support to the SSC	<b>Comprehensive partnerships</b> (large-scale financing from partners, increased participation in project execution)
DEGREE OF SOPHISTICATION OF THE PARTNERSHIP WITH UNDP				
Examples of countries	<ul style="list-style-type: none"><li>• Botswana</li><li>• Cape Verde</li><li>• Ivory Coast</li><li>• Ethiopia</li><li>• Rwanda</li><li>• Uganda</li></ul>	<ul style="list-style-type: none"><li>• Argentina</li><li>• Bolivia</li></ul>	<ul style="list-style-type: none"><li>• Indonesia</li><li>• Colombia</li><li>• Mexico</li><li>• Chile</li><li>• Brazil</li></ul>	<ul style="list-style-type: none"><li>• China (<i>China South-South Cooperation Assistance Fund</i>)</li><li>• Turkey (<i>Istanbul International Center for Private Sector in Development</i>)</li><li>• Russia</li></ul>

Source: Prepared internally based on information derived from interviews and documentary review.

- III. Other collaboration experiences have in common the design of more robust programs that include both the component of strengthening multidisciplinary teams and the design of tools, processes and strategies that consolidate the country's position as a provider of cooperation. In this same category there are experiences whose dimensions may differ, both in financial investment and UNDP involvement:
- With Indonesia, prior to the approval of the 2030 Agenda, the Strengthening

Innovative Partnership for Development Cooperation Program was created with the objective of piloting innovative partnerships, including those derived from SSC schemes. The project's objective was institutional strengthening, policy support and capacity building for future cooperation agendas.<sup>38</sup>

- In Uruguay, from 2011 to 2015, there was a strengthening project for the implementation of SSC initiatives in support of the Uruguayan Agency, which included both the hiring of specialists and the design of the cooperation unit.<sup>39</sup>
- In Colombia with the APC, an institutional strengthening project was developed in 2009 that had the components of contracting, purchasing, and substantive support. They even began to collaborate on proposals for cooperation via UNDP in African countries. An initiative very similar to PROCAP but that does not derive from a Framework Agreement and that was not built solely to support the SSC.<sup>40</sup>
- Brazil is the emblematic case of association for institutional strengthening with the UNDP, going beyond the hiring of consultants and managed to engage Brazilian cooperation with the UNDP network offices at a global level for the execution of cooperation projects in more than 80 countries. The initial objective was to remove the operational bottlenecks inherent to the Brazilian regulations.

---

38 BAPPENAS-UNDP. South-South and Triangular Cooperation (SSTC). Stocktaking and Strategic Review. May 2014. [https://www.id.undp.org/content/indonesia/en/home/library/democratic\\_governance/south-south-and-triangular-cooperation--sstc--stocktaking-and-st.html](https://www.id.undp.org/content/indonesia/en/home/library/democratic_governance/south-south-and-triangular-cooperation--sstc--stocktaking-and-st.html)

39 UNDP. "Apoyo a AUCI en la implementación de iniciativas para promover la cooperación Sur-Sur", 2015. Available at <https://www.undp.org/content/dam/uruguay/docs/Prodocs/URU%2013%20001%20Cooperaci%3%b3n%20Sur-Sur.pdf>

40 APC Colombia-UNDP. Logros de la Alianza Estratégica entre UNDP y APC Colombia 2016-2017, January 17, 2018. Available at [https://issuu.com/apc-colombia/docs/informe-apc-colombia-pnud\\_2016-2017](https://issuu.com/apc-colombia/docs/informe-apc-colombia-pnud_2016-2017)

Like Mexico, collaboration in its current form is part of the umbrella provided by the Framework Agreement negotiated during the era of strategic rapprochement with emerging countries. However, substantive collaboration goes beyond the generation of products such as Mexico. Capacity development exercises have been addressed to face challenges of monitoring and evaluation, administration of activities in the field, establishment of the interface to link cooperation recipients with the Brazilian government, design of accountability mechanisms and standards establishment for joint projects operation, among others. The fact of operating joint initiatives makes all the difference regarding the Mexican experience and shows a higher level of sophistication, while in Brazil, only 15% of the budget is allocated to the hiring of consultants, in Mexico in 2017-2019, around 90% was allocated to hiring specialists. On the other hand, within PROCAP's framework, no joint SSC initiative has yet been carried out on the ground.

- IV. Finally, the most advanced degree of collaboration is found in those associations with the greatest funding from the partners and the greatest participation in the execution of projects. Brazil would be in this classification were it not for the financial amounts. Examples of this type of collaboration are:
- With China, there are five aspects of collaboration with the UNDP: triangular cooperation, exchange of experiences on different development aid systems, involvement of the private sector and SSC, and exchange of experiences in a south-south dialogue. Within the framework of the *China*

*South-South Cooperation Assistance Fund* <sup>41</sup>, UNDP Provides technical support in making a call for proposals, provides feedback on the monitoring and design of the initiative, among other informal technical contributions.

- With Turkey, there has been a development partnership since 2011, also as part of the strategy of outreach with emerging donors. The association covers the involvement in the global agenda, the consolidation of Turkey's role as a knowledge hub for the SSC, triangular and, in a particular way, knowledge development on strategic alliances with the private sector. One of the most important results is the creation of the Center of Excellence of the caliber of the Istanbul *Istanbul International Center for Private Sector in Development*.<sup>42</sup>

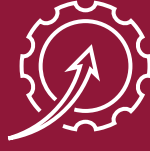
---

41 UNDP. *South-South Cooperation Assistance Fund*. March 26, 2019. Available at <https://www.cn.undp.org/content/china/en/home/library/south-south-cooperation/south-south-cooperation-assistance-fund.html>

42 UNDP. Turkey-UNDP Partnership for Development Program, <https://www.eurasia.undp.org/content/dam/rbec/docs/Turkey%20Partnership%20.pdf>



## 4. RECONSTRUCTION OF THE EXPERIENCE



Esta sección revisa cómo ha evolucionado la orientación estratégica del PROCAP, así como el valor agregado percibido y potencial del Programa para la AMEXCID. También se aborda cómo estaba conformado el ecosistema de fortalecimiento institucional de la AMEXCID considerando que existían otras agencias bilaterales socias y con las cuales fue necesario coexistir y colaborar. Finalmente, se analizan los mecanismos de coordinación utilizados por el Programa que en gran medida reflejaban el estado de salud de la asociación.

## 4.1 Strategic Orientation

The three phases of PROCAPs development cover the following periods:

- First Phase, from 2013 to 2017,<sup>43</sup> which included five substantive revisions<sup>44</sup>.
- Second Phase, from 2017 to 2019, and
- Third Phase, from 2019 to 2025.

The interest period for systematization covers the first two phases and the transition stage. During this period, PROCAP's central objective remained focused on contributing to Mexico's consolidation as a South-South cooperative through institutional strengthening and knowledge transfer mechanisms. and the ICD initiatives deployment in various aspects (bilateral, triangular, and regional). In 2017, the reference from "effective knowledge transfer" to "knowledge exchange" was changed, which also suggests a confirmation of the approach sought by AMEXCID and UNDP. For the Third Phase, the objective is consolidated in "institutionally consolidating AMEXCID to strengthen South-South Cooperation in Mexico"; the essence is maintained, but it does not specify the mechanisms through which SSC's role will be strengthened.

43 UNDP. Programa de Cooperación AMEXCID – UNDP. 2013. Internal document.

44 UNDP. Programa de Cooperación AMEXCID – UNDP. Substantive revisions: first, December 19, 2013; second, November 7, 2014; third, May 21, 2015; fourth, November 20, 2015; and fifth, 2016.

PROCAP had an original expected duration from 2013 to 2015. The substantive review's main objective was to extend PROCAP's duration, and therefore, increase AMEXCID's contributions and, secondly, adjust expected results and activities, as well as the forecasted spending, in line with changes in the management team and strategic vision. PROCAP's extension was largely linked to the lack of options to expand AMEXCID's organizational structure.

Each project document is structured in 3 results (4 for the Third Phase). However, the priorities adjustment and strategic vision had an impact on the lack of progressive progress towards some expected results<sup>45</sup>. Table 4 presents a summary of the evolution of PROCAP's expected results. Some results were maintained without major modification in the project documents throughout PROCAP, such as institutional strengthening and capacity development, which includes hiring of specialists as an activity. Others lost centrality in the Program or left it, for example the Systematization of paradigmatic policies and good practices (GP) with the potential to be transferred and Centers of Excellence (CoE) promotion, respectively.

---

45 How it was perceived with GIZ, for example, as to the strengthening of planning, monitoring and evaluation tools.

**Table 3 Evolution of PROCAP's expected results throughout its three phases**

Results incorporated within the various documents of the project	First Phase	Second Phase	Third Phase
<b>Institutional strengthening of AMEXCID / Development of national capacities</b>	Considered	Considered with additional emphasis in capacity development	Considered
<b>Systematization of paradigmatic policies and GP with high potential to be transferred within the framework of the SSTC</b>	Considered, with gradual scope reduction in substantive reviews	--	--
<b>Promote the designation of CoE to strengthen the role of Mexico in the SSC, triangular and horizontal.</b>	Considered, with gradual scope reduction in substantive reviews	Considered, but not at the level of results, but of activity	--
<b>Strategic alliances for development promotion</b>	--	Considered	Considered
<b>Consolidation of the SSTC policy</b>	--	Considered	Considered
<b>Support for the implementation of the Comprehensive Development Plan</b>	--	--	Considered
<b>Strengthening of the Mexican ICD policy (beyond the SSTC)</b>	--	--	Considered

*Source: Self-made based on the six PROCAP project documents.*

In [ANNEX 2](#) details of the structures of various project documents can be consulted throughout its three phases. At the same time, substantive reviews were carried out that had adjustments in the project's content and activities, general reviews (12) were carried out throughout PROCAP's life, some in the framework of Board of Directors' meetings, whose main objective was to review the expen-

ditures, extend PROCAP's validity, transfer remnants and document the increase in AMEXCID's contribution. The first, the seventh and the twelfth general revisions coincide with the beginning of each phase respectively. These details are also included in [ANNEX 3](#).

As previously mentioned, although each Project document is made up of 3 or 4 results, for the purposes of this Report, PROCAP will be analyzed according to two components, in line with the way in which activities are recognized in the Program both in the AMEXCID as in the UNDP:

- **Component 1** strengthening multidisciplinary teams, specifically the **hiring of specialists**, which in all project documents is included only at the activity level within Result 1. Institutional strengthening, despite the fact that this component concentrates most of PROCAP's budget, 91% in 2019.
- **Component 2**, known as **"substantive"**, aimed at supporting tools development or adjustment, Mexican ICD processes and policies, and in which other PROCAP's activities are condensed.

Component 1, hiring specialists, refers to people with professional services contracts who are collaborating with AMEXCID in essential functions for the institution. They are highly qualified personnel, among other reasons due to UNDP's contracting standard. Three characteristics define the history of this component:

1. A constant increase in the number of specialists hired under this scheme: from 40 people hired in 2013 at the beginning of PROCAP, it increased to 112 at the end of 2019. This reflects AMEXCID's dependence on these personnel, representing a third of the total. For comparison purposes, at the end of the 2012-2018 administration, the total number of authorized places in the AMEXCID structure

was 188 people.<sup>46</sup> According to informants, the initial interest was to reduce that number so that the administration could eventually dispense with the project.

2. Based on consultations carried out among officials and specialists both by the Advisors' Coordination and by the Executive Directorate between 2016 and 2017, a shared feeling was identified among the specialists of lack of group identity and excess of differentiation as to AMEXCID officials in terms of opportunities or benefits, which contrasted with the little or almost no differentiation regarding the type of functions they performed and the expectation of their work as to AMEXCID's management team.
3. Until 2017, there was no organizational plan to accompany contract renewal and UNDP staff of specialists' growth. Nor was there a risk plan in the event that PROCAP was not renewed –particularly high risk given the austerity measures introduced as of 2016– and that, with this, AMEXCID would have to dispense with the collaboration of these specialists. It was then that, for the Second Phase of PROCAP, the initiative to develop an “Action Plan for Mexican CDI specialists” was included in Component 2 with the purpose of “generating recommendations regarding AMEXCID's organizational structure and human resources, in order to consolidate its multidisciplinary teams' capacities and guarantee Mexico's institutional response capacity in international cooperation through the Agency's staff”.<sup>47</sup> The results of the

---

46 AMEXCID. “Informe de rendición de cuentas de conclusión de la administración 2012-2018”, noviembre 2018. 2018. Available at <https://transparencia.sre.gob.mx/amexcid/images/stories/2018/AMEXCID-informe-rendicion-de-cuentas0218.pdf>

47 Estefan Fuentes, Omar. “Plan de acción de especialistas mexicanos en ICD”. 2018. PROCAP's internal document.

Plan could not be fully applied, however, communication and feedback channels were established with the specialists between 2018 and 2019 that improved the relationship among the parties. In the transition period to the Third Phase, it is identified that Component 1 has acquired an even higher priority; Although some induction workshops are maintained, the communication and feedback channels with the specialists have been reduced.

Regarding Component 2, the design of the first project document had a strategic vision behind it that sought to influence three major creation of basic institutional instruments and replication of global trends processes: i) information systems, ii) Centers of Excellence (CoE), iii) packaging and transfer of good practices. The rationale behind the first PROCAP design was as follows:

- RENCID's was included in the project document because it was perceived as the basic instrument for AMEXCID to generate data and arguments to strengthen itself politically, organically, and budgetary. Despite Mexico's decades of experience as a cooperation provider, there were no estimates of the total amount of cooperation granted by the country at the federal level.
- Before 2011, for example, there were information systems within the SRE's DGCTC with data on the actions that were managed from that office. Between 2010 and 2011, Mexican cooperation measurement exercises were attempted, but it was only until the LCID was approved that the necessary legal framework was in place to have FPA data. Kindly note that South-South technical cooperation is not executed like traditional cooperation. In Mexico, it has been carried out primarily through consultancies and information exchange between sector experts from FPA

institutions and their peers in other countries. Some of these exchanges take place outside the formal cooperation frameworks coordinated by AMEXCID, and occur between sectoral institutions, so retrieving these data has always been necessary.

- Creating CoE was a trend in support of the SSC that the UNDP was promoting in different countries. For Mexico, it was intended to recognize the effort and contribution that Mexican institutions make to international cooperation. The objective was not only to make a public recognition, but to help these institutions to generate international cooperation, even attracting resources from other foreign donors or research institutions.
- The proposal to identify policies and practices with high potential to be transferred within the framework of South-South and triangular cooperation was also linked to a global trend but somewhat unrelated to the reality of the SSC in Mexico, where exchanges already existed and clearly recognized practices and the “handover” approach from the UNDP was not necessarily in line with the goals of the incoming administration.

Of the five substantive revisions of the First Phase (see [ANNEX 3](#)), those of 2013 (1st) and 2015 (3rd) had the most radical changes considering that PROCAP was designed by an outgoing government that had no opportunity to begin implementation. As it is natural in management changes, the incoming team reviewed the initiatives and based on their own vision, adjusted planned activities. Instead of delegating complete processes to PROCAP, it was decided to incorporate specific products to support processes whose responsibility remained with AMEXCID. The intention was to ensure ownership of the institutional building processes. Therefore, for example:

- On the 1st. Review, it was decided to drastically reduce UNDP’s participation in RENCID and thus



avoid the Agency's dependence on an external service provider for such an essential function. Instead, RENCID collaboration focused on support for the user manual and training of FPA officials.

- For the 3rd. Revision, in the same institutional strengthening result, activities were added to PROCAP for the creation of a systematic training mechanism and the generation of data on cooperation in which local governments participate; The scope of the results on the systematization of GP and CoE was reduced, the creation of a roster of experts and the activity on impact measurement of the SSC were eliminated.
- The 4th. Review includes an activity focused on creating specialized documents, for example, a toolbox for knowledge management or others linked to the debates of the global agenda, for example, the 2030 Agenda. The GP initiative, limited to systematizing UNS cooperation practices and the result on CoE was focused solely on the drafting of a guide document on the criteria for developing a CoE, which was also not disseminated.<sup>48</sup>.
- The 2nd review only increased input, and the 5th had administrative and calendar impacts, but did not change the basic structure of the results and activities.

The design of the Second Phase (2017-2019) brought renewed momentum: it sought to end the delay in different initiatives of the substantive component, link the two components and strengthen dynamics with non-traditional SSC actors, particularly with the private sector; promote cross-cutting approaches on gender and explore direct collaboration in SSC actions in Central America and the Caribbean, which necessarily required greater involvement of all areas of AMEXCID.

---

48 AMEXCID- UNDP. Centros de Excelencia. Documento Guía. Definición de Centros de Excelencia y Criterios para su impulso en México. Internal document.

The Third Phase, as stated in the document, maintains the objectives of training and mainstreaming approaches and creating alliances with non-traditional actors (sub-national and private sector); it rescues support for the RENCID, but shows a greater emphasis on direct participation in SSC actions, mainly through support for Mesoamerican politics, support for the PDI, and facilitation of humanitarian diplomacy. New topics are also identified for PROCAP, such as economic and business diplomacy, and scientific, technological, educational and sports diplomacy. Just as the 2013 project document was the one that had a design closest to achieving results, the Third Phase project document undoubtedly represents the most ambitious due to the range of topics included, but it is consistent with the duration and with a vision of distribution of themes over six years. Figure 3 summarizes the evolution of individual initiatives throughout the three phases.

Figure 2 **PROCAP Components**  
by phase and substantive review, 2013-2025

1st PHASE (2013-2017)			2nd PHASE (2017-2019)	3rd PHASE (2019-2025)
Substantive Reviews 2014-2016				
Hiring component			Hiring component	Hiring component
			Action plan, ICD specialists	Specialists management
RENCID Creation	RENCID Manual	M&E Courses		RENCID information management/quality
English Website	ICD virtual formation		Agenda 2030 Course	Specialists training
Experts Roster	Knowledge management		Diagnostic gender perspective at ICD	Transversal/ice gender perspective
GP to be transferred system	Sistematización GP UNS		SSC political consolidation	Mesoamerican political support
	ICD mapping at subnational level			Intl of local governments
SCC impact measuring			SSC decalogue	PDI support
			North Triangle Projects	Humanitarian diplomacy
CoE creation	CoE support		CoE Promotion	Innovative projects
			SSC National Environment	SSC National Environment
			Private sector alliances	Private sector linkage
				Echo and business diplomacy
				Scientific, technological, educational and sports diplomacy.

■ Not implemented   
 ■ Explored, not implemented   
 ■ Without results  
■ Executed   
 ■ Potential rescue of previous learning   
 ■ New

Source: Self-made with PROCAP's project and product documents.

Seen in retrospect, it is identified that the evolution of the priorities and initiatives envisaged in each phase of PROCAP is correlated with the evolution of the UNDP strategy as to the SSC and emerging donors where, precisely at the beginning of the decade, there was a major interest in collaborating in the design of the SSC's institutional architecture, little by little it moved towards collaboration with new actors and is currently focused on supporting specific SSC actions (See Figure 2).

Figur 3. **Evolution of PROCAP's strategic orientation throughout its three phases**

Phases • 1st Phase 2013-2016 • 2nd Phase 2017-2019 • 3rd Phase 2019-2025			
Hiring component	5 substantive reviews		
	Hiring of personnel 40 (2013)	Hiring of personnel and attention to HR management 112 (2019)	Personnel hiring and movilization
Sustantive component	Punctual support during the creation of basic institutional instruments and global tendencies replication (information systems, CoE, BsPs)	Evolution towards collaboration for CSS non traditional topics (new actors, process sophistication)	Instrument maintenance and direct support to CSS projects and initiatives

Source: Internal document with information of the project's documents

For most informants, Component 2 has been perceived as secondary, a necessary condition to keep alive the component linked to the hiring of specialists. This interpretation, together with the type of management, has generated conflicting perceptions about the relevance of the initiatives derived from PROCAP. It contrasts with the vision of the negotiators of the First Phase who saw in the UNDP a long-term companion with unique characteristics in the creation of instruments, processes, and formation of cadres for the AMEXCID..

## 4.2 AMEXCID Institutional Strengthening Ecosystem

The UNDP was not the only actor interested in participating in the AMEXCID construction process. The expectations generated at the international level regarding the creation of AMEXCID attracted diverse partners interested in collaborating with the newly created institution. In addition to the UNDP, between 2012 and 2019 the AMEXCID sealed partnerships of different dimensions with Germany, Japan, the United States and even the United Kingdom, with Germany as the partner with the greatest presence considering both the financing and the human resources allocated for this.

With each of the partners, the operating modalities have been different, as well as the specific objectives of each strengthening initiative, in line with the specialty, the cooperation style and the financing. They also differ in terms of how to coordinate the project, the relationship with the internal scaffolding of the cooperating agency, the clarity of the agenda, and the accessing methods to the partner's expertise. As to financing, there are important differences: Germany's complete investment exceeds six million euros, while, in the program with the UNDP, the main source of financing is the AMEXCID (\$ 15,851,152 dollars since 2013). When the program began, the UNDP contributed \$ 150,000 dollars, the seed capital that the UNDP received, an unprecedented event that reflected the relevance of the Program for the office in Mexico, but also for the emerging partnership strategy with aid workers.<sup>49</sup> Figure 2 presents a summary of the collaborations by each partner.

---

49 Programa de Cooperación AMEXCID-UNDP (PROCAP)

<https://www.mx.undp.org/content/mexico/es/home/projects/programa-de-cooperacion-amexcid-pnud.html>

**Table 4. Institutional strengthening projects between AMEXCID and other donors**

Partner	Collaboration Duration	Execution Modalities	Main results
Germany	2013-2016 First Phase	Consulting, permanent advisers, training, technical missions, expert accompaniment	<ul style="list-style-type: none"> <li>• Deepening of the Mexican cooperation policy</li> <li>• Intra-institutional coordination,</li> <li>• Inter-institutional coordination,</li> <li>• Development of cooperation and training tools for AMEXCID officials, as well as their interlocutors and other actors.</li> </ul>
	2016-2020 Second Phase		<ul style="list-style-type: none"> <li>• Joint innovative initiatives for the implementation of global agendas</li> <li>• Improving coordination instruments and structures</li> <li>• Strengthening the agency's training system.</li> </ul>
Japan	2010-2020	Five experts integrated to the DGCTC of the AMEXCID	<ul style="list-style-type: none"> <li>• Training in project design and management methodologies.</li> <li>• Support for the design of country strategies in AMEXCID.</li> <li>• Identification of good ICD practices of Mexico-Japan international cooperation.</li> </ul>
United Kingdom	2015-2016	Temporary Integrated Expert	<ul style="list-style-type: none"> <li>• Support to AMEXCID for its management as co-president of the Global Alliance for Effective Development Cooperation.</li> </ul>
United States	2015-2016	Integrated Expert	<ul style="list-style-type: none"> <li>• Collaboration to identify the operating mechanisms of AMEXCID and USAID in order to generate joint cooperation between both agencies. - Training on linking the private sector to the ICD.</li> <li>• Organization of a Technical Mission of six AMEXCID officials to the USAID headquarters in Washington D.C.</li> </ul>

Source: AMEXCID. *White Paper Mexican System of International Cooperation for Development 2012-2018*, p. 17  
<https://transparencia.sre.gob.mx/amexcid/index.php/libros-blancos>

Particularly between 2014 and 2015, Germany was building strategic relationships with other emerging partners, and the intention existed to support institutional strengthening projects with South Africa and Indonesia, even promoting the initiative “Global Dialogue between Agencies and Ministries of International Cooperation for Development”<sup>50</sup> which materialized in a series of meetings promoting the exchange of experiences between institutions of emerging economies from different regions dedicated to international cooperation and development. Thus, Germany and the UNDP positioned themselves as the two main partners of AMEXCID for its institutional strengthening.

Germany has linked AMEXCID with its international experts’ network and presents a clearly defined offer regarding methodologies and process facilitation that, even when they come from traditional bilateral cooperation, are useful and relevant capabilities for the SSC considering that, to a large extent, the essence of SSC is to contribute to the development or strengthening of institutional capacities. Probably the formality required for certain processes with Germany worked in favor of the UNDP as a partner that could operate proposals with greater flexibility.

Initially, AMEXCID sought a clear division of responsibilities among partners and institutional strengthening objectives. As the years went by and certain issues appeared or gained strength in the global arena (for example, with the arrival of the 2030 Agenda), potential overlaps in the interests and offers of collaboration on the part of these partners were noticed. In some cases, it was feasible to seek complementarity or collaboration, for example, in the process of monitoring the effectiveness of cooperation and mainstreaming the gender perspective in the ICD. The temptation of the partners to ensure leadership or pressure to advance towards the objectives was present, the latter is a general risk in development cooperation given the existence of annual budgets and progress indicators.

---

50 BMZ, GIZ. *Global Dialogue of Agencies and Ministries for International Cooperation and Development*. Available at <https://gc21.giz.de/ibt/var/app/wp342P/1803/index.php/page-1/what-is-the-global-dialogue/>

### 4.3 Added value of UNDP and PROCAP

Throughout the investigation, one question stood out in conversations with informants: what was the added value of PROCAP and UNDP?

Throughout the investigation, two types of added value were identified, the potential and the perceived. Officially, the potential added value lies in the UNDP's capacity as a facilitator, broker, partner, and promoter of innovation, with a network of experts and offices at a global level, as well as in the processes that ensure transparency, accountability, and formality for contracting services and the execution of resources for development. Both AMEXCID and UNDP staff recognize this potential added value. In fact, the UNDP ranks second among international development aid organizations in terms of transparency and has a roster of experts who could help provide the best advice.

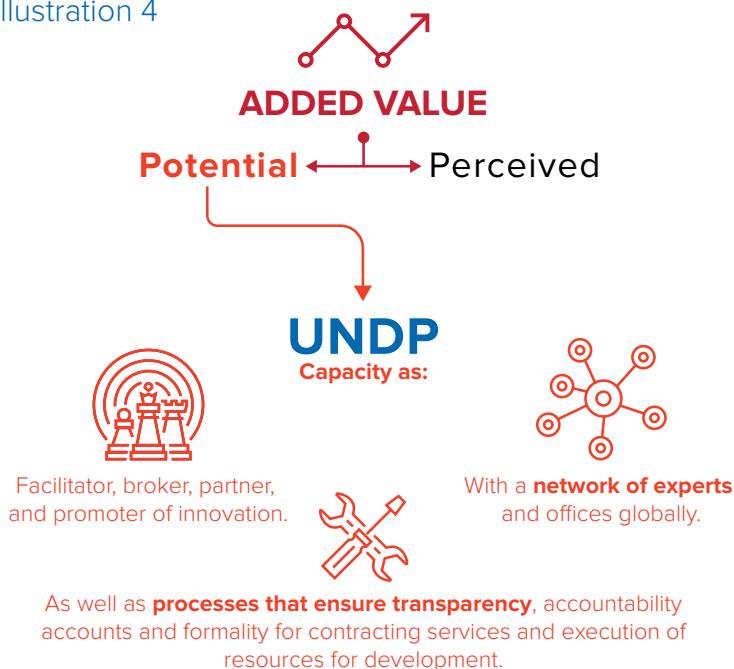
In contrast, for the informants, the added value of PROCAP over six years was manifested in three areas:

1. The possibility of hiring specialists and increasing the staff that collaborates in AMEXCID by a third,
2. The seal of the UNDP as a legitimator and guarantee before external audiences, and
3. The existence in itself of a framework for hiring experts and generating products that AMEXCID could not directly finance.

As evidenced, there are differences between the potential added value and the perceived value that originate both in the association relationship and in PROCAP's processes. If there is no access to the experts' network and no effective communication of what kind of know-how is available and how it can be reached, then the potential added value is not achieved. Officials who were in the AMEXCID during previous phases, perceive that, in general, the UNDP did not share its own capacity in a systematic way through PRO-



Illustration 4



CAP, and that there was a dependence on external experts hired through consultancies (Individual Contracts), particularly in the First Phase of the Program. Bringing in international experts from the UNDP network can be very expensive and would consume a significant part of PROCAP's budget. In the First Phase of PROCAP, AMEXCID asked UNDP staff to share experiences on monitoring and evaluation, an activity that could not be carried out due to administrative obstacles that prevented UNDP's staff from paying a per diem to spend time sharing that knowledge. A limitation that does not appear in the SSC because generally the experts of a country, public officials, share their experiences with their peers without any remuneration involved.

Part of the dissonance with respect to the potential and perceived added value, especially in the early years, lies in the fact that, during an important part of the PROCAP execution period, the specific knowledge of support to the SSC within the organization had to be consolidated, and in particular, the knowledge of how Mexican

cooperation operated on a day-to-day basis, largely because there was no documentation of such processes or it was not public.

Within the UNDP, they recognize the limitations of the model focused on contracting consulting services and have gradually advanced in making the model more flexible and offering AMEXCID access to its networks and experts. Between 2018 and 2019, the UNDP showed openness and flexibility with three initiatives that recovered expertise from the UNDP itself: collaboration with the Regional Office for Latin America and the Caribbean (RBLAC in English) for the development of virtual training in ICD; the exchange of experiences between AMEXCID and the Center of Excellence in Istanbul on the private sector, and the participation of the Acceleration Laboratory in the multi-stakeholder consultation for the preparation of the PROCID 2020-2024. The coordinating team at UNDP has also contributed its own capacity and more frequently acts as a process facilitator. There is also mutual enrichment, the team at UNDP has gotten to know more closely how AMEXCID operates, and even two of the five members of the current team were AMEXCID collaborators for a considerable time.

In addition to the mobilization of technical knowledge and expertise from the UNDP's Global Policy Network, the UNDP's guidelines and corporate strategies that allow translating technical and soft skills into "agency" -both individual and collective-, and the commitment of the current Representation to enhance these capacities, make a difference to gradually materialize the potential added value of supporting the priorities in DCI for countries like Mexico.

The potential added value in terms of accountability and transparency is also not confirmed if exceptions prevail or administrative processes linked to contracts are made flexible to such a degree, both in the case of specialists (Service Contract) and for consultancies (Individual Contracts), exceptions caused to a great extent by the pressure that the counterpart can exert. One of the main findings of the qualitative research was the perception that, in the transitional months between the Second and Third Phase, the contracting and contract termination processes were not followed or made transparent. On the other hand, there are other processes

that probably need to be introduced or reinforced, for example, that related to personal security, considering that some specialists hired via UNDP are carrying out activities that go beyond those included in their job descriptions, and for which it is advisable to obtain specific training or protection.

Finally, AMEXCID's preferences have also fluctuated over the years, both at the executive level and between work teams and decision-making levels, which naturally has an impact on the materialization of the added value of PROCAP. During some stages or with some managers, innovative mechanisms were sought to strengthen the Agency's methodologies and processes; at other times, the priority has been openly the renewal of the team of specialists, particularly in the face of changes in government or austerity policies experienced in different administrations.

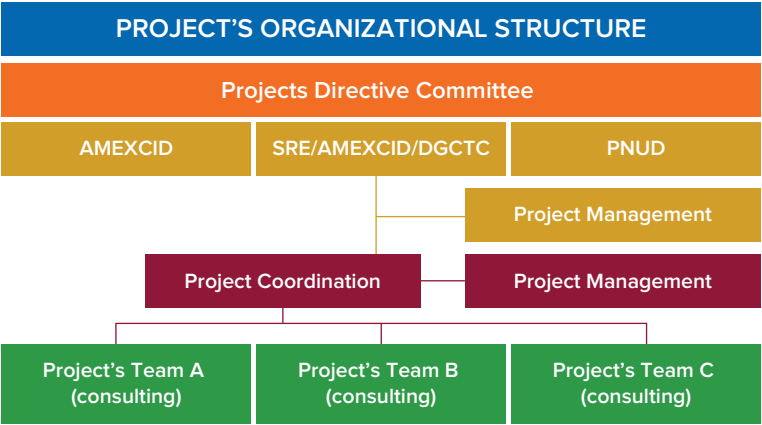
## **4.4 Guidance structure**

The joint management structure of PROCAP has evolved throughout the execution of PROCAP in line with the evolution of its strategic orientation. During the first years of the First Phase, a work team was formed under the direct supervision of the senior management of UNDP Mexico and which was in charge of the process of design and implementation of PROCAP. In that work team there was an expert in SSC who accompanied the process at a strategic level, a figure that only existed at the beginning of PROCAP. In 2014, the project was inserted into the area of democratic governance of the UNDP, although in fact it continued to depend on the Resident Coordinator. Between 2015 and 2019, coordination was maintained in the governance area. It coincided with a high turnover period in the position of coordinating PROCAP and managerial and organizational changes in AMEXCID. In 2019, the UNDP's Resident Representative made the decision to absorb PROCAP's coordination, in line with the importance that the Program has for the UNDP and for the relationship with AMEXCID, the coordinating entity of all cooperation in Mexico. PROCAP's Coordination team was also transforming and growing, having a coordinator and administrator dedicated to the Program, plus a SSC specialist and an

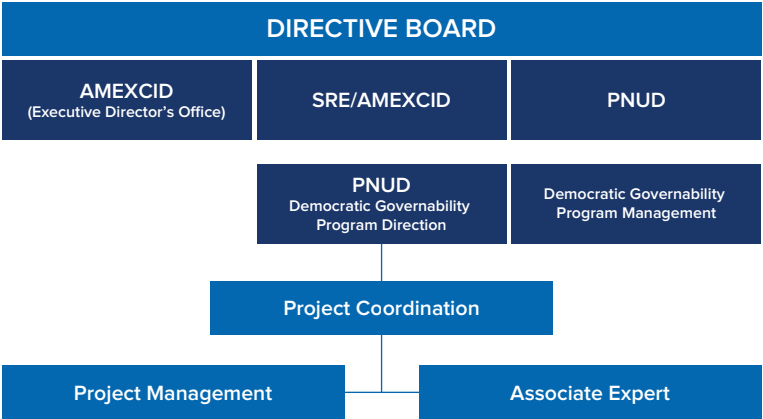
advisor in knowledge management and capacity development involved in the design and strategic monitoring (First Phase), to have a coordinator, administrator, plus two specialists for Component 2 (Second Phase), and add an administrative assistant in response to the growing importance of Component 1 (Third Phase). Figure 4 presents the coordination schemes within the UNDP included in the project documents for each of the three phases.

Figure 4 **PROCAP’s Coordination Schemes in the PNUD between 2013 and 2019**

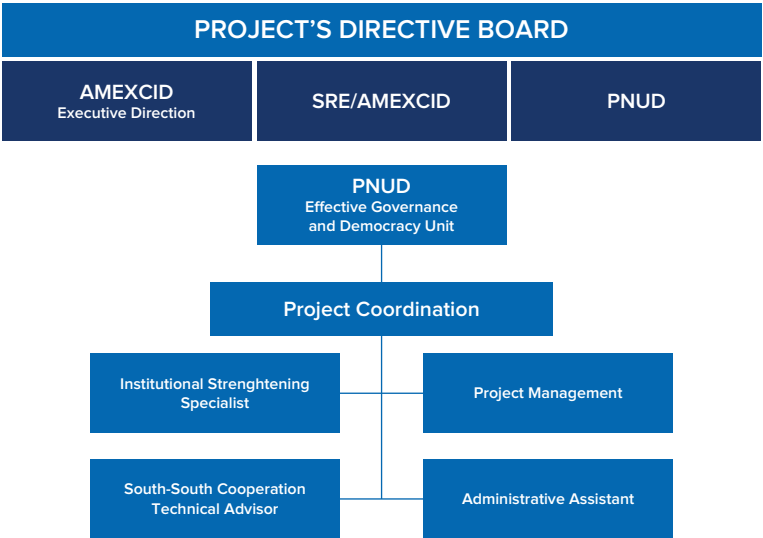
a. First Phase Scheme



b. Second Phase Scheme



c. Third Phase Scheme



Source: Project documents of 2013, 2017 and 2019 respectively.

In AMEXCID, PROCAP coordination had different manifestations during the First Phase. In the management of specialists (Component 1), there has been operational inertia and constant communication in the AMEXCID-UNDP collaboration chain, particularly between the administrative coordination of both institutions and in the multilateral cooperation area. Although the strategic decisions were concentrated in the DGPCI, it did not directly participate in the monitoring of the component related to the hiring of specialists who collaborated at AMEXCID.

On the other hand, the coordination of Component 2, substantially, had three different leaderships that are detailed in Table 5 and in which the activities' operation was concentrated. It was until the Second Phase that both components were strategically coordinated from the same office, an example of this was the scenario analysis in the hiring of specialists and the focal point scheme that allowed distributing the strengthening opportunities offered by PROCAP, as well as the responsibilities of its operation, among AMEXCID's different areas.

According to the informants, it was with the focal point scheme that some officials learned about PROCAP's substantive component; however, participation of the focal point did not necessarily ensure that, upon returning to their team, they had the enabling environment or tools to replicate and share the information with their colleagues. Inevitably, the informants commented that the irregularity of the encounters considerably contrasted with the monitoring carried out with the GLZ, where there was a more stratified leadership structure, regularly reviewed and with spaces for monitoring and reflection at different levels.

For the Third Phase, a monitoring structure is only identified from the AMEXCID for Component 1 and for the mobilization of specialists regarding the initiative to support the implementation of the PDI. It can be attributed to the incipient stage of the Third Phase, or to changes in the person responsible for coordinating PROCAP.

**Table 5 PROCAP's Coordination Schemes in AMEXCID, 2013 and 2019**

Scheme and period	Description
<b>Shared coordination between two general directorates of AMEXCID (2013-2015)</b>	<p>The coordination was shared between:</p> <ul style="list-style-type: none"> <li>• The DGCTC, where PROCAP was created in 2013, specifically the multilateral cooperation area in charge of monitoring cooperation programs with all UNS agencies and other regional organizations.</li> <li>• The DGPCI, an entity created at the end of 2013 that had the substantive responsibility of connecting PROCAP with the strategic planning and institutional consolidation processes of AMEXCID.</li> </ul> <p>Due to the nature of the matters in the First Phase of PROCAP, substantive follow-up was essentially handled by the DGPCI.</p>
<b>Coordination concentrated in the Planning area (2016)</b>	<p>In 2016, the Deputy General Directorate of ICD Forums was separated from the DGPCI; The multilateral cooperation area that joins the DGA of Forums emerges from the DGCTC. Subsequently, the Forums area rejoins the DGPCI, concentrating the coordination of PROCAP.</p>
<b>Coordination in the Executive Directorate (2017-2019)</b>	<p>The Headquarters take control of the program and creates a coordination system through technical focal points, representatives of each area of AMEXCID, and with the UNDP's participation.</p> <p>Creation of spaces to share the progress of each initiative with all areas and analyze the progress and lessons learned. According to some informants, it was at these meetings that they learned about PROCAP's substantive component.</p>
<b>Management from the Advisors Coordination</b>	<p>The relationship between both parties is in the process of construction and adaptation to the restructuring envisaged by the new administration. The most fluid coordination occurs for the component of institutional strengthening and mobilization of specialists within the framework of the activities of the PDI and attention to migration stations.</p>

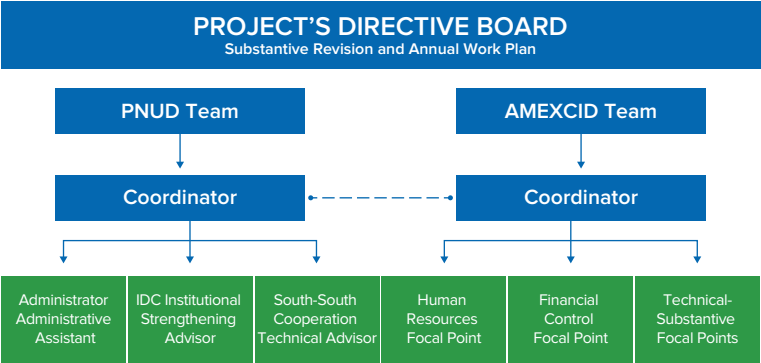
*Source: Internal, prepared with information from interviews*

Although each institution had internal coordination schemes, the only formal structure for joint management envisaged in the project documents was the Project Board of Directors as the oversight body to monitor compliance; establish or redesign strategy; resolve issues related to the progress of activities; monitor budget; observe that the rules and procedures are followed; convene ordinary meetings in order to consider proposals and progress; and conduct an annual analysis to substantively evaluate the project document. This Board was formed by the Program Officer or UNDP's representative, a representative associated with the implementation of AMEXCID, and a representative of the SRE / AMEXCID. However, it did not necessarily function as a driving structure. The meetings in many cases were of a procedural nature and the strategic orientation fell on the daily follow-up by the project coordination and the contact destined for follow-up in the AMEXCID.

Although the description of the steering structure in the project documents was practically the same, in each phase variations to the joint coordination in practice are identified. The project document for the Second Phase does not reflect the joint management structure executed through the focal point mechanism at the technical level, a scheme that was more functional and participatory throughout the analysis period. This scheme allowed greater interaction at the technical and strategic level between the parties, considering that the meetings of focal points were directly coordinated by the Executive Directorate and UNDP collaborators also participated. The project document of the Third Phase includes, for the first time, a graphic representation of the joint management structure (see Figure 5), both at a strategic and technical level, although in practice it has only been reflected for Component 1.



Figure 5 **Joint Conduction Structure - PROCAP's Third Phase**



Source: PROCAP project document, Third Phase, 2019 - 2025



## 5. INITIATIVES PROMOTED BY PROCAP



This inventory includes the initiatives promoted between 2013 and 2019 during the first two phases of PROCAP, and those that facilitated the transition between the Second and Third Phase. Each initiative brings together a series of individual activities, events and consultancies that contribute to a common goal.

The initiatives were classified according to their purpose and based on the dimensions of the UN support to the SSC proposed in the report “Towards a Global Partnership for Development the UN and Mexico’s South-South Cooperation”:

1. Support for institutional and operational development of the SSC;
2. Systematization of good practices;
3. Network facilitation, and
4. Direct Support to the SSC.

In 2014, PROCAP was aligned with dimension 1, support for institutional and operational development. For this systematization, when analyzing initiative by initiative promoted within the framework of PROCAP, it was necessary to split this first support dimension into three more specific ones: strengthening of instruments and methodologies, staff training, and operational support. In addition, a dimension corresponding to support for positioning in regional and multilateral ICD forums was added.

On the other hand, no initiative is identified for dimensions 3, network facilitation, and 4, direct support to the SSC, although in the latter there is a clear potential for the Third Phase.

Table 6 presents the mapped initiatives and their corresponding classification based on adaptation to the dimensions of SSC support.

The analysis of each initiative includes the identification of the phase and result or component of PROCAP to which it belongs; its alignment with the priorities and objectives of the AMEXCID based on the LCID and the PROCID in force at the time of the execution of the initiative; the type of dissemination of the results (internal, targeted, public or regional / global); the level of capacities that it intends to influence (individual, organizational, systemic, political)

and the challenges that arose in the execution of the initiative. The information for this inventory was derived from PROCAP's quarterly and annual reports.

**Table 6 Classification of PROCAP initiatives by dimension of UN support to the SSC**

Dimensión		Initiatives
Institutional and operational development support for the SSC	<b>Strengthening of instruments and methodologies</b>	1. Support for the implementation of RENCID 2. Promotion of innovative partnerships for development with an emphasis on the private sector 3. Action plan of Mexican ICD specialists 4. Consultation multi-actor and with experts, design of the PROCID 2020-2024
	<b>Training of personnel</b>	5. Virtual training in ICD 6. Training in the construction of ICD monitoring indicators 7. Hybrid Training: Alignment of ICD projects to the SDGs by adapting the Integrated Rapid Assessment for project analysis 8. Capacity building for the incorporation of a transversal gender equality perspective in the Mexican ICD
	<b>Operational Support</b>	9. Support for the implementation of strategies related to the PDI 10. Support for the celebration of the 3rd. Edition of the Retreat "Friends of Monterrey"
<b>Network facilitation</b>		11. Document of identification and systematization of good ICD practices with the UNS 12. International cooperation centers of excellence 13. Mapping of Projects and Specific Actions of International Cooperation of Subnational Governments in Mexico
<b>Network facilitation</b>		No initiative identified
<b>Direct support to SSC</b>		No initiative identified; 3rd phase presents potential
<b>Positioning in forums</b>		14. SDG implementation strategy 15. Support in the 2018 Monitoring Round of the effectiveness of Mexico's SSC 16. Decalogue of South-South and Triangular Cooperation in Mesoamerica

*Source: Internal information*

## 5.1 Initiatives for the strengthening of instruments and me

Project	1. Support for the implementation of RENCID	2. Promotion of innovative partnership for development with an emphasis on the private sector
Description	<p>Support for the design and facilitation of training workshops on basic ICD concepts and use of the technological platform hosted by RENCID, aimed at officials of FPA agencies and entities, users of the Registry.</p> <p>Preparation of a video to raise awareness about the relevance of the RENCID; manual for RENCID users and six tutorial videos for filling out the Registry modules aimed at potential users.</p>	<p>Support (analysis and management) with respect to financing mechanisms, methodological tools, and processes for linking with the private sector for cooperation initiatives, particularly through the Alliance for Sustainability (AxS) and its committees.</p> <p>As part of the strengthening, through an exchange of experiences was held at the Istanbul International Center for Private Enterprise in Development (IICPSD).</p> <p>By suspending the activities of the AxS, an agency was supported to facilitate coordination processes of ICD projects with the participation of the private sector, particularly in the Northern Triangle.</p>
PROCAP phase	Phase 1, Component 1	Phase 2, Result 3
Alignment	LCID, Art. 10 and Title III; PROCID 2014-2018, Objective 1, Strategy 1.2, Lines of action: 1.2.1 Consolidate and manage RENCID and SICID, and 1.2.2 Constantly update RENCID	PROCID 2014 - 2018, Objective 1, Strategy 1.2, Line of action 1.2.4 Promote a schedule of public-private partnerships for development within the framework of the FONCID
Scope	Focused. Product aimed at RENCID user officials.	Internal
Incidence level	Systemic	Organizacional
Execution period	2014-2015 2019	2017 - 2019
Challenge	Substantive adjustment with respect to the initial design of the First Phase of PROCAP, which contemplated the creation, administration, and mapping of activities for RENCID.	Only one AxS project was completed, institutional capacity development activities are identified. The operation of the Alliance for Sustainability was interrupted without managing the ties established with companies, a platform for collaboration and dialogue with the private sector launched by AMEXCO in 2016.
Good practice	Punctual and grounded collaboration that reflects that even through outsourcing (service contracting) instruments (manual) and processes (training) can be generated that strengthen the institution.	It allowed us to experiment with a new execution mechanism (SC). It contributed to the consolidation of the relationship with companies participating in the AxS component.

## Methodologies

Partnerships basis on	3. Action plan of Mexican specialists in ICD	4. Multi-stakeholder consultation with experts for the design of the PROCID 2020-2024
for operation ance for . PROCAP l with the e Sector S, s ctor	<p>Preparation of an Action Plan for the Mexican specialists who collaborate in AMEXCID, hired through PROCAP, in order to consolidate the capacities of multidisciplinary teams, generate recommendations regarding the organizational structure and human resources management, and delineate an exit strategy from PROCAP for the medium term.</p> <p>Related to this, informative sessions were held for specialists hired by PROCAP on their rights and obligations, medical insurance, retirement fund and contract renewal process.</p>	<p>Facilitation of a structured dialogue with key stakeholders for feedback on the PROCID 2020-2024 proposal in order to collect the vision, perspectives and priorities of sub-national governments, social and private stakeholders, academia and other United Nations agencies and cooperators with a presence in Mexico.</p> <p>Additionally, the UNDP made specific proposals to strengthen the focus on human rights, gender, integrality of sustainable development and principles of effective cooperation.</p>
	Phase 2, Result 1	Transition between Phase 2 and Phase 3 2
egy eme of oment,	The International Cooperation for Development Law does not foresee the allocation of additional financial or human resources for the creation of the AMEXCID	International Development Cooperation Law, Title II, Chapter VI, Art. 24 and 25
	Internal	Internal
	Organizacional	Política
	June - November 2018	September 8, 18 and 19, 2019
and ons iance out panies, ue with CID in	Structural limitations to operationalize the options provided in the event of dispensing with PROCAP. Suspension by the AMEXCID of communication activities on rights and obligations of specialists. Little formality in the firing and hiring process in 2019.	Although with little planning time, the recommendations were included in the final draft of the PROCID.
y ed to with the mittees.	During the Second Phase, at the initiative of AMEXCID, a campaign of rapprochement and recognition began with specialists hired through the UNDP to publicize rights, obligations, and communication channels.	The design of the workshops was led by AMEXCID and UNDP, not by a third party. It capitalized on the network of experts that the UNDP has through the Acceleration Laboratory.

## 5.2 Personnel training initiatives

Project	✦ 5. Virtual training in ICD	6. Training in the construction of monitoring indicators
Description	<p>Collaboration with the RBLAC, through the Virtual School (2017 and 2018), to design and implement the virtual training process on the ICD from the perspective of the AMEXCID in order to train those responsible for managing the cooperation actions and projects both in the SRE and in the RME. After piloting the course (20 participants) in 2018, the Matías Romero Institute, Mexico's diplomatic academy, was trained and technically strengthened to administer and update the course in future editions, ensuring the sustainability of the results. The second edition of the course was held in June-July 2019 with 29 participants from the SRE headquarters, AMEXCID, including 21 participants from the RME.</p>	<p>a. Specific training in the construction of ICD project monitoring and evaluation indicators, aimed at FPA officials directly linked to the ICD.</p> <p>b. Training in the design of results-based indicators and results-based budgeting so that officials can participate in the results-oriented programming and budgeting of AMEXCID.</p>
PROCAP phase	Phase 1, Component 1 Phase 2	Phase 1, Result 1
Alignment	LCID Art. 13; PROCID 2014-2018, Objective 1; Strategy 1.5 Strengthen institutional capacity for cooperation for development.	
Scope	Focused. Directed to officials of the AMEXCID and RME	Internal
Incidence level	Systemic	Individual
Execution period	2017-2019	<p>a. July 2 and 3, 2015</p> <p>b. July 27, 2016</p>
Challenge	<p>Delay and poor quality of 3 modules of the instructional design that resulted in overload for AMEXCID staff (content). AMEXCID did not agree to terminate the contract despite the poor quality, which did not prevent the aforementioned consultant from attempting to plagiarize the material.</p>	<p>Unique training isolated from an integrated training strategy. The materials / content and instructional design left by the consultant have not been reused.</p>
Good Practice	<p>The knowledge and technical capacity of the AMEXCID staff was confirmed. Evidence of institutional capacity building in the IMR. It allows the sustainability of the results and facilitates the updating of content.</p>	<p>Agile planning, relevance for participants. As part of the preparation of the workshops, it was necessary to carry out a kind of training by AMEXCID. The consultant and officials of the office regarding the way in which cooperation operates on a daily basis.</p>



	<b>7. Hybrid Training: Alignment of ICD projects to the SDGs by adapting the Rapid Integrated Assessment for project analysis</b>	<b>8. Capacity building for the incorporation of a transversal perspective of gender equality in the Mexican ICD</b>
<p>struction of evaluation cials</p> <p>ults</p> <p>an nted g process</p>	<p>Specific training on the 2030 Agenda for AMEXCID officials in order to improve the alignment of Mexican ICD projects with the SDGs. This training had an additional objective of strengthening the quality of registration in the information systems.</p> <p>It combined modules of a virtual course with two remote moderated webinars and a face-to-face session.</p>	<p>Support to AMEXCID in the design and implementation of a strategy to promote Mexican cooperation with a gender perspective, through the participation of AMEXCID in the Gender and Organizational Change Workshop of the International Training Center - ILO and the organization of workshops for the preparation of a diagnosis of the state that maintains the mainstreaming of the gender perspective in ICD programs and projects.</p> <p>The inputs of the diagnosis were shared with the GIZ and AMEXCID team for the production of the Mexican Protocol of action for mainstreaming the gender perspective in ICD programs and projects, which was generated with the collaboration of the Institutional Strengthening Project between GIZ and the AMEXCID.</p>
	Phase 2, Result 1	Phase 2, Result 1
<p>es for the management of international</p>		<p>LCID Art. 1 and 13; PROCID 2014-2018, Objective 1; Strategy 1.5 Strengthen institutional capacities for the management of international cooperation for development.</p>
	Internal	Internal, although a part of the resulting instruments is <a href="#">public</a>
	Individual	Organizational
	Oct. 22 – Nov. 11, 2018	February - June, 2018
<p>AMEXCID curriculum e l.</p>	<p>Single training, isolated from a training strategy; limited relevance to the AMEXCID context.</p>	<p>Duplication risk due to the interest that both GIZ and UNDP showed in collaborating on the issue. Reluctance of one of the actors to collaborate and share the credits with the second partner.</p>
<p>Participants.</p> <p>ary D for UNDP Mexican basis.</p>	<p>Agile preparation and capitalization of the collaboration between UNDP Mexico and the RBLAC.</p>	<p>AMEXCID leadership, collaboration by both institutional strengthening partners (UNDP and GIZ). The work with both partners achieved a result beyond the generation of a product (methodological instrument). The result was achieved from the emphasis on training all officials prior to the launch of the protocol. The design of the change process can be replicable.</p>

### 5.3 Operational support initiatives

Project	9. Support for the implementation of strategies related to the PDI	10. Support for the celebration of the 3rd. Friends of Monterrey Edition
Description	<p>a. Support in the mobilization of AMEXCID technicians (90) to the countries of the Northern Triangle with the aim of facilitating the negotiation, design, and initiation of the programs “Young People Building the Future” and “Sowing Lives” in El Salvador, Guatemala, and Honduras.</p> <p>b. Support in the mobilization of technicians (32) from the AMEXCID to the migratory stations of Baja California, Chiapas, Coahuila, Sonora, Tabasco, Tamaulipas to contribute to the care of the population.</p>	Channeling of financial resources from the headquarters to support the organization of the meeting (hiring of services).
Phase / Component	Phase 3, Result 4	Out of component
Alignment	LCID Art. 24; fracc II	LCID, Art. 15; PROCID 2014-2018, Objective 1, Strategy 1.4 Strengthen the role of Mexico in the context of the architecture of international cooperation for development.
Scope	Internal	Internal
Incidence level	Operative	Operative
Execution period	2019	2016
Challenge	Lack of planning of missions and therefore of requests to the UNDP. Limited protection and lack of training and adequate conditions and care for the mobilized specialists. Specialists performing functions for which they were not hired. Pressure to participate in functions that were not contemplated in their contracts.	Isolated request, outside of any component of PROCAP, essentially operational participation.



## 5.4 Initiatives for the systematization of good practices

Project	11. Document of identification and systematization of good ICD practices with the UNS	12. Centers of excellence
<b>Description</b>	<p>Specialized document on good ICD practices between the UNS and the Mexican Government at its three levels, identifying the new cooperation modalities in the context of a middle-income country. The identification and systematization manual were produced but due to methodological deficiencies it was not published.</p> <p>An SSC discussion was held in which experts from GIZ, JICA, ABC, UNDP Regional Center of Panama and AMEXCID participated with the objective of training the expanded Country Team (the heads and SSCT focal points of UNS agencies) in terms of SSTC- It will also present a space to gather opinions of external Mexican experts for discussion and exchange on SSTC and in particular, on the role of the UNS regarding the SSTC. (Quarterly report Q3 2013)</p> <p>As part of the consultancy, a proposal of criteria and standards was prepared for the identification and systematization of good practices and paradigmatic policies in Mexico as input for updating the Catalog of Mexican Capacities.</p>	<p>Preparation of a guide for the administrative scheme of excellence (unpublished).</p> <p>After an extensive process of consultations with the institutions that had to be involved, it was decided that through the operation of the SSC (resources from project) a process for REDD + i</p>
<b>PROCAP phase</b>	Phase 1, Component 2	Phase 1, Component 1
<b>Alignment</b>	PROCID 2014-2018, Objective 3, Strategy 3.1, Line of action 3.1.3 Promote cooperation projects with regional international organizations and / or mechanisms that contribute to national prosperity and stability.	LCID, Art. 10; PROCID 2014-2018, Objective 3, Strategy 3.1, Line of action 3.1.3 Promote cooperation projects with regional international organizations and / or mechanisms that contribute to national prosperity and stability.
<b>Scope</b>	<a href="#">Public</a>	No scope
<b>Incidence Level</b>	Systemic	Organizational
<b>Execution period</b>	2014 - 2016	2014-2016
<b>Challenge</b>	Delay in the conclusion of the consultancy; lack of interest and timeliness in the publication of results.	It was not possible to identify two centers of excellence and transfer of practices and financial sustainability. The institutions identified were not working as active suppliers of excellence. It was not possible to identify Excellence was.
<b>Good practice</b>	Some methodological elements were recovered for the process of updating the catalog of capabilities. It generated a conversation regarding the collaboration of the UNDP with Mexican authorities.	The consultations recovered the limitations and conditions. The conversations with the SSC they identified a center of excellence.

excellence for international cooperation	<p>✳ 13. Mapping of Projects and Specific Actions of International Cooperation of Subnational Governments in Mexico</p>
<p>the document on the characteristics, standards and practices in the international sphere that define a center of excellence (published).</p> <p>process of exploration and consultation with the potential to become centers of excellence, it was through PROCAP resources would be channeled for the Virtual Center of Excellence in Forest Monitoring project 00079208 "Strengthening of the preparation in Mexico and the promotion of the SSC").</p>	<p>Research on the role played by subnational governments in Mexico in the various schemes, modalities, types of cooperation and intervention in CDI, and on the incentives or triggers of cooperation at these levels of government. It includes a characterization of the institutional environment at the state and local level in which the identified ICD initiatives operate and representative experiences that can be disseminated nationally and internationally.</p> <p>Mapping covered 32 states and 17 municipalities, and allowed the identification of 153 projects, 181 specific actions and 12 good practices that could be replicated. The results of the mapping were presented at the Seminar "Local Actors in the construction of an International Cooperation Agenda with a territorial vision", in 2018.</p>
3	Phase 1, Component 1
<p>2014-2018, Objective 2, Strategy 2.7. Promote cooperation for development in other sectors with capacity.</p>	<p>LCID, Arts. 4, section VIII, 16, and 19, section VI relative to the installation of Technical Councils. The proposal for the elaboration of the mapping originated within the framework of the Technical Council of Local Governments</p>
	<a href="#">Public</a>
	Systemic
	2015 - 2017
<p>to execute the original proposal for the creation of excellence with the corresponding packaging practices. There were structural difficulties to ensure the quality of any possible center. The practices or experiences as potential centers of excellence were already being applied by SSC without acting as centers of excellence. It was not clear what the added value of being a Center of Excellence was.</p>	<p>Delay in the delivery of results and lack of consistency in the quality of the products. Rotation and absence of a coordinator in PROCAP. Differences with the consultancy regarding the ownership of the data and results.</p>
<p>regarding the centers of excellence began to reveal the complications surrounding their creation, however, the work with INEGI and CONEVAL were useful to know in order to carry out and the political elements to promote a</p>	<p>It was an innovative and unpublished investigation that has been capitalized by the General Directorate of Political Coordination of AMEXCID, in charge of facilitating dialogue with local governments and their international action.</p>

## 5.5 Initiatives for positioning in regional and multilateral s

Project	14. Strategy for the implementation of the SDGs in Mexico	15. Support ef
Description	<p>Preparation of a proposal for a comprehensive strategy for the implementation and monitoring of the SDGs, and a diagnosis of the plans, programs and instruments of the FPA that are potential tools for the implementation of the SDGs at the national level. This consultancy was linked to the efforts of the Office of the Presidency of the Republic and the AMEXCID to define the first steps towards the implementation of the 2030 Agenda.</p> <p>The proposal included an analysis of the alignment of the PND, sectoral and special plans with the SDGs; analysis of existing coordination mechanisms; Strategic plan based on the Mainstreaming, Accelerating and Supporting (MAPS) approach to Policies of the United Nations Development Group. The “Discussion on the national implementation of the 2030 Agenda” was held in order to bring together academics and specialists to the discussion of the national implementation strategy on the eve of the presentation of the Voluntary National Report that Mexico would present on July 18 at the High-Level Political Forum.</p>	<p>Technical sup program for m within the fran of the Global Cooperation. workshop to g obtained durin the contextua</p> <p>In addition, a the framework Conference of entitled “Ens to Accelerate the PROCAP. triangle was n of the UNDP, coordination c</p>
PROCAP phase	Phase 1, out of component	
Alignment	LCID, Art. 15, fracc IX	LCID, Art. 15; F 2, Strategy 1.4 international c context.
Scope	The results were shared with INEGI's Technical Committee for Monitoring the SDGs.	<a href="#">Public</a> and ep
Incidence level	Political	
Execution period	2015-2016	
Challenge	<p>Saturation of federal government actors in the initiative due to the expectation of leadership in defining the national strategy for the 2030 Agenda. Lack of agreement regarding the messages and political direction of the project.</p> <p>Lack of involvement of key actors of national planning.</p>	<p>The initial sco collaboration remained at th follow-up with usefulness for positioning at</p>
Good practice	Strengthened AMEXCID's position in the national strategy design process.	Leverage of th the 2nd moni measurement framework of positioning th processes.

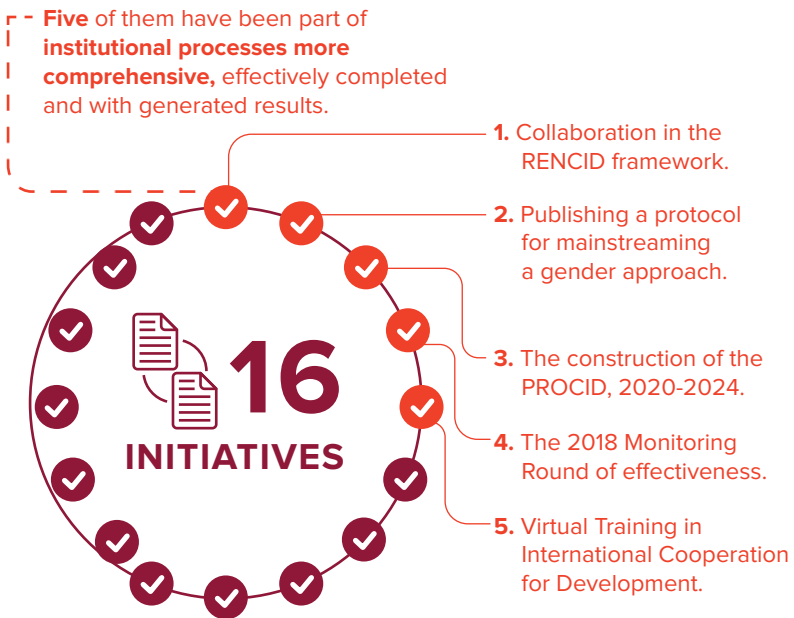
## spaces

t in the 2018 Monitoring Round of the Effectiveness of Mexico's SSC	16. The Decalogue of South-South and Triangular Cooperation in Mesoamerica
<p>port for Mexico's participation in the pilot monitoring the effectiveness of the SSC network of the 2018 Monitoring Round Alliance for Effective Development Organization of a multi-stakeholder generate dialogues around the results the monitoring exercise, as well as for lization of the process itself.</p> <p>side event was co-organized within k of the United Nations High-Level on South-South Cooperation (PABA 40) rring Effective South-South Cooperation the Achievement of the 2030 Agenda" in Through these activities, a collaboration aterialized between the central offices the UNDP Mexico office and the SSC office at the local level.</p>	<p>Preparation of a strategic document that has the objective of guiding the implementation of regional cooperation for development in Mesoamerica. It is the result of a collaboration with the Dr. José María Luis Mora Research Institute, which prepared a preliminary investigation embodied in the Working Document "Towards a Decalogue of South-South and Triangular Cooperation in Mesoamerica" (<a href="#">"Hacia un Decálogo de Cooperación Sur-Sur y Triangular en Mesoamérica"</a>.) This research analyzes the role Mesoamerica plays in international and regional development cooperation agendas, delving into the particularities of the region.</p> <p>The final version of the Decalogue of South-South and Triangular Cooperation in Mesoamerica was presented at the XVII Summit of Heads of State and Government of the Tuxtla Dialogue and Agreement Mechanism, held in San Pedro Sula, Honduras from August 21 to 23, 2019).</p>
Phase 2, Result 3	Phase 2, Result 2
PROCID 2014-2018, Objective 1 and . Strengthen Mexico's role within the cooperation for development architectural	PROCID 2014-2018, Objective 1 and 2, Strategy 1.4 Strengthen Mexico's role within international cooperation for development's architecture.
bistemic communities.	<a href="#">Public</a> and with diffusion in the countries of the region.
Political	Political
2018	2018-2019
pe was much greater than the that finally materialized. The result ne product level. Pending to ensure the stakeholders involved and ICD policy decision-making, not just the multilateral level.	Delay in starting the initiative due to lack of ownership and relevance at the operational level with the technical team on duty, particularly in the context of the end of the six-year term. It has not been recovered or promoted at the institutional level to guide policy or decision-making at the managerial level. The worrying thing is that it is not understood as a useful input to guide SSC decisions.
ne leadership that Mexico built since toring round (2016) regarding the t and analysis of the SSC within the the GPEDC. It was an example of e Program as a facilitator of global	Although it was not shown as a relevant input, it was recovered by the new administration which, in a different context, saw it as an opportunity to present itself to the regional community.

## 5.6 Main findings

Most of the initiatives generated products equivalent to reports, databases and training that were initially intended to contribute to a broader chain of results. Of the 16 initiatives, five of them have been part of broader institutional processes effectively concluded and with generated results, these are: collaboration within the framework of the RENCID, the publication of a protocol for mainstreaming the gender approach, the construction of the PROCID 2020-2024, the 2018 Monitoring Round of effectiveness and virtual training in CDI. The implementation of the PDI is still in an incipient phase.

### Illustration 5

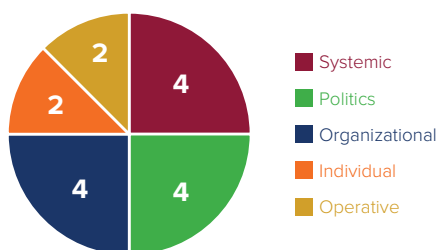


Regarding implementation mechanisms, two stages are identified, which confirm the perceptions broken down in the section related to added value: one in which the contracting of professional services (Individual Contracts) was the only implementation mechanism perceived and another, especially to As of 2018, when the



execution mechanisms were expanded to begin to capitalize part of the UNDP's knowledge, for example, by managing the visit of specialists from the Center of Excellence in Istanbul or the hiring of a project manager to support the team of DGCREB in collaboration initiatives with the private sector.

**Figure 6 Level of potential incidence of initiatives derived from PROCAP 2013-2019**



Of the 16 initiatives identified, four are designed to achieve a level of advocacy at the systemic level, four at the political level, four at the organizational level, two at the individual level, and two at the operational level. This distribution suggests, at first glance, that initiatives that addressed institutional strengthening in a comprehensive manner were sought. However, not all the projects that sought to influence at the political or system level actually reached that point.

Regarding their scope, seven of the 16 initiatives were for internal use of AMEXCID, four for a targeted public that included AMEXCID staff, officials in charge of the ICD in other agencies and / or RME, one without scope and five with products available to the general public.

Initiatives marked with 🌟 have been considered emblematic PROCAP projects. Section 7 will delve into the reasons why they were defined as such.

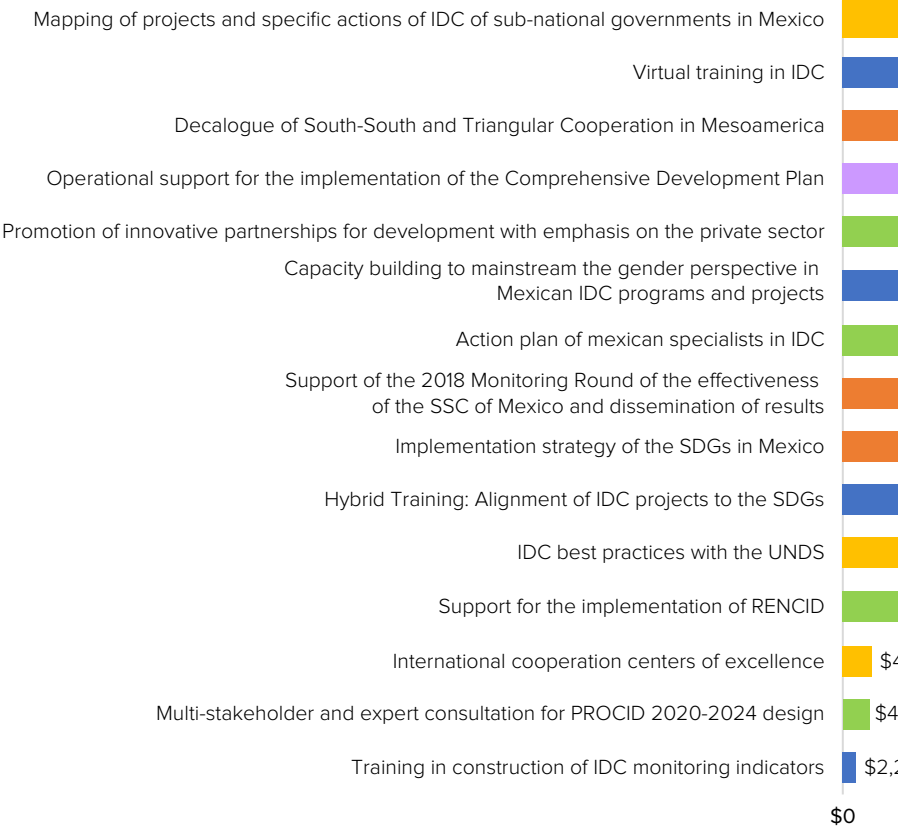
**A cost analysis** was also conducted for these initiatives, which yielded the following findings:

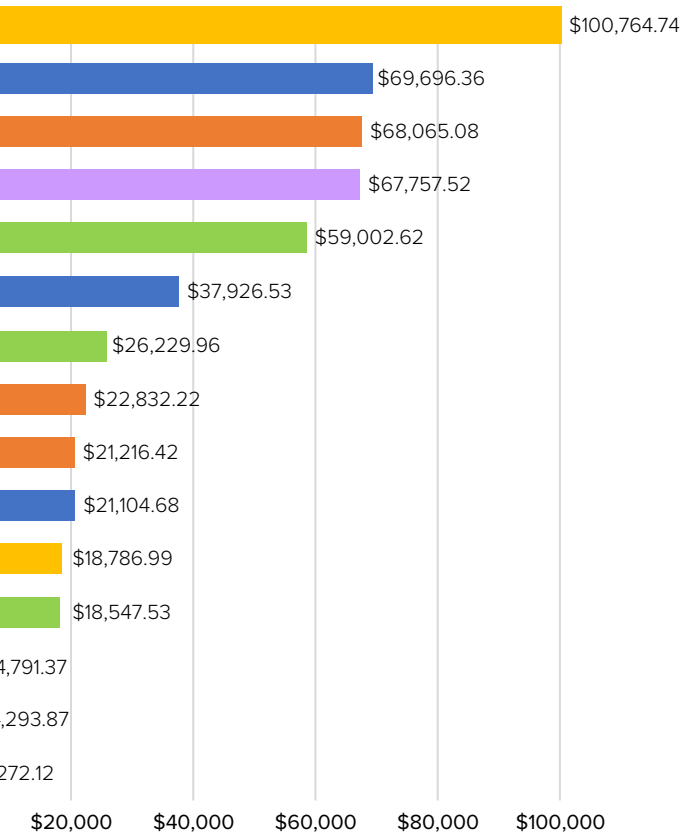
- The four initiatives with the highest investment of resources were: the Mapping of projects and specific actions of ICD of subnational governments in Mexico, virtual training in ICD, the Decalogue of South-South and Triangular Cooperation in Mesoamerica. and operational support for the implementation of strategies related to the PDI. Three of these initiatives were identified as emblematic or special mentions.
- In fifth place, there is the initiative for the Promotion of Innovative Alliances for Development with an emphasis on the private sector; However, it is one of the initiatives that, although it had many activities (three consultancies, meeting with experts) and an important exercise of resources over two years, delegated leadership functions for the design and management of projects and products to consultants. without ownership by AMEXCID and was not accompanied by a process of institutional strengthening.
- Operational support for the implementation of strategies related to the PDI ranks fourth in terms of resources spent and covers disbursements from October to December 2019. These disbursements have been used to pay travel expenses for specialists who travel to Central America with the Purpose of supporting the implementation of the PDI or to collaborate in migratory stations in Mexico. It is an initiative that is using resources significantly more intensively than others: for example, in four months it spent 97% of all the resources used to create the Virtual Training Course in ICD, an initiative that

was developed over three months. years. It is not data that indicates good or bad use of resources; however, it calls for closer monitoring to ensure that the rate of expenditure is indeed what was expected, that it is not consuming resources from other activities and that, in addition to an advance in spending, there is an advance with respect to the expected results.

- The multi-stakeholder and expert consultation for the design of PROCID 2020-2024 is the second least expensive initiative and one of the three flagship initiatives of PROCAP. This confirms that the investment does not determine the success of the initiative.
- In the cost comparison only, the amounts derived from the PROCAP budget are included, the amounts received from project 00079208 “Strengthening the preparation process for REDD + in Mexico and promoting the SSC” that were transferred to support the operation of the Virtual Center of Excellence in Forest Monitoring (\$ 220,000 dollars). This amount represents twice the cost of the initiative that used the most PROCAP resources, the Mapping of ICD projects, and specific actions of subnational governments in Mexico; if it were included, it would bias the analysis because it does not represent PROCAP’s budgetary effort and, as it is a labeled transfer, it did not imply strategic decisions on the use of resources.

Figure 7 **Cost of initiatives derived from PROCAP 2013-2019**

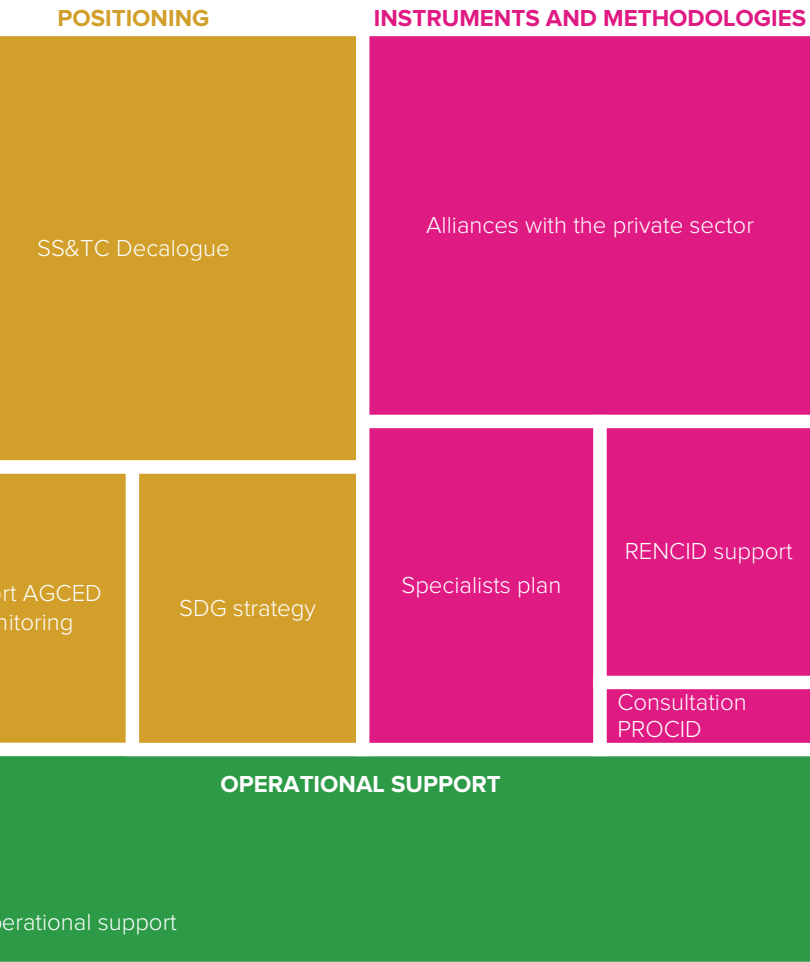




Source: Prepared internally with PROCAP's data

Figure 8 **Cost of initiatives derived from PROCAP 2013-2019**





Source: Own elaboration based on PROCAP data.



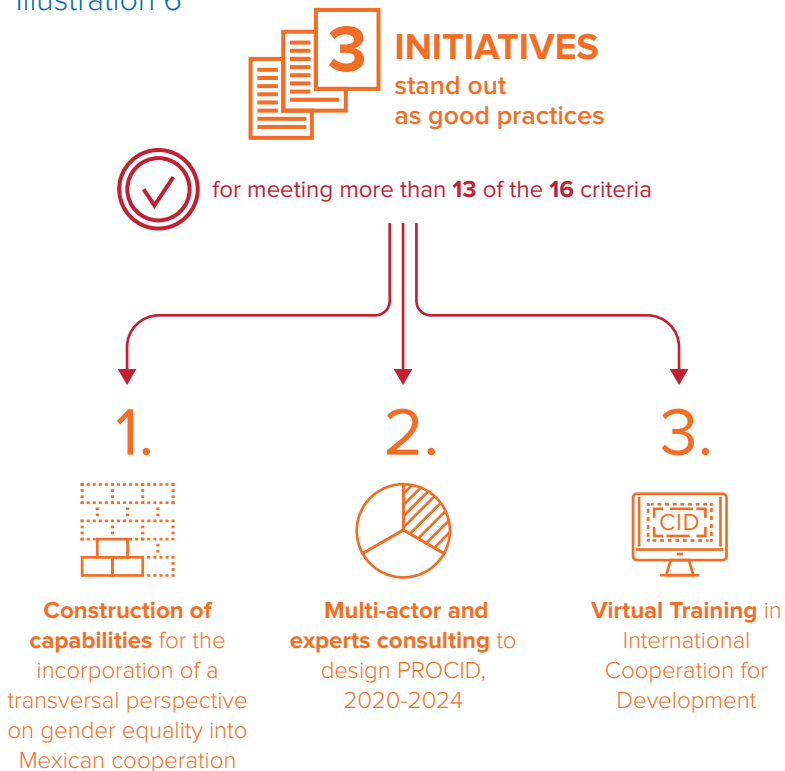


## 6. PROCAP'S EMBLEMATIC PROJECTS



Each initiative promoted by PROCAP was analyzed under the lens of the 16 criteria included in the ICD Good Practices document between the UNS and the Government of Mexico and based on the information collected from the interviews. An additional criterion mentioned by the informants was the evidence of added value of the collaboration between AMEXCID and the UNDP. Likewise, each informant made an individual identification of emblematic projects. The results of both processes were crossed to verify if indeed the individual evaluation found evidence for each of the established criteria. The mission was to select at least one flagship practice from each dimension of UN support to the SSC that satisfactorily met 13 or more criteria. Figure 11 allows to visualize which practices met a greater number of criteria.

### Illustration 6



Thus, the following emblematic practices that meet 13 or more criteria were selected:

- Capacity building for the incorporation of a transversal perspective of gender equality in the Mexican ICD (Dimension of support of the UN to the SSC: Training of personnel)
- Multi-actor consultation with experts for the design of the PROCID 2020-2024 (Support dimension: Strengthening of instruments and methodologies)
- Virtual training in ICD (Dimension of support of the UN to the SSC: Training of personnel)

Other initiatives, such as Support for the implementation of RENCID, were successfully conducted and report compliance with 11 criteria; However, it was a very specific contribution where the added value materialized in the viability of contracting quality design and communication services, the added value was not necessarily linked to the central know-how of the UNDP, nor to the link between actors, nor to the power of convocation of the UNDP with respect to the institutions that had to register in the RENCID because the convocation and the design of the RENCID was carried out by the AMEXCID independently. Support for the 2018 Monitoring Round of the effectiveness of the Mexico SSC and dissemination also progressed smoothly, however, its initial scope was much greater than the collaboration that finally materialized.

Two practices repeatedly mentioned by the informants but that fail to meet at least 13 criteria, are mentioned in a special way, highlighting the reasons why the informants considered them emblematic: the Decalogue of SSTC that only meets five criteria, and the Mapping of Subnational Actors, which meets 10 criteria, but it is the practice most frequently mentioned as a flagship project and, by far, the most complex of initiatives, due to its contribution to knowledge on CDI.

Figure 9 Analysis matrix for the identification of good practices

Initiatives	Good practices criteria	Need, relevance and alignment	Human rights approach	Legitimacy	Comprehensiveness	Institutionality, mutual responsibility
<div><div></div> Initiatives that met more than 13 criteria</div> <div><div></div> Other outstanding initiatives</div> <div><div></div> Criterion met</div>						
1. Support for the implementation of RENCID						
2. Promotion of innovative partnerships for development with an emphasis on the private sector						
3. Action plan of Mexican specialists in CDI						
4. Multi-actor consulting and with experts for the design of PROCID 2020-2024						
5. Virtual training in ICD						
6. Specific training in the construction of ICD monitoring indicators						
7. Hybrid Training: Alignment of ICD projects to the SDGs						
8. Gender transversal perspective in the ICD						
9. Operational support for the implementation of the Comprehensive Development Plan						
10. Support for the celebration of Amigos de Monterrey						
11. Identification and systematization document of good ICD practices with the UNS						
12. International cooperation excellence centers						
13. Mapping of projects and specific actions of ICD of subnational governments in Mexico						
14. Strategy for the implementation of the SDGs in Mexico						
15. Support in the 2018 Monitoring Round of the effectiveness of the Mexican SSC and dissemination						
16. Decalogue of South-South and Triangular Cooperation in Mesoamerica						



## 6.1 Capacity building for the incorporation of a transversal gender equality perspective in the Mexican ICD

The project met 15 of the 16 good practice criteria. The initiative responded to an institutional interest in advancing the mainstreaming of the gender perspective beyond the field of human resources, and therefore ensuring its application in ICD projects, in line with art. 1 of the LCID, referring to the principles of Mexican cooperation, and with the Program for Equality between Women and Men 2015-2018 of the SRE.<sup>51</sup> Political support and appropriation at the technical level allowed the project to develop with particular agility. Both UNDP and GIZ were interested in collaborating with AMEXCID on this issue, although it was not the only time that the interests of both institutional strengthening partners coincided. However, it is a special case due to the appropriation of AMEXCID that allowed both actors to participate substantively without duplicating or expanding efforts.

Those responsible for this activity at AMEXCID received training at the International Labor Organization, with the support of both partners, and as a result developed a strategy to achieve the development of guidelines and capacity development in the matter. Based on this strategy, collaboration with each of the partners was organized taking their comparative advantages as a starting point. With the UNDP the diagnosis was developed,<sup>52</sup> with the participation of all areas of the AMEXCID, which included the analysis of strengths and weaknesses, as well as the identification of the necessary means to advance in mainstreaming<sup>53</sup>. Training and workshops were held with officials from all areas of the AMEXCID, as

---

51 SRE. *Programa para la Igualdad entre Mujeres y Hombres 2015-2018 de la SRE*. March 13, 2016. Available at <https://www.gob.mx/sre/articulos/programa-para-la-igualdad-entre-mujeres-y-hombres-2015-2018-24054>

52 AMEXCID-UNDP. *Construcción de Capacidades para la incorporación de una Perspectiva Transversal de Igualdad de género en la ICD mexicana*. Final report. 2018. Internal Document

53 AMEXCID. "AMEXCID y UNDP priorizan la igualdad de género en proyectos de ICD", July 26, 2018. Available at <https://www.gob.mx/amexcid/prensa/amexcid-y-pnud-priorizan-la-igualdad-de-genero-en-proyectos-de-cid?idiom=es>

well as with representatives of executing institutions that collaborate in projects related to gender or with a particular application of the perspective. Some of these workshops had the objective of training as many people as possible at AMEXCID. The degree of inclusion of the officials involved in the LCD projects contributed to giving legitimacy and fostering a space of horizontality and learning. With the support of GIZ, all the recommendations derived from the diagnosis were implemented and the following deliverables were produced: Mexican Protocol of Action for the **Mainstreaming of the Gender Perspective**,<sup>54</sup> a workbook, a methodological toolbox, a compilation of good practices from other agencies, and a series of training sessions for AMEXCID officials in order to internalize the Protocol. It was not easy to mitigate the main intentions of the partners, there was a lack of greater collaboration between them, not only division of tasks; however, the UNDP particularly showed flexibility and openness to share the stage and responsibility.

Without the activities carried out with the UNDP, it would not have been possible to fulfill all the goals included in the comprehensive strategy. In addition, it was carried out in a record period of nine months, from the beginning of the talks until the official presentation of the Protocol.<sup>55</sup> with shared costs among the partners, which reveals efficiency and effectiveness. The process not only sought the elaboration of products, but their assimilation by the officials at different moments of the process, contributing to the sustainability of the expected result, which is not the publication but the mainstreaming of the gender perspective in DCI projects.

---

54 AMEXCID. *Protocolo Mexicano de Actuación para la Transversalización de la Perspectiva de Género*, December 4, 2018. Available at: <https://www.gob.mx/amexcid/documentos/protocolo-mexicano-de-actuacion-para-la-transversalizacion-de-la-perspectiva-de-genero?idiom=es>

55 AMEXCID. "AMEXCID y GIZ presentan protocolo para la transversalización de la perspectiva de género en programas de cooperación", December 3, 2018. Available at [www.gob.mx/amexcid/prensa/amexcid-y-giz-presentan-protocolo-para-la-transversalizacion-de-la-perspectiva-de-genero-en-programas-de-cooperacion?idiom=es](http://www.gob.mx/amexcid/prensa/amexcid-y-giz-presentan-protocolo-para-la-transversalizacion-de-la-perspectiva-de-genero-en-programas-de-cooperacion?idiom=es)

## 6.2 Multi-actor consulting and with experts for the design of PROCID 2020-2024

This initiative reflects the ability of the UNDP and the AMEXCID to mobilize in the short term to take advantage of the moment offered by the design period of the new Mexican ICD policy, which was to be reflected in the PROCID 2020-2024. It is a pertinent initiative and aligned to AMEXCID's needs and priorities, while the preparation of a special ICD program is mandated by law, and it fulfills the integrality criterion as it is a program derived from the National Development Plan, which must be approved by the AMEXCID Advisory Council headed by the Chancellor.

AMEXCID was interested in carrying out this multi-stakeholder consultation to include the vision of subnational governments, social and private actors, academia and other UNS agencies in the design of PROCID, thus strengthening the legitimacy and soundness of the cooperation policy.<sup>56</sup> The recommendations derived from the consultations had an immediate impact when they were considered for the PROCID proposal that was submitted to the Consultative Council of AMEXCID and to the corresponding authorities after publication in the DOF.

The participation of the UNDP Acceleration Laboratory materialized the added value of the UNDP by bringing alternative methodologies not previously used by AMEXCID, an innovative element among the initiatives promoted by PROCAP. On the other hand, the comparative advantages of the UNDP were taken advantage of: i) as a neutral actor that could facilitate a meeting between actors with diverse positions, ii) with broad convening power and iii) as an organization with expertise in development planning that promotes alliances between actors of a diverse nature and that promotes the incorporation of the human rights approach, gender, integrality of sustainable development and the principles of the effectiveness of cooperation.

---

56 AMEXCID. "Consultas Multiactor para el diseño del Programa de Cooperación Internacional para el Desarrollo (PROCID) 2019-2024", September 25, 2019. Available at <https://www.gob.mx/amexcid/prensa/consultas-multiactor-para-el-diseno-del-programa-de-cooperacion-internacional-para-el-desarrollo-procid-2019-2024-219530>



## 6.3 Virtual training in ICD

The initiative covered a gap that AMEXCID had identified but had not been able to address in a sustainable way: there was no regular and systematic mechanism to train officials regarding the ICD and the functions of the Agency. The art. 13 of the LCID establishes the responsibility of the AMEXCID to keep the personnel updated in relation to the best practices in international cooperation. Between 2014 and 2018, in all the semi-annual and annual reports of the AMEXCID before the Advisory Council, a section corresponding to the training offered for the personnel of the AMEXCID and the areas in charge of ICD in other dependencies and entities of the FPA is included<sup>57</sup>. Even so, these trainings were generally one-time, irregular, difficult to replicate, or dependent on institutional strengthening projects, and hardly extended to EMRs.

The Virtual Training at ICD capitalized on the comparative advantages of both partners. On the one hand, it relied on the experience and infrastructure of the RBLAC, through the Virtual School, for the design and assembly of the course on the platform and relied on the knowledge and capacity of the AMEXCID officials to complete the course content and graphic material. This is one of the initiatives with the greatest sustainability of PROCAP, considering the training and equipping of the SRE diplomatic academy, the Matías Romero Institute (IMR), to host and administer the course in subsequent editions. The updating of the course for each edition would be the responsibility of AMEXCID, thus avoiding dependence on external consultants.

Twenty people from the different general directorates of AMEXCID and different RME (Germany, Argentina, Belgium, Japan, Canada, Chile, Colombia, and Ghana) participated in the piloting of the course. Substantive and technical modifications were derived from this pilot exercise. The second edition of the course was coordinated by the IMR with 29 participants (8 from the SRE and AMEXCID and 21 from the RME in Germany, Brazil, Chile, Chi-

---

57 AMEXCID, *Informes de Labores y ante el Consejo Consultivo 2013 - 2018*, Transparencia, <https://transparencia.sre.gob.mx/amexcid/index.php/es/rendicion-de-cuentas/2090>

na, the United States, France, Guatemala, Guyana, Italy, Nicaragua, New Zealand, Romania, Turkey, and Uruguay).<sup>58</sup>

The execution of this initiative also required flexibility and innovation on the part of the UNDP by facilitating the collaboration and support of the RBLAC Knowledge Management team and the possibility of strengthening an institution other than AMEXCID, the IMR. Virtual Training is also emblematic for the lessons it offers in the management of service contracts, particularly when the termination of the contract is necessary due to the lack of quality and professionalism of the service provider, and when the parties do not necessarily reach an agreement. The disagreement between UNDP and AMEXCID regarding the need to terminate the contract had a negative impact on the quality of part of the instructional design, which resulted in unforeseen workload on AMEXCID and UNDP personnel, and risk of misuse of the material by one of the consultants.

## **6.4 Special mention: Mapping of projects and specific actions of international cooperation of subnational governments in Mexico**

In the First Phase of PROCAP, the project document included the proposal to develop a national mapping on the characteristics of the main actors, projects, and activities in ICD in Mexico, in terms of reception and supply. AMEXCID decided to refocus this mapping and concentrate it on the activity carried out by subnational actors, considering that RENCID itself would cover projects at the federal level and would be built within the SRE so as not to depend on external service providers. Although local governments are not subject to the LCID, they are recognized by AMEXCID as relevant actors in development cooperation, such as one of the Technical Councils created by the AMEXCID Consultative Council is of Local Governments, which provided a space to provide integrality and in-

---

58 AMEXCID. "Concluye con éxito el Curso de Formación en Cooperación Internacional para el Desarrollo", July 10, 2019. Available at: <https://www.gob.mx/amexcid/prensa/concluye-con-exito-el-curso-de-formacion-en-cooperacion-internacional-para-el-desarrollo?idiom=es>

stitutionality to the initiative. Given that LCID only obliges FPA agencies and entities to report to RENCID, AMEXCID only had partial information on ICD activities in which subnational actors participated.

This mapping would provide information on modalities, schemes, sectors, themes and characteristics of DCI projects and activities, both supply and reception, from sub-national actors (state governments and main cities), as well as the potential needs of strengthening for a better participation of local governments themselves as a source of technical cooperation.<sup>59</sup> The information gap was evident and the initiative was aligned with AMEXCID's priorities to deepen its collaboration with other non-traditional actors. The information inquiries and the confirmed interest on the part of the local governments and the General Directorate of Political Coordination (DGCP), an instance in the SRE in charge of monitoring the international action of the states and municipalities, confirmed the legitimacy of the project.

Once completed, the mapping represented a watershed in the systematization of the participation of subnational actors in the ICD due to the coverage and depth of the information generated, and the degree of participation of the actors consulted.<sup>60</sup> The systematization approach and the strengthening of collaborative ties between subnational actors, the Agency and the SRE were key factors that determined the emblematic nature of the initiative. Although the result has remained in a report published on the UNDP website, both the AMEXCID and the DGCP have the database and have used the information to liaise with sub-national actors.

Although it is a far-reaching investigation due to the national coverage and the depth of the qualitative investigation, the delays had a negative impact on the use of the results. Momen-

59 AMEXCID-PNUD. Mapeo de proyectos y acciones de cooperación internacional de gobiernos subnacionales en México. 2017 Available at: [https://www.mx.undp.org/content/mexico/es/home/library/democratic\\_governance/mapeo-de-proyectos-y-acciones-de-cooperacion-internacional-de-go.html](https://www.mx.undp.org/content/mexico/es/home/library/democratic_governance/mapeo-de-proyectos-y-acciones-de-cooperacion-internacional-de-go.html)

60 Proyecto Mesoamérica." AMEXCID, PNUD y CGCID avanzan en el Mapeo de cooperación internacional en México, March 12, 2019, Available at: <http://www.proyectomesoamerica.org/index.php/noticias/20-noticiaspm/articulos-noticias/635-amexcid-y-pnud-realizan-taller-sobre-cooperacion-sur-sur-y-triangular-en-mesoamerica>

tum to activate policy decisions was lost as it was presented at the end of the 2012-2018 administration and almost three years after the information was collected. On the other hand, an eventual update of the information would mean a complex exercise considering that the consultancy included not only integration of databases but also a deep field study. Like the Virtual Training in ICD, the Mapping generated learning due to the challenges implied by the management of the individual contract when inappropriate practices are identified in the management of information that, by contract, does not belong to the service provider. In this case, the comparative advantage of the UNDP was concentrated in the convening power that its seal entails and in PROCAP's ability to recruit specialists.

### **6.5 Special mention: The Decalogue of South-South and Triangular Cooperation in Mesoamerica**

This initiative had a different trajectory from the rest of the projects identified as emblematic, where there was clarity about the need, relevance, and alignment of the initiatives. Unlike previous projects, this initiative has not yet been consolidated as a good practice and is a source of conflicting opinions on the part of UNDP and AMEXCID officials. The project was conceived by the Executive Directorate of the Agency in 2017 for the Second Phase of PROCAP, and at a time close to the closing of the administration. The lack of relevance and opportunity impacted on the receptivity of the proposal at a technical level; There was no clear answer to the question about the purpose of having a decalogue of this type and the closure of the administration did not represent a conducive environment for the proposal.

The change of administration and the start of a new cycle presented an opportunity for this initiative. The new DGPIDM team took ownership of the project in a context that facilitated fresh reflection on what type of product could be best used by AMEXCID and the Mesoamerican region. This environment al-

lowed consultation with various national and international actors to analyze the capacities of the Mesoamerican SSTC from the axes of inter-institutional coordination and resource mobilization, involving representatives from Germany, Costa Rica, Spain, Honduras, Guatemala, El Salvador, the UNS and the Inter-American Development Bank.<sup>61</sup> For this initiative, research led by the Dr. José María Luis Mora Research Institute was developed, as a result of an unprecedented alliance in PROCAP. The research resulted in the Decalogue that was shared and provided feedback by other countries and presented at the Tuxtla Summit<sup>62, 63</sup>, a totally new space for PROCAP but which served as a cover letter to promote future collaborations.

Although it is not a product with immediate impact, it represents an instrument that contributes to Mexico's regional positioning and has potential if it is used to strategically guide regional policy. Unlike the recommendations issued from the multi-stakeholder consultation for the PROCID, the content of the document was not considered for the design of the PROCID. Nor is there evidence that the content of the Decalogue has been effectively incorporated in any strategic document of any of the Mesoamerican countries, nor in the PDI, which has become Mexico's priority regional strategy.

---

61 AMEXCID. "AMEXCID y PNUD realizan taller sobre Cooperación Sur-Sur y Triangular en Mesoamérica", March 13, 2018. Available at: <https://www.gob.mx/amexcid/prensa/amexcid-y-pnud-realizan-taller-sobre-cooperacion-sur-sur-y-triangular-en-mesoamerica?idiom=es>

62 Proyecto Mesoamérica. "Presentan Decálogo de Cooperación Sur-Sur y Triangular en Mesoamérica", September 5, 2019. Available at: <http://www.proyctomesoamerica.org/index.php/noticias/20-noticiaspm/articulos-noticias/656-presentan-decalogo-de-cooperacion-sur-sur-y-triangular-en-mesoamerica>

63 Mercosur ABC. "Buscan fortalecer desarrollo de Mesoamérica. Decálogo de CSS&T", October 1, 2019. Available at: <https://www.mercosurabc.com.ar/buscan-fortalecer-desarrollo-de-mesoamerica-decalogo-de-css-t>



## 7. LEARNING



The relevance of systematization is not only in the documentation of the experience but also in its use for collective learning. The diversity of initiatives, work teams and challenges faced, allows deriving lessons learned and good practices from each dimension of analysis (success factors of a project focused on capacity development): strategic orientation, cooperative relationship, management structure, processes, results, and incentives for learning (See section [2.1 Framework](#)). Identifying what did not work is particularly useful and sometimes much more necessary to adjust the way forward or for new projects of this type.<sup>64</sup>

---

64 Existe el interés de replicar el PROCAP con el área que se encargará de vinculación global y prospectiva económica en la Subsecretaría de Asuntos Multilaterales.



**Table 7 Lessons learned and good practices from PROCAP, 2013-2019**

	Learned lessons	Good practices
Strategic orientation	<ul style="list-style-type: none"> <li>• An institution's ability to develop long-term institutional improvement processes is hampered or even interrupted by excessive staff and strategy turnover.</li> <li>• Global trends or good practices from other countries (eg CoE) are not always replicable or transferable in a new context. Forcing it also negatively impacts the health of the association.</li> <li>• Appropriation does not only depend on the projects being necessary and requested by the counterpart. In institutional strengthening processes, the construction of said ownership needs to reach the different levels of the beneficiary organization.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining flexibility without excess allowed the planning to be adjusted to the specific needs of AMEXCID.</li> <li>• The ability to convene and create alliances is an added value confirmed in the emblematic initiatives of PROCAP.</li> <li>• In the Second Phase of PROCAP, the linking of both components through the ICD Mexican Specialists Action Plan showed that perceived added value can be capitalized and strengthened with potential added value aspects.</li> </ul>
Cooperative relationship	<ul style="list-style-type: none"> <li>• PROCAP assumes a partnership relationship, but its existence does not ensure that the parties act accordingly. Associations require investment of time to build a relationship of trust and collaboration with the different teams, where none of the parties is subordinate to the other, neither because of the origin of the financial resources, nor because of the expertise or institutional responsibility.</li> <li>• The lack of trust and clarity in the expectations between the parties can cause wear and tear in the coordination of the Project.</li> <li>• Not addressing the differences of opinion between the parties has a negative impact on the results of the initiatives where the difference originates and can undermine the trust between actors.</li> <li>• Access to the expertise or know-how of the UNDP can lead to the creation of horizontal networks at the global level. For this, it is necessary to overcome hierarchical tendencies of the UNS, in line with the inclusive development paradigm.</li> </ul>	<ul style="list-style-type: none"> <li>• The exchange of information was mutual and strengthened the capacities of the UNDP in matters of SSC, especially at the beginning of the Program when the UNDP still needed to know the daily processes of the SSC promoted by the AMEXCID.</li> <li>• The UNDP as a partner has been able to lead without necessarily having to look for the spotlight to achieve better results. Internalizing this type of leadership in the team and in the institution prevents the loss of positive collaborative leadership practices with staff turnover.</li> <li>• The coexistence of different partners for institutional strengthening, if it exceeds the incentives to compete, can generate spaces for co-creation.</li> <li>• A favorable factor for the progress of PROCAP was that the coordinating teams of the Program in both institutions were aware of the capacities, limitations and processes of the counterpart and themselves. However, it will not have to depend on the prior knowledge that people have of the other institution.</li> </ul>

	Learned lessons	Good practices
Guidance structure	<ul style="list-style-type: none"> <li>• For a management structure to work, it needs to be integrated by both parties and at different levels of project execution, both at the strategic (managerial) level and at the technical level. Especially because of the centrality that Component 1, of hiring specialists, has had for AMEXCID. Responsibility is shared vertically and horizontally.</li> <li>• Even when the coordination process in AMEXCID is concentrated in one area, it is essential to develop a mechanism to involve the rest of the institution in PROCAP projects. Otherwise, a perception of bias is generated.</li> </ul>	<ul style="list-style-type: none"> <li>• A strategic follow-up from the Executive Directorate during the Second Phase had an impact both on the pace of execution and the link between actors and issues.</li> <li>• The coordination model with focal points helped streamline the implementation of initiatives, diversify the use of resources and training offers, as well as share with all areas the progress and achievements derived from PROCAP.</li> <li>• This model worked because it facilitated joint monitoring by UNDP and AMEXCID; The meetings were attended by a specialist who physically collaborated in the Agency's facilities.</li> </ul>
Processes	<ul style="list-style-type: none"> <li>• The planning process of the first two phases and the intermediate substantive reviews were perceived as rigid and based on the exchange of written proposals, without a participatory design process.</li> <li>• There is a risk of relying on external experts or delegating functions and results to service providers. Without a strategy to leave additional capacity in the Agency, these types of initiatives work against the objective of PROCAP.</li> <li>• Not all collaborations were documented in the monitoring instruments, particularly those activities outside of planning, which reduces risk management, transparency, and impulses for learning.</li> <li>• Formal monitoring essentially falls to the UNDP, decoupling AMEXCID from analysis regarding progress towards expected results.</li> </ul>	<ul style="list-style-type: none"> <li>• For the third phase, not only was the project document exchanged, but a roadmap proposal was also made with participatory methodologies and follow-up proposals based on the learning derived from the last six years.</li> <li>• As of the Second Phase of PROCAP, the operating mechanisms were made more flexible so as not to depend solely on the contracting of professional services and to bring the AMEXCID closer to the knowledge and internal practices of the UNDP.</li> <li>• In the second phase, communication and feedback mechanisms were introduced with the specialists hired within the framework of PROCAP, which made it possible to clarify confusion, raise concerns, and strengthen collaborative relationships with both institutions.</li> <li>• Generating an annual report of activities for wide dissemination among AMEXCID collaborators and partners of both institutions is a good communication and accountability practice.</li> </ul>

	Learned lessons	Good practices
Results	<ul style="list-style-type: none"> <li>• In more than 10 initiatives, the expected result remained at the product level without an internalization strategy or link with a broader process that had an expected result of institutional consolidation.</li> <li>• It is necessary to reflect on how far the strengthening of multidisciplinary teams goes if the particularity of the scheme for hiring specialists and the collaborative relationship with AMEXCID and the UNDP generates greater staff turnover.</li> </ul>	<ul style="list-style-type: none"> <li>• Inserting an initiative supported by PROCAP into a broader process led by AMEXCID itself contributed to achieving sustainable results.</li> <li>• Involving other actors of the ICD ecosystem in Mexico (as happened with the IMR or the DGCP of the SRE) contributes to the achievement of better results,</li> <li>• The flagship projects had these main contributions: i) fill a gap in data generation; ii) facilitate access to the exclusive expertise of the UNDP or another organization, and iii) have a design oriented towards results, not just products.</li> </ul>
Learning incentives	<ul style="list-style-type: none"> <li>• Excessive delays in deliveries of individual consulting products can reduce their relevance and lose the opportunity to take action.</li> <li>• There is a consensus among the informants that the products were not necessarily disclosed or used for other AMEXCID processes. PROCAP does not have a knowledge management strategy, although at some point in the First Phase it was considered as a possible initiative.</li> <li>• The project documents include as a monitoring activity the identification of good practices and lessons learned at least annually; however, it is a responsibility that is attributed solely to the coordination team at UNDP, without involving AMEXCID, which works against the appropriation of the continuous improvement process and participatory systematization.</li> </ul>	<ul style="list-style-type: none"> <li>• The UNDP can offer its capacity for systematization and analysis to facilitate the management of knowledge within the AMEXCID that cannot always be processed due to the daily rhythm of the Agency's work.</li> <li>• The exchange of information between UNDP offices and counterparts that collaborate to strengthen the SSC (as happened between the offices of Brazil and Mexico for this systematization) can contribute to capitalize on the potentialities of programs such as PROCAP.</li> <li>• The UNDP individually shows a growth process based on the learning of the coordinating team.</li> </ul>





**The recommendations are proposals for processes to be detonated between the parties with two main purposes: to take advantage of the potential added value of PROCAP and to strengthen the partnership relationship between AMEXCID and the UNDP.**

These recommendations are organized by success factor and reflect the good practices identified, as well as the perceived added value of PROCAP. Fundamental factors to inform the design of the recommendations were the national context, as well as the profile and vision of the new administration in the AMEXCID that began functions at the end of 2018.

## 1. Strategic orientation:

- a. Trigger a first conversation regarding the visions of institutional improvement that both parties have, capitalizing on the knowledge and experience of the UNDP on institutional capacity development, in order to enrich said approaches and lead the execution of PROCAP guided by the agreed approach.
- b. Explore one of the dimensions of support to the SSC in which no initiatives were identified in the 2013-2019 period, for example, networking, where the UNDP's convening capacity would be exploited, a proven added value, and its function of "association broker". There are different tools for mapping potential partners that would facilitate the process.<sup>65</sup>
- c. Promote the linking of both components of PROCAP in the initiatives to be developed during the Third Phase, rescuing learning derived from this systematization. The proposed model does not flee from the perceived added value centered on

---

65 UNDP. *Guide for Partnership Building*, 2010. Available at: [https://www.undp.org/content/dam/undp/library/Poverty%20Reduction/Private%20Sector/undp-psd-Guide\\_to\\_Partnership\\_Building-en-2010](https://www.undp.org/content/dam/undp/library/Poverty%20Reduction/Private%20Sector/undp-psd-Guide_to_Partnership_Building-en-2010)

the ability to hire specialists; Rather, it capitalizes said added value to link both components (contracting and substantive) and specify or demonstrate other contributions, potential or intangible.

### General model

Component 1	Additional added value	Component 2 (tool or process to develop / strengthen)	Initiative to be developed
Capitalize on perceived added value (hiring of personnel)	High-level evidence of an added value that may be materialized or not disclosed (for example, the institutional responsibility of both parties, of the UNDP for example, when hiring specialists who develop functions for AMEXCID).	As mentioned in section 8, the differential contributions that contributed to tools or processes were: i) those that covered a gap in the generation of data, ii) that facilitated access to exclusive expertise of the UNDP or another organization; or iii) that followed a design oriented to results, not just products, based on strategic priorities that ensured political support.	Integrate all the elements to complete a comprehensive initiative that shows added value and that has a greater scope in institutional strengthening and support to the SSC.

To exemplify the logic of the proposal, three possible cases will be used: case 1, collaboration for the Comprehensive Development Plan; case 2, connection with the Feminist Foreign Policy of Mexico and case 3, experimentation with collaboration schemes used in other similar projects (Brazil).

## Case 1. Collaboration for the Comprehensive Development Plan; Relationship with Mexico's Feminist Foreign Policy

Component 1	Additional added value	Component 2 (tool or process to develop / strengthen)	Initiative to be developed
Specialists hired by UNDP are carrying out functions related to the PDI, a priority initiative until before the Covid-19 pandemic (perceived added value)	These specialists have contact with the migrant or potentially vulnerable population (Institutional responsibility of AMEXCID and UNDP)	<p>Option 1. Every organization that deals with vulnerable populations, refugees or migrants <b>has protocols / policies / guidelines and staff training</b> to ensure responsible action (Training on psychological first aid, codes of conduct, guidelines for the use and protection of personal data) and the care of teams (for example, Peer Advisors at UNHCR, self-care trainings, etc).<sup>66</sup></p> <p>Option 2. The monitoring and evaluation of the programs that contribute to the PDI would allow better evidence of the results obtained and facilitate the adjustment of the initiative if necessary.</p>	<p><b>Substantive initiative that strengthens the institutional capacities of AMEXCID to:</b></p> <p><b>Option 1: interact with these populations, protecting specialists who are not AMEXCID officials and protecting the institutional responsibility that interacting with vulnerable populations entails.</b></p> <p><b>Option 2: monitoring and evaluation of PDI projects. (Contributes to Result 1. Institutional strengthening of AMEXCID and 4. Support to PDI implementation, within PROCAP's Third Phase).</b></p>

66 Examples of these policies:

*Primeros Auxilios Psicológicos para Personas Migrantes, Refugiadas y Desplazadas*; Iniciativa Ciudadana para la Promoción de la Cultura del Diálogo, A. C. <https://www.primerosauxiliospsicologicos.org/>  
*Manual de autocuidado*, Iniciativa Ciudadana para la Promoción de la Cultura del Diálogo, A.C. [https://docs.wixstatic.com/ugd/e09a37\\_63fa781cea2d4ccba42c0aa61f5eff65.pdf](https://docs.wixstatic.com/ugd/e09a37_63fa781cea2d4ccba42c0aa61f5eff65.pdf), reviewed on March 10, 2020.

ACNUR. Age, Gender and Diversity Policy, January 2019. 2019 Available at: <https://www.unhcr.org/protection/women/4e7757449/unhcr-age-gender-and-diversity-policy.html>, consultado 10 de marzo de 2020.



## Case 2. Relationship with the Feminist Foreign Policy of Mexico

Component 1	Additional added value	Component 2 (tool or process to develop / strengthen)	Initiative to be developed
<p>The SRE's Undersecretariat for Multilateral Affairs and Human Rights, which is also the UNDP's counterpart in the general relationship between Mexico and international organizations, launched a <b>Feminist Foreign Policy</b><sup>67</sup>.</p>	<p>The specialists hired by UNDP who collaborate with AMEXCID do not have certain benefits such as access to nursery schools and formally certified training (institutional responsibility), but they fulfill, in many cases, the same functions as structure personnel.</p>	<p>In congruence, an institution that promotes a policy of this type and establishes as axes "A parity SRE, intersectional feminist and where equality is seen", could carry out an analysis on the situation experienced by the people who directly contribute to the execution of the foreign policy, including specialists hired by the UNDP.</p>	<p>Promote constructive dialogues from PROCAP that report on the complexity of collaborative relationships with the specialists hired by the UNDP. Analyze possible solutions - different from official officials if necessary - to meet the needs of the specialists who collaborate in the execution of the ICD policy, taking care of the institutional responsibility of both the SRE and the UNDP.</p> <p>(Contributes to result 1 of PROCAP. Institutional strengthening of AMEXCID)</p>

67 SRE. "México anuncia la adopción de su Política Exterior Feminista", Comunicado 15, January 9, 2020. Available at: <https://www.gob.mx/sre/prensa/mexico-anuncia-la-adopcion-de-su-politica-exterior-feminista>

Case 3. Adaptation of collaboration experiences in another country (Brazil)

Component 1	Additional added value	Component 2 (tool or process to develop / strengthen)	Initiative to be developed
Both in Brazil and in Mexico there is a Program focused on institutional strengthening with the UNDP, which has different components, be it hiring personnel or developing tools, processes and operational support.	Act as a bridge to overcome obstacles imposed by national regulations. Take advantage of the network of UNDP offices to expand the scope of Mexican cooperation.	Collaboration of the UNDP and the AMEXCID in the execution of projects in the field beyond the Latin American region.	<p>As proposed in the negotiation of the Second Phase of PROCAP, initiate direct support for SSC actions underpinning modest bilateral initiatives that do not have sufficient budgeted resources but that allow experimenting with the involvement of the UNDP office in the host country to carry out, for example, the purchase of some equipment that the project requires to increase the impact of the exchange of knowledge or foreseen advice.</p> <p>(Contribuye al Resultado 2 del PROCAP: Fortalecimiento de la política mexicana de ICD)</p>

2. Cooperative relationship:

- a. Redimension UNDP’s contribution: on one hand, show that the UNDP is assuming no less responsibility in the management of resources for development. It is not only about institutional reputation, but also about the risk and obligation involved in hiring specialists who collaborate on various projects with AMEXCID

and in complex contexts such as the activities related to the Comprehensive Development Plan. Talks that come from central offices or legal and Human Resources areas can help to make this added value visible. Hacer más evidente el expertise del PNUD que puede ofrecerse a la AMEXCID, ya sea presentando los centros de excelencia a los que pueden acceder, metodologías innovadoras que el PNUD está impulsando o especialistas disponibles que podrían intercambiar conocimientos con la AMEXCID.

- b. Make more evident the expertise of the UNDP that can be offered to AMEXCID, either by presenting the centers of excellence that they can access, innovative methodologies that the UNDP is promoting, or available specialists who could exchange knowledge with the AMEXCID.

### **3. Guidance structure:**

- a. Sensitize the counterpart about the redefinition of the leadership structure that is inclusive with respect to the different areas of the AMEXCID and based on the centrality that component 1 has for the AMEXCID, ensuring the participation of managerial and technical levels.

### **4. Processes:**

- a. Strengthen the value offer of the UNDP with respect to the conduct of reliable and transparent processes through the introduction of a dispute settlement

mechanism between AMEXCID and the UNDP. A viable mechanism is one in which an expert or panel of experts provides an informed opinion either on the quality of a consultancy or on the steps to follow in the event of an impasse in an initiative. The definition of criteria to activate this mechanism must be done jointly.

- b. Design a simple mechanism for joint monitoring that shows delays in the follow-up of consultancies, rhythm of expenditure execution, joint institutional risks. Avoid that monitoring falls solely on the UNDP.

## 5. Incentives for learning

- a. Promote a knowledge management strategy derived from PROCAP. Ideally, the strategy would be developed in and / or for the AMEXCID in addition to the UNDP so that employees can access all the information that facilitates their functions; the products are taken advantage of beyond the area responsible for leading them and standardizes processes and procedures. Knowledge management also prevents officials from duplicating efforts or working unnecessarily, especially when an institution has similar processes spread over different areas (management of technical and scientific cooperation and management of educational and cultural cooperation). If the context does not make it easier for AMEXCID to lead the effort, PROCAP coordination at UNDP can trigger the effort by inviting AMEXCID to participate in the process. The design of incentives and quick wins can attract the participation of officials who possess the knowledge to share.

- b. Promote the design of a risk plan for the AMEXCID with respect to Component 1. This recommendation is particularly urgent in the face of an adverse budgetary situation derived from the Covid-19 pandemic in the face of which, a restructuring of expenditures aimed at quotas and contributions to international organizations would result in the reduction of funds for PROCAP. A potential risk plan may take up elements of the “ICD Mexican Specialists Action Plan” in the Second Phase of PROCAP, particularly Scenario C (“in the face of a restructuring of the Federation’s Expenditure Budgets, contributions to international organizations are reassessed , for which it is decided to terminate the AMEXCID-UNDP Cooperation Program”).<sup>68</sup> It is recommended to re-examine the degree of dependence on specialists hired via PROCAP based on the most recent restructuring of AMEXCID and to generate a correspondence analysis between priority functions, necessary profiles, and available budget.
- c. Encourage the exchange of experiences between similar programs at a global level to enrich the experiences that are in process and address common challenges related to financing, added value, joint management and the achievement of results.

---

68 Omar Estefan Fuentes “Plan de acción de especialistas mexicanos de CID”, page 45



## 9. CONCLUSIONS



One of the objectives of systematization is to internalize the lessons learned and the best practices for improvement, especially from a program such as PROCAP that aims to institutionally strengthen the AMEXCID to better exercise its responsibilities for design, implementation, and monitoring of the country's cooperation policy. Taking advantage of the six-year learning from PROCAP can help to shorten distances and avoid traveling paths already visited in two areas: in the Agency's consolidation process and in the partnership between the UNDP and an upper-middle-income country like Mexico. This use is achieved if there is a favorable environment for critical reflection and if there is trust between the partners.

On the other hand, the vision of institutional strengthening and continuous improvement may vary between the parties, especially in the face of staff turnover and changes at the managerial level. Giving space to reflect on the shared vision of institutional improvement can strengthen the partnership relationship and ensure that both parties speak of the same when referring to institutional strengthening.

The discussion of added value is not minor and does not correspond solely to PROCAP, there are other projects in Mexico that have similar dynamics. Officials from both institutions, particularly from the UNDP, expressed recurring dilemmas regarding the functions of the UNDP and the relationship with AMEXCID within the framework of PROCAP: to what extent the UNDP should focus on providing administrative services or mobilizing development expertise; to what extent the UNDP can act as a partner or rather as a vendor of services. This apparent dilemma naturally impacts the interaction between institutions considering the origin of financial resources. The PROCAP budget represents 10% of the UNDP budget in Mexico, it is not a small amount, and it is positioned as the second largest project of the office. This reality also impacts the way of executing a project that, ideally, should end at some point or evolve towards more sophisticated collaborative initiatives than the mere hiring of specialists.

Today, the UNDP recognizes the challenge of consolidating itself as the UNS development agency par excellence and one way



to achieve this is through the sale of relevant services of the best possible quality. Systematizing the experiences in support of the SSC, particularly the design and strengthening of the institutional framework, will provide lessons learned that can later be shared between country offices and counterparts.

These are not challenges specific to Mexico, but rather to the presence of the UNDP in middle-income countries and in a dynamic global context: how to handle the natural struggle between partners, especially when there are different expectations; how to establish limits without affecting the strategy to attract resources; how to prevent the need to attract resources from affecting the integrity of collaborations; to what extent the competition for resources that sometimes looms between UNS agencies can be balanced. Finally, one more question that arose among the informants is whether there should be an exit strategy from PROCAP considering the type of support and the dependence that AMEXCID also has on the UNDP for hiring personnel.



# ANNEXES



# Annex 1. Top Research Questions by Dimension

Scopes	Questions
<b>Strategic orientation</b>	<ul style="list-style-type: none"> <li>• What was the <b>initial situation</b> prior to the Program? What problem or need was required to be addressed in each phase?</li> <li>• Where does the interest in proposing the AMEXCID-UNDP Cooperation Program come from? What <b>advantage</b> did UNDP offer to AMEXCID?</li> <li>• To what extent did the recent <b>LCID approval</b> determine the interest of the UNDP in the design of the Cooperation Program?</li> <li>• How did the <b>motivations and priority areas of the Program evolve</b>?</li> <li>• To what extent were the planned activities relevant between the time of negotiation and the time of implementation?</li> <li>• What <b>obstacles</b> did you find in the initial design of the Program? How were the obstacles resolved? To what degree do the initial obstacles differ from those encountered in subsequent substantive reviews or phases?</li> <li>• What <b>role</b> do you play?</li> </ul>
<b>Coordination relationships</b>	<ul style="list-style-type: none"> <li>• What <b>actors</b> participated in defining the priorities and activities of the Program in each phase?</li> <li>• Were there differences between the negotiators' 'perception of relevance and the executors' <b>perception of relevance</b> by activity? What contradictions were found in the coordination of the Program by both parties?</li> <li>• What factors triggered the substantive reviews of the program?</li> <li>• What was the relationship of the Program with other <b>institutional strengthening initiatives</b> that were developed in parallel, particularly with Germany, Japan, and the United States? On what issues or priorities was there coordination with other actors participating in the AMEXCID institutional strengthening process?</li> <li>• What <b>actors outside the AMEXCID and the UNDP</b> participated in the definition and / or execution of the Program activities?</li> </ul>
<b>Guidance structure</b>	<ul style="list-style-type: none"> <li>• How did the <b>coordination structure</b> established for each of the Program phases <b>evolve</b>? What triggered the adjustments in these structures?</li> <li>• How did the <b>changes in the management team</b> affect the execution of the Program?</li> <li>• How were the <b>focal points</b> defined for each activity?</li> <li>• Were there <b>differences between the coordination structures</b> by component?</li> </ul>

ion

Scopes	Questions
<b>Processes (operability)</b>	<ul style="list-style-type: none"> <li>• What were the <b>monitoring mechanisms</b> of the Program or what tools were created for better coordination? How did they differ by component (mainly between the institutional capacity building component and the rest of the activities)?</li> <li>• What <b>challenges</b> did you face in the development of the activities?</li> <li>• To what degree were the <b>scheduled times</b> of the consultancies or activities of the Program fulfilled? What factors affected the advance or delay of the schedules?</li> <li>• What is the perception of the coordination process between counterparts for the design, implementation, review, and finalization of the products?</li> <li>• What is the degree of flexibility of the program execution mechanisms?</li> </ul>
<b>Results</b>	<ul style="list-style-type: none"> <li>• What <b>unexpected processes</b> were generated during the execution of the different phases of the Program?</li> <li>• What are the <b>transformations attributable</b> to the performance of the Program, both for AMEXCID and for the collaborative relationship?</li> <li>• How were the results / products of the <b>Program socialized</b>?</li> <li>• What was the <b>target capacity building scope</b> of each Program product (individual, organization, system, or policy)?</li> <li>• What project / activity is emblematic?</li> </ul>
<b>Impulses for learning</b>	<ul style="list-style-type: none"> <li>• What were the <b>knowledge management mechanisms</b> of the Program?</li> <li>• What elements of context facilitated the negotiation of each phase?</li> <li>• Do you identify any activity established in the Program document that has been <b>discarded</b>? Which was the reason?</li> <li>• Do you recognize any activities that have been particularly agile to implement?</li> <li>• Do you recognize any activities that have been particularly complex to coordinate?</li> <li>• What knowledge do you need to reveal?</li> </ul>

# Annex 2. Evolution of results and products e

Phase / review	Expected results established in the project document		
<p><b>FIRST PHASE</b></p> <p><b>Original document</b></p> <p><b>June 2013</b></p>	<p><b>1. AMEXCID's institutional strengthening</b></p> <ul style="list-style-type: none"> <li>• Support for the construction of a RENCID</li> <li>• Institutional strengthening program</li> <li>• AMEXCID website translated into English</li> </ul>	<p><b>2. Centers of excellence for international cooperation</b></p> <ul style="list-style-type: none"> <li>• Guiding document on characteristics and standards that define a CoE</li> <li>• Protocol that establishes the parameters and requirements for an entity to be considered a globally recognized CoE.</li> <li>• Scheme of institutional incentives aimed at the CoE who exercise the ICD, as well as the national experts who collaborate in them</li> <li>• Analysis of the areas and / or sectors in which the country has an added value or greater comparative advantage</li> <li>• Two CoE created</li> </ul>	<p><b>3. Systematization of policies and practices with high potential to be transferred within the framework of the SSTC</b></p> <ul style="list-style-type: none"> <li>• Instruments to measure the impact of the SSC</li> <li>• GP systematized and packaged.</li> <li>• Strategic plan for the transfer and adaptation of GP</li> <li>• Roster of experts in strategic issues according to the opportunities and demands for cooperation that Mexico receives.</li> <li>• Book on cooperation for development prepared from the holding of a Global Forum on the matter.</li> </ul>

## Expected in PROCAP, 2013-2019

Phase / review	Expected results established in the project document		
<b>FIRST PHASE</b>	<b>1. Institutional strengthening of AMEXCID</b>	<b>2. Centers of excellence for international cooperation</b>	<b>3. Systematization of policies and practices with high potential to be transferred within the framework of SSTC</b>
<b>1st substantive revision</b>	<ul style="list-style-type: none"> <li>Support for the mapping of inputs, sampling of variables and the training of human resources on issues that contribute to increasing the quality of the information, poured into the construction of the AMEXCID RENCID.</li> <li>Institutional strengthening program.</li> </ul>	<ul style="list-style-type: none"> <li>Guidance document on the characteristics and standards that define a CoE</li> <li>Protocol that establishes the parameters and requirements for an entity to be considered a globally recognized CoE.</li> <li>Scheme of institutional incentives aimed at the centers of excellence that exercise international cooperation, as well as the national experts who collaborate in them.</li> <li>Analysis of the areas and / or sectors in which the country has added value and greater comparative advantage (existing centers, supply, and demand).</li> <li>Centers of Excellence for the ICD</li> </ul>	<ul style="list-style-type: none"> <li>Instruments to measure the impact of the SSC</li> <li>Good systematized and packaged practices</li> <li>Strategic plan for the transfer and adaptation of good practices</li> <li>Roster of experts in strategic issues according to the opportunities and cooperation demands that Mexico receives</li> <li>Book of Cooperation for development elaborated from the realization of a Global Forum on the matter</li> </ul>
<b>December 2013</b>			
<b>2nd. Substantive review</b>			
<b>November 2014</b>			

Phase / review	Expected results established in the project document		
<p><b>FIRST PHASE</b></p> <p><b>3rd review *</b></p> <p><b>May 2015</b></p>	<p><b>1. Institutional strengthening of AMEXCID</b></p> <ul style="list-style-type: none"> <li>• Training methodology, user guides and audiovisual media that contribute to improving the recording of information in the RENCID in an efficient and quality way.</li> <li>• Methodology for training FPA officials on specific ICD topics</li> <li>• Mapping on ICD activities, projects, and initiatives of the main sub-national actors.</li> <li>• Institutional strengthening program</li> </ul>	<p><b>2. Systematization of Mexican policies and GPs with high potential to be shared within the framework of the SSC and triangular</b></p> <ul style="list-style-type: none"> <li>• Guidance document with the criteria and standards to identify and systematize Mexican GPs.</li> <li>• ICD GP identification and systematization documents, which facilitate the exchange and visibility of initiatives with the potential to be shared with other countries</li> </ul>	<p><b>3. Promote the designation of CoE to strengthen the role of Mexico in the SSC, triangular and horizontal.</b></p> <ul style="list-style-type: none"> <li>• Guidance document with the development of criteria that define a center of excellence and a proposal for public entities to become a CoE.</li> <li>• Consolidation strategy of previously identified public entities to become CoE</li> </ul>



Phase / review	Expected results established in the project document		
<p><b>FIRST PHASE</b></p> <p><b>4th review</b></p> <p><b>November 2015</b></p> <p><b>5th Review</b></p> <p><b>April 2016</b></p>	<p><b>1. Institutional strengthening of AMEXCID</b></p> <ul style="list-style-type: none"> <li>• Training methodology, user guides and audiovisual media that contribute to improving the recording of information in an efficient and quality way.</li> <li>• Training methodology for FPA officials on specific ICD topics</li> <li>• Mapping on ICD activities, projects, and initiatives of the main sub-national actors.</li> <li>• Specialized documents on international cooperation issues (knowledge management)</li> <li>• Consolidation of multidisciplinary teams for the institutional strengthening of AMEXCID</li> </ul>	<p><b>2. Systematization of Mexican policies and GPs with high potential to be shared within the framework of the SSC and triangular</b></p> <ul style="list-style-type: none"> <li>• Guidance document with the criteria and standards to identify and systematize Mexican GPs.</li> <li>• ICD GP systematization document with the UNS</li> </ul>	<p><b>3. Promote the designation of CoE to strengthen the role of Mexico in the SSC, triangular and horizontal.</b></p> <ul style="list-style-type: none"> <li>• Guidance document with the development of criteria that define a center of excellence and a proposal for public entities to become a CoE</li> </ul>

Phase / review	Expected results established in the project document		
<p><b>SECOND PHASE</b></p> <p><b>December 2017</b></p>	<p><b>1. Development of national capacities for international cooperation</b></p> <ul style="list-style-type: none"> <li>• Strengthening multidisciplinary teams (Mexican specialists)</li> <li>• Action Plan for Mexican Specialists in ICD</li> <li>• Strategy for cooperation with a gender perspective</li> <li>• Virtual training in ICD</li> <li>• Training for the 2030 Agenda</li> </ul>	<p><b>2.Consolidation of the SSTC policy</b></p> <ul style="list-style-type: none"> <li>• Promotion of CoE</li> <li>• Strengthen cooperation projects in the countries called "Northern Triangle"</li> <li>• Decalogue on SSTC of Mexico in Central America</li> </ul>	<p><b>3. Promotion of strategic alliances for development.</b></p> <ul style="list-style-type: none"> <li>• Activities and initiatives to strengthen the national environment leading to SSTC</li> <li>• Promotion of innovative partnerships for development with an emphasis on the private sector</li> </ul>

Phase / review	Expected results established in the project document		
<p><b>THIRD PHASE</b></p> <p><b>August 2019</b></p>	<p><b>1. Development of institutional capacities for the management of the ICD</b></p> <ul style="list-style-type: none"> <li>• Hiring of ICD specialists</li> <li>• Strengthening the management of ICD specialists</li> <li>• Strengthening the capacities of ICD specialists</li> <li>• Support for information quality and management processes in RENCID</li> </ul> <p><b>4. Support for the implementation of the PDI</b></p> <ul style="list-style-type: none"> <li>• Consolidation of the implementation capacity of Mexico as a supplier country.</li> <li>• Formulation of innovative projects               <ul style="list-style-type: none"> <li>- Consolidation of humanitarian diplomacy</li> </ul> </li> <li>• Human security and social cohesion approach</li> </ul>	<p><b>2. Strengthening of the Mexican ICD policy</b></p> <ul style="list-style-type: none"> <li>• Support to AMEXCID in processes of preparation and revision of the PROCID</li> <li>• Strengthening of Mexico's policy as a recipient country for ICD</li> <li>• Support for the implementation of the AMEXCID strategy for the evaluation of SSC programs and projects</li> <li>• Support for the cooperation policy in Mesoamerica</li> <li>• Support for AMEXCID's efforts to mainstream the gender perspective.</li> <li>• Strengthening of the ICD supply policy.</li> </ul>	<p><b>3. Promotion of strategic alliances for development</b></p> <ul style="list-style-type: none"> <li>• Support for the internationalization of subnational governments</li> <li>• Strengthening of business economic diplomacy and links with the private sector</li> <li>• Consolidation of scientific, technological, and educational diplomacy</li> <li>• Facilitate the incorporation of Sports for Development and Peace strategies in Mexican cooperation</li> <li>• Strengthening the national environment conducive to SSC</li> <li>• Prospecting sources of financing</li> </ul>

*\* The 2nd substantive review is not included because it only implied an increase in the AMEXCID contribution directed to Component 1 for the hiring of specialists.*

## ANNEX 3. Detail of the general and substant

### a. General reviews (RG) during the analysis period:

- RG 1 (06/10/2013): Open the multi-year budget (2013, 2014, 0215) of the project for a total amount of \$ 2,057,000.81 dollars.
- RG 2 (11/19/2013): Increase in the budget of the program for the extension of the hiring of specialists for the year 2014 of Component 1, Axis 1.2 “Institutional strengthening program” and decrease the total award by \$ 1,296.75 dollars.
- RG 3 (07/02/2014): Adjust the 2013 expense according to the Combined Delivery Report and schedule the expenses for the years 2014 and 2015.
- RG 4 (03/04/2016): Increase the total award by an amount of \$ 2,410,000 dollars (\$ 2,300,000 dollars corresponding to an income from the AMEXCID for Component 1 and \$ 110,000 dollars corresponding to a transfer of project 00079208 “Strengthening the preparation process for REDD + in Mexico and the promotion of SSC ”; extend the validity of the project to December 31, 2017; adjust the expenditure for 2015 in accordance with the Combined Delivery Report; and transfer the remainder from 2015 to 2016 and 2017.
- RG 5 (10/06/2016): Make a better cost estimate for the 2016 and 2017 project cycles.

## ive reviews of PROCAP, 2013-2019

- RG 6 (03/28/2017): Adjust the expenditure estimate for 2017 and close the 2016 budget.
- RG 7 (05/29/2017): Increase the award by \$ 2,300,000 dollars, extend the project until December 2018 and recognize the income of \$ 109,651.76 dollars from project 00079280 “Strengthening readiness for REDD + and SSC” and \$ 2,334.27 dollars from the project 00092773 “Definition of post-2015 social inclusion indicators”.
- RG 8 (06/07/2017): Adjust the expense estimate for 2017 and transfer funds to 2018
- RG 9 (08/08/2017): Correct the fund and donor for Activity 2 for 2018.
- RG 10 (04/13/2018): Make the closing of the 2017 budget and open 2018.
- RG 11 (05/03/2018): Extend the Project until September 2019 and increase the budget by \$ 2,300,000 dollars corresponding to the AMEXCID contribution and recognize the \$ 9.99 dollars of the transfer of the remainder of project 92773 to 86731.

b. Substantive reviews of the First Phase

Substantive revisions	19/12/2013	07/11/2014	
Increase in the AMEXCID contribution (US Dollars) to <sup>a</sup>	✓ \$1,874,494.53	✓ \$2,126,648.24	
Award adjustment (US Dollars)	✓ Decreases by \$ 1,296.75 (for transfer cost)		Deco
End date setting			Extens
Adjust schedule / expense estimate			
Transfer carryover between years			
Transfer resources from other projects			
Modification of activities	✓  Reduction of scope of collaboration in RENCID. Collaboration for website is removed (Result 1)		Inclusi at the substa scope (GP an and im remov

<sup>a</sup> PROCAP's initial budget was US\$2,057,000.81 for 2013, 2014 and 2015.

<sup>b</sup> Transfer of project 00013579 remnant.

<sup>c</sup> To finance the operative phase of the Forest Monitoring Virtual Center of Excellence for REDD+ in Mexico and promoting the SSC.

21/05/2015	30/11/2015	04/2016
		✓ \$2,300,000
✓ increases by \$ 150,000	✓ \$20,114.29 <sup>b</sup>	
✓ sion to December 2016		✓
✓	✓	
✓	✓	
		✓ \$110,000 <sup>c</sup>
✓ ion of ICD mapping subnational level; antive reduction of the of results 2 and 3 and CdE). Expert roster mpact measurement red from SSC.	✓ It limits the result on GP to UNS projects and that of CdE to the production of a guide document.	✓

ellence as a remnant of 00079208 “Strengthening of the preparation process

# Annex 4. List of informants by case-type

Informant type	Nombre	Cargo/relación con el PROOC
<b>Institutional Leader</b>	Lorenzo Jiménez de Luis	UNDP Resident Representative
<b>Institutional Leader</b>	Laura Elena Carrillo Cubillas	Executive Director AMEXCID
<b>UNDP Negotiators</b>	Javier González Gómez	National Officer for Effective
<b>AMEXCID Negotiators</b>	José Octavio Tripp	Former General Director of Tec
<b>AMEXCID Negotiators</b>	Daniela Borbolla Compeán	Former General Director of F
<b>AMEXCID Negotiators</b>	Bruno Figueroa Fischer	Ambassador of Mexico in So Technical and Scientific Coor
<b>AMEXCID Negotiators</b>	Daniel Tovar Retana	Former Head of Office of the
<b>UNDP Coord.</b>	Sebastian Haug	Former Specialist in Global A
<b>UNDP Coord.</b>	Patricia Bordier Morteo	Former Program Coordinator
<b>UNDP Coord.</b>	Carlos Cortés Zea	Program Coordinator, UNDP
<b>UNDP Coord.</b>	Tina Hoth	Associate Expert, UNDP
<b>UNDP Coord.</b>	Daniel Gamboa Gálvez	ICD Specialist, UNDP
<b>UNDP Coord.</b>	Brenda Pérez Estrada	Administrator of the AMEXCI
<b>AMEXCID Coord.</b>	Ma. del Sol Sánchez Rabanal	Gender Focal Point of the U Cooperation Director
<b>AMEXCID Coord.</b>	Charly Villanueva Incháurregui	Former Multilateral Coopera
<b>AMEXCID Coord.</b>	Yi Situ Calixto	Multilateral Cooperation Ass
<b>Substantive counterpart</b>	Alejandra Isela Martínez Rodríguez	General Directorate of the M Development Project, AMEX
<b>Substantive counterpart</b>	Fabiola Soto Narváez	Director of Institutional Linkin
<b>Substantive counterpart</b>	Claudio Rene Lara Angelino	Head of Department, AMEX
<b>Substantive counterpart</b>	Jessica Rodríguez Balderas	Former Advisor, Office of the
<b>Similar Initiatives</b>	Orria Goni	SSC Advisor, UNDP Regiona
<b>Similar Initiatives</b>	Pablo Basz	Specialist, UNDP Argentina
<b>Similar Initiatives</b>	Peter Morling	Analyst, UNDP China
<b>Similar Initiatives</b>	Emily Davis	Specialist, UNDP Regional A



PROCAP
Executive in Mexico
Governance and Democracy, UNDP
Technical and Scientific Cooperation, AMEXCID
Planning and Policy of ICD, AMEXCID
South Korea, Former Director General of Cooperation, AMEXCID
Executive Director of AMEXCID
Affairs
Director, UNDP
D-UNDP Cooperation Program
UNDP in Mexico, Former Multilateral
Executive Director, AMEXCID
Assistant Director, AMEXCID
Mesoamerican Integration and Cooperation, AMEXCID
Planning and Strengthening, AMEXCID
AMEXCID
Executive Directorate
Sub-Saharan Africa
Asia-Pacific



# SOURCES



ACNUR. *Age, Gender and Diversity Policy*, January 2019. 2019 Available at <https://www.unhcr.org/protection/women/4e7757449/unhcr-age-gender-and-diversity-policy.html>, reviewed on March 10, 2020.

AGONU. *Revisión cuatrienal amplia de la política relativa a las actividades operacionales del sistema de las Naciones Unidas para el Desarrollo*, A/ RES/67/226, 22 de enero, Available at <https://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2013/Spanish/QCPR%20resolution%20A-RES-67-226-ES.pdf>

AGONU. *Transformar nuestro mundo: la Agenda 2030 para el Desarrollo Sostenible*, A/70/L.1 (September 18, 2015). Available at [https://www.un.org/ga/search/view\\_doc.asp?symbol=A/70/L.1&Lang=S](https://www.un.org/ga/search/view_doc.asp?symbol=A/70/L.1&Lang=S)

AMEXCID - UNDP. "Buenas Prácticas de Cooperación Internacional para el Desarrollo entre el Sistema de las Naciones Unidas y el Gobierno de México", 2018 [http://www.mx.undp.org/content/mexico/es/home/library/democratic\\_governance/buenas-practicas-de-cid-entre-el-snu-y-el-gobierno-de-mexico-.html](http://www.mx.undp.org/content/mexico/es/home/library/democratic_governance/buenas-practicas-de-cid-entre-el-snu-y-el-gobierno-de-mexico-.html)

AMEXCID - UNDP. "Hacia una Alianza Global para el Desarrollo", November 2014. Available at <http://www.mx.undp.org/content/mexico/es/home/library/cooperacionsursur/hacia-una-alianza-global-para-el-desarrollo.html>

AMEXCID - UNDP. *Buenas Prácticas de Cooperación Internacional para el Desarrollo entre el Sistema de las Naciones Unidas y el Gobierno de México*. 2018. UNDP Mexico. Available at [http://www.mx.undp.org/content/mexico/es/home/library/democratic\\_governance/buenas-practicas-de-cid-entre-el-snu-y-el-gobierno-de-mexico-.html](http://www.mx.undp.org/content/mexico/es/home/library/democratic_governance/buenas-practicas-de-cid-entre-el-snu-y-el-gobierno-de-mexico-.html)

AMEXCID- UNDP. Excellence Centers. Guidance Document. Definition of Excellence Centers and Criteria for their promotion in Mexico. Internal document.

AMEXCID. "AMEXCID presenta a empresarios el Programa de Desarrollo Integral (PDI)", June 10, 2019. Available at <https://www.gob.mx/amexcid/prensa/amexcid-presentacion-del-programa-de-desarrollo-integral-203914>

AMEXCID. "AMEXCID y UNDP impulsan participación de estados y municipios en la ICD en México", October 15, 2018. Available at <https://www.mx.undp.org/content/mexico/es/home/presscenter/articles/2018/10/amexcid-y-pnud-impulsan-participacion-de-estados-y-municipios-en.html>

AMEXCID. "AMEXCID y UNDP priorizan la igualdad de género en proyectos de ICD", July 26, 2018. Available at <https://www.gob.mx/amexcid/prensa/amexcid-y-pnud-priorizan-la-igualdad-de-genero-en-proyectos-de-cid?idiom=es>

AMEXCID. "AMEXCID y UNDP realizan taller sobre Cooperación Sur-Sur y Triangular en Mesoamérica", March 13, 2018. Available at <https://www.gob.mx/amexcid/prensa/amexcid-y-pnud-realizan-taller-sobre-cooperacion-sur-sur-y-triangular-en-mesoamerica?idiom=es>

AMEXCID. "AMEXCID y GIZ presentan protocolo para la transversalización de la perspectiva de género en programas de cooperación", December 3, 2018. Available at [www.gob.mx/amexcid/prensa/amexcid-y-giz-presentan-protocolo-](http://www.gob.mx/amexcid/prensa/amexcid-y-giz-presentan-protocolo-)

[para-la-transversalizacion-de-la-perspectiva-de-genero-en-programas-de-cooperacion?idiom=es](#)

AMEXCID. "Concluye con éxito el Curso de Formación en Cooperación Internacional para el Desarrollo", July 10, 2019. Available at <https://www.gob.mx/amexcid/prensa/concluye-con-exito-el-curso-de-formacion-en-cooperacion-internacional-para-el-desarrollo?idiom=es>

AMEXCID. "Consultas Multi-actor para el diseño del Programa de Cooperación Internacional para el Desarrollo (PROCID) 2019-2024", September 25, 2019. Available at <https://www.gob.mx/amexcid/prensa/consultas-multiactor-para-el-diseno-del-programa-de-cooperacion-internacional-para-el-desarrollo-procid-2019-2024-219530>

AMEXCID. "Contribuye la SRE a través de la AMEXCID en atención del fenómeno migratorio", February 13, 2020. Available at <https://www.gob.mx/amexcid/prensa/contribuye-la-sre-a-traves-de-la-amexcid-en-atencion-del-fenomeno-migratorio>

AMEXCID. "Cooperación AMEXCID-UNDP para fomentar la formación en temas de ICD", August 2, 2018. Available at <https://www.gob.mx/amexcid/prensa/cooperacion-amexcid-pnud-para-fomentar-la-formacion-en-temas-de-cid?idiom=es>

AMEXCID. "El Consejo Consultivo de la AMEXCID celebra su XIV Sesión", November 21, 2019. Available at <https://www.gob.mx/sre/articulos/el-consejo-consultivo-de-la-amexcid-celebra-su-xiv-sesion-227762>

AMEXCID. *Informe de rendición de cuentas de conclusión de la administración 2012-2018*, November 2018. Available at <https://transparencia.sre.gob.mx/amexcid/images/stories/2018/AMEXCID-informe-rendicion-de-cuentas0218.pdf>

AMEXCID. *Informes de Labores y ante el Consejo Consultivo 2013 - 2018*, Transparencia, <https://transparencia.sre.gob.mx/amexcid/index.php/es/rendicion-de-cuentas/2090>

AMEXCID. "Sembrando Vida arranca en El Salvador", November 19, 2019. Available at <https://www.gob.mx/amexcid/prensa/sembrando-vida-arranca-en-el-salvador?idiom=es>

AMEXCID. *Protocolo Mexicano de Actuación para la Transversalización de la Perspectiva de Género*, December 4, 2018. Available at: <https://www.gob.mx/amexcid/documentos/protocolo-mexicano-de-actuacion-para-la-transversalizacion-de-la-perspectiva-de-genero?idiom=es>

. "Plan de acción de especialistas mexicanos en ICD". 2018. Internal document.

AMEXCID-UNDP. Construcción de Capacidades para la incorporación de una Perspectiva Transversal de Igualdad de género en la CID mexicana. Informe final. 2018. Internal document

AMEXCID-UNDP. Mapeo de proyectos y acciones de cooperación internacional de gobiernos subnacionales en México. 2017 Available at <https://www.mx.undp.>

[org/content/mexico/es/home/library/democratic\\_governance/mapeo-de-proyectos-y-acciones-de-cooperacion-internacional-de-go.html](http://org/content/mexico/es/home/library/democratic_governance/mapeo-de-proyectos-y-acciones-de-cooperacion-internacional-de-go.html)

APC Colombia-UNDP. Logros de la Alianza Estratégica entre UNDP y APC Colombia 2016-2017, January 17, 2018. Available at [https://issuu.com/apc-colombia/docs/informe-apc-colombia-pnud\\_2016-2017](https://issuu.com/apc-colombia/docs/informe-apc-colombia-pnud_2016-2017)

Aprendizaje 360. “¿Por qué es importante la gestión del conocimiento?”, August 19, 2019. Available at <https://aprendizaje360.edu.pe/es/importancia-gestion-conocimiento/>

BAPPENAS-UNDP. South-South and Triangular Cooperation (SSTC). Stocktaking and Strategic Review. May 2014. [https://www.id.undp.org/content/indonesia/en/home/library/democratic\\_governance/south-south-and-triangular-cooperation-sstc--stocktaking-and-st.html](https://www.id.undp.org/content/indonesia/en/home/library/democratic_governance/south-south-and-triangular-cooperation-sstc--stocktaking-and-st.html)

BMZ, GIZ. *Global Dialogue of Agencies and Ministries for International Cooperation and Development*. Available at <https://gc21.giz.de/ibt/var/app/wp342P/1803/index.php/page-1/what-is-the-global-dialogue/>

Centro Virtual de Excelencia para la Cooperación Sur-Sur en Desarrollo Territorial en América Latina y El Caribe, Centro Boliviano de Estudios Multidisciplinarios. <http://cvvis3.cebem.org/>

Cubillas, Laura Elena. “AMEXCID y la transformación de México”, La Razón, December 4, 2019. Available at <https://www.razon.com.mx/opinion/amexcid-y-la-transformacion-de-mexico/>

DOF. Plan Nacional de Desarrollo 2013-2018, May 20, 2013. Available at [http://www.dof.gob.mx/nota\\_detalle.php?codigo=5299465&fecha=20/05/2013SRE](http://www.dof.gob.mx/nota_detalle.php?codigo=5299465&fecha=20/05/2013SRE). Programa Sectorial 2013-2018, September 5, 2017. Available at <https://www.gob.mx/sre/documentos/programa-sectorial-de-relaciones-exteriores-2013-2018>

DOF. Plan Nacional de Desarrollo 2019 – 2024, December 7, 2019. Available at [https://www.dof.gob.mx/nota\\_detalle.php?codigo=5565599&fecha=12/07/2019](https://www.dof.gob.mx/nota_detalle.php?codigo=5565599&fecha=12/07/2019)

DOF. Programa de Cooperación Internacional para el Desarrollo 2014-2018, April 30, 2014. Available at [http://www.dof.gob.mx/nota\\_detalle.php?codigo=5342827&fecha=30/04/2014](http://www.dof.gob.mx/nota_detalle.php?codigo=5342827&fecha=30/04/2014)

Estefan Fuentes, Omar. “Plan de acción de especialistas mexicanos de ICD”. PROCAP’s Internal Document.

FAO. “Guía Metodológica de Sistematización Programa Especial para la Seguridad Alimentaria PESA en Centroamérica”. 2004.

GIZ. Gestión de la Cooperación en la Práctica. Diseñar cambios sociales con Capacity WORKS. Bonn: GIZ, 2015.

Hargreaves, S. y Morgan, M. “Resource Pack on Systematization of Experiences”. ActionAid International. 2010.

- Jara, O. "Orientaciones teórico-prácticas para la sistematización de experiencias". 2006. Available at [http://centroderecursos.alboan.org/ebooks/0000/0788/6\\_JAR\\_ORI.pdf](http://centroderecursos.alboan.org/ebooks/0000/0788/6_JAR_ORI.pdf)
- Galdós Aizpurua, José María. *Gestor de proyectos para facilitar el proceso de estructuración e implementación de los proyectos a ser impulsados por la Alianza por la Sostenibilidad*. Informe Final. 2019. PROCAP's Internal Document.
- Ley de Cooperación Internacional para el Desarrollo*. Cámara de Diputados, 11 de abril de 2011. Available at [http://www.diputados.gob.mx/LeyesBiblio/pdf/LCID\\_171215.pdf](http://www.diputados.gob.mx/LeyesBiblio/pdf/LCID_171215.pdf)
- Manual de autocuidado*, Iniciativa Ciudadana para la Promoción de la Cultura del Diálogo, A.C. [https://docs.wixstatic.com/ugd/e09a37\\_63fa781cea2d4ccb42c0aa61f5eff65.pdf](https://docs.wixstatic.com/ugd/e09a37_63fa781cea2d4ccb42c0aa61f5eff65.pdf), reviewed on March 10, 2020.
- Mercosur ABC. "Buscan fortalecer desarrollo de Mesoamérica. Decálogo de SSC&T", October 1, 2019. Available at <https://www.mercosurabc.com.ar/buscan-fortalecer-desarrollo-de-mesoamerica-decalogo-de-css-t>
- Metodología de Evaluación Modular para la Cooperación Sur-Sur*. 1a ed. Ciudad Autónoma de Buenos Aires : Programa Naciones Unidas para el Desarrollo - PNUD ; Ministerio de Relaciones Exteriores y Culto -Cancillería ; San Martín : Universidad Nacional de San Martín, 2020. Available at [https://www.ar.undp.org/content/argentina/es/home/library/PNUDGlobal/MEM\\_CSS.html](https://www.ar.undp.org/content/argentina/es/home/library/PNUDGlobal/MEM_CSS.html)
- ONU. Addis Ababa Action Agenda of the Third International Conference on Financing for Development*, July 16, 2015, Available at <https://sustainabledevelopment.un.org/index.php?page=view&type=400&nr=2051&menu=35>
- ONU. *Draft Outcome Document of the Second United Nations High Level Conference on South-South Cooperation*, March 6, 2019. Available at <https://www.un.org/pga/73/wp-content/uploads/sites/53/2019/03/6March-Outcome-document-SSCooperation-6-March-2019.pdf>
- ONU. *Plan estratégico del PNUD para 2008-2011*, DP/2007/43/Add.2 <https://digitallibrary.un.org/record/628583?ln=en>
- UNDP. *Acuerdo Marco de Colaboración firmado por el Gobierno de México y el UNDP*. 2011. Available at <https://www.undp.org/content/dam/mexico/docs/MarcoLegalPNUDMx/UNDP-MX-MarcoLegal-AcuerdoMarco-PNUD-MX-2011.pdf>
- UNDP. "Apoyo a AUCI en la implementación de iniciativas para promover la cooperación Sur-Sur", 2015. Available at <https://www.undp.org/content/dam/uruguay/docs/Prodocs/URU%2013%20001%20Cooperaci%c3%b3n%20Sur-Sur.pdf>
- UNDP. "Cambiando con el mundo. Plan Estratégico del UNDP, 2014-2017", May 3, 2016. Available at [https://www.undp.org/content/undp/en/home/librarypage/corporate/Changing\\_with\\_the\\_World\\_UNDP\\_Strategic\\_Plan\\_2014\\_17.html](https://www.undp.org/content/undp/en/home/librarypage/corporate/Changing_with_the_World_UNDP_Strategic_Plan_2014_17.html)

UNDP. "Cross border harvests highlight South-South ties between Indonesia and East Timor", March 21, 2019. Available at <https://www.id.undp.org/content/indonesia/en/home/presscenter/articles/2019/cross-border-harvests-highlight-south-south-ties-between-indones.html>

UNDP. "Declaración de Helen Clark, Administradora del Programa de las Naciones Unidas para el Desarrollo en ocasión de celebrarse el período de sesiones anual de la Junta Ejecutiva del UNDP y el UNFPA", June 24, 2010. Available at <https://www.undp.org/content/undp/en/home/presscenter/speeches/2010/06/24/helen-clarkstatement-to-the-undp-unfpa-executive-board.html>

UNDP. *Guide for Partnership Building*, 2010. Available at [https://www.undp.org/content/dam/undp/library/Poverty%20Reduction/Private%20Sector/undp-psd-Guide\\_to\\_Partnership\\_Building-en-2010](https://www.undp.org/content/dam/undp/library/Poverty%20Reduction/Private%20Sector/undp-psd-Guide_to_Partnership_Building-en-2010)

UNDP. *Government of Turkey and UNDP strengthen strategic partnership*, December 4, 2012. Available at: <https://www.undp.org/content/undp/en/home/presscenter/articles/2012/12/04/government-of-turkey-and-undp-strengthen-strategic-partnership.html>

UNDP. "Opening Remarks of Achim Steiner, UNDP Administrator, Opening at Second High-level UN Conference on South-South Cooperation Conference on South-South Cooperation", March 20, 2019. Available at <https://www.undp.org/content/undp/en/home/news-centre/speeches/2019/second-high-level-un-conference-on-south-south-cooperation.html>

UNDP. *Partnership Framework Agreement Indonesia-UNDP*, September 28, 2012. 2012. Available at [https://www.id.undp.org/content/dam/indonesia/docs/legal/Partnership%20Framework%20Agreement\\_Indonesia%20UNDP.pdf](https://www.id.undp.org/content/dam/indonesia/docs/legal/Partnership%20Framework%20Agreement_Indonesia%20UNDP.pdf)

UNDP. *Plan de Acción del UNDP*. 2010. Available at [https://www.undp.org/content/undp/es/home/operations/executive\\_board/undp\\_action\\_plan.html](https://www.undp.org/content/undp/es/home/operations/executive_board/undp_action_plan.html)

UNDP. *Plan estratégico del UNDP para 2008-2011*, DP/2007/43/Add.2 <https://digitallibrary.un.org/record/628583?ln=en>

UNDP. *Programa de Cooperación AMEXCID – UNDP*. Available at <https://www.mx.undp.org/content/mexico/es/home/projects/programa-de-cooperacion-amexcid-pnud.html>

UNDP. *Programa de Cooperación AMEXCID – UNDP*. Project Document 2013, 2015, 2016, 2017, and 2019; Substantive revisions: first, December 19, 2013; second, November 7, 2014; third, May 21, 2015; fourth, November 20, 2015; and fifth, 2016.

UNDP. *Sistematización para Transferir Conocimiento*, Serie Metodológica en Gestión del Conocimiento. 2013

UNDP. *Soluciones de Desarrollo del Sur para el logro de los Objetivos de Desarrollo Sostenible*, 19 de marzo de 2019 Available at <https://www.latinamerica.undp.org/content/rblac/es/home/library/poverty/southern-development-solutions-for-the-sustainable-development-g.html>



- UNDP. *South-South Cooperation Assistance Fund*. March 26, 2019. Available at <https://www.cn.undp.org/content/china/en/home/library/south-south-cooperation/south-south-cooperation-assistance-fund.html>
- UNDP. "Russia-UNDP Partnership Overview, 2016". UNDP Eurasia. Available at <https://www.eurasia.undp.org/content/dam/rbec/docs/Russia-UNDP%20Partnership%20overview.pdf>
- UNDP. Turkey-UNDP Partnership for Development Program, <https://www.eurasia.undp.org/content/dam/rbec/docs/Turkey%20Partnership%20.pdf>
- UNDP. "UNDP again ranked as one of world's most transparent development aid organizations", June 20, 2018. Available at <https://www.undp.org/content/undp/en/home/news-centre/news/2018/UNDP-again-ranked-as-one-of-worlds-most-transparent-development-aid-organisations.html>
- UNDP. "UNDP and India Sign Partnership Agreement to Further South-South Cooperation", March 14, 2012. Available at <https://www.in.undp.org/content/india/en/home/sustainable-development/successstories/undp-and-india-sign-partnership-agreement-to-boost-development-p.html>
- UNDP. "UNDP signs new partnership agreement with Brazil", July 30, 2010. Available at <https://www.undp.org/content/undp/en/home/news-centre/news/2010/07/30/undp-agrees-to-global-partnership-with-brazil.html>
- UNDP. "UNDP, China agree on new cooperation for development", September 22, 2010. Available at <https://www.undp.org/content/undp/en/home/presscenter/pressreleases/2010/09/22/undp-and-china-agree-new-cooperation-for-development.html>
- UNDP. "UNDP, South Africa sign new deal for development", September 22, 2011. Available at <https://www.undp.org/content/undp/en/home/presscenter/pressreleases/2011/09/22/undp-south-africa-sign-new-deal-for-development.html>
- UNDP. "Working with Myanmar, South-South cooperation with Indonesia gains momentum", October 27, 2015. Available at <https://www.id.undp.org/content/indonesia/en/home/presscenter/articles/2015/10/27/working-with-myanmar-south-south-cooperation-with-indonesia-continues.html>
- UNDP – NEPAD. *First African South-South Cooperation Report*. Report prepared with the collaboration of the UNDP, the UN's Office for SSC, The New Partnership for Africa's Development (NEPAD), the Islamic Development Bank, and the Iberoamerican General Secretariat, 2019. <https://www.undp.org/content/dam/rba/docs/UNDP-Africa-SSC-Report-2019-EN.pdf>
- Primeros Auxilios Psicológicos para Personas Migrantes, Refugiadas y Desplazadas*; Iniciativa Ciudadana para la Promoción de la Cultura del Diálogo, A. C. <https://www.primerosauxiliospsicologicos.org/>
- Proyecto Mesoamérica. "Presentan Decálogo de Cooperación Sur-Sur y Triangular en Mesoamérica", September 5, 2019. Available at <http://www.proyectomesoamerica.org/index.php/noticias/20-noticiaspn/articulos-noticias/656-presentan-decalogo-de-cooperacion-sur-sur-y-triangular-en-mesoamerica>

Proyecto Mesoamérica.” AMEXCID, UNDP y CGICD avanza en el Mapeo de cooperación internacional en México, March 12, Available at <http://www.proyectomesoamerica.org/index.php/noticias/20-noticiasspm/articulos-noticias/635-amexcid-y-pnud-realizan-taller-sobre-cooperacion-sur-sur-y-triangular-en-mesoamerica>

SRE. “El canciller Marcelo Ebrard anunció avances en las acciones realizadas por el Gobierno de México en materia de Migración”, Comunicado No. 273, August 14, 2019. <https://www.gob.mx/sre/prensa/el-canciller-marcelo-ebard-anuncio-avances-en-las-acciones-realizadas-por-el-gobierno-de-mexico-en-materia-de-migracion>

SRE. “México anuncia la adopción de su Política Exterior Feminista”, Comunicado 15, January 9, 2020. Available at <https://www.gob.mx/sre/prensa/mexico-anuncia-la-adopcion-de-su-politica-externior-feminista>

SRE. “Primer encuentro de donantes y cooperantes al PDI”, Comunicado No. 271, August 13, 2019. <https://www.gob.mx/sre/prensa/primer-encuentro-de-donantes-y-cooperantes-al-pdi>

SRE. *Programa para la Igualdad entre Mujeres y Hombres 2015-2018 de la SRE*. March 13, 2016. Available at <https://www.gob.mx/sre/articulos/programa-para-la-igualdad-entre-mujeres-y-hombres-2015-2018-24054>

STPS. “Exporta STPS el Programa Jóvenes Construyendo el Futuro a Centroamérica”, November 5, 2019. Available at <https://www.gob.mx/stps/prensa/exporta-stps-el-programa-jovenes-construyendo-el-futuro-a-centroamerica-presenta-alcances-a-comitiva-de-honduras>

Ulises Aquino Jiménez. *Gestor para facilitar procesos de implementación de proyectos de cooperación internacional para el desarrollo con participación del sector privado*. 2019. PROCAP's Internal Document.



**Lessons and perspectives  
from supporting South-South  
Cooperation in Mexico**

**AMEXCID-UNDP**  
Cooperation Program  
**(PROCAP) 2013 - 2019**





**RELACIONES EXTERIORES**

SECRETARÍA DE RELACIONES EXTERIORES

**AMEXCID**

AGENCIA MEXICANA DE COOPERACIÓN  
INTERNACIONAL PARA EL DESARROLLO



**United Nations Development Programme  
(UNDP) in Mexico**

Montes Urales 440, Lomas de Chapultepec.  
Alcaldía Miguel Hidalgo. C.P. 11000

**[www.mx.undp.org](http://www.mx.undp.org)**