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Considering this challenging setting, we may say that the IV Master Plan adopts a REALISTIC approach (objectives and timetable for the next four years); endeavors to REDESIGN our cooperation (building from the concentration of resources); is DEVELOPMENT-RESULTS oriented and strives for an enhanced ACCOUNTABILITY. It is a different and innovative Master Plan, compared to the previous ones, yet it remains faithful to its commitment to **contribute to human development, the eradication of poverty and the full exercise of human rights.**

WHAT ARE THE FOUNDATIONS OF THE SPANISH COOPERATION?

The Master Plan's starting point aims at the integration of the Spanish Cooperation in the framework of international development, marked by the conclusion of the Millennium Development Goals' agenda and the definition of the post-2015 agenda. However, it also integrates the results drawn from the Rio+20 Summit, the Busan Global Partnership for Effective Development Cooperation, the EU's Agenda for Change and the Action Plan on Development of the G20's agenda. This Master Plan incorporates all the learning from past experience and responds to evaluations carried out in our cooperation interventions throughout 2011 (the DAC Peer Review, the Mid-Term Evaluation of the III Master Plan, the 2011 Report of the Congress of Deputies' Subcommittee). All of these documents call for the concentration of resources, a better coordination between actors of the Spanish Cooperation and underline the need to be more selective in order to enhance effectiveness.

The Spanish society has been demonstrating its solidarity with the populations of the poorest countries for many years and, in the present context, it wishes to maintain this commitment. This Master Plan is a clear example of the determination of the Spanish people to support our partner countries' efforts to make progress towards development and, in general, to build a fairer and a more inclusive globalized world

The current context is characterized by the uncertainty and the negative consequences of a global economic and financial crisis both at a national and international levels. Precisely for these reasons, the Spanish Cooperation should position itself in the face of a shifting international development agenda, and confronting new realities in the developing countries, a new "poverty map" and a rising inequality. Furthermore, it must take into account the increasing concern for climate change and environmental sustainability.

The Spanish Cooperation reaffirms its commitment to the following political principles: human development and capabilities approach, a rights-based approach, a gender in development approach and effectiveness in development. Finally, Development Cooperation is conceived as a component of "Marca España" (Spain Brand) and a part of its comprehensive external State action.

THE INTERNATIONAL DEVELOPMENT AGENDA: Millennium Development Goals and Post-2015 Agenda
The Spanish Cooperation will work following the MDGs currently in place, which should maintain a central position in the international endeavor to fight poverty and inequality. Simultaneously, the post-2015 agenda marks a key and essential moment to influence development agendas of the coming decades. On the basis of the lessons learned from the MDGs, Spain will drive the new agenda and will actively participate in crucial subjects, such as food security and nutrition.
The Busan Global Partnership for Effective Development Cooperation
This Partnership strives to overcome the classic model of donor from the North and receptor from the South and establishes principles and orientations to advance towards effective development. Shared principles to reach common goals are incorporated: Ownership, Results-Oriented Approach, Inclusive Alliances for Development, Transparency and Shared Responsibility.
Increasing the Impact of EU Development Policy - an Agenda for Change
The EU demonstrates its commitment to increase the impact of its aid, concentrating efforts on fewer countries and on the sectors that are significant for long-term growth. This new strategy also intends to promote greater collaboration between the EU and its Member States in order to reduce segmentation, improve coordination and contribute to reach greater effectiveness and efficiency.

WHAT ARE WE GOING TO DO?

The Spanish Cooperation's final goal is to **contribute to human development, to the eradication of poverty and to the full exercise of rights.** In order to reach this aim, the following guidelines will steer our work over next four years:

GUIDELINES OF THE SPANISH COOPERATION 2013-2016

1. Consolidating democratic processes and the rule of law.
2. Reducing inequalities and vulnerability to extreme poverty and to economic crises.
3. Promoting economic opportunities for the poorest.
4. Supporting social cohesion systems, emphasizing basic social services.
5. Promoting women's rights and gender equality.
6. Improving the provision of Global and Regional Public Goods.
7. Providing a quality response to humanitarian crises.
8. Building a global citizenship committed to development.



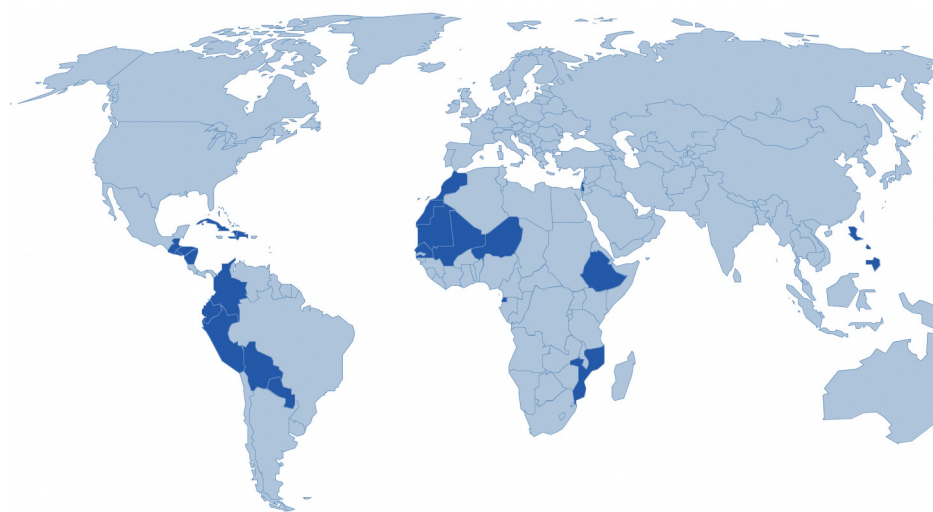
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For each of these guidelines, **lines of action** will be developed and will provide a more detailed framework with sectoral strategies (on education, health, gender, social protection, resilience, inclusive economic growth, food security, environmental sustainability, etc.). These lines suggest some categories that establish a differentiated work plan for each context. They also help set the level of Development Results to which the Spanish Cooperation will contribute. The latter will be defined through a consultation process with partner countries based on dialogue and consensus, which will serve to elaborate the **Country Partnership Frameworks.**

WHAT ARE THE ELEMENTS OF THE SPANISH COOPERATION'S RENEWED PROFILE?

• Where Are We Going to Work?

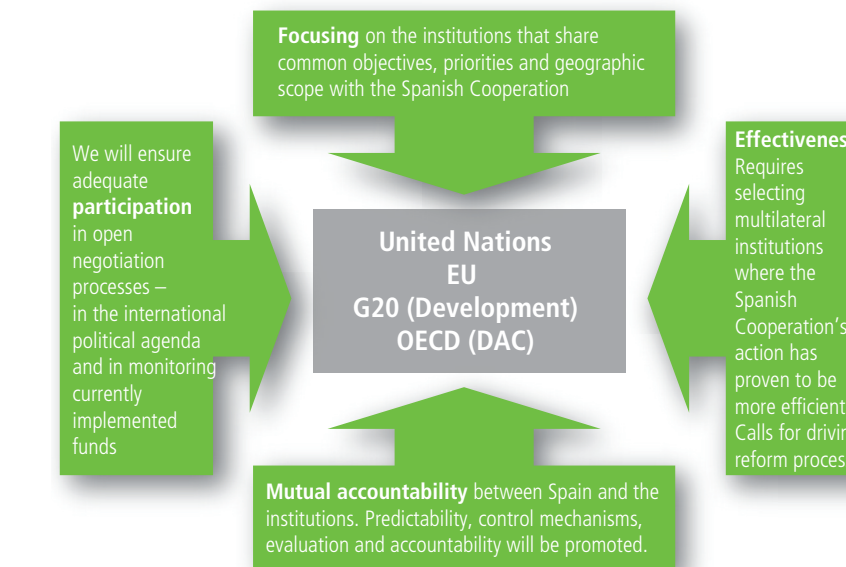
We will concentrate efforts on **23 Partner Countries.** In addition, we will promote differentiated strategies and regional programs.



Over the next few years, the Spanish Cooperation will focus on the following countries:

- **Latin America and the Caribbean:** Bolivia, Colombia, Cuba, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Nicaragua, Paraguay, Peru and the Dominican Republic
- **North Africa and the Middle-East:** Mauritania, Morocco, the Saharawi Population and the Palestinian Territories
- **West Africa:** Mali, Niger and Senegal
- **Central and East Africa:** Ethiopia, Equatorial Guinea and Mozambique
- **Asia:** The Philippines

• We Will be More Selective and Effective at Multilateral Level:



• We Will Strive to Establish More Strategic Relations Within the System:



• We Will Base our Performance on Acquired Learning and Knowledge by:

- Strengthening the information systems.
- Improving monitoring with the inclusion of orientation to results.
- Reviewing the Evaluation Policy to raise quality and utility of evaluations and improve coordination between the different actors of the system.
- Reinforcing the evaluation function and promoting collaborative work inside the Spanish Cooperation system, as well as with our partners.
- Promoting research and studies on development.
- Fostering knowledge-generation in partner countries.
- Systematizing and disseminating learning.

• We Will Push for Transparency and Accountability

All public policies must be accountable for their management to the country's democratic institutions and citizens. The Spanish Cooperation must be accountable for the effectiveness and quality of intended development results and report if these are actually reached in the end. For this purpose, we will strengthen **transparency and accountability**, by consolidating **international commitments**, defining the role of **consultative bodies** and **Parliament** and improving information and communication systems.

HOW WILL WE WORK?

• Making Progress towards Effectiveness and Quality with Determination and Realism.

Effectiveness, along with quality, has been for long one of the aims of cooperation. Donors strive to maximize their impact on partner countries' development process. This agenda is constantly evolving: at first, its outlook focused on effectiveness of aid, yet now, it is centered on the effectiveness of development in a more comprehensive way. This new approach requires emphasizing processes directed by partner countries, working with a more inclusive vision in terms of actors and mobilizing all types of resources to deliver stronger results.

Main Challenges of the Spanish Cooperation's Effectiveness and Quality Agenda:

1. Assure that the Spanish Cooperation adopts a results-based approach as a guiding principle for its performance
2. Support capacity-building of partner countries for them to steer cooperation towards the results they have previously defined
3. Increase the Spanish Cooperation's transparency and improve its accountability to Spain's citizens and partner countries
4. Reinforce the use of modalities that boost effectiveness (including directing other methods and instruments for program-based aid)
5. Scale up relations between actors to improve implementation of the effectiveness agenda



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In addition to this:

We will ensure greater **policy coherence for development** that shall be considered as a continuous process of learning and improvement. Using approaches recommended by the OECD and the EU as a reference, we will work - over the next four years - in a progressive manner on five global challenges: food security, trade and tax evasion, immigration, security and climate change. We will start with sectors related to the economy by strengthening the network of focal points of all the other Ministries.

We will emphasize **humanitarian aid** as an action marked by effectiveness, quality, increased focus, in line with the UN agenda.

A more strategic use of methods and instruments will be fostered within the framework of the Spanish Cooperation, in order to improve the impact of our aid. For that purpose, we will make the most of **program-based aid** and fully incorporate **reimbursable financial cooperation**. By the same token, we will support stronger collaboration with other donors and cooperating countries of the South, through actions of **Delegated Cooperation**, backing **South-South Cooperation** and **Triangular Cooperation**.



WHAT CAPACITIES WILL WE RELY ON?

During this time period, the Spanish Cooperation must redefine its performance to be able to effectively respond to changes taking place both internally and externally. We shall shift from a resource-intensive cooperation model to a more knowledge-intensive model, that is: from a system almost exclusively centered on resource-management to one that incorporates functions related to coordination, dialogue, pacts, mediation, etc. This innovative cooperation model also needs to involve new actors, modalities and instruments (reimbursable financial cooperation, the business sector, delegated cooperation). This change of direction can be successful if it relies on an adequate strategy to **generate the necessary capacities**. For that aim, public institutions' capacities will be strengthened, granting Decentralized Cooperation a more active role by improving coordination and monitoring of its agenda. Moreover, the rest of actors must rethink and update their role by fostering the culture of collaboration and networks.

In addition, reinforcing processes and the commitment to a **better-informed citizenship** will be necessary

to allow for increased understanding of problems triggered by poverty and the lack of rights and to convey the importance of Development Cooperation in building a fairer global society.

MONITORING AND EVALUATION OF THE IV MASTER PLAN

For appropriate monitoring and evaluation the present Master Plan and to facilitate the understanding of the **Results Framework**, a graphic representation of the logic behind the intervention is included. This framework helps revising elements considered fundamental or high-priority from a strategic logic perspective, allowing us to identify progress reached with the Plan and to measure its degree of implementation on an annual basis. In addition, we will lead a:

- Mid-term evaluation in 2014
- Final evaluation during the year 2016. Its results will have to be presented sufficiently in advance so that they can support the elaboration of the V Master Plan.

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The Master Plan of the Spanish Cooperation 2013 / 2016 Executive summary