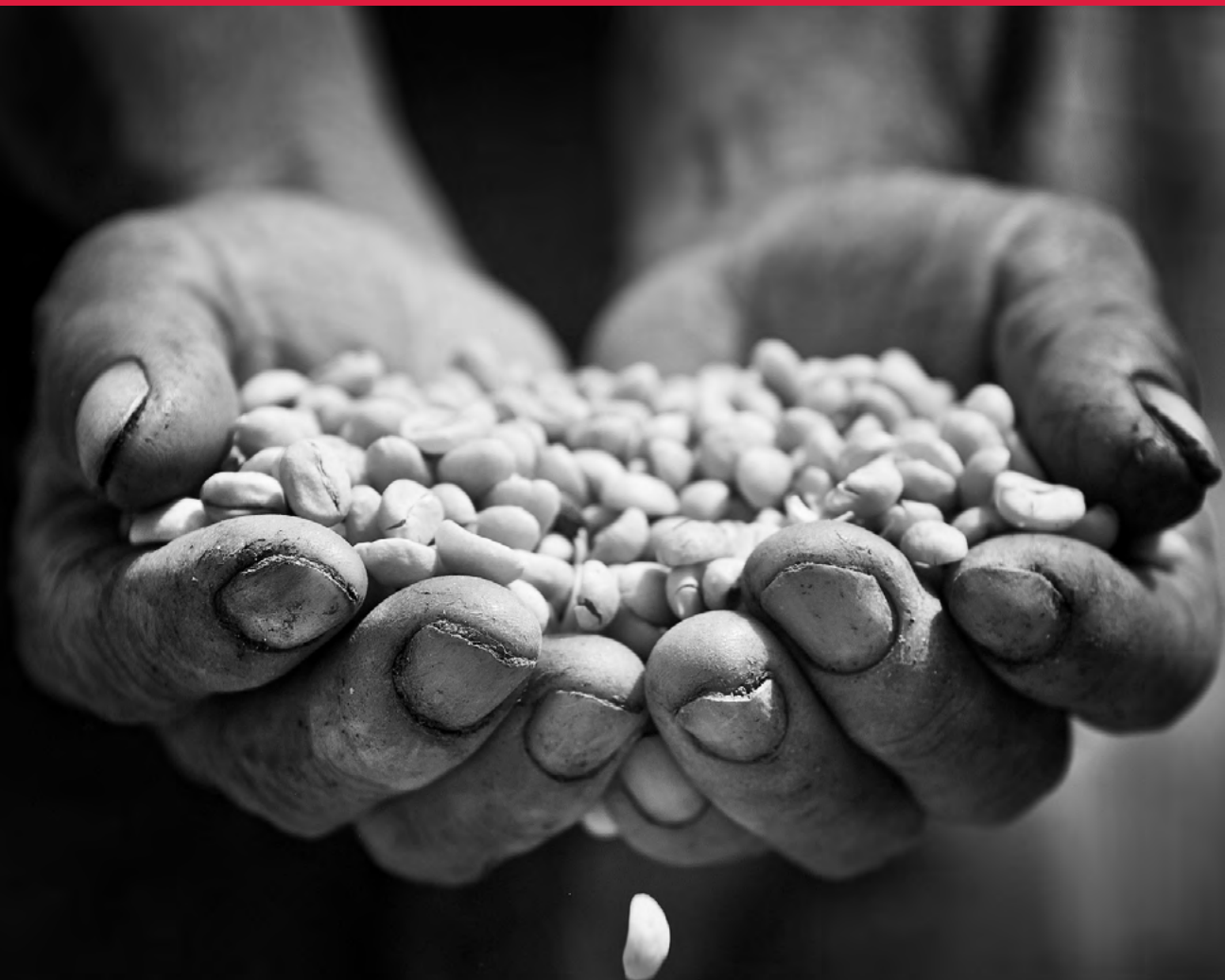


Agencia Española de Cooperación Internacional para el Desarrollo

MAP METHODOLOGY

MANUAL FOR COUNTRY ASSOCIATION
FRAMEWORK ESTABLISHMENT,
MONITORING AND EVALUATION.



Direction: Gonzalo Robles Orozco

Technical Coordination: Marta Pedrajas y Eva del Hoyo

Writing Team: Marta Pedrajas, Eva del Hoyo, Almudena Oficialdegui, Carlota Merchán, José Manuel Argilés

Collaborations: Nava San Miguel, María del Mar Requena, Ángel Chica, Pilar Soler

Design and layout: AECID Communication

Acknowledgement: SGCID would like to thank all the people and institutions that have submitted their input for the development of this document, particularly the Units and Areas within SGCID, AECID and especially the on ground offices (OTC) located in partner countries of Spanish Cooperation.

Note: This MAP Methodology 2013 is built upon the previous and original version Methodology 2011 written by Gabriel Ferrero y Carola Calabuig (NIPO 502-11-010-2).

Both documents are available on webs:

www.cooperacionespañola.es and www.maec.es

For further information about the content of these documents please, contact:

Secretaría General de Cooperación Internacional para el Desarrollo
C/ Serrano Galvache 26, 28033 Madrid
marcos.asociacion@maec.es

NIPO:

502-17-002-9

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Agencia Española de Cooperación Internacional para el Desarrollo
Secretaría General

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Agencia Española de Cooperación Internacional para el Desarrollo.
Avda. Reyes Católicos, 4
28040 Madrid

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ACRONYMS

ACRONYM	
AECID	Agencia Española de Cooperación Internacional para el Desarrollo (International Cooperation Spanish Agency for Development)
AGE	Administración General del Estado (Government General Administration)
AH	Acción Humanitaria (Humanitarian Action)
AOD	Ayuda Oficial al Desarrollo (Official Aid to Development)
AP	Ayuda Programática (Programmatic Aid)
AT	Asistencia Técnica (Technical support)
CAD	Comité de Ayuda al Desarrollo de la OCDE (OECD Development Aid Committee)
CCAA	Comunidades Autónomas (Spanish Autonomous Communities)
CE	Cooperación Española (Spanish Cooperation)
COMIX	Comisión Mixta (Mixed Commission)
CPD	Coherencia de Políticas para el Desarrollo (Coherence in Development Policies)
DDHH	Derechos Humanos (Human Rights)
DEP	Documento de Estrategia País (Country Strategy Document)
EBDH	Enfoque Basado en Derechos Humanos (Focus Based on Human Rights)
EELL	Entidades Locales (Local Entities)
EEMM	Estados Miembros (Member States)
EPA	Equipo País Ampliado (Enlarged Country Equipment)
ERP	Estrategia de Reducción de la Pobreza (Poverty Reduction Strategy)
FONPRODE	Fondo para la Promoción del Desarrollo (Development Promotion Fund)
GCS	Grupo de Coordinación en sede (Headquarters Coordination Group)
GEC	Grupo Estable de Coordinación sobre el terreno (Stable Coordination Group on the ground)

ACRONYM	
GED	Género en Desarrollo (Developing Gender)
GpRD	Gestión para Resultados de Desarrollo (Management for Development Results)
GTEC	Grupo de Trabajo sobre Eficacia y Calidad de la Ayuda (Working Group on Efficiency and Quality Aid)
HIPC	Países Pobres Altamente Endeudados (Heavily Indebted Poor Countries por sus siglas en ingles)
MAP	Marco de Asociación País (Country Association Framework)
MINECO	Ministerio de Economía y Competitividad (Economy and Competitiveness Ministry)
OAH	Oficina de Acción Humanitaria de AECID (AECID Humanitarian Action Office)
ODM	Objetivo de Desarrollo del Milenio (Millenium Development Target)
ONGD	Organización No Gubernamental de Desarrollo (Non-governmental Development Organisation)
OTC	Oficina Técnica de Cooperación (Technical Cooperation Office)
PAE	Plan de Actuación Especial (Special Action Plan)
PC	Programación Conjunta (Joint Programming)
PD	Plan Director de la Cooperación Española (Spanish Cooperation Masterplan)
PIU	Unidad de Implementación Paralela (Parallel Implementation Unit)
PMA	Países Menos Adelantados (Less Developed Countries)
PND	Plan Nacional de Desarrollo (Development National Plan)
PO	Planificación Operativa (Operative planning)
PPSS	Planes Sectoriales (Sectorial Plans)
SECIPI	Secretaría de Estado de Cooperación Internacional y para Iberoamérica (International Cooperation Secretariat of state and for Latin America)
UCE	Unidad de Cooperación en el Exterior de AECID (AECID Exterior Cooperation Unit)
VARD	Vinculación entre la Ayuda de emergencia, la Rehabilitación y el Desarrollo (Association between Help/Aid in emergency, Rehabilitation and Development)

I. INTRODUCTION

Country Association Framework (MAP) is the strategic geographical planning tool that puts into practice the mission of Spanish Cooperation: contribution to human development, poverty reduction and total respect of rights. Cross-cutting gender priorities will equally be included, as well as environmental sustainability and diversities¹ in association with the other agents (local and international), to fight against poverty coherently, integrally and effectively.

In a context such as the current one and with an evolving Efficacy Agenda, it proves to be necessary to guarantee the establishment of coherent planning, monitoring and evaluation mechanisms, by taking into account organizational issues as well as coordination and participation of appropriate actors to each reality and who favours the effectiveness and efficiency of the International Development Cooperation Policy.

The objective of this methodology is to offer guidelines that serve as a guide in the process of Spanish Cooperation Country Association establishment, monitoring and evaluation, and is especially addressed to people and teams (technical and managerial staff) that have a direct responsibility in this process. When approaching the process it is important to have a future vision of our cooperation with the partner country in the next four years. MAP is therefore the strategy to reach this end.

This methodology edition is an **update of 2011 edition** in order to be consistent with the 2013-2016 Spanish Cooperation IV Plan Director, by keeping the conceptual base and by revising the phases and stages with the aim of facilitating its implementation.

The manual understands two phases: a **first phase** or MAP establishment and signature and a **second phase** of implementation, monitoring and evaluation. It is not a linear process since both phases feed back each other. For this reason, during MAP establishment, certain elements should be taken into account to facilitate the design and implementation of an adequate monitoring system. In each of the phases some guidelines are proposed that will help in the process as well as a common scheme to, as far as possible, homogenize MAP documents. Throughout the methodology, guidelines are given for the integration of cross-cutting priorities (human rights, gender, environmental sustainability and diversities).

¹ For diversities is understood: ethnic or racial diversity, cultural diversity, people with some type of disability and diversity of sexual orientation

I. I. WHAT TO EXPECT FROM THIS METHODOLOGY?

The methodology provides basic and concrete guidelines for carrying out the MAP development process, as well as the design of the monitoring and evaluation system. In order for the MAP to have meaning and usefulness, it needs to adapt to the situation in each of the countries, and to the real possibilities of association that occur in each particular geographical case. This manual does not provide “recipes”, but rather seeks to guide the way to establish quality relationships to contribute to development outcomes and to give guidance on the implementation, monitoring and evaluation of Association Frameworks but does not contain, and should not, Specific to define their contents that will be determined in each country during the process by all CE actors in the field in close dialogue with the partner country.

This **2013 version** of the Methodology has been revised according to the experience and learning of the countries that have developed their Country Partnership Framework in the 2010/2012 period, as well as AECID contributions and recommendations and other Spanish Cooperation actors directly involved in the framing process.

In this sense, **this methodology updating aims to facilitate MAP development allowing a more flexible and flexible process** than the previous version. Particular emphasis has been placed on **conducting initial preliminary reflection** on the ground to address the MAP, most matrixes have been removed, partnership’s frame has been simplified, guidelines for Joint Programming have been indicated, more precise orientations to determine the comparative advantage have been given, highlighting especially in transversal orientations prioritization, gender approach integration and environmental sustainability to be Spanish Cooperation’s signs of identity, as well as respect for diversities, to the extent that the context will allow. Likewise, other CE actors have been more involved in the process and mechanisms have been put in place for the design of monitoring and evaluation system.

The MAP is not intended to be the product of a series of suggestions for drafting sections of a document, but rather **the result of a reflection among CE actors on what is being done, how it is being done to determine what is what expected to achieve.**

The methodology, as a tool, is a dynamic document that will be enriched with the experiences and lessons learned during the processes.

2. WHAT IS A COUNTRY ASSOCIATION FRAMEWORK?

The Partnership Framework is a shared partnership strategy at country levels **towards common goals and visions of human development and poverty eradication**, and, as such must integrate as many actors as possible with potential development impact, maintain a close dialogue and work together with the partner country (government, institutions, parliament and civil society) as with other donors, and to reinforce coordination among the Spanish Cooperation actors themselves, **integrating the transversal priorities identified in the effectiveness agenda**.

The Country Partnership Frameworks should be a shared strategy with the partner country and the other CE actors, whose dialogue focuses on development outcomes, aligned with partner priorities and cycles, flexible but ensuring predictability of resources, with clear commitments on aid effectiveness performance, and with adequate accountability mechanisms.

The Association Frames will be supported by the signing of the COMIX minutes, so they have normative as well as political support. The COMIX should introduce an explanatory reference on what is the Country Association Framework, its importance and its basic objectives in terms of the relationship between Spain and the partner country (a standard model of COMIX is presented in annexed 5).

The Framework Partnership process entails the promotion of greater appropriation, alignment, harmonization and coherence of the Spanish Cooperation interventions in each country. This means guiding the efforts of all Spanish development actors towards the achievement of results that have been defined by the partner country-to any level: central government, local governments, civil society etc. - to work together with other donors, to be collectively more effective, to facilitate and promote the country leadership in its development process and to strive for greater transparency and mutual accountability.

The Partnership Framework is a strategic planning tool that articulates the different CE actors operational programming in a country with the guidelines established in the IV PD.

The Association Framework should not become the sum of the different interests and actions of Spanish Cooperation actors in the country, but the objective is to ensure that the strategic decisions reflected are the product of a collective process based on the dialogue, and become joint bets to which each actor contributes from their comparative advantage.

The Association Framework should seek to be the Spanish Cooperation actors result, even though its absence will not be an impediment to its elaboration and signature, with the ultimate responsibility for the process belonging to the Secretary of State for International Cooperation and for Latin America (SECIPI).

2. 1. COUNTRY ASSOCIATION FRAMEWORK PERIOD OF VALIDITY

The period of validity -as well as start and end dates- of each Association Framework must be linked to the most useful and functional period of time to deepen the partnership with the partner country. It is recommended to seek synchronization with the National Development plans or Poverty Reduction Strategies deadlines, or coinciding with milestones in the formulation and implementation of the country's development policy. Likewise, the process should be synchronized with the European Union joint programming exercises, if these are carried out in the country. A forecast of 3 to 5 years should be guaranteed, according to the commitments adopted in Accra.

However, undergoing a permanent process of adaptation and updating through periodic monitoring and review exercises, the Association Framework will not be invalid as long as the Association Framework with the partner country is maintained, and until Formalization of a following Framework Document.

2. 2. COUNTRY ASSOCIATION FRAMEWORK DOCUMENT CONTENTS

The drafting language of the Association Framework document should be the one that better facilitates the objectives of association with the country. It is considered appropriate to use the local vehicle language, or in its absence to English, besides Spanish.

The Country Partnership Framework document will contain the following points:

INDEX AND LIST OF ANNEXES (if applicable)

I. INTRODUCTION

- Composition of the GEC
- Civil society groups that have participated
- Dialogue with the country in the process
- Country Effectiveness agenda
- Cooperation carried out by the Spanish Cooperation up to now
- Future vision

2. ANALYSIS

2.1. Democratic appropriation

- Country context: existing development plans and strategies
- Level of democratic participation in partner country development strategies
- Assessment of the different local actors

2.2. Alignment

- Quality of policy dialogue with partner country
- Use of the national systems

2.3. Harmonization

- Other donors present in the country
- Joint donor initiatives
- Main mechanisms and forums for harmonization

2.4. Regional Programs

2.5. Spanish Cooperation comparative Advantage

- Spanish Comparative Advantage Chart

3. STRATEGIC DECISIONS

3.1. Prioritized strategic directions and action lines - exit lines

- Geographical areas, public and private partners and role of the EC
- Cross-cutting priorities

3.2. Joint programming

3.3. Delegated cooperation

3.4. Multilateral cooperation

3.5. Programmatic help

3.6. Humanitarian action

3.7. Partnership table between EC actors

3.8. Management Framework for Development Results

3.9. Resources committed by Spanish Cooperation

3.10. Policy coherence

3.11. EC Commitments on Effectiveness

3.12. Mechanisms for monitoring and evaluation

3.13. Mutual accountability

ANNEXES (if applicable)

2.3. COUNTRY ASSOCIATION FRAMEWORK CYCLE

The Country Partnership Framework cycle phases correspond to the traditional phases of identification-implementation –monitoring-evaluation, but with an important nuance: establishment, implementation, monitoring and evaluation (as it is called in MAP), are developed in a more continuous and interlaced way, with more feedback on what was established at the initial moment. This is because, as the emphasis is on appropriation, alignment, and harmonization, significant changes are likely to occur during the Framework’s period of validity (new agreements for division of labour, entry or exit of donors, priorities that can change, varying governance contexts, etc.).

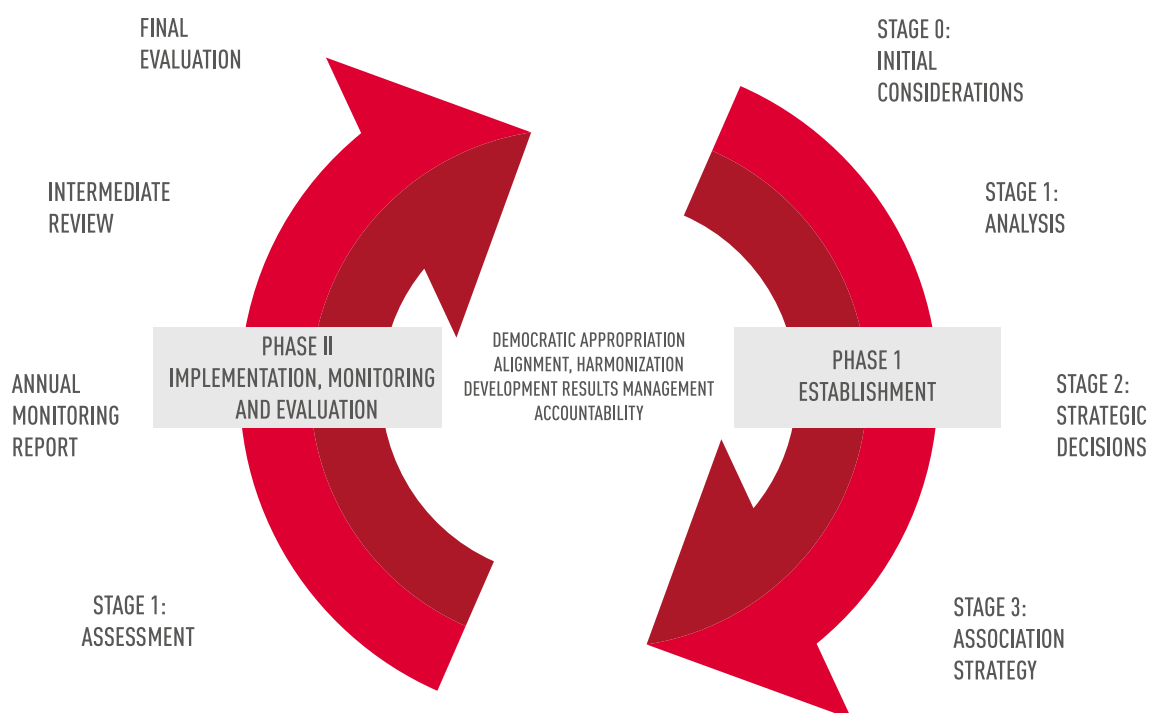


Fig. I The cycle of the Country Association Framework

PHASE I. PARTNERSHIP FRAMEWORK COUNTRY ESTABLISHMENT

Participation and coordination in headquarters and on the ground. Functions and responsibilities in the MAP process

The development of the Partnership Framework, as a shared strategy shared of partnership with the country towards common goals and visions of human development and poverty eradication, should integrate as many development actors as possible, maintain close dialogue and working together with the partner country (government, institutions, parliaments and civil society) as with other donors and reinforcing coordination among the Spanish Cooperation actors themselves.

The overall coordination of MAP development, as well as its implementation, monitoring and evaluation will be undertaken by the MAEC, through the General Secretariat of International Development Cooperation (SGCID), specifically in the Area of Development Effectiveness and Coherence of Policies and in the Evaluation Division.

The basic organizational structure for elaboration, implementation, monitoring and evaluation of the Association Framework in each country will fall on the ground in the Stable Coordination Group (GEC), which will be convened by the Embassy and technically coordinated by the OTC. It will be necessary to facilitate in each case the participation of actors specialized in genre issues, and to the extent that the context of the country allows for Human Rights, diversities and environmental sustainability.

The OTC will lead the process from the GEC to the institution with the largest and best structure in most partner countries. Each CE actor with a presence on the ground participating in the GEC must ensure adequate coordination with its headquarters.

The MAP process must incorporate the cross-cutting priorities of: a rights-based approach, gender, environment and diversity. The OTC headquarters responsible persons will participate, in each case, in order to guarantee the transversal integration of these approaches.

At headquarters, the process will be led and coordinated by the SGCID, ensuring the participation in the process of EC actors not present in the field who show their interest in doing so.

In addition, the SGCID will provide advice and methodological support at the level of punctual consultations and the revision of the drafts of the different stages, verifying their internal coherence, the quality of contents and avoiding possible contradictions in the strategic logic followed in the elaboration of the Association Framework. This entails providing precise guidance, contrasted with AECID or other actors (as the case may be), so that the OTC receive clear and reasonable deadlines messages.

The SGCID will request from the CE actors as a whole information on the countries in which they have the capacity and interest to participate directly in the elaboration of on-the-ground Mark as part of the GEC. In any case, consultations will be held at headquarters for those actors who have no presence on the ground. This information will be analyzed and then send to the AECID and through it to the OTC.

In order to facilitate support to the GEC, the SGCID will have a direct communication with the OTC which will include AECID headquarters, so as to generate the greatest possible synergies among all.

To support the MAP process, the SGCID has a permanent working² team, assigning a person to coordinate the process internally, a focal point for each country, and enabling a specific address of e-mail to channel all requests for service or consultation.

From SGCID the doubts that other CE actors (Ministries, CCAA, NGOs...), may have to solve the relevant issues in relation with specific themes or frameworks, especially AGE bodies, issues that need to be transferred on time to the OTC. Likewise, SGCID will maintain direct contact with MINECO on issues of debt swap and MAP.³

² The methodological support for MAP to the different CE actors is made from SGCID through the Support Team for the Establishment of Association Frameworks (marcos.associacion@maec.es).

³ Joint Note MAEC-MINECO.

The AECID will support TOCs in terms of content and capacity building. Special attention will be given to strengthening technical capacities in the management of development (GpRD) and monitoring and evaluation.

Monitoring and evaluation activities will be carried out both on the ground and at headquarters. On the ground, the GEC will design the tracking system and subsequent data collection. The OTC will coordinate the dialogue with the partner country regarding the request for data for the measurement of indicators. At headquarters, the SGCID, in coordination with the AECID, will offer guidelines for the design of the monitoring system and for the conduct of the intermediate reviews as well as the final MAP evaluation.

Participation mechanisms and Spanish Cooperation actors consultation at headquarters

One of the objectives of the Fourth Master Plan is to: “Improve the actors coordination at headquarters, in the field and between the two for an appropriate approach to Policy Coherence for Development”. In addition, one of the evaluation recommendations made to the EC points to the need to further improve the capacity for analysis and management of the impact that policies not necessarily financed with ODA can have on the development of our partners countries.

It is important to have a maximum participation in headquarters by all CE actors and giving the opportunity to be heard to those who have no presence on the ground. The SGCID must therefore guarantee the participation of all actors without presence in the field who, after being consulted, have asked to be informed and participate. Therefore, a consultation process will take place at Stage 2 and the final draft in Phase I.

Participation in the MAP process during the Phase I will take place in two stages: through the EPA meetings after each stage and the final draft, and through the consultation process at headquarters, which will be carried out within the headquarters Coordination Group (GCS), after Stage 2 and the final draft.

The drafts of each Stage and the final draft will be reviewed at the meetings of the enlarged country team, convened by the corresponding AECID Geographical Directorate and once the drafts are returned to the field with the appropriate comments, these will be validated by the AECID and SGCID through an e-mail confirming the validation of each Stage and the final draft. The draft Stage 2 and the final draft will also be reviewed by the non-present actors in the field who have expressed their interest in participating, through the consultation at headquarters.

It is recommended that at the EPA meetings the OTC may be present as a coordinating member of the GEC accompanied if it is deemed appropriate in the GEC by another member of the group through videoconference or other means.

The expanded country team meetings will include:

- AECID (responsible for convenient departments that it considers relevant, including units responsible for cross-cutting priorities).
- The OTC, through a videoconference accompanied, if appropriate, by another member of the GEC.
- SGCID (Area of Development Effectiveness and Policy Coherence).

- Other stakeholders considered relevant (eg MINECO in MAPs with debt swap programs)

The headquarters consultation on the draft Phase 2 and the final draft by the GCS will consist mainly of the following:

From the SGCID, the draft Stage 2 and the final draft will be sent to the stakeholders who expressed an interest in the MAP and constitute the GCS.

- Participating in the GCS will be those CE actors with no presence on the ground who have expressed an interest in participating in the process of establishing the corresponding MAP.
- A sufficient deadline will be opened for your specific comments according to a file that will be attached to facilitate the review that will be received in SGCID.
- A consultation will be convened to review the drafts and ensure the development policies coherence and the internal MAP coherence.
- The comments will be analyzed/condensed and then transferred to the OTC's for their due consideration by the GEC and in dialogue with the partner country.

The final draft will be distributed for consideration by the actors in advance of the date scheduled for the signature of the corresponding COMIX. If applicable, the contributions will be integrated in the MAP.



Fig. 2 MAP PHASE I consultation process in headquarters

Association framework final document

Once the previous stages have been validated, a final document (“Executive Summary”) will be proposed from the field to be discussed between SGCID, AECID headquarters and the field. This document will be submitted to SECIPI Steering Committee (composited by SECIPI, SGCID Management and AECID), for final approval.

I. ANTECEDENTES

- 1.1. Country context
- 1.2. Dialogue between CE and governmental authorities
- 1.3. Sectorial and development national plans
- 1.4. Current Spanish Cooperation strategic actions

2. SPANISH COOPERATION ANALYSIS IN XXXX

- 2.1. XXXXX Policy alignment: Policies dialogue between partners
- 2.2. Spanish Cooperation comparative advantage in XXXX

3. STRATEGIC ACTING LINES FOR MAP PERIOD XXXX

- 3.1. Introduction
- 3.2. Development results Framework (annex)

4. ASSOCIATION STRATEGY BETWEEN SPAIN AND XXXX

- 4.1. Policy coherence
- 4.2. Evaluating system
- 4.3. Association Framework

5. CONCLUSION

GLOSSARY

LIST OF ANNEX

Fig. 3 Document (“Executive Summary”) MAP

The Partnership Framework formalisation with the partner country through the signing of the Joint Commission Act and the Country Partnership Framework document as an integral part of the Minutes. The COMIX shall refer and must remit to the document Framework Association, enclosing it as integral part of the Act.

This document (and working papers if required) will be sent to the Spanish Cooperation and Consultation bodies for their knowledge, after their signature with the partner country, as well as the Cooperation Committees of the Congress and Senate to support the continuation of the multi-annual commitments with the partner country.

In order to provide the necessary dissemination and transparency, the final Country Partnership Framework Document (“Executive Summary”), once signed, will be published on MAEC and Spanish Cooperation website (www.cooperacionespañola.es)

It is considered convenient to estimate a date for the establishment of the Joint Commission (COMIX), and to consider a 6 – 9 months period from the beginning of the identification process to the signing of the MAP and the COMIX, with an average of 4 – 6 months for the preparation of the draft document until the final version, these periods being indicative and subject to the needs of the process, in turn determined by the starting association conditions in each country. Experience shows that it will be more feasible to meet these estimated deadlines when there is a well-established relationship between the Spanish Cooperation partners and the local partner, including their civil society.

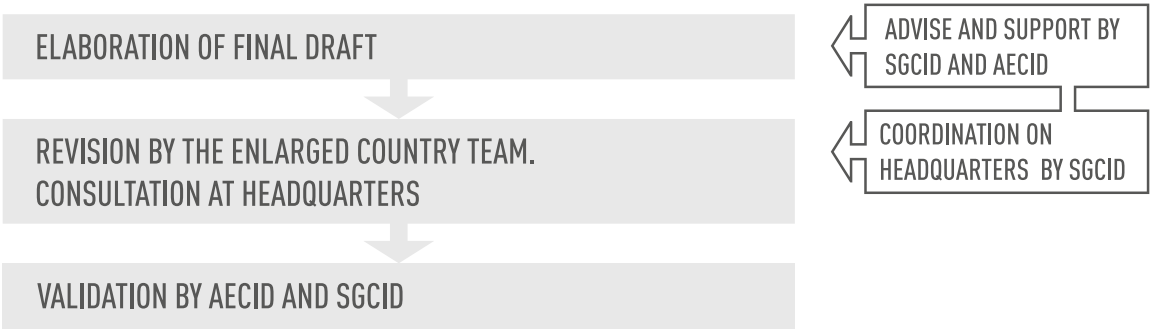


Fig. 4 MAP development process

WHO	WHAT
OTC	<ul style="list-style-type: none"> Internal organization, valuation of own capacities. Coordinate the response of actors to be part of the GEC. Coordinate the constitution of the GEC (technical secretariat role). Elaborate draft GTC TdR Leading the process on the ground Accompany the ambassador to high-level meetings and conduct MAP technical-government meetings with government Organize and lead process presentation meetings to other local actors, other donors, and CE actors. Elaborate ToR for possible support TA
GEC	<ul style="list-style-type: none"> TdR validation or internal regulation Communicate with their headquarters, ensure internal organization coordination and ensure horizontal meetings with their partners in the country Elaborate drafts of each stage and final draft and circulate draft of each stage to the Technical meetings with government and other actors partner country and with other donors Ensure the GpRD MAP connection with the PO of the GEC participating actors
EMBASSY	<ul style="list-style-type: none"> Convene and chair GEC meeting to review and validate MAP document for each Stage Convene high level meeting with government, if appropriate Guarantee involvement of directors and / or members of the AGE
AECID HEADQUARTERS	<ul style="list-style-type: none"> Provide inputs for reflection and analysis at each stage Review and validation of the MAP draft of each Stage. Convene and coordinate extended team meetings

SGCID	<ul style="list-style-type: none"> • Global coordination of the process. • Preparing the start of MAP • Provide methodological support and information in each stage as well as support in GpRD • Review and validation of the MAP draft of each Stage • Ensure the incorporation of gender mainstreaming and environment • Ensure internal coherence • Articulation among CE actors. • Coordinate the consultation on the draft Stage 2 and the final draft • Expanded country team • Review and submit draft MAP in each stage and the final draft.
ENLARGUED COUNTRY TEAM	<ul style="list-style-type: none"> • Review and submit draft MAP in each stage and the final draft
CE ACTORS NO PRESENT ON THE GROUND	<ul style="list-style-type: none"> • Participation of the consultation process in the draft Phase 2 and the final draft • Review and contributions of both drafts
CE ACTORS PRESENT ON THE GROUND	<ul style="list-style-type: none"> • Participation in the GEC • Coordination with their headquarters • Submission of information on the progress of operational programming results

Partnership Framework PHASE I Stages

Framework cycle's Phase I, which is MAP's document main result, consists in 4 differentiated STAGES.

In order to facilitate the use of the methodology, each of the stages within this phase has been structured containing the following sections:

- A presentation of the objectives of the stage (what is intended to be achieved in this stage?).
- The key stakeholders involved (who participates in this Stage?).
- The contents to consider in this Stage.
- The template model of the MAP document.

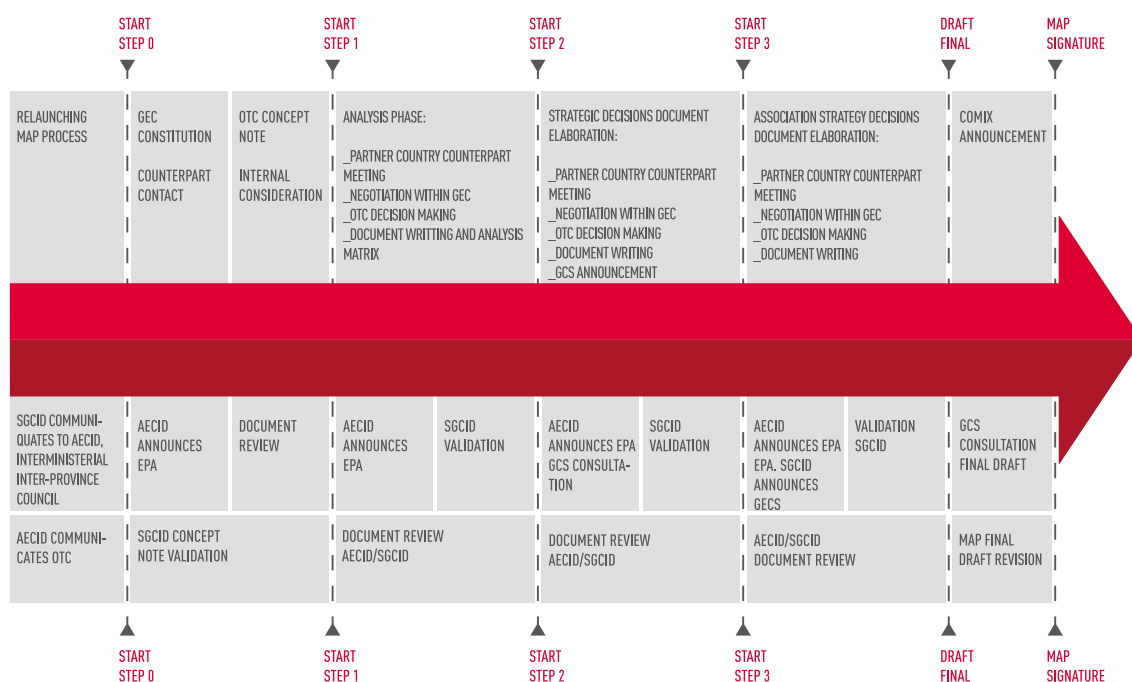


Fig. 5 MAP Schedule Phase I

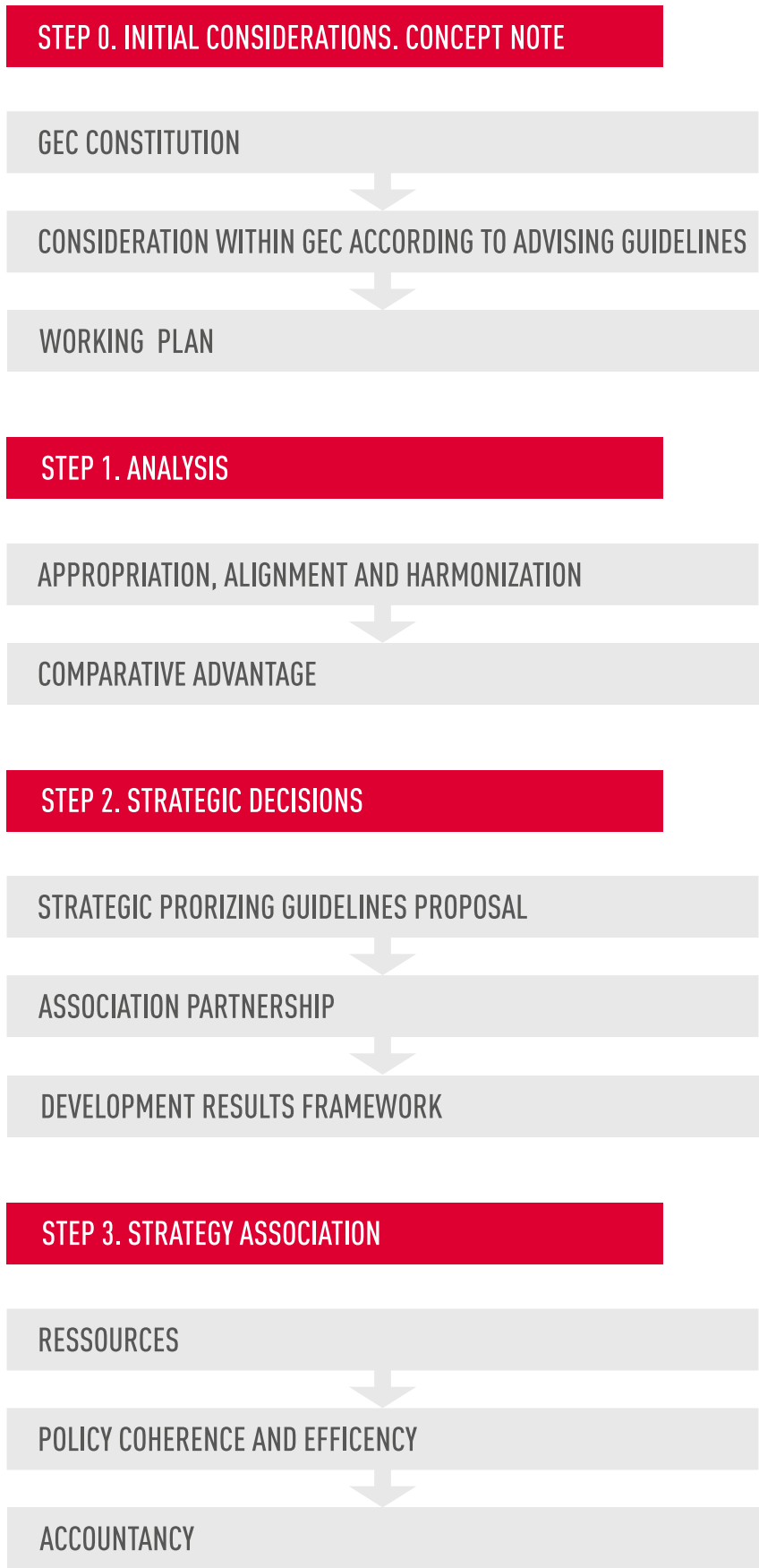


Fig. 6 MAP Phase I Stages

3. STEP 0. INITIAL CONSIDERATIONS. CONCEPT NOTE

PRODUCT TO DELIVER

- Concept Note with the aspects described in the attached template
- GEC TdR

PARTICIPANTS

- On the ground: GEC
- In headquarters: Extended Country Team, AECID and SGCID

WHAT IS IT INTENDED TO ACHIEVE AT THIS STAGE?

This stage, is the MAP process starting point and, therefore, the moment at which **the Stable Coordination Group GEC is constituted**, as a mechanism for operational work in the field. The GEC will therefore be the forum in charge of the reflection, strategic management and monitoring of the effective association of all Spanish Cooperation players with the country and of the permanent adaptation of the Association Framework, incorporating the necessary learning or modifications.

Once the GEC has been constituted, **an initial reflection should be made as the MAP start**, which will give information on: what is being done, how it is being done, what it wants to achieve and what is the way to do it.

It is important to have at this stage of the overall budget to be available, even approximate, as a reference for the entire MAP process.

The MAP process requires effort and dedication in the different stages focused on: dialogue with the government, dialogue within the GEC, dialogue with the civil society, private business sector, document analysis, concretization of the development results to which it is intended to arrive and the establishment of indicators that facilitate the monitoring and evaluation of Spanish Cooperation in the country. In this regard, **it is important to consider these factors when developing a timetable, planning the work to be performed and allocating responsibilities.**



WHO PARTICIPATES IN THIS STAGE?

In this Strategic Reflection Stage, all CE4 actors present in the country will participate. It is therefore within the GEC where this reflection should be carried out and the work planning of the entire process should be elaborated.

All actors of the Spanish Cooperation have the common mission of being more effective in our action in the field, with a coherent, coordinated and complementary action. Contradictory messages and actions undermine the quality of aid, reduce its positive impact and distort the perception of aid partners and receivers.

WHAT IS DELIVERED AS A DOCUMENT OF STAGE 0. NOTE OF CONCEPT?

The concept note is the document that should incorporate the information on who constitutes the GEC, as well as the results of the reflection carried out according to the guidelines indicated and the work plan to be carried out. The attached template indicates the points to be included in the concept note. The concept note will include the working plan that will be reviewed at an expanded country team meeting and validated by the SGCID and AECID.

Gender disaggregation and gender analysis, as well as data reflecting the diversity in the country, such as indigenous populations, or disabilities, and data on the country's environmental circumstances, including the impact of climate change in the country, should be included when developing the concept note.

CONTENTS OF THIS STAGE

3. I. GEC CONSTITUTION

The **Stable Coordination Group (GEC)** is the main coordination mechanism for the strategic management of the Spanish Cooperation in the partner countries. The main strategic decision-making is based on the field, in close relation with headquarters, receiving their contributions and their validation at the end of each of the stages, as well as the final draft.

The GEC aims to ensure the communication, coordination, coherence and complementarity of Spanish cooperation in the country throughout the entire strategic partnership cycle. The Technical Cooperation Offices are the key piece of coordination and complementarity between actors on the ground⁵ and, therefore, the process of establishing, monitoring and evaluating the Association Frameworks.

⁴ Actors of the CE are: the AGE, the CCAA and EELL, NGDO, private business sector, universities and trade union and business organizations. Art. 26 LCID 23/1998: "The Technical Cooperation Offices are units organically assigned to the Embassies which, under the direction of their Head of Mission and the functional dependence of the Spanish Agency for International Cooperation, ensure coordination and, in their case, the cooperation resources execution in its demarcation. They will also collaborate with the programs and projects promoted by the other public Administrations".

All members should have a global and strategic vision as a whole, avoiding being a sum of interests and ensuring their continuity as a space for dialogue not only in the initial planning phase but also during the monitoring and evaluation phases.

The composition and organization of the GEC will vary from the formal and material point of view depending on the particular features of the CE present in each country, as well as its operating mechanisms. It is therefore possible to establish “ad hoc” structures that represent the reality of the terrain and allow resources and organizational operations optimisation without losing sight of the essential characteristics for which the GEC is constituted.

Who convenes the GEC constitution

The GEC constitution meeting will be convened by the corresponding Embassy, under OTC’s leadership. All EC6 actors present in the country should be convened.

Who represent CE actors in the GEC

The different actors should designate interlocutors with the capacity for representation and decision-making that requires membership in the GEC, as well as with sufficient legitimacy to participate in the dialogue process on the ground. This is necessary to avoid situations where positions or decisions assumed by their own interlocutor in the field are disavowed. In those cases in which the CE actors consider that their personnel in the field can not fulfill these characteristics, it is suggested to use the consultation mechanisms enable at headquarters. Likewise, the possibility of attending the Group is left open by local delegated personnel representing actors.

Since the MAP will be a reference framework for development cooperation with the partner country, it is important to convey the importance of making the composition of the GEC as plural and inclusive as possible in order to establish a coherent partnership strategy for the whole of Spanish cooperation. Therefore, it is important to convey in the GEC constitution that with its participation, a better, more complete and coherent Spanish cooperation strategy as a whole can be established in its relationship with the partner country.

GEC Formalisation

Independently of the formula adopted, the Stable Coordination Group on the ground should be given some degree of formalization and should have some terms of reference or internal rules for its operation, approved within that group (see example GEC’s TOR in annex 5).

GEC meetings should be scheduled setting objectives for them.

It is important that within the GEC there is clarity **about the roles and responsibilities of each actor**. Organizations that assume responsibility roles will ensure that their human resources are established in the terms of reference of their work position and assuming that they must devote time and resources to the performance of this task. **The GEC is maintained**

⁶ By way of guidance, Spanish Cooperation actors present in the partner country that must be convened to form part of the GEC; OTC, AECID (Cultural Centers, Training Centers), Embassy, and Advisers / Aggregates of the AGE (Economic and Commercial, Cultural, Interior Office ...), NGDO, CCAA, EELL, universities, Spanish Chamber of Commerce...

tbroughout the MAP period, not only in Phase I, but also in implementation, monitoring and evaluation Phase II.

GEC Objectives:

- Reflects on the results achieved by the CE.
- Ensure the Spanish Cooperation communication, coordination and complementarity in the country throughout the process as well as during the MAP period of validity.
- Ensure a common vision regards the strategic orientations, transversal priorities and approaches of the Spanish Cooperation, based on the contents defined in the IV Master Plan and other planning documents approved by the Spanish advisory bodies.
- Reflect the presence and the role of each CE actor in the country, taking into account also the form of participation that would have the actors they choose the protagonism of the local representatives of their organizations.
- Ensure the participation of a greater number of CE actors, not only focusing on those who receive direct funding from or cooperate with AECID/Spanish Cooperation, but also all those that are considered relevant for the achievement of the development objectives. From this point of view, it is important to consider the relevance of integrating the private business sector as an CE actor (see guidance in Annex I). This will be supported by all the dependencies of the embassy.
- Establish a comprehensive and coherent strategy, which will not necessarily reflect the sum of actions and interests of the different Spanish actors, simply by participating. Take into account the specialization in gender of some actors, and according to the needs in each country in respect to diversity and human rights.
- Participate in the monitoring and evaluation exercises linked to the MAP (detailed in Phase II).

3. 2. CONSIDERATION WITHIN THE GEC

Once the GEC is constituted and the TdR are established, by which the mechanisms governing its operation are established, it is time to carry out a work of strategic reflection within the group as a starting point for the elaboration of the Association Framework.

The points on which it is recommended to carry out the reflection are presented below. The attached templates indicate a series of guiding guidelines for each of them that can serve as a guide for reflection. This template should include in a concrete way the most relevant information and conclusions reached in each of the points.

About GEC capacities and resources, reflection on whether GPRR training or some timely support is required during the process.

On the country's situation, including content related to gender equality, human rights, diversity and environmental sustainability.

- On the the country's effectiveness agenda.
- On the civil society's groups participation. On the partner country's capacities (dialogue, technical capacities, national development plans).
- On the current situation of the CE's work, expressly mentioning the transversal priorities: gender equality, human rights, diversity and environmental sustainability.
- On the coordination between CE actors.
- On the results and recommendations of the evaluations of Spanish Cooperation interventions in the country.
- On the evolution and valuation of the results obtained by the CE.
- On the strengths, weaknesses, threats and opportunities of the CE.
- On the desired vision of future.
- On the policy coherence between actors (within the same country, with other donors, etc.). Important to highlight the role of public policy.

3.3. WORKING PLAN

Once the consideration has been carried out on the basis of the proposed guidelines, the work to be carried out at each stage will be planned.

It is essential that the work plan is adapted to the rhythms and processes necessary to enable a quality dialogue for partnership with the partner country. Dialogue at all levels -with the partner country, Spanish Cooperation actors, and other donors- and the quality of the process must be above strict adherence to dates. The dates of the work plan will be understood as guidelines, and will serve to be able to have basic information on the process development and to monitor the process.

The work plan must include a timetable that lists the main actions to be planned as well as the tasks that are expected to be performed by each CE actor. The Schedule should provide a level of sufficient detail to support adequate planning.

TEMPLATE NOTE OF CONCEPT

GEC COMPOSITION (TDR IN ANNEX). CE actors, group strengths, anticipated difficulties and if GDRR training or some timely support is required during the process. OTC gender experts will be available, and whenever possible specialists will be available on the other cross-cutting priorities.

WHY? CONTEXT OF THE COUNTRY. Possible events or elements that have varied substantially from the previous DEP / PAE or MAP and may have an effect on the association strategy. Public management quality, measurement systems and national statistical sources in terms of economy, gender, health, education, MDGs, Human Development Reports, World Bank, etc. To the extent that is necessary and possible depending on the data, information on diversity and human rights will be available.

EFFECTIVENESS AGENDA. commitments made at the Paris, Accra and Busan summits, or if belonging to the European Union Joint Programming Initiative. In case there is joint programming, the consideration is the same as in the rest of the other countries and will serve as a basis for Stage 2 to define the strategy with donors. Reference to crosscutting priorities or crosscutting issues will be included.

COUNTRY CONTEXT. CIVIL SOCIETY. Civil society groups, including women's organizations and feminist organizations, which are considered important to participate in the process, mechanisms for their participation. See possible difficulties that can be found.

HOW? DIALOGUE WITH THE PARTNER COUNTRY. Current coordination and dialogue mechanisms, evaluation and/or evaluation of these mechanisms (analysis of strengths, weaknesses and challenges), governmental actors to engage in the dialogue, possible conditions for this dialogue, technical government capacities, process to monitor this dialogue. It is necessary to include equality mechanisms, as well as civil society organizations working gender, human rights and diversity.

NATIONAL DEVELOPMENT AND SECTORAL PLANS. to review the main lines and action axes of general, sectoral and territorial strategies development or of partner country poverty reduction, as well as the valid development programs or plans at each level. It is important to know the general existing plans, by sectors or by geographical areas, and whether the country has any territorial development strategy or policy. Review existing legislation on equality, and gender institutionality or other cross-cutting ones.

It is important to assess the workload in the following stages, to see if the plans are oriented to development results and are well formulated, if there are definite indicators or if the country has a results monitoring system, and if they have appropriately formulated crosscutting lines (gender, human rights, diversities and environmental sustainability)

WHAT? DONE BY THE CE IN THE COUNTRY. All CE active interventions mapping: actors involved, geographical areas, work lines, regional scope, AOD, funding, undertaken cross-cutting priorities, highlighting especially that gender is a Spanish Cooperation identity signal. Make a correlation with strategic orientations and IV PD action lines.

WHERE? GEOGRAPHICAL WORKING AREAS AND INTERVENTION LINES IN EACH ÁREA. Indicate if you are working with a territorial approach. Include a CE map in the country.

COORDINATION OF CE ACTORS: Existing coordination mechanisms in the field, possible constraints or difficulties encountered, improvements that can be incorporated where necessary, existing mechanisms to avoid duplication of actions and to promote complementarity in the CE.

AVAILABLE EVALUATIONS. Revision of learned lessons and recommendations that can be drawn from available relevant evaluations, both those promoted by the Spanish Cooperation actors, as well as those from the partner country and those from other international cooperation actors.

SWOT: Strengths, weaknesses, opportunities and threats of the CE.

VISION FOR THE FUTURE. WHERE WOULD WE LIKE TO GO? Spanish Cooperation vision in the partner country development process at the end of the period, desirable contribution of Spanish cooperation to the partner country's development process, budget forecast. It is important to include a vision of mainstreaming across-the-board priorities, but especially the consolidation of the gender approach as a double strategy. In middle-income countries focus the analysis towards differentiation or added value.

WORKING PLAN (INCLUDING SCHEDULE)

4. STAGE I ANALYSIS

PRODUCT TO DELIVER

- Analysis document with the aspects described in the attached template

PARTICIPANTS

- On the ground: GEC, government, partner institutions and civil society
- In headquarters: Extended Country Team, AECID and SGCID

¿WHAT IS INTENDED TO ACHIEVE AT THIS STAGE?

Based on the work already done (by the Spanish Cooperation in the DEP/PAE and in other processes, by the partner country, other donors and multilateral organizations from their reports) and with the guidance indicated, necessary conditions will be analyzed for appropriation, alignment and harmonization, as well as intra-Spanish cooperation harmonization itself and its comparative advantage.

APPROPRIATION, ALIGNMENT AND HARMONIZATION



COMPARATIVE ADVANTAGE

WHO PARTICIPATES IN THIS STAGE?

In order to carry out this analysis prior to strategic decisions, it is important to involve all GEC components, governmental institutions and civil society in the partner country.

WHAT IS PROVIDED AS AN ANALYSIS DOCUMENT?

The Stage I document should incorporate a summary of each of the sections according to the points indicated in the template.

Once again, as in the previous stage, consideration should be given to the analysis document's elaboration, the disaggregation of data by sex and gender analysis and the diversity present in the country, such as indigenous populations or population with disabilities, as well as data on environmental sustainability in the country.

The draft MAP document containing these sections will be validated by GEC and sent to be reviewed at the Expanded Country Team meeting. Once returned to the ground and the appropriate considerations are incorporated, it will be validated by the SGCID and AECID to start then Phase 2.

The information processed and drafted in Stage I corresponds to MAP document's Section 2 (see document index in Section 2.3 of this methodology).

CONTENTS OF THIS STAGE

4. I. PRINCIPLES OF AID EFFECTIVENESS

Appropriation

Democratic ownership allows partner countries to exercise their leadership by developing and implementing their own national development strategies as well as by leading aid coordination at all levels in dialogue with donors and encouraging civil society and private sector participation.

It is especially important to take into account the legitimacy and root of the plan or strategy, ideally supported by the real ownership and coordination with the partner country's development group of actors, and their effective participation in elaboration, monitoring and evaluation. A plan or strategy -global, sectoral or territorial- is more solid the more social support it has, the greater the debate, participation and parliamentary support. Participation of equality bodies and women's and feminist movements will be considered as a key factor of this legitimacy, as well as of other civil society groups representing interests linked to environmental sustainability, the diversity and human rights.

The greater the degree of social and parliamentary participation, the greater democratic appropriation, versus more technocratic or unconsulted processes. It is also necessary to assess whether consultation processes, if any, promote real and substantive participation and substantives, in front of those informative processes aimed at maintaining the minimum levels of necessary participation to meet formal requirements. It is critical to assess whether there are conditions or processes that promote broad participation, and from the bottom to the top, both for the definition of priorities and for the achievement of development results. Likewise, it is important to analyze the degree of participation in equality policies or other governmental and non-governmental actors of the partner country specializing in gender.

Alignment

The alignment occurs as a result of voluntary decision by the donor to adopt the strategies, policies, programs⁷ and, in general, objectives and actions raised by the partner. This does not mean unconditional support for any policy or program. The Spanish Cooperation has in the Master Plan, in its sectoral strategies, in the AECID sectoral action plans (PAS), and in those instruments that each actor develops the basis for policy dialogue with the partner country and other donors, and should be interpreted as a basis for it, not as a dogmatic and immovable approach.

It is important to mention the fundamental agreements (international conventions and declarations) as a reference for alignment with the partner countries on equality when they have been signed by both parties, as well as analyse the conditions and degree of prioritization of the policy, gender mainstreaming and gender mainstreaming in other policies, as well as development strategies/poverty reduction strategies in partner countries.

The key agreements (international conventions and declarations) related to the cross-cutting priorities signed by both parties should also be mentioned as a reference for alignment with the partner countries.

⁷ Remember that these strategies, policies or programs can include Action Plans and international commitments signed by the partner country.

When alignment is not possible or not advisable (for various reasons, including severe governance or fragility problems, or because the government does not have a clear commitment to fight against poverty, respect for human rights, environment, diversity or gender equality), it is recommended that:

- Decide **not to support or focus on certain strategic lines, through greater** and more determined harmonization **with other donors, to promote a joint dialogue;**
- **Support and strengthen local civil society premise and/or other local actors other than government**⁸. Using the AECID bilateral program for alignment with government, and other modalities/instruments (such as multilateral or NGDO) for alignment with other actors in the country, in order to encourage democratic ownership;
- Analyze the degree of participation in equality policies or other governmental and non-governmental actors of the gender partner country, through technical partner / donor bilateral committees or sectoral Tables;
- Consider the relevance of the use of positive incentives and conditionalities to induce the prioritization of development policies in partner countries and in relative aspects, for example, to progress in human rights compliance, gender equality, respect for diversity and the environment;
- **Never make “another” sectoral policy** parallel to partner’s country government (through financing programs or projects).

New parallel implementation units (PIU in English) should not be established, and existing ones should be progressively reduced, understood as management entities created outside the partner country’s⁹ public administration structures.

National systems should be used whenever possible. Use where possible the reports on the macroeconomic situation and on the partner’s country public finances management, prepared by international financial organizations, Spanish commercial offices or other donors. They will be used as long as there are reports prepared by the Public Expenditure Financial Accountability (PEFA) program for measuring and monitoring progress in the performance of public finance management in the partner country. Reinforced national procurement systems and procedures in these countries should be used.

Gender-disaggregated data and gender analysis and reports should be included (if data are available in the country) in all process documents, especially diagnostic documents, and information on other variables that generate double and triple discrimination (ethnicity, disability, sexual orientation, etc.) as well as data on environmental vulnerability of the population. In addition,

⁸ One might even consider the possibility of partners other than state government, such as judiciary, parliament, subnational or decentralized levels of government, etc. Always consider the participation of specialized organizations in the cross-cutting priorities.

⁹ If there is any doubt during MAP development’s process, advice will be provided to TBTs when required to clarify in each case what to consider as PIU. Consultation of the document “99 Terms of Aid Effectiveness in Spanish Cooperation”, January 2011, glossary of terms prepared by the GTEC (GTEC is a forum created in 2008 by AECID and SGCID to promote Agenda’s implementation of effectiveness in these instances and in the CE system as a whole).

specific reports on the situation of women and girls and conditions for gender equality in the country must be analyzed and taken into account in order to adjust the prioritization degree in each MAP approach.

It is appropriate to rely on risk analysis already carried out, for example by the European Commission or other donors. Given the reasonable doubt about the reliability of national systems, it is very likely that other donors have assessed the risk of using them. Recognizing this reliability if the European Commission or one of the state members with more advanced risk management systems (United Kingdom, Germany or the Netherlands, for example, are recognized for the rigor of their risk analysis).

Progress should be made towards untying technical assistance (TA). Progressively, all Spanish technical assistance will be based on real local demand, adapted to the local agenda and needs, strengthening the partner country's own capacities; The TA will be provided as a first option provided by local services (consulting, local institutes or universities). Specialized technical assistance provided by Spanish actors should, wherever possible, be associated with similar local counterparts (or countries in the South, promoting triangular cooperation) in providing these services.

Progress should be made towards full untying of aid for LDCs and non-LDC HIPC.

Harmonization

Harmonization guides donor actions to be coordinated, more harmonized, transparent and collectively effective, avoiding interventions duplication, cooperation fragmentation and high costs in resources and human capital generated by the multiplicity of uncoordinated interventions. This involves common provisions and procedures simplification, labor effective division and incentives generation for coordination.

In the field of Spanish Cooperation, the harmonization of the actors present in the country is especially important. The Country Partnership Framework is an essential tool to harmonize and coordinate the different approaches and to optimize the results of each actor.

The MAP therefore aims to be the benchmark for the rest of planning and programming exercises for the whole of the Spanish Cooperation, facilitating the alignment of the operational programs and interventions financed by the different actors present in the country, with special attention to the ODA disbursed by the AGE and the CCAA.

At the international level and in particular in the EU, the adoption of Conduct Code on Complementarity and the Labor Division published in March 2007 sets out a roadmap for Spanish Cooperation to advance harmonization among donors. This Conduct Code is a means to be more effective in terms of development; Its purpose is not to reduce cooperation to a number of sectors or countries per se, but to generate harmonization frameworks that make it possible to be collectively more effective in each country. In this regard, it is necessary to identify the specialized multilateral and regional organizations as well as leading donors in the cross-cutting priorities present in the country or region with which maximum coordination will be sought.

Aspects to consider

_Joint programming

In the event that the country is to subject to an EU Joint Programming commitment, the content of the Common Multiannual Programming also includes, in a first stage, a Joint Analysis concerning the elements considered essential in the definition of a common cooperation strategy for the different donors that intervene in the country, allowing the reduction of transaction costs for the partner country. In the same way a Roadmap document should be prepared explaining the calendar and steps for preparing the PC strategy. The Joint Programming is a process under construction, highly decentralized and whose scope reach in each country varies according to different factors.

The Spanish position is to support the process of Joint Programming and active participation in the countries where the exercise is carried out. The OTC should consider a proposal on how to elaborate the MAP in a synchronized way with the PC according to the “Roadmap”, and with special care in not duplicating efforts in the Analysis Stage I for the elaboration of MAP and the PC common analysis.

Having to do a division of labor exercise, deciding the strategic orientations and priority lines of action together with other donors, will be necessary to make the analysis of the comparative advantage prior to the decision making in the CP. This analysis may establish a well-founded position, delimiting and highlighting the relative values of Spanish Cooperation.

The overall coordination of participation in CP exercises, as well as their monitoring and evaluation will be by MAEC, through the General Secretariat for International Development Cooperation (SGCID)¹⁰, which will provide the information and determine the Spanish position in each country as the process progresses.

_Regional Program

As described in the Fourth Master Plan of Spanish Cooperation, a notable feature of the EC has been its commitment to strengthening regional cooperation and integration processes in various areas of the world as a complementary way of contributing to development objectives. The regional programs that have established represent an important contribution to more comprehensive action in the context of budget reduction and of geographical concentration processes, especially in Latin America, but also in the Magreb or in sub-Saharan Africa. The challenge is to achieve greater articulation with other actions in order to improve the joint effectiveness of the CE.

The programs effectiveness should be reviewed and analyzed, as well as its capacity to respond adequately to changes in the regional institutional framework and the approach changes that require more flexible and inclusive approaches to the actors involved.

¹⁰ Area of Development Effectiveness and Policy Consistency

4.2. COMPARATIVE ADVANTAGE

The analysis of comparative advantage is key to determining the development outcomes to which it is going to contribute. The formulation of the results is the necessary preliminary step to prioritize the lines of action and the strategic orientations, as well as the crosscutting priorities in which the Spanish Cooperation is going to associate with the country. Assessing the advantages of each of the options in a consensual way is fundamental for subsequent decision-making. It will be necessary to take into account Spain's significant comparative advantage in promoting gender equality at international and regional levels, and considers it to be a fundamental added value for the CE.

This analysis should be carried out within the Stable Coordination Group and it recommends to also assess the perception of civil society and government as well as other donors and OOH.

It is therefore necessary, to have an updated map of the Spanish Cooperation actors presents in the country and in the region, areas of specialization and leadership, geographical areas and possible spaces for the division of labour.

In order to carry out the analysis, a series of criteria is proposed on the basis of which to evaluate each of the lines of work in which the CC currently works, giving a score of 0 to 5 for each of them. The information to carry out the assessment must have been compiled both in the reflection stage and in the previous points of this stage. If in some countries we work with a territorial approach, it also recommended to prepare the table for each corresponding geographical area.

The evaluations carried out by the Spanish Cooperation actors, and especially those carried out under the MAP, should be used as information input to analyze the comparative advantage, either in a global way, or to assess the different criteria proposed and should incorporate, in any case, the environmental gender, human rights and respect for diversities.

In the template is attached an orientation table to carry out the analysis.

The following criteria based on the U.E Code of Conduct that have been completed with those considered relevant to this analysis.

- Accumulated experience in the country

It is necessary to determine in which areas the EC actors are better performing, or those in which there is greater specialization or added value given the experience accumulated in the country.

- Experience in the country with technical specialization

The EC areas where there is greater specialization should be assessed. It is recommended to take as reference a minimum of four years of experience with specialized personnel (by the actor or leading actors) in the country in order to assess this criterion.

- Contribution to capacity creating in the country

In order to assess this criterion, it is necessary to determine areas in which work is already being carried out and to have an assessment by the government, partner

institutions and civil society (it must be carried out during the dialogue process established at this stage).

– Synergies and alliances established within the EC and with other donors

It is necessary to have existing alliances to assess this criterion. The evaluation of these synergies and alliances will vary according to their scope or scale, their effectiveness and the leadership that the EC has in them.

– Positive results reflected in the evaluations carried out

There is a need for evaluations to be able to assess this criterion. The assessment will vary depending on the results reflected in these evaluations.

– Relevance

The lines of action must be framed within the strategic objectives of the national or sectorial plans in order to be able to value this criterion. The score will vary according to its correspondence with the priorities expressed by the government, partner institutions and civil society.

– Cross-cutting priorities

The dual approach to gender equality will need to be systematically integrated. In order to be able to value this criterion in terms of human rights, diversities and environmental sustainability, the lines of action must have incorporated these transversal priorities in the last two years.

– Distinctive features of Spanish Cooperation

It will be identified if the Spanish Cooperation has, in a particular line of action, singularities or characteristics that have distinguished it in a positive way and that differentiates it from other donors.

PLANLET OF THE STAGE I. ANALYSIS

DEMOCRATIC APPROPRIATION:

Participation level in the formulation, implementation, monitoring and evaluation of public policies or programs from the local parliament, civil society or advisory organs. Valuation made by different local actors on policies and public programs. Study which sectors or strategic lines have had a bigger participation.

Analysis of the participation degree of partner's country governmental and non-governmental actors specialized in gender and analysis of the conditions and degree of prioritization of gender equality policy and its transversal integration in other policies as well as strategies for development and reduction of poverty. The analysis of the other cross-cutting priorities will be considered according to the country context.

ALIGNMENT. POLICY DIALOGUE'S QUALITY WITH THE PARTNER COUNTRY:

Dialogue's assessment with the country defending policies supported by the CE. Difficulties encountered. Existing support and strengthening to the civil society premise (including women organizations and feminist organizations) and/or other local different actors than government.

USE OF NATIONAL SYSTEMS:

Presentation of used systems, valuation and opposing difficulties in their use. Data should be disaggregated by gender and a gender analysis should be carried out, and information on other variables that generate double and triple discrimination (disability, sexual orientation, race, ethnicity, etc.)

HARMONIZATION AMONG DONORS:

Identify other international donors present in the country, coincident in geographical areas and/or work lines, areas of expertise and leadership, including the multilateral agencies as well as the initiatives of existing labor division, if any. Also, in the context of the consultation with other donors and, as far as possible, the other transversal ones.

JOINT PROGRAMMING:

To describe the characteristics of the exercise in the country and the mechanisms carried out by the Spanish Cooperation for the MAP and PC manufacture process synchronization, especially to the relating thing to the PC common analysis and to the comparative advantage analysis.

EXISTING NATIONAL AND REGIONAL HARMONIZATION FORUMS:

EC participation in these forums by areas of specialization (including gender environment sectorial panels), leadership, opposing difficulties valuation of these forums. It is valued according to country the participation in forums of other cross-cutting priorities. Main obstacles (administrative, technical, political...) encountered for the harmonization and division of labour between donors.

REGIONAL PROGRAMS:

Indicate if the regional programs in which the CE is participating and evaluating these programs are applicable.

COMPARATIVE ADVANTAGE:

Establishing the comparative advantage of the CE. In each box for each line of action is recommended to put a valuation by criterion between 0 and 5.

Criteria	Total assessment	Strategic Orientations/ Lines of intervention						
		O.E.1.			O.E.2.			O.E....
		L1	L2	L...	L1	L2	LS...	
Expertise with technical specialization								
Contribution to creation of capacities in the country								
Synergies and alliances established within the CE and with other donors								
Positive results obtained in evaluations carried out								
Relevance								
Cross-cutting priorities								
• Gender								
• Environment								
• Human Rights								
• Diversity								
Total rating of each line								
Valuation of each OE		SUM valuation of each line			SUM valuation of each line			

5. STAGE 2. STRATEGIC DECISIONS

PRODUCT TO DELIVER

- Strategic Decisions document with the aspects described in the attached template
- Framework results Excell

PARTICIPANTS

- On the ground: GEC, gobierno, partner institutions and civil society
- In headquarters: Extended Country Team, GECS, AECID and SGCID.

WHAT IS INTENDED TO ACHIEVE AT THIS STAGE?

After the reflection and the analysis carried out in the previous stages, in this stage, decisions must be formalized on different aspects:

- Strategic orientations and lines of action to be prioritized, geographical areas.
- How will the process of incorporating cross-cutting priorities (human rights, gender, diversity and environment) materialize.
- Partners, public and private in the country and other donors with whom you go to work.
- More convenient instruments and modalities.
- Role to be played by the CE.
- Development results of the country on which to contribute.
- EC development results.

PRIORIZING STRATEGIC GUIDELINES PROPOSAL



ASSOCIATION PARTNERSHIP



DEVELOPMENT RESULTS FRAMEWORK

WHO PARTICIPATE IN THIS STAGE?

At this stage of strategic decision-making, it is important that all GEC components participate, in dialogue with the government institutions and partners organizations.

Proper consideration of cross-cutting priorities should be ensured.

In this stage, the participation in headquarters will be carried out through a consultation process, by the GCS.

WHAT IS DELIVERED AS A STEP DOCUMENT?

The Stage 2 document should incorporate a summary of each of the sections according to the points indicated in the template.

The information processed and drafted in Stage 2 will be validated by the GEC and sent to be reviewed at the Expanded Country Team meeting and to be consulted at the GCS. Once returned to land and incorporated into the appropriate considerations, will be validated by the AECID and SGCID, to so start Phase 3.

The information processed and drafted in Stage 2 corresponds to the MAP document Section 3 (see the document index in Section 2.3 of the present methodology).

CONTENTS OF THIS STAGE

5. I. FACTORS TO CONSIDER TO DEFINE AND SELECT THE STRATEGIC ORIENTATIONS

At this point, it is necessary to select the strategic orientations and define the transversal priorities incorporating process (gender, diversity, human rights and environmental sustainability), determining the role of the EC in each one of them. The need for progressive concentration must always be kept in mind. In order to decide the strategic orientations in which the Spanish Cooperation in the country will be concentrated, it is recommended to take into consideration the following factors, among others possible:

- The results of the reflection that has been carried out in Stage 0 on lessons learned, results obtained and EC expected contribution.
- The previous analysis on democratic ownership, alignment and harmonization.
- The priorities expressed by the partner country specifying whether, based on the analysis carried out, gender is effectively incorporated (if not, take the opportune measures and remedy this lack).

- The Sectorial, transversal, geographical directrices and modal guidelines and instruments developed in the SGCID, AECID and other Spanish Cooperation actors, including the EBDH approach and the dual priority GED approach.
- The guidelines incorporation analysis on Spanish Cooperation multilateral cooperation in the partnership frameworks.
- The guidelines incorporation analysis on Spanish Cooperation Humanitarian Action in the partnership frameworks.
- The evaluation and (where possible) the proposal of concentration made by the partner country in relation to our cooperation.
- The comparative advantage of the Spanish Cooperation in each strategic orientation, as it has been valued by the Spanish Cooperation resulting from the dialogue between its actors, civil society and the partner country

Concentration is a means of making cooperation more effective. The IV Master Plan promotes the organization of Spanish Cooperation around eight strategic orientations and their corresponding action lines.

On the other hand, the development results approach abounds in the line that has been working in the processes of establishing the Country Association Frameworks, that is, the concentration of work on the development results defined in the processes Dialogue with the partners countries.

It is therefore **a question of deciding on the development results of the partners countries to which the Spanish Cooperation** can best contribute from the lines of action and strategic orientations according to their experience, trajectory and comparative advantage with respect to other donors, all within the implementation framework of the principles of aid effectiveness.

In previous approaches, efforts were made for sectoral? concentration, establishing concentration, intervention and exit sectors. At present, it is not a matter of excluding sectors, but depending on the prioritized development results, there will be a concentration on one or other lines of action and strategic orientations.

It is recommended to **focus on a small number of development** outcomes in the country, preferably three. These prioritized development results constitute the frame of reference for all of the Spanish Cooperation action with the exception, with regard to the actors and specifically the Spanish NGDOs that channel public resources to the extent that their main and contrasted work objective needs to be the strengthening of the country's civil society (not the goods and services provision) and would not "count" for the concentration purpose, according to the EU Code of Conduct and complementarity and division of labor, but as an intervention.

Differentiated strategies

In the absence of specific documents elaboration related to the different strategies of Spanish Cooperation for the different typologies of partner countries, some general ideas in this regard are given below¹¹.

In the case of **Middle Income Countries**, the contribution to Global and Regional Public Goods, the use of instruments such as triangular cooperation and others related to knowledge sharing, innovation, research and development are recommended. In these countries it is suggested that the CE contributes to a **maximum of two country development outcomes**.

In the framework of a knowledge management oriented cooperation, intensive cooperation will be built on strengthening institutional capacities and knowledge transfer, especially among **Middle Income Countries**.

It is also appropriate to mention countries with a **high vulnerability to climate change**, which will be particularly supported by adaptation to the climate change effects, as well as resilience and disaster risk reduction mechanisms development to reduce their effect or improve their ability to resist them.

Instruments and modalities of cooperation

It is necessary to identify the most appropriate instruments¹² to achieve the results identified in the chosen strategic orientations, including the transversal priorities, as well as the Spanish Cooperation actors involved and the coordinating agent.

As the IVDP indicates, in principle, any form or instrument of cooperation can be effective in terms of the development results it promotes. However, the international experience demonstrate that some modalities are more conducive to effectiveness by their own characteristics, while in other cases they need to be adapted to serve this purpose. A major challenge at this stage of Spanish Cooperation is to reinforce the use of modalities clearly oriented towards greater efficiency and to try, as far as possible, to frame the maximum of instruments within the programmatic aid modality (also known, according to the international terminology as program-based on approach).

Also, the complementarity between instruments and modalities must be searched to increase the reach of the results expected and to generate positive synergies. As an example of this, it is necessary to better integrate the FONPRODE actions in the planning frameworks.

Programmatic Aid

Progress towards closer cooperation in program assistance (PA) is an important commitment of the Fourth Framework Program, since up to now this modality has been narrowly understood, limited to general and/or sectoral budget support instruments and common funds or baskets of donors. Programmatic assistance, on the other hand, should be understood as a broader modality that encompasses not only

¹¹ The Fourth Master Plan indicates that the design of differentiated strategies that reflect the context in each country, the trajectory of Spanish Cooperation, the activity of other donors and other factors is a challenge. Hence another result of the Fourth Master Plan must be to achieve a clear differentiation between the country programs based on these factors. This objective is particularly relevant in the cooperation with middle income countries (PRM), where a large part of Spanish ODA is concentrated, but is also relevant for low income countries and fragile states.

¹² For the specific AECID case, the Agency has developed some specific guidelines concerning certain instruments and modalities that will soon be available.

these instruments, but also any instrument of Spanish Cooperation and should therefore be reflected in the Framework of Association. Programmatic assistance is the modality that best applies the principles of Aid's Effectiveness Agenda. It is, therefore, a form or approach to work that donors have committed to apply to their cooperation and/or funding instruments.

The main instruments of cooperation that best integrate the PA are: budget support (general and Sectoral) and the common fund. Programs and projects, as instruments of cooperation, should also try to integrate into the PA.

- **Budget support** is the transfer of financial resources from a donor to the Public Treasury of a partner country to support the financing of its budget and its public policies. These resources become part of the country's budgetary resources and are managed in accordance with the country's public finance management system. The difference between general and sectoral budget support lies in the public policy dialogue, which in the first is mainly done on the Country's National Development Strategy and the second, in the sector budget support, focuses mainly on a strategy and/or sectoral plan.
- The **common fund**: through this instrument, the different donors contribute financial resources to the same account for partner country's development plans/programs financing. These resources are maintained separately from the other partner country resources. From the point of view of alignment with the plans of the partner countries', the Common Fund is a prior instrument or a transition to the use of budget support. Common funds are characterized by common project documents, common funding arrangements and reporting / audit procedures common to all donors contributing to the fund.

The criteria for assessing whether an operation is considered a programmatic assistance are:

- The partner or local organization is the leader of the donor-supported program.
- There is a comprehensive program and a single budgetary framework.
- There is a formal donor coordination and procedure harmonization process in at least two of the following aspects: (i) reports, (ii) budgets, (iii) financial management, and (iv) procurement.
- Program support uses at least two of the local systems: (i) program design; (ii) program implementation; (iii) financial management; and (iv) monitoring and evaluation.

From the point of view of the financing Spanish Cooperation instruments (Water and Sanitation Cooperation Fund for Latin America (FCAS), NGDO, FONPRODE, global initiatives announcements, etc.), which, in the majority of cases are implemented through programs and projects, they should also tend to be integrated into this type of approach, to the extent possible, not only when the EC instruments as such have been analyzed, but when the financed actions meet the requirements.

The **debt swap** is an instrument that must serve the development priorities and results that are identified by the partner country and with which we align, as set forth in Law 38/2006, of December 7, regulating the

management of external debt, in terms of the linkage of debt management in accordance with priorities and strategies of the Master Plan of Spanish Cooperation. Pursuant to the provisions of said Law, foreign debt conversion operations, as its management instrument, will link the released resources to investment in poverty reduction programs, in the sectors that the beneficiary countries consider as a priority according to the local ownership and sovereignty principle of the development process. In addition, this Law states that: the signature of a conversion program will be consistent with the agreed framework of action at the multilateral level, the beneficiary countries will be countries with financial problems of over-indebtedness and these conversion programs will be linked to Spain's maintained cooperation policy with respect to the beneficiary country. Therefore, funding for conversion programs will be incorporated into the Country Partnership Frameworks according to their priorities and under the internationally agreed aid effectiveness criteria (including those related to tied aid).

Multilateral modality

The Fourth Master Plan indicates that the multilateral action overall priorities must capture the lessons learned from our previous multilateral experience and incorporate the aid effectiveness principles agreed in Busan. To this end, the CE should focus on multilateral organizations that have shown greater effectiveness in those thematic and geographic priority sectors for Spain, mainly with those multilateral agencies identified as priorities and with which alliances have already been established within the strategic priorities for Spain.

In the MAP, therefore, all existing multilateral ODA actions in the country should be made visible (when the country of destination and the sector are marked by Spain and the intervention is carried out and managed by a multilateral organization: marked multilateral contributions), they can contribute to the development results although the intervention's protagonism, especially in relation to the relationship with the partner and other donors, relapses into the organism. It may be the case that the intervention channeled through these mechanisms may also represent a significant amount and is the only one associated with an intervention orientation.

"Responsible" exit strategies

The exit of the country from one or more strategic orientations must be progressive and responsible, identifying the transfer of the created capacities and avoiding their¹³ abandonment or destruction. Taking these considerations into account implies indicating how it is convenient to consider the exit processes, defining a clear strategy that includes, among other things: arguments for exit, graduality and progressivity, and the instruments in progress until the effective exit.

The arguments for decision-making on the strategic directions departure must be well-founded, based on the most objective criteria such as:

- Positive achievements or advances observation in development results that reflects less need of support from Spanish cooperation.
- Poor quality of policy dialogue maintained.

¹³ In spite of their character, it is necessary to include the exit OEs in the results framework and in the document since, although strategically they are considered to disappear, during its validity they will contribute to development results while they have interventions still in course.

- Deficit in terms of comparative advantage (due, for example, to a lack of specialized capacity for on-site monitoring).
- Small average volume per intervention compared to other donors.
- Lack of a solid and continuous trajectory.
- Negative valuation of performance and results achievements.
- The lack of a quality sectoral strategy or approach, considering the lack of integration of cross-cutting priorities, and the number of donors present. This is a key aspect because as far as possible the Spanish Cooperation should avoid leaving if it is practically the only donor, as the implications can be very significant.
- The output should be gradual and harmonized with the other donors, which means an increasing coordination with them whenever possible.

Joint Programming

The EU, in its commitment to contribute to improving aid effectiveness, presented at the High-Level Forum held in Paris in 2005 a project to progressively implement a **Joint Multiannual Program. Joint Programming**¹⁴ should be a flexible, gradual and open process in which the partner country plays a driving role in the preparation and coordination of programming.

The **PRINCIPLES** that should guide harmonized and joint programming between the EU are:

- Strategies should be based on cooperation and collaboration agreements and be in line with regional strategies.
- Consistency in the policies that define the relations with the partner country.
- Differentiation is a necessity, in view of partners and challenges diversity.
- The division of labor, complementarity and harmonization, so as to maximize the sharing of information with all stakeholders, ensuring that coordination leads to the different actors interventions complementarity.
- Concentration, which involves the selection of a limited number of areas within the aid programming process.
- Member country ownership and alignment. The partner country program should be essential in the programming strategy preparation, which should be progressively aligned with the program.

¹⁴ COM (2006) 88 final “How to make European aid more productive: A common framework for the development of annual strategic documents and common multiannual programming”.

- A results-based approach. The programming, implementation and evaluation process should systematically include key performance indicators defined to measure aid impact in the long term.
- The use of general and/or sectoral budget support as an execution modality, whenever possible, remains the key principle of increasing aid’s effectiveness and will have to be strengthened.
- The participation of civil society and other stakeholders. Collaboration should be extended to non-state actors, the private sector, which should be associated with policy dialogue, cooperation strategy development and programs implementation.
- Learn from the past lessons and apply the review in decision making principle.
- Cross-cutting issues in line with the European Consensus (democracy, good governance, human rights, rights of children and indigenous peoples, gender equality, environment, sustainable development, HIV/AIDS) must be taken into account.
- Respect for the European Consensus objectives on poverty eradication, Millennium Development Goals achievement, democracy promotion, good governance and respect for human rights.

Many of these principles also appear as commitments in the Paris Declaration and serve as a basis for the Partnership Frameworks establishment. Since effectiveness is the vehicle for joint progress in the fight against poverty and equality development, there should be international agreements with a political-strategic content of Gender and Development¹⁵, as well as other cross-cutting priorities. For the set of countries where CE has a Joint Programming commitment, a common response strategy will be developed in this second stage.

This strategy will include a common definition of the cooperation objectives with the partner; a definition of the concentration environments with a work division between the partners: results framework with the financial resources allocated by each donor country and a risk analysis and partner countries commitments contracted by mutual agreement. **Output indicators will be defined jointly by donors in dialogue with the government.** Common approaches to monitoring and evaluation, results joint annual reviews and poverty reduction strategy implementation will be agreed.

In the event that the country is subject to a Joint Programming commitment, the content of the Multi-annual Programming includes also in the **first stage**, a common analysis. This document includes the elements considered essential in the definition of a Joint Programming Strategy for the different donors that intervene in the country, and thus, reduce transaction costs for the partner country. There will also be a “Roadmap” detailing the steps to take.

The Spanish Cooperation guidelines to the joint programming processes:

¹⁵ Beijing Declaration and Platform for Action, Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), Cairo Population and Development Program of Action, UN Resolution 1325 on Women, Security and Peace.

- Support for the EU Joint Programming process.
- Active participation in the Spanish Cooperation association countries.
- Synchronization or coordination of our bilateral programming process (MAP) as much as possible with the Joint Programming (PC), which in turn is synchronized with each country's National Development Plan elaboration process.
- PC and bilateral programming (MAP) are processes that respond to Spain's different needs. In the absence of a clear methodology and process, with the EU having a great deal of autonomy on the ground, it will be studied case by case how to link the two processes in such a way as to create synergies.
- The visibility of what is done by the Spanish Cooperation will be maintained.
- According to the "PC Guide Package", each Member State will have the possibility to express its requirements in order to adhere Joint Programming, and the European Commission is in favor of coordinating the process in response to the demands of each European State. Due to the characteristics of the process, and to the commitment of the Spanish Cooperation with our partner countries, embodied in MAP methodology, the requirements for the adhesion of Spain to a specific PC exercise would be the following:
 - Inclusion in the PC strategy document of all Strategic Orientations and priority actions of Spanish Cooperation to be defined in each of the countries specific MAP.
 - Alignment and ownership: Permanent dialogue with local government and adequate participation spaces to be created in the different process phases. Proportionality in both parties representatives number in the meetings to be established and inclusion of their views for decision-making.
 - Ensuring and promoting compliance with aid effectiveness principles at all process stages, with particular attention to mutual accountability and predictability.
 - The "common analysis" exercise should include the possibilities study of obtaining the appropriation and alignment most adequate level.
 - Specifically, Spain advocates a more precisely defined process. The MAP definition process maintains a balance between field leadership and site coordination. We believe in this balance as a way of working to ensure compliance with the Efficiency Agenda while allowing a coordination of the main principles from headquarters.
 - Spain will promote the fact that strategic documents define development results in line with those defined by the Spanish Cooperation for a certain country and include budget forecasts.
 - Criteria's clarity and publicity in the choice of the sectors or strategic orientations and of the roles of each SEMs cooperation in each one of them. The CP Strategy

document should explain the criteria of both headquarters and on the ground that motivate the sectors selection.

- The internal documentation during the exercise should also explain the criteria used for the roles assumed by the participating MNE

Being a process under construction, a fluid communication between the OTC, AECID and SGCID16 is necessary, face to positioning Spain in front of the PC. With regard to monitoring, formulas will be studied to advance and improve methodological and procedural aspects. The Spanish MAP bilateral planning method will be defended at headquarters level as a good practice.

Delegated cooperation

Opportunities identification for delegated cooperation with other donors within a development strategy framework, identifying the Spanish Cooperation role in the general donor scenario (leadership vs. silent partner). In countries where sufficient conditions exist, it is necessary to participate in mutual evaluation processes with other donors (including the European Commission) with a view to making delegated cooperation.

For the donors harmonization and coordination to be relevant and useful, it is essential that the partner country's government has a leadership role. On the other hand, it will be more effective to focus the efforts for labor division with those donors that are more willing to advance in this regard. For more effective coordination, there is also a need for clear guidelines and guidance from headquarters for harmonization, especially concerning political and institutional nature.

Humanitarian Action

It will be important to determine as far as possible the scope, complementarity or divergences in the planning and use of the various development and humanitarian instruments, in relation to the objectives, agendas and principles that govern them:

- **Objectives:** The humanitarian action objectives will not be subordinated to development objectives (divergence), but both their planning and outcomes can contribute to build a foundation for development or achieving some of the MDGs (concurrence), especially if the linkage approach between emergency assistance, rehabilitation and development (known as VARD) is applied.
- **Agendas and principles:** Unlike the Paris / Accra-led international development agenda, humanitarian action is guided by the humanitarian imperative and respect for internationally recognized humanitarian action principles, fundamentally the Good Humanitarian Donor's 23 principles and in the European field the European Consensus on Humanitarian Aid.

¹⁶ Area of Development Effectiveness and Policy Consistency

Spanish Humanitarian Action reaffirms its commitment to the independence, humanity, neutrality and impartiality humanitarian principles as well as the Oslo Guidelines, the Principles and Good Practices of Humanitarian Donorship and the European Consensus on Humanitarian Aid. It reaffirms what is contained in the CE's Humanitarian Action Strategy. Spanish humanitarian action will seek both its application in its own cooperation policies and programs and its promotion in the Spanish context (other public administrations and private actors) as well as in international forums.

In general, Spanish humanitarian action will be essentially articulated around:

- Responding on a humanitarian needs basis, taking into account the GED approach, and not other criteria (political or geographic priority) prioritizing intervention in favor of populations based on exclusion according to the vulnerability degree according to the diversity of agreement to double and triple discrimination situations.
- Promoting victims protection and the application of international humanitarian law (IHL) and rights-based approach.
- Promoting humanitarian's space protection.
- Assuming AH coordination and leadership to be provided by any public state administration (national, regional and local)
- Assuming a facilitator role of processes that reinforce humanitarian aid.
- In those scenarios where it is necessary, the Spanish Cooperation will use and specify the approach called VARD (Linkage between aid, rehabilitation and development) as a way of improving the actions coherence and establishing synergies between the various instruments and assistance modalities.

The humanitarian action areas to be included in MAPs are risk prevention as well as the introduction of the VARD approach (in coordination with AECID geographical and sectoral directions). Humanitarian action does not count as concentration. Where appropriate, humanitarian action should be included as a specific chapter in the MAP. For each MAP that includes humanitarian action, the AECID Humanitarian Action Office will specifically support the OTC and Stable Coordination Group in the elaboration of the specific humanitarian action chapter, having as reference documents the Humanitarian Action Strategy of Spanish Cooperation And the OAH-AECID Strategic Operational Plan (pending approval by the AECID Management Team).

5.2. ASSOCIATION CHART

Once have been selected the strategic orientations, cross-cutting priorities and action lines that will contribute to the achievement in which they are to be worked out, the following aspects should be reflected for each of them:

- Which Spanish Cooperation actors participate, including AGE, CCAA, EELL, NGDO, women's organizations or other actors representing the defense of other cross-sectional areas, universities, companies or unions, among others.
- Who is the leading donor.
- If there is delegated cooperation and with which donors the support is shared.
- If there is Programmatic Assistance and specification of which financial instrument(s) is/are used.
- If there is an indirect presence through a multilateral body with Spanish funds.
- With which major partners in each of the strategic orientations (normally central government, but may include decentralized governments, private sector, other institutions ...).
- If there is funding through Water and Sanitation Cooperation Fund, FONPRODE or other similar funds.
- If there is Joint Programming with any EU donor.

5.3. FRAME OF DEVELOPMENT RESULTS

The results framework should encourage development actors to focus on collaboration and partnership building, and to promote the sustainability of results with measures that enhance local ownership and capacity building. It therefore calls on all actors in the development process to focus their attention, and their decision-making processes, on the achievement of long-term development results, as defined by the partner countries that we support, to be collectively more effective, to facilitate and to enable the country's leadership in its development process and to strive for greater transparency and mutual accountability. This goes beyond the application of a methodology, and implies profound institutional changes, reinforcement of our capacities for dialogue and analysis, and progress in monitoring and evaluation tasks to better support decision-making.

In adopting a Management for Development Results (GDR) approach, emphasis is being placed on partnering with the partner country on the country's development results, this is, the impact levels and long-term effects considered in the country plan or plans that while these are produced by multiple factors, there is a contribution to this effect by the CE's partnership strategy with the country.

The Results Framework reflects the link between the policy and strategy partner country's framework and that of Spanish Cooperation and should allow monitoring the results achieved by all CE actors present in the country.

The MAP Results Framework is a common framework, with a logical chain of development results that has three levels: Long-term impact-effect, medium-term effect and outputs (short-term). The first two levels should be elaborated in the MAP document, having a third level that would be closely linked with the interventions and the Spanish Cooperation different actors operational schedules.

Therefore, the MAP indicates:

- The **country development results to which the CE intends to contribute (Country impacts/Long term effects)**. These results correspond to those that have been elaborated in the National Development Plans and the country Sectorial Plans. They refer to changes in development conditions and reflect relevant and concrete improvement in the population living conditions. At this level it is expected that the Spanish Cooperation will contribute indirectly to these results, the achievement of which will depend on many other factors.
- **The results defined by the CE (Medium term effects)** are those that are expected to contribute to the development results achievement for the partner country. These CE results will be the reference for the operational planning of the different Spanish Cooperation actors present in the country and therefore, should not be directly linked to a concrete intervention, but should accommodate the sum of the set of actions that the Spanish Cooperation carries out in the country. At this level, it is expected that Spanish Cooperation contributes directly to the achievement of these results, although there are other factors to be taken into account. Generally they can imply changes of behavior or performance of institutions or groups.

As a development after MAP’s elaboration, the operational programs of each the Spanish Cooperation participant actor should be developed:

- **Results directly linked to interventions (outputs, short-to-medium-term)**, which represent direct achievements after concrete interventions. They do not measure impact, but they report on the progress and products resulting from the activities carried out. These results are attributable to Spanish Cooperation’s performance.

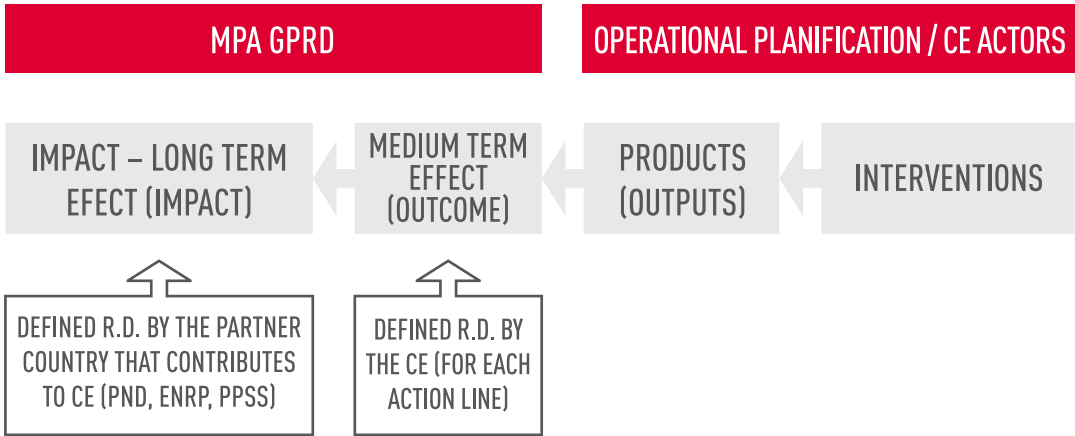


Fig. 7 MAP GpRD development results and the chain of results:

The EC intermediate results definition will allow an adequate MAP monitoring. For this reason it is necessary to establish indicators that the CE can measure. To define these results, it is recommended to establish at least one for each of the action lines in which it is going to work to contribute to the achievement of the country's DR .

The selection/definition of the country's DR to which the CE is going to contribute is part of the dialogue process with the partner country. It may be that these development results are not easily to identify in the National Development Plans or difficult to achieve.

IMPACT IN THE COUNTRY						OPERATIONAL LEVEL					
						Correlation P.D		Correlation with the PO s of the different EC actors			
O.GENERAL (PND / ERP/PPSS) (IMPACT)	Country R.D (PND/ ERP/PPSS) to which the CE contributes (LP EFFECTS)	INDICATOR (WITH GOAL)	F.V	Base line	Risk	PD O.E	Action lines	CE R.D (MP EFFECTS)	INDICATOR with goal	F.V	C.E Actors

Fig. 8 The GpRD in the MAP

The Development Results Framework will be articulated around the strategic orientations of the DP and these, in turn, around the action lines indicating the correlation between these and the DR of the partner country. **It will be indicated through which Spanish Cooperation instruments will be carried out the association with the country and the actors involved.**

In order to develop an adequate monitoring system at different levels, the Results Framework should include indicators and verification sources for the country's development results (defined together with the partner country), as well as the development results defined by the CE **that will allow them to measure their achievement.**

The following guidelines are used to develop the results framework:

- Adjust the relationship between the partner's country development results and its sectoral policies and strategies (previously identified) with the strategic directions and the Master Plan action lines to which they correspond.
- Specify the formulation of the long-term development results to which the Spanish Cooperation as a whole wishes to contribute in the country. **The results should be objective, quantifiable, with a time frame incorporating the gender perspective.**
- Define with the partner country the **indicators, the baseline and the verification sources associated** with the Development Results (which will always be the statistical sources of the partner country itself, or failing that, those provided by the UN World Bank or other international or local organizations).

- Select development **indicators that take into account the gender impact and whose monitoring is guaranteed by the partner country (or a multilateral body)** or where baseline or periodic information is available. If not, it will not be useful as a tracking mechanism.
- Under normal conditions, the baseline must exist previously. If this is not the case, the most recent available, and/or later incorporation, during their Partnership Framework term, can be selected from the partner country and donor community, and work as an CE to support this task. Priority will be given to that baseline that incorporates the gender and diversity approach according to context and will work on its effective incorporation when it does not exist.
- Identify the possible risk existence on expected country development outcomes.
- Define the development results that the CE as a whole expects to achieve. These results will identify indicators and sources of verification that will serve to monitor the CE's action in the country.
- Identify the most appropriate instruments and modalities, as well as the Spanish Cooperation actors involved.

Development outcomes should establish positive effects for gender equality (improvement for both men and women and persons suffering double and triple discrimination, conditions, use, access, behavior, opportunities distribution, etc.) or relative to improvements in performance in the case of institutions. It should also be ensured that they do not imply a negative environmental impact and that they take into account the environment. In addition, in all of them, we must always ensure that they are concrete, bounded and unambiguous.

Example 1. Development results defined as: Support for initiatives to promote productive economic fabric in rural areas from energy systems based on renewable sources and locally appropriate technologies, especially those with the participation of women's groups working gender equality.

In this case it is not clear to what extent "supporting initiatives" can be a development result, since it does not directly represent a positive effect on people or institutions. To achieve this, it could be reformulated with a statement such as "People / institutions in region A develop productive initiatives that improve / allow ...".

It is recommended not to mix ends and means, that is, it is not necessary to indicate in what way it is intended to obtain a certain result with expressions of the type: through, by means of ... It is necessary to ensure that in the statement of the results do not appear several development results in the same statement. Development results should be expressed as the result of efforts made.

Example 2. Development outcome defined as: Promoting the ecosystems enhancement and conservation through protected areas improved management , especially Marine Protected Areas

and Marine Reserves, incorporating in the same the directly affected populations participation, in particular by promoting gender equality in women's participation.

In this example, as in the previous one, the development outcome (the aim pursued) should be defined in more detail from the perspective of improving conditions, use or access by the beneficiary population/institution, as well as the transformation of their reality for equality. It should also be avoided to explain how it is to be carried out, since this information will appear in the results matrix as progress is made in completing indicators, baselines and targets. Thus, a possible statement for this example could be: "Institution B has management plans for protected areas that allows the ecosystems conservation..."

Example 3. Let us now consider the following possible development result statement: Improved habitability conditions of the Z Region disadvantaged urban population through the basic services provision, the territorial ordering tools effective implementation would generate income and strengthening of civil society.

Again, we explain the means that will be used to achieve the results stated. A proposed statement could be: "The disadvantaged urban population of Region Z has / has access to living conditions ...". Later on, as the results framework is being worked on, it will be seen that it is necessary to design products and indicators related to the basic services provision, the neighborhood territorial planning tools effective implementation, the income generation and the civil society strengthening. It will be necessary to integrate gender disaggregated data and gender analysis.

With regard to indicators, it is important to note that an indicator serves to monitor the level out of compliance with the expected results, that is to say, it must provide quantifiable information that demonstrates results progress or regression. Sometimes, it is detected that some of the outcome indicators statements are not such but rather product indicators (at the PO level) whose achievement would lead to the results. It is recommended that outcome indicators incorporate the goal and the time frame in which development outcomes are to be achieved, as well as disaggregated data and gender analysis and diversity.

For Example 2, some indicators (including target and time frame) that measure the achievement of the outcome could be:

2.1.- In 2015 there is a management plan for each protected area developed, approved and in implementation, with integrated data and gender analysis;

2.2.- By 2015, at least 50% of the population benefiting from income-generating activities in protected areas are women.

2.3. In 2015, 100% of the management plans incorporate GIS as a management tool;

2.4. In 2016, at least 40% of the goals established in the management plans are met.

For Example 3 (access to habitability conditions) confounding result indicators with product indicators could be an error made, as mentioned above. Sometimes, for this type of results, it is indicated as ‘Number of houses built’, ‘operative access points to water, ... and not quite correct, as these are product indicators. Result indicators in this case could be for example: “% of the disadvantaged urban population with access to housing”, “% of population with access to water ...”.

As regards the baselines, it is important to note that it is important to define indicators that have a baseline available to assess progress in the coming years. It may happen that the baseline does not exist but that it is considered important to be able to measure, in that case a product could be proposed to obtain a baseline. This baseline must incorporate an adequate gender analysis, and according to the country context or diversities zone.

As risk regards, it should be considered that risk is a factor or element, outside CE’s direct control, whose intervention or appearance has a negative influence and may put the defined strategy at risk. Risk should be associated with each of the expected development results. Only qualified risk with a «high» level of risk should be included in the table. If it exists, measures to be set should be indicated in order to neutralize or reduce risk impact.

STAGE TEMPLATE 2. STRATEGIC DECISIONS

STRATEGIC CONCENTRATION AND EXIT ORIENTATIONS

Actionlines to describe this strategy, geographical areas and cross-cutting priorities, especially GED.

JOINT PROGRAMMING WITH OTHER DONORS

Describe in case it is carried out: with whom, what actions, amount and calendar.

DELEGATED COOPERATION

Describe in case it is carried out: partners, interventions, amount and schedule.

MULTILATERAL COOPERATION

Describe in case it is carried out: agencies, type of interventions, amount and schedule. Also indicate if it is regional or multi-country.

PROGRAMMATIC HELP

(Describe in case it is carried out)

HUMANITARIAN ACTION

Describe in case of: interventions, amount, partners and how to incorporate the gender perspective and the environmental approach in these interventions.

ASSOCIATION CHART

With Fourth Master Plan 2013-2016 strategic orientations. (Take into consideration the aspects recommended to be included in the table on delegated cooperation, budget support or multilateral ODA).

Sectoral correlation		Territorial scope	EC actors		Partners in the country
PD Orientations	PD Actionlines	Geographic zone	Leader	Participant	

DEVELOPMENT RESULTS FRAMEWORK

Results framework should include all interventions to be carried out by the CE (including those aimed at environmental sustainability, gender equality promotion and women's empowerment, diversity and human rights). The Water Fund and FONPRODE should also be included.

IMPACT IN THE COUNTRY						OPERATIONAL LEVEL						
						Correlation P.D		Correlation with the PO's of the different EC actors				
Objective (PND /ERP/ PPSS) (IMPACT)	Country R.D (PND/ ERP/PPSS) to which the CE contributes (LP EFFECTS)	Indicator with goal	F.V	Risk base line	Risk	PD O.E	Action lines	CE R.D (Map effects)	Indicator with goal	F.V	CE actors	Instruments / modalities

6. STAGE 3. STRATEGIC PARTNERSHIP

What is intended to achieve in this stage?

PRODUCT TO DELIVER

- Step 3 document with the aspects detailed in the template attached

PARTICIPANTS

- On the ground: GEC, Government, partner institutions and civil society
- In headquarters: Extended Country Team, AECID and SGCID

Once decisions have been taken concerning the country's development results to which it is intended to contribute, as well as the instruments and the role that the Spanish Cooperation will play in a management framework for development results, the strategy resources associated with this framework, the Aid Effectiveness elements, the Policy Coherence for Development as well as monitoring and evaluation and accountability mechanisms will be incorporated in this stage.

WHO PARTICIPATE IN THIS STAGE?



In this stage, as in the previous ones, the participation of all GEC components in dialogue with governmental institutes and partners organizations is important.

WHAT IS DELIVERED AS A STEP 3 DOCUMENT?

The Stage 3 document should incorporate a summary of each of the sections according to the points indicated in the template.

The information processed and drafted in Stage 3 will be validated by the GEC and sent to be reviewed at the Expanded Country Team meeting. Once reviewed and returned to land and incorporated into the appropriate considerations, it will be validated by AECID and SGCID.

The information processed and written in Stage 3 corresponds to the MAP document final sections (see the document index in Section 2.3 of this methodology).

CONTENTS OF THIS STAGE

6.1. RESOURCES

The Association Framework should also reflect - in an indicative way - the following resources:

- Resources committed for the next 4 years by the Spanish Cooperation (with the legal proviso that corresponds to budget availability), explaining in an approximate way its distribution for each strategic orientation, cross-cutting priority, general budget support, or extrabudgetary assistance.
- Likewise, if applicable, the provisions associated with debt swap or debt cancellation programs will be included, although they can not always be anticipated sufficiently in advance, depending on external agreements and conditions.
- If coherence is sought with the approach, it will be necessary to allocate minimum percentages for cross-cutting priorities application in each intervention that guarantee its application.
- Spanish Cooperation capacities strengthening Provision necessary for the adequate Association Framework proposal fulfillment.
- On a reciprocal basis in the partnership, it should be noted:
- Resources committed by the partner country for the the same development results achievement.
- Resources committed by other donors for the same objectives (only in case of Joint Programming).

6.2. COMMITMENTS ON AID EFFECTIVENESS

Commitments directly related to the principles of aid effectiveness, mutually agreed with the partner country, should be specified and committed to both the country and the Spanish Cooperation.

In that sense, to the extent that the country has implemented a Donor Performance Assessment Framework (Donor PAF), it should be noted and related at this stage in the process. Whenever possible, the Spanish Cooperation will be added to the elaboration of the Donor Performance Evaluation Frameworks, which allow assessing the achievements of each donor in relation to its commitments on aid effectiveness in the country, based on indicators and goals agreed between the donor set and the partner country.

6.3. POLICY COHERENCE FOR DEVELOPMENT

The DAC Peer Review made to Spanish Cooperation in 2011 stated in one of its recommendations that: “In order to manage development policy coherence efforts so as to inform and influence policy, Spain

should strengthen its ability to analyze coherence policies, and ensure that information on analysis and policy coherence decisions flows freely and effectively among existing bodies.”

Policy coherence for development (DPC) assumes that donors ensure that their “sectoral” or “non-ODA” policies promote or at least do not harm achievements in development outcomes. Implementing the CPD principle means trying to minimize the risk of having negative effects on development objectives, seeking the best possible impact existence of each policy or of each intervention in any of its areas.

Impact consideration of each policy on poor countries development should seek to be compatible with their traditional sectoral objectives achievement.

Under the Ambassador leadership and the OTC revitalization, it is recommended that the Association Frameworks incorporate a Spanish mapping non-ODA policies directed towards this country, with a discussion on synergies in terms of their own development, based on the available evidence.

As a preliminary step, it is important to know the Master Plan PCD commitments as well as the partnership frameworks process and the PCD integration within them, through the CPD focal points in the different ministries (who will inform in turn the comercial offices members at the Embassies, and possibly sectoral advisers), Chambers of Commerce, Spanish private business sector representation and AECID (who will inform the OTC coordinators).

The GEC will elaborate proposals for CPD implementation, which should be validated by the Embassies and focal points in the respective Ministries.

Both the Embassy in the country and the focal point in the Ministry in Spain should appropriate both the diagnoses and the proposals made on the ground by their respective teams, providing their comments and finally their approval, with the aim of having consistent visions in terrain and seat.

It is essential to ensure that the work of identifying non-ODA policies with potential development impact, as well as the subsequent discussion in the GEC, is carried out with the effective involvement and active participation of technical ministries (example: OFECOME, economic advisor, etc.). For this, SGCID is in communication with the different Ministries of the AGE through their respective focal points members of the Network of Focal Points in CPD.

This complements the pre-existing relationship maintained by SGCID on a regular basis and continues with ministries such as those with responsibilities in agriculture, economy, trade, health, social services and equality. In particular, SGCID holds meetings specifically with MINECO, in which it can exchange on concrete concerns regarding the debt swap, and to discuss the new FIEM¹⁷ and Spanish companies articulation with MAPs. It is recommended that TBT Coordinators submit information on focal points to the Embassy and its advisers.

¹⁷ Law 11/2010 of June 28, on the financial support system reform for the Spanish company internationalization.

6.4. MONITORING AND EVALUATION SYSTEM

Monitoring and evaluation are critical elements to the success of the Country Partnership Frameworks. Specifically, continuous monitoring of progress in achieving results is essential to determine whether cooperation actions are being implemented as planned and to verify whether MAP results document are on track.

An appropriate monitoring system will allow changes detection in the environment and validation in the logic for interventions, and will provide information indicating whether to adjust or reorient them if necessary. Information generated through systematic monitoring also provides critical inputs to the mid-term review and evaluation, and contributes to increase transparency and improve accountability.

The MAP document should include a monitoring and evaluation system, the stages and mechanisms of which are referenced in Phase II of this methodology. The tracking system designed should be simple; it will contain an affordable indicators number and verification sources and will include all relevant aspects linked to MAP content. It will contain data disaggregated by sex and gender analysis, and where possible with data reflecting the race-ethnicity diversity and discrimination forms.

In this regard, the MAP monitoring system does not exhaust all possible sources of information and must be understood as a cascade system, which is articulated, on one hand, with the partner country monitoring systems and, on the other, with the monitoring systems of the different Spanish Cooperation actors operational programs (which in turn are fed by the interventions monitoring systems). Where there are joint or coordinated planning processes between donors, possible joint monitoring systems should also be considered.

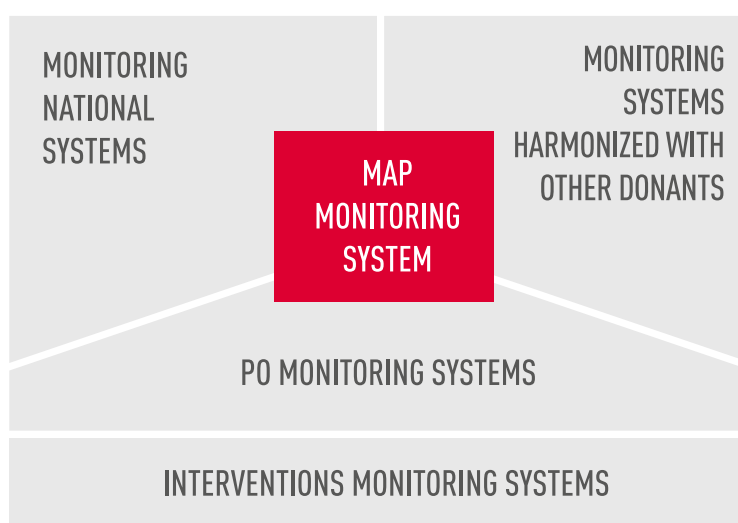


Fig. 9 Monitoring Systems Relation

It should be ensured that the indicators used are those of the partner country, as long as they are adequate to MAP's provisions; different indicators may also be established when their need is justified (indicators agreed by other donors active in the country or those whose use is widespread and accepted internationally). The verification sources selected should be reliable and easily accessible to feed the chosen indicators. If this is not the case, MAP will agree on the necessary mechanisms to periodically update the information necessary for its follow-up. In these cases, MAP may also consider measures aimed at strengthening the partner countries' information, monitoring and evaluation systems.

It is essential that, from the MAP design stages, the Association Framework is to be evaluated, and therefore appropriate tools for collecting and systematizing the most relevant information must be incorporated. This will favor evaluability and optimize the resources available for the conducting evaluation.

In any case, it should be provided in the MAP:

- What will be followed up (MAP management, policy coherence, interventions outputs, contribution to development results, Spanish Cooperation effects in the country, etc.).
- Who is responsible for centralizing and systematizing the information received and for updating the MAP indicator matrices.
- All Spanish Cooperation actors must assume the responsibility of providing the necessary information to follow up the MAP, establishing how often the information is forwarded to the agent responsible for centralizing it (quarterly, semi-annual, annual, etc.) and through what Mechanisms (holding meetings or videoconferences, using a computer application, etc.).
- What resources and capabilities are envisaged to ensure adequate MAP monitoring (computer applications, human resources and budget allocated to monitoring and evaluation, etc.).
- How the monitoring will be carried out and what products will be generated (indicators included in the results matrices, files, periodic reports, meetings, etc.).
- How often the monitoring will occur and when the MAP monitoring reports will be produced (at least once a year).
- An effort should be made to have disaggregated data to enable gender analysis, equity, non-discrimination, etc. to be carried out.

6.5. ACCOUNTABILITY

This step seeks to generate accountability mechanisms and transparency, not only between the Spanish Cooperation and the partner government, but also incorporating all the actors involved, as well as being a transparent mechanism for the civil society of the partner country. In that sense, the classic vision transcends the monitoring to the Joint Commissions, and it is necessary to ensure that the accountability mechanism is not a mechanism lacking in transparency and limited only to the relationship between AECID and the partner government.

In particular, it is recommended:

- Identify mechanisms for mutual accountability (or frameworks for dialogue and coordination) already existing between the country and other donors, with Spanish Cooperation as one more of the existing ones.

- Publicize the responsibilities on development results assumed by the Spanish Cooperation, as well as the partner country and other donors, agreed on the basis of national development policy or equivalent.
- Reports and evaluations of Spanish Cooperation will be accessible to all development actors in partner countries. The Donor Performance Assessment Frameworks results, the independent performance appraisal reports, as well as official documents such as the Monterrey Report and the annual follow-up report (previous PACI follow-up) will be made public.
- Whenever possible, the Spanish Cooperation will be added to the existing Donor Performance Assessment Frameworks (PAFs) that allow assessing each donor's performance in relation to its commitments on aid effectiveness.
- Mutual accountability will be based on the the partner countries results reports, supplemented by those of Spanish Cooperation and other donors, and by independent and credible evaluation reports available.
- It is necessary to ensure specialized gender organizations participation in the partner country within the mutual accountability processes of both governmental equality bodies and women's and feminist civil society organizations. To the extent required by the country context with cross-cutting priorities representative organizations.

TEMPLATE STAGE 3. ASSOCIATION STRATEGY

RESOURCES

Establish at least one percentage reference for each of the action lines. To ensure proper consideration of cross-cutting approaches, it is recommended to establish a minimum percentage allocation. It is also necessary to include a percentage allocation for prioritized cross-cutting priorities to be included at the operational level where appropriate.

Country Impact	P.D. Correlation		Operational Level			Per year resources and action line in percentages			
	O.E	Action Lines	EC R.D	EC Actors	Instruments/ Modalities	1	2	3	4
Results of the country to which the EC contributes									

COMMITMENTS ON EFFECTIVENESS

POLICY COHERENCE

List the most relevant initiatives.

MONITORING AND EVALUATION SYSTEM

Indicate the mechanisms that will be established throughout the MAP life to know the progress in achieving results or possible obstacles encountered (The instructions for its proper elaboration are in Phase II of this Methodology).

Indicate also what will be monitored, those responsible for providing the information for the MAP monitoring and the person responsible for centralizing and systematizing the information and updating the indicators matrix. Indicate the resources and capacities foreseen for the MAP monitoring, the mechanisms for monitoring and the products to be generated, the frequency with which the indicators will be updated, with which the monitoring meetings will be held and with which the monitoring reports will be prepared.

MUTUAL ACCOUNTABILITY

Indicate the mechanisms that will be carried out.

PHASE 2. IMPLEMENTACION, MONITORING AND ASSESSMENT OF THE PARTNERSHIP FRAMEWORK COUNTRY

The MAP is the framework document for Spanish Cooperation strategic planning at country level and, as such, should serve as a reference for the other geographic planning instruments development, for actions implementation related to the Agenda for effectiveness and quality, and for the cooperation program deployment with the partner country.

MAP forecasts implementation is therefore materialized through actions and concrete interventions that, based on the contribution to partner country development results, generate changes that, in aggregate, give rise to the Spanish Cooperation effects or results, as explained in Phase I of this Methodology.

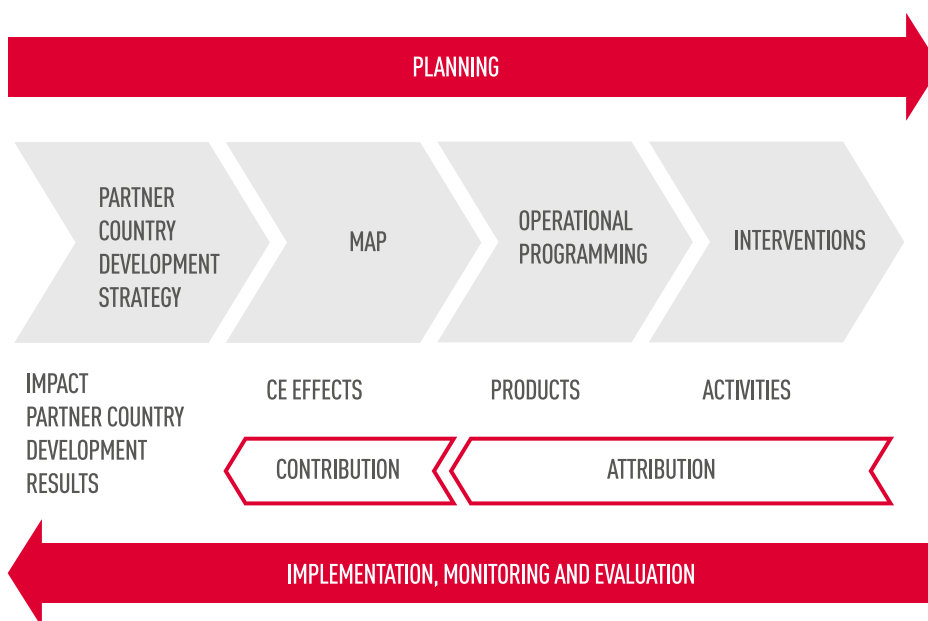


Fig. 10 Levels of planning and execution of Spanish Cooperation at country level

In order to ensure that the Association Frameworks integrates monitoring and evaluation from the outset, this Phase II provides guidance for the design of the MAP monitoring and evaluation

system and provides tools to facilitate the products key to monitoring development and MAP evaluation at the strategic level.

As in Phase I, cross-cutting priorities will be integrated into Phase II, from implementation, monitoring and evaluation.

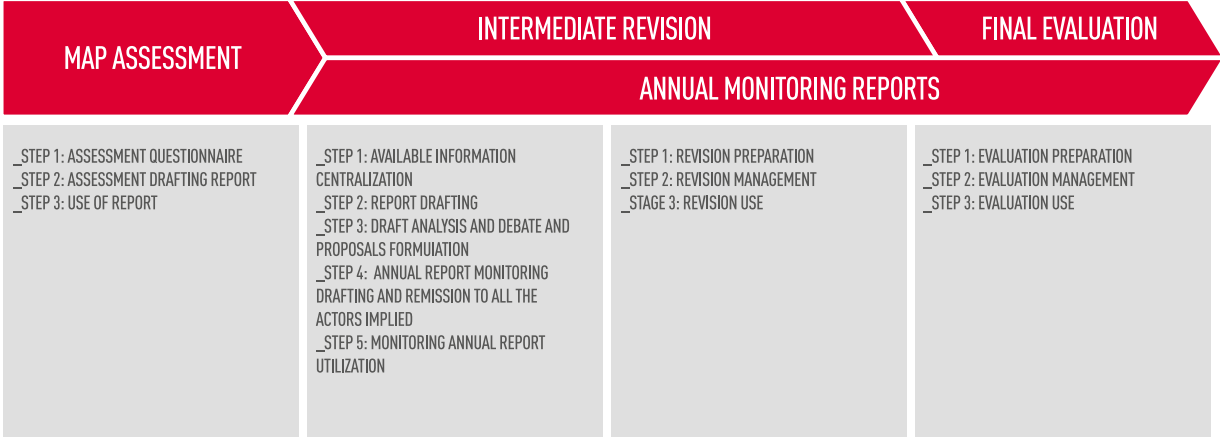


Fig. II Evaluation and Monitoring Country Association Framework Process

7. MAP PHASE I ASSESSMENT

PRODUCT TO DELIVER	PARTICIPANTS	WHEN
<ul style="list-style-type: none"> Assessment process file with bullets described in templated enclosed 	<ul style="list-style-type: none"> On the ground: OTC and GEC On headquarters: SGCID 	<ul style="list-style-type: none"> Up to a month after the MAP signature

¿What is intended to achieve?

Carrying out an evaluation of the MAP process at the end of Phase I will allow starting data to be needed to carry out the following stages: monitoring, intermediate review and final evaluation. These data will provide information that can be used to incorporate improvements where necessary during MAP implementation.

To assess MAP Phase I, a questionnaire will be used to assess the following aspects of MAP development process:

- Participation of EC actors in field and headquarters
- Coordination and communication within the GEC and between the GEC and headquarters
- Information management
- Contents of each stage of Phase I
- Usefulness of the methodology

The **assessment file model** on which the questionnaire is based is attached in an annex. Participants who want to expand information on a specific aspect can use it as a reference.

WHO	STEP 1 VALUATION QUESTIONNAIRE	STEP 2 DRAFTING OF THE VALUATION REPORT	STEP 3 USING THE REPORT
Spanish Cooperation actors	<ul style="list-style-type: none"> Completion of the questionnaire and referral to the OTC and SGCID 		
OTC	<ul style="list-style-type: none"> Questionnaire referral to all actors involved in the field Completion of the questionnaire and referral to SGCID 	<ul style="list-style-type: none"> Elaboration of a draft on the basis of the questionnaire Incorporation of comments, writing the final report and sending it to the members of the GEC and to SGCID 	

WHO	STEP 1 VALUATION QUESTIONNAIRE	STEP 2 DRAFTING OF THE VALUATION REPORT	STEP 3 USING THE REPORT
GEC		<ul style="list-style-type: none"> Debate and comments on the draft Incorporation of comments, writing the final report and sending it to the members of GEC and to SGCID 	
SGCID	<ul style="list-style-type: none"> Referral of the questionnaire to all the actors involved in headquarters Completion of the questionnaire and referral to the OTC 		<ul style="list-style-type: none"> Process systematization of MAP's elaboration and revision, in its case, of the Metodology and/or processes

TEMPLATE OF THE PHASE I ASSESSMENT CARD

COUNTRY:

DATE OF MAP SIGNATURE:

ASSESSMENT OF FILED PARTICIPATION:

WITHIN THE GEC

Different actors involvement degree that compose the GEC indicating whether it has been equitable or unequal and the possible causes and possible solutions or formulas to favor the equitable participation.

Satisfaction degree in the GEC with the established roles distribution.

Frequency of meetings in each stage. Assess whether the number of meetings and their distribution over time are considered adequate.

Meetings effectiveness. Assess whether they have been convened in sufficient time, whether objectives have been defined at each meeting, and whether they have been realistic, whether most of the GEC components have attended all meetings and whether they have carried the prepared information.

Aspects to value positively:

Found limitations:

Comments, recommendations and suggestions:

GOVERNMENT AND PARTNER INSTITUTIONS

Involvement degree. Indicate if they have shown an interest in the dialogue, if there have been proposals made by the institutions or if the attitude of these institutions to the dialogue has been passive-receptive.

Established dialogue mechanisms.

Dialogue evaluation, quality of it.

Meetings frequency. Evaluate if the number of meetings and their distribution over time are considered adequate.

Aspects to value positively:

Found limitations:

Comments, recommendations and suggestions:

CIVIL SOCIETY

Involvement degree. Indicate if they have shown interest in the dialogue, if there have been proposals made by the institutions or if the attitude of these institutions to the dialogue has been proactive and / or receptive.

Frequency of meetings. Assess whether the number of meetings and their distribution over time are considered adequate.
Acceptance degree by government institutions of the partner country to the civil society participation
Aspects to value positively:
Found limitaciones:
Comments, recommendations and suggestions:

ASSESSMENT ON COORDINATION AND COMMUNICATION

WITHIN THE GEC

Responsibilities distribution. Assess whether there has been an appropriate division of responsibilities and whether they have been effectively assumed by the GEC components
Leadership. Assess whether a clear leader has been established within the GEC and the process has been effectively and dynamically carried out and there has been democratic participation on CE actors' part within the GEC.
Communication: Assess whether the mechanisms used for internal communication have been effective and all GEC components have had timely knowledge of all the progress made, process news, calls for meetings, meetings with headquarters, etc ...)
Aspects to value positively:
Found limitations:
Comments, recommendations and suggestions:

FROM THE GEC WITH HEADQUARTERS (AECID / SGCID)

Coordination:
Communication with headquarters. Assess the speed, relevance and quality of the responses from headquarters and if the information required has been satisfactory
Aspects to value positively:
Found limitations:
Comments, recommendations and suggestions:

EVALUATION INFORMATION MANAGEMENT

Access to information. Evaluate if all the information, both generated in the process and the necessary for the different stages elaboration, has been available for all the GEC components either through a space on the web or through e-mail.
Shared information. All the GEC components have shared the relevant information they had available on: assessments made, lessons learned, studies, etc ...
Aspects to value positively:
Found limitations:
Comments, recommendations and suggestions:

SPECIFIC ASSESSMENT OF THE CONTENTS OF THE METHODOLOGY

Assess at each stage whether the methodology has provided sufficient information to carry out the process and whether limitations have been found in any of the particular points.
Step 1: Concept Note. Valuation of: the Stage usefulness, the conformity with the order and contents, the validation process at headquarters, aspects to be evaluated positively, limitations encountered, recommendations and suggestions

Step 2: Analysis. Strategic Decisions. Valuation of: the Stage usefulness, the conformity with the order and contents, the validation process at headquarters, aspects to be evaluated positively, limitations encountered, recommendations and suggestions.

Step 2: Strategic Decisions. Valuation of: the Stage usefulness, the conformity with the order and contents, the validation process at headquarters, aspects to be evaluated positively, limitations encountered, recommendations and suggestions.

Step 3: Partnership Strategy. Valuation of: the Stage usefulness, the conformity with the order and contents, the validation process at headquarters, aspects to be evaluated positively, limitations encountered, recommendations and suggestions.

Methodology valuation as a support tool for the CE's strategic planning

8. MONITORING

Ongoing monitoring and periodic review are essential to know whether MAPs are being implemented as planned and to verify if they are on track to achieve the results sought. In addition, adequate monitoring should review changes in the environment, identify critical points and possible bottlenecks in meeting priorities and commitments, and provide information that allows adjustment or reorientation of some actions or even the logic itself intervention if necessary. Information generated through systematic monitoring also provides critical inputs to MAP evaluability and contributes to increased transparency and improved mutual accountability.

It is important to underline that MAP is monitored at the strategic level. In order to account for the changes made at that level, in addition to using the partner country information and monitoring systems as possible, the MAP must be linked to the monitoring systems of the different Spanish Cooperation actors, based on interventions, will provide relevant information on the operational level. Depending on the instruments and modalities used by Spanish Cooperation in each country, the MAP monitoring system should also take into account harmonized monitoring mechanisms with other donors.

8. I. MAP MONITORING SYSTEM ELEMENTS

The MAP monitoring system should facilitate the continuous collection of relevant information, periodic systematization, critical analysis within the GEC and at headquarters, and the adoption of appropriate measures. To this end, such a system should be planned and implemented taking into account at least the following elements:

Monitoring system

The monitoring purpose is the MAP in its globality. Therefore, it is necessary to consider, firstly, the elements linked to the development results achievement and, secondly, those that have to do with the Spanish Cooperation strategic management in the partner country and with the Agenda of effectiveness and quality application. In both cases, monitoring of the cross-cutting priorities effective incorporation will be included.

As regards the first aspect, it will be essential to periodically update the indicators included in the GpRD matrices, both in terms of the partner country development results and in terms of Spanish Cooperation effects. For this, the necessary mechanisms must be articulated in order to collect and systematize information provided by the various actors.

During Phase I, the corresponding baselines will have been established and the appropriate indicators will have been defined, which may be qualitative or quantitative and should be objectively verifiable, specific, measurable, achievable, realistic and related to a given timeframe. Whenever it is reasonable and feasible, in the general indicators development, data should be able to be disaggregated to account for the cross-cutting priorities that are relevant in each case. Notwithstanding this, specific indicators linked to one or more of these approaches, including specific actions such as gender, or programs for the indigenous persons empowerment, or persons

with disabilities or other forms of discrimination, or environmental sustainability, may also be established. The quality and usefulness of the indicators should be reviewed throughout the MAP's life in order to assess whether some changes need to be made or to develop alternative data collection tools to cover possible information gaps.

In relation to the management monitoring and the effectiveness and quality agenda, the elements that affect MAP's implementation (available capacities and resources, modalities and instruments used, procedures characteristics, etc.) must be taken into account. As well as issues related to dialogue with the partner country, harmonization with other donors, complementarity between the Spanish Cooperation actors and their coordination at headquarters and on the ground, the country program management's effectiveness and quality, policy coherence, or cross-cutting priorities effective incorporation. To this end, it is recommended to develop a monitoring matrix that establishes specific indicators for the most relevant management results.

In any case, monitoring should not be limited to describing changes in indicators, but must include the analysis of the critical elements that could be conditioning the MAP implementation process or affecting the assumptions on which is based the logic of intervention, in order to facilitate the adoption of appropriate measures. This implies linking the external reality to the MAP (risks, opportunities and unforeseen elements linked to the context of the partner country or to Spanish Cooperation's general situation) with MAP forecasts compliance's degree and with the interventions execution. It is important to bear in mind that the priorities cross-cutting monitoring must be ensured in a systematic way, as well as the risk forecast that their integration may produce, so that it can be solved through specific actions.

Tracking Tools

200. It should be established how the MAP will be monitored, what the specific sources of information will be, what products will be generated (indicator matrices, files, reports, etc.) and what will be the spaces for analysis and debate (face-to-face meetings, teleconferences, virtual forums, etc.). It is recommended to choose agile and realistic procedures, in accordance with the resources and capacities existing in each country.

Participants

The monitoring system design should clarify the different actors involved responsibilities (information, reporting, participation in meetings, etc.). In addition, it should be specified who will be responsible for centralizing, systematizing and aggregating information. Usually, this role will be played by the OTC.

It is essential to ensure adequate partner country participation in the overall MAP monitoring, for which it is recommended to establish a joint commission. In addition, civil society's participation organizations, including those specializing in cross-cutting priority areas, should be taken into account.

Resources and capabilities

Economic resources and system capabilities considered necessary to ensure the correct different MAP's dimensions monitoring (human resources, budget allocated to monitoring, computer applications, standardized models, etc.) should be foreseen.

Products

The MAP monitoring system should provide aggregate information on the different planning and intervention levels. In this sense, there will be a variety of products that should be addressed (regular monitoring meetings minutes, monitoring reports on interventions, reports on operational schedules and schedules of different actors monitoring, etc.).

At the strategic level, the key output is the Annual Monitoring Report.

Frequency of monitoring

The monitoring frequency should be adjusted according to the information availability, decision-making and available resources. On this basis, MAP should establish the minimum periodicity with which the different monitoring tools will be updated. In any event, at least one annual monitoring report shall be drawn up.

8.2. ANNUAL MONITORING REPORT

PRODUCT TO DELIVER	PARTICIPANTES	CUÁNDO
<ul style="list-style-type: none">Annual monitoring report	<ul style="list-style-type: none">On the ground: OTC; GEC; Spanish Cooperation ActorsOn Headquarters: SGCID, AECID, CCAA, AGE	<ul style="list-style-type: none">Every budgetary year thereafter during the whole length of the MAP

What is intended to achieve?

Notwithstanding the more detailed information that can be gathered through the different levels of monitoring, the annual monitoring report seeks periodically to provide an overview of the most relevant elements linked to MAP implementation.

The annual monitoring report will give account on what happened during the previous year in summary form, including:

- The progress analysis in achieving the the Spanish Cooperation results and the assessment of its contribution to the partner country’s development results.
- Risks, limitations and opportunities in progress towards results.
- Relevant measures linked to the effectiveness and quality agenda.
- The Spanish Cooperation issues related to structure and management processes in the partner country.
- Cross-cutting priorities effective incorporation review.
- Any other aspects that are considered relevant within the GEC.

The Annual Monitoring Report after the mid-term review should also include monitoring on the measures taken as a result of this review.

In order to contribute to the alignment between the different monitoring levels and to optimize resources and efforts, this annual report preparation will take into account the regular GEC actors planning instruments reviews and will be adapted to the partner country monitoring's cycles.

The attached template provides **guidance for the Annual Monitoring Report preparation.**

Steps for the preparation of the Annual Monitoring Report

WHO	STEP 1 MONITORING REPORT	STEP2 DRAFT DEBATE AND ANNUAL MONITORING REPORT	STEP3 ANNUAL MONITORING REPORT USE
Spanish Cooperation Actors	<ul style="list-style-type: none"> Relevant information identification and transfer 		<ul style="list-style-type: none"> On the ground and headquarters: adoption of the measures that are appropriate
OTC	<ul style="list-style-type: none"> Compilation and systematization of all information, including that from the partner country and other donors Draft report 	<ul style="list-style-type: none"> Annual Monitoring drafting report and referral to all actors involved 	
GEC		<ul style="list-style-type: none"> Draft analysis and discussion and proposals formulation 	
AECID			<ul style="list-style-type: none"> Headquarters: appropriate measures adoption; Spanish Cooperation global monitoring feeding system

TEMPLATE FOR THE ELABORATION OF THE ANNUAL MONITORING REPORT

COUNTRY:

MAP SIGNATURE DATE:

PERIOD COVERED:

REPORT CONTEXTUALIZATION

(2 maximum extension pages). It will explain the main contextual elements that have influenced the implementation of the MAP, as well as those that should be taken into account in the framework of the annual monitoring report. Always including reference to transverse priorities according to PHASE I.

SPANISH COOPERATION RESULTS PROGRESS EVALUATION

(3 pages of maximum extension, the updated matrices can be included as annexes). This section should provide information on the progress in achieving the results in relation to the targets. Lessons learned and limitations encountered during the process will be assessed, and proposals for improvement will be included.

ASSESSMENT ON EFFICIENCY AND QUALITY ISSUES

(2 pages maximum). In this section the issues related to the measures linked to the effectiveness and quality agenda (partner country democratic ownership, alignment and national systems, harmonization among donors, policy coherence, etc.) will be assessed. Lessons learned and limitations encountered during the process will be assessed, and proposals for improvement will be included.

INTERNAL MANAGEMENT ASSESSMENT

(2 pages maximum). In this section, the interventions management will be assessed, paying particular attention to the most difficult instruments, modalities or sectoral areas. Also included in this section are questions related to the Spanish Cooperation management structure in the country. Lessons learned and limitations encountered during the process will be assessed, and proposals for improvement will be included.

ASSESSMENT ON THE CROSS-CUTTING PRIORITIES INCORPORATION

(maximum extension 1 page) This section will address the cross-cutting priorities effective incorporation. Changes in the corresponding indicators will be reviewed; Gender analysis, human rights, equity, etc. ; The lessons learned and the constraints encountered during the process will be assessed; and proposals for improvement will be included, as well as risk analysis if applicable or not.

OTHER RELEVANT ISSUES

(maximum extension 1 page). Any other aspects considered relevant by the GEC will be incorporated.

9. EVALUATION

Evaluation is a systematic and planned process of collecting information that aims to analyze, interpret and evaluate the MAP in a critical and objective way, including its design, implementation, management structure and results.

Evaluation alone can not meet all information needs. For this reason, it is essential that information management systems and different levels intervention monitoring be adequately developed during MAP implementation phase, so that the evaluation has a greater added value by being able to concentrate on an acceptable number of questions systematic sources of information and, in general, optimize the available resources use. As with monitoring, it is essential to integrate cross-cutting priorities into all evaluation elements, as outlined in the Spanish Cooperation Evaluation Policy.

9.1. MAP EVALUATION SYSTEM ELEMENTS

The evaluation system should take into account the evaluations carried out by the partner country and other donors in the areas prioritized in MAP, which will encourage the information exchange, and as far as possible, the Spanish Cooperation participation in joint evaluations. In addition, within MAP implementation framework, the evaluations to be carried out by the different Spanish Cooperation partners in the partner country must be foreseen and planned. In this way, in addition to taking advantage of the contents generated by the monitoring system, MAP evaluation can be built on an evaluation information prior basis, which will guide it towards areas where there is a greater need for information and contribute to a more strategical available resources use. This evaluation forecast should be communicated to the Evaluation Division in order to facilitate its inclusion in the corresponding Biennial Evaluation Plan.



Fig. 12. MAP evaluation system articulation

On the basis of this prior evaluation, in accordance with the Spanish Cooperation Evaluation Policy provisions and taking as reference the Spanish Cooperation Evaluation Management Manual, the MAP evaluation system will include the following elements:

Purpose of the evaluation

The MAP evaluation has to take two levels into consideration. On one hand, the MAP itself as a strategic document. On the other, the set of activities carried out in MAP forecasts execution, which make up Spanish Cooperation country program.

The MAP evaluation will have two critical moments: the **mid-term review and the final evaluation**.

Participants in the evaluation

The mid-term review and the final evaluation imply a more in-depth analysis than the one carried out during the monitoring, so that they will have an organizational and management structure that ensures all stakeholders participation. Whenever possible, joint evaluations¹⁸ will be promoted, working closely with the partner country, seeking to ensure that the evaluation process contributes to the mutual capacities reinforcement. In such cases, in order to increase the evaluations technical quality and credibility, the partner country that has the evaluation function will be involved.

Mid-term reviews will ordinarily be carried out for those MAPs whose period of validity is five years or more. They will be considered as a critical analysis based on the monitoring data and the processes carried out in MAP implementation; Will therefore not be complete assessments nor need they be executed by external teams. The year in which an interim review is carried out will replace the annual monitoring report.

In the case of final evaluations, external evaluations will be carried out in order to ensure greater impartiality and a specialized team full dedication. The evaluation teams must accredit an adequate partner country and Spanish Cooperation knowledge. It will be promoted that the such teams composition is gender-balanced, as well as assessed as having specific expertise on cross-cutting priorities, and the necessary steps will be taken to encourage participation in local specialists evaluations.

In cases where joint evaluations are carried out, the governance system will be based on three levels:

- **A Management Committee**, made up jointly by the Spanish Cooperation and the partner country. A small number of members is recommended to ensure its operability. Committee decisions shall be taken by consensus, and reference to voting systems should be avoided. This Committee will be responsible for promoting the evaluation process and ensuring its quality; Encourage other involved actors participation; Approve the TOR; Evaluate the offers and give their approval to the evaluation team; Ensuring permanent contact with the evaluation team and providing them with the necessary contacts and information; Receive, comment and validate the products linked to the evaluation; Approve the evaluation report; Ensure the results dissemination, and promote the recommendations use.
- **A Monitoring Committee in the partner country**, in which the main Spanish Cooperation actors present in the partner country integrated in the GEC, as well as other

¹⁸ For more information, see the Handbook for Joint OECD / DAC Assessments: <http://www.oecd.org/dac/evaluation/dcdndep/38703936.pdf>

governmental and civil society actors from the partner country who are considered relevant in each partner country will participate. This Committee shall forward its comments, suggestions and information needs to the Management Committee for the preparation of TORs; Provide the evaluation team with contacts and access to all relevant information; Participate in the constant process feedback, receiving and commenting on the different products and transferring comments and suggestions to the Management Committee; And contribute to the results dissemination and the recommendations use. The specialized participation organizations in the cross-cutting priorities that have already been participating in PHASE I and previous phases of Phase II should be ensured.

- **A Reference Group at headquarters**, composed, in principle, of the members who participated in the GCS during the MAP elaboration phase. This group will be responsible for permanently advising the process; Forward its comments, suggestions and information needs to the Management Committee for the preparation of TORs; Provide the evaluation team with contacts and access to all relevant information; Participate in the constant feedback of the process, receiving and commenting on the different products and transferring comments and suggestions to the Management Committee; And contribute to the results dissemination and the recommendations use.

The TBT shall inform the Evaluation Division in sufficient time of its intention to carry out the final evaluation. The SGCID Evaluation Division will make available to the TBT **Guidelines for the Terms of Reference elaboration**. The OTC will submit to the Evaluation Division the terms of reference and the final evaluation report, so that they can be incorporated into the Spanish Cooperation evaluations repository.

In certain cases, and prior information to the different units of SGCID and AECID involved, the SGCID Evaluation Division may assume some MAPs evaluations management.

Resources and capabilities

During MAP design, the resources (human and economic) and the system capacities that are considered necessary to ensure the evaluation exercises adequate performance should be foreseen.

Products

The MAP evaluation system must include all the evaluations carried out by the Spanish Cooperation partners in the partner country, as well as the other evaluations relevant to the Partnership Framework.

At the strategic level, the evaluation system key outputs are the **mid-term review** and the **final MAP evaluation**.

Periodicity

The mid-term MAP review will take place midway through the MAP period (provided it is five years or longer), depending on the most appropriate time for decision-making and Spanish Cooperation and the partner country's actors planning cycles.

The final MAP evaluation will take place at the beginning of the last MAP year of implementation, ensuring that its results can be taken into account in the next MAP strategic planning cycle.

INTERMEDIATE REVIEW

PRODUCT TO DELIVER	PARTICIPANTS	WHEN
<ul style="list-style-type: none"> • Mid term review • Improvement plan 	<ul style="list-style-type: none"> • On the ground: OTC; GEC; Spanish Cooperation Actors • On Headquarters: SGCID, AECID, CCAA, AGE. 	<ul style="list-style-type: none"> • For MAPS lasting five years or more, at mid-term of the implementation

What is intended to achieve?

The mid-term review will aim to assess progress in the MAP implementation, to facilitate learning and to feed decision-making and the measures adoption that may be necessary and contribute to mutual accountability. To do this, the analysis will start from the elements indicated in the annual monitoring report, and without prejudice to the attention to each case of specific needs, it will focus on:

- Possible changes in context
- The MAP itself as a strategic document (the logic of intervention or theory of change: the initial approaches relevance, compliance global level with forecasts, etc.)
- Management mechanisms.
- The process leading to expected results (interventions implementation level, products achievement, opportunities, constraints or risks, monitoring indicators validity and usefulness , etc.)
- Cross-cutting priorities effective mainstreaming.

It is recommended that the i mid-term review be carried out in-house and be an agile exercise. If it is considered appropriate, it will be possible to count on external consultants accompaniment and dynamization.

The OTC will be responsible for coordinating and promoting the mid-term review, ensuring GEC’s participation and the partner country’s partners. If as a review result it is considered appropriate to incorporate changes, the report will be accompanied by an improvement plan, in which the responsibilities assumed by the different stakeholders should be clear.

In order to optimize efforts and resources, the year in which the mid-term review is carried out, the review report will replace the annual monitoring report.

Who does what in the Intermediate Review

WHO	WHAT
OTC	<ul style="list-style-type: none"> • Communication to AECID headquarters and SGCID concerning the process beginning . • Coordination of Spanish actors on the ground. • Interlocution with AECID headquarters and with SGCID. • Interlocution with the partner country 's partners. • TDRs elaboration and external assistance hiring to support the process (only when deemed necessary). • Relevant information collection and analysis. • Review report preparation coordination. • Improvement plan preparation coordination. • Review report on-site dissemination.
GEC	<ul style="list-style-type: none"> • Relevant elements identification to be addressed in the review. • Participation in TDR elaboration (in case a support TA is contracted). • Relevant information collection and analysis. • Review report preparation participation. • Improvement plan elaboration participation. • Review report validation.
EMBASSY	<ul style="list-style-type: none"> • GEC meeting convocation and presidency to validate the review report. • Call for high level meeting with partner country government, if applicable. • Directors involvement guarantee and / or AGE aggregates .
AECID headquarters	<ul style="list-style-type: none"> • Inputs contribution for reflection and analysis.
SGCID	<ul style="list-style-type: none"> • Methodological support and information to carry out the review. • EC actors articulation in Spain. • Comments to the review report prior to its validation. • Dissemination on the basis of the review results. • Several revisions stematization and analysis to generate learning.
Actors not present on the ground	<ul style="list-style-type: none"> • Participation in the review process in coordination with the SGCID.
Actors on the ground	<ul style="list-style-type: none"> • Participation in the GEC. • Coordination with headquarters.

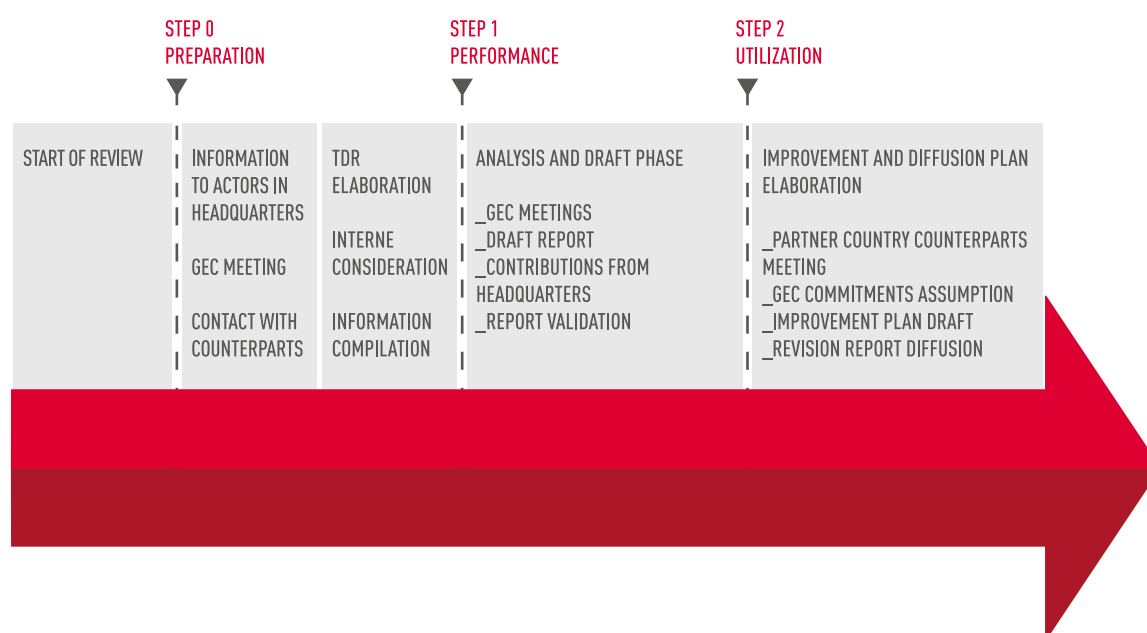


Fig. 13 Intermediate Review stages

FINAL EVALUATION

RESULTING PRODUCT	PARTICIPANTS	WHEN
<ul style="list-style-type: none"> • Evaluation report • Management response 	<ul style="list-style-type: none"> • On the ground: OTC; GEC; Spanish Cooperatation actors, • In the country; Parner country actors • At headquarters: SGCID; AECID; CCAA; AGE... 	<ul style="list-style-type: none"> • MAP implementation in the last year

¿What is intended to achieve?

The Association Framework Final Evaluation should be understood as a MAP global evaluation exercise and of the Spanish Cooperation country program executed in its development. To do this, and without prejudice to the attention to the specific needs of each case, the analysis will focus on:

- The achievement of the Spanish Cooperation results or effects.
- Contribution to the partner country’s development results.
- The internal and external aspects that have facilitated or hampered MAP forecasts achievement.
- Cross-cutting priorities effective mainstreaming

The final evaluation should contribute to the mutual accountability and the learning generation, both with regard to the following Association Framework elaboration and with respect to improving the Spanish Cooperation operation and strategic planning. Therefore, it is recommended that they participate in the partner country, establishing a management structure that determines the roles of the different actors involved. Whenever possible, in order to ensure greater process quality and credibility, it will be incorporated into the entities responsible for the partner country’s evaluation.

Who does what in the Final Revision

WHO	WHAT
OTC	<ul style="list-style-type: none"> • Communication to AECID headquarters and SGCID the start of the process. • Coordination of Spanish actors on the ground. • Interlocution with AECID headquarters and with SGCID. • Interlocution with the partner country’s partners. • Agreement on the evaluation management structure with the partner country. • Coordination between the Evaluation Division and contract of the external team. • Submission of ToR to SGCID Evaluation Division (no validation necessary) • Relevant information collection and analysis. • Final report submission to AECID/SGCID headquarters. • Coordination on the ground of the evaluation report preparation and Management response.. • Evaluation report on-site dissemination

WHO	WHAT
EVALUATION DIVISION	<ul style="list-style-type: none"> • Formal approval of ToR • Participation in the selection process of the external team. • Management of the final evaluation, guaranteeing the participation of all actors involved. • Adoption of the Final report
GEC	<ul style="list-style-type: none"> • Relevant elements identification to be addressed in the final evaluation. • Participation in TDR elaboration. • Relevant information collection and analysis. • Participation on the Evaluation Division and feedback to the Evaluation process. • Participation on the Evaluation report preparation and Improvement Plan. • Participation on the Evaluation report on-site dissemination
EMBASSY	<ul style="list-style-type: none"> • Call for high level meeting with partner country to validate the final evaluation and agree shared commitments for improvement. • Call and Presidency of GEC meeting to elaborate the management response. • Participation on the Evaluation report on-site dissemination
AECID headquarters	<ul style="list-style-type: none"> • Feed back to the Evaluation Process. • Participation in the process of Management response.
SGCID	<ul style="list-style-type: none"> • Methodological support and guidelines to carry on the evaluation. • Coordination of Spanish Cooperation actors. • Feed back to the Evaluation Process . • Participation in the process of Management response • Participation on the Evaluation and Management response on-headquarters dissemination. • Systematization and analysis of Final Evaluations to generate lessons learned.
Actors not present on the ground	<ul style="list-style-type: none"> • Participation on the evaluation process in coordination with SGCID
Actors on the ground	<ul style="list-style-type: none"> • Participation in the GEC. • Coordination with their offices.

The final evaluations will be, by default, led and funded by the OTC / AECID and an external team must be contracted for them. The Evaluation Division will provide guidelines for the TRDs preparation and will be available to the OTC to guide the process. It is recommended to provide an estimated term of 6 months and an amount of not less than 50,000 euros to carry out this exercise.

The Evaluation Division may assume some final evaluations management when considered particularly strategic. In these cases, it will be essential to ensure from the outset a role and responsibility clear understanding of each of the different actors involved in the evaluation management.

Once the report prepared by the external evaluation team is validated, the OTC will be responsible for coordinating the management development response within the GEC. The management response will critically address the evaluation content report and will highlight the elements resulting from the conclusions, lessons learned and recommendations that are considered to be particularly relevant for the next MAP preparation. A standard model will be provided to the OTC by the SGCID Evaluation Division to standardize the management responses format and facilitate their monitoring. In order to foster mutual accountability, the partner country will be involved in the management response elaboration.

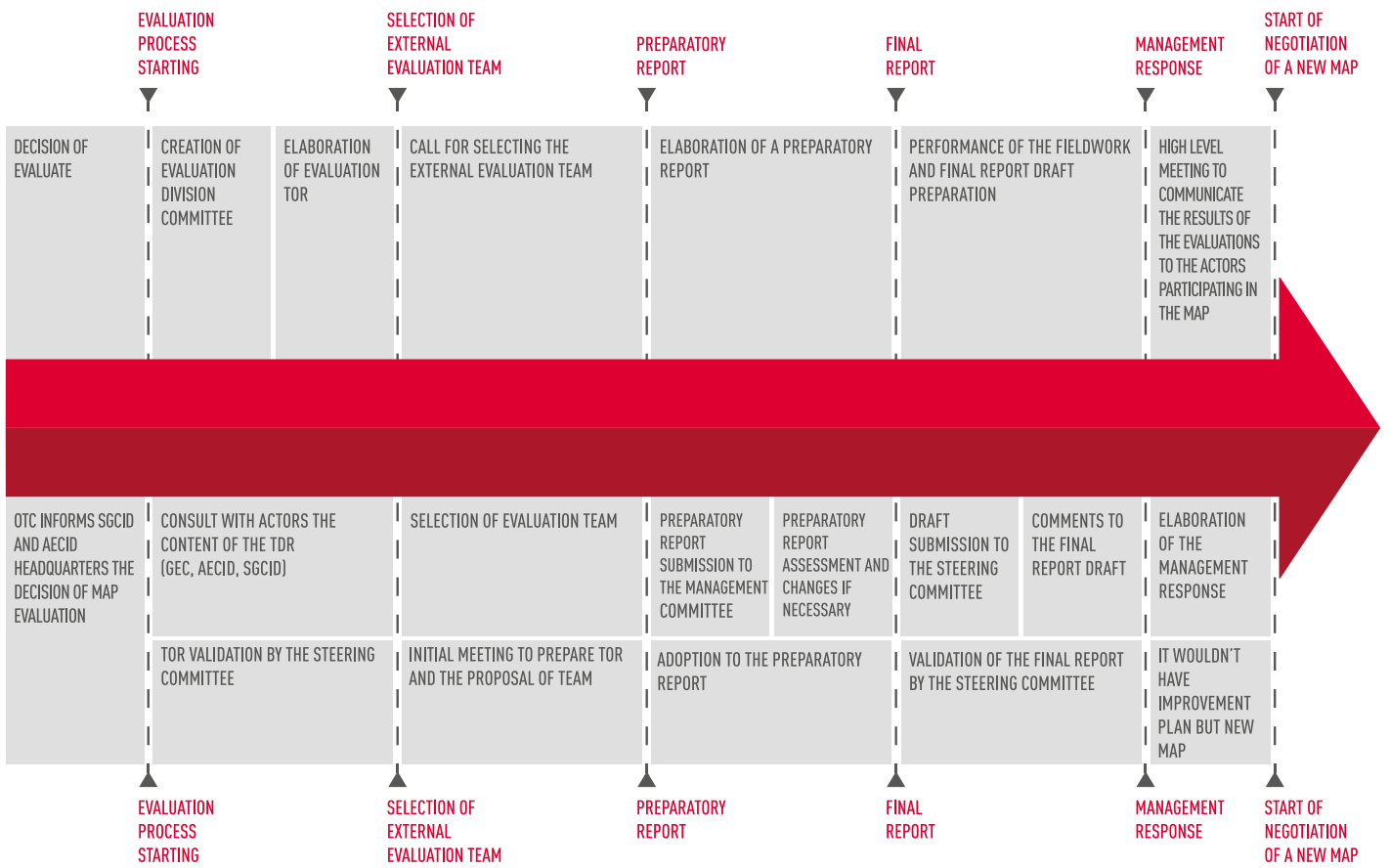


Fig. 14 Final Evaluation steps

General Secretariat

International Cooperation for Development
Foreign Affairs and Cooperation Ministry

C/ Serrano Galvache, 26 – North Tower 1^a floor
28071 Madrid

marcos.asociacion@maec.es

