

# Manual for the Establishment, Implementation, Monitoring and Evaluation of the **Country Partnership Frameworks**

2018 Edition



MINISTERIO  
DE ASUNTOS EXTERIORES, UNIÓN EUROPEA  
Y COOPERACIÓN



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## ACRONYMS

AECID	Spanish Agency for International Cooperation for Development ( <i>Agencia Española de Cooperación Internacional</i> )	AT	Technical Assistance ( <i>Asistencia Técnica</i> )
AGE	General State Administration ( <i>Administración General del Estado</i> )	BOE	Official State Gazette ( <i>Boletín Oficial del Estado</i> )
AH	Humanitarian Action ( <i>Acción Humanitaria</i> )	CAD	OCDE Development Assistance Committee ( <i>Comité de Ayuda al Desarrollo</i> )
ODA	Official Development Assistance ( <i>Ayuda Oficial al Desarrollo</i> )	CCAA	Autonomous Communities ( <i>Comunidades Autónomas</i> )
AP	Budget Support ( <i>Apoyo Presupuestario</i> )	CD	Debt Exchange ( <i>Cange de Deuda</i> )
		CE	Spanish Cooperation ( <i>Cooperación Española</i> )



COMIX	Mixed Commission ( <i>Comisión Mixta</i> )
CND	Determined National Contribution ( <i>Contribuciones Nacionales Determinadas</i> )
CPDS	Policy Coherence for Sustainable Development ( <i>Coherencia de Políticas para el Desarrollo Sostenible</i> )
HR	Human Rights ( <i>Derechos Humanos</i> )
DGPOLDES	General Directorate for Sustainable Development Policies ( <i>Dirección General de Políticas de Desarrollo Sostenible</i> )
EBDH	Human Rights Based Approach ( <i>Enfoque de Derechos Humanos</i> )
EELL	Local Entities ( <i>Entidades Locales</i> )
EEMM	Member States ( <i>Estados Miembros</i> )
EPA	Country Team Expanded ( <i>Equipo País Ampliado</i> )
ERP	Poverty Reduction Strategy ( <i>Estrategia de Reducción de la Pobreza</i> )
FCAS	Cooperation Fund for Water and Sanitation ( <i>Fondo de Cooperación para Agua y Saneamiento</i> )
FONPRODE	Fund for the Promotion of Development ( <i>Fondo para la Promoción del Desarrollo</i> )
FEMP	Spanish Federation of Municipalities and Provinces ( <i>Federación Española de Municipios y Provincias</i> )
GEC	Stable Coordination Group ( <i>Grupo estable de Coordinación</i> )
GED	Gender in Development ( <i>Género en Desarrollo</i> )
GpRD	Management for Development Results ( <i>Gestión Basada en Resultados</i> )
GTEC	Working Group on Aid Effectiveness and Quality ( <i>Grupo de Trabajo sobre Eficacia y Calidad de la Ayuda</i> )
MAP	Country Partnership Framework ( <i>Marco de Asociación País</i> )

MINECO	Economy and Enterprise Ministry ( <i>Ministerio de Economía y de Empresa</i> )
OAH	AECID Humanitarian Action office ( <i>Oficina de Acción Humanitaria de la AECID</i> )
SO	Strategic Objective ( <i>Objetivo Estratégico</i> )
OOII	International Organizations ( <i>Organizaciones Internacionales</i> )
SDG	Sustainable Development Goals
ONGD	Non-Governmental Development Organization ( <i>Organizaciones No Gubernamentales de Desarrollo</i> )
OTC	Technical Cooperation Office ( <i>Oficinas Técnicas de Cooperación</i> )
PC	Joint Programming ( <i>Programación Conjunta</i> )
PCS	Consultation Platform in Headquarters ( <i>Plataforma de Consulta en Sede</i> )
PD	Spanish Cooperation Master Plan ( <i>Master Plan de la Cooperación Española</i> )
PEFA	Public Expenditure Financial Accountability
LDCs	Least Developed Countries
PND	National Development Plan
PRM	Middle Income Countries ( <i>Países de Renta Media</i> )
PPSS	Sectorial Plans ( <i>Planes Sectoriales</i> )
RI	Intermediate Result ( <i>Resultados Intermedios</i> )
SECIPIC	Secretariat of State for International Cooperation and for Ibero-America and the Caribbean ( <i>Secretaría de Estado de Cooperación Internacional y de Ibero-América y el Caribe</i> )
TdR	Terms of Reference ( <i>Términos de Referencia</i> )
UCE	AECID Foreign Cooperation Unit ( <i>Unidad de Acción en el Exterior de la AECID</i> )

1.

INTRODUCTION

1. **The Country Partnership Framework (MAP) is the strategic planning instrument that implements the Spanish Cooperation mission (CE):** to favor and stimulate the achievement of the Sustainable Development Goals (SDGs) and thus contribute to eradicating poverty in its multiple dimensions, build the people and communities resilience, reduce inequalities and defend and promote human rights and fundamental freedoms, sustainable production and consumption models, planet conservation, and the struggle against climate change.
2. MAP, understood as a partnership strategy with the partner country, **facilitates joint dialogue reinforcing the country's leadership and leadership in its own development** in the achievement of its objectives and goals of the 2030 Agenda. In this framework, the CE seeks the creation of alliances that allow generating synergies among all the actors.
3. **MAP process involves greater ownership promotion, alignment, harmonization and CE interventions coherence in each country.** This means orienting all the CE actors efforts towards the results' achievement defined by themselves which will contribute to the goals set by the partner country, in order to work jointly with other donors to be collectively more effective, and to tend towards greater transparency and mutual accountability.
4. MAP's objective is to obtain **a coherent, global and strategic vision of the whole, avoiding being a sum of interests of each of the actors.**
5. **Joint Programming (PC)** is a coordinated response of EU cooperation and its Member States (MES), and is committed to a greater progress in harmonization, complementarity and labor division, reducing transaction costs, duplication and overlapping between European actors. The objective of the process is the adoption and signature of a policy document to serve as a strategy between the EU and the Member States with the partner country government.  
**The CE supports and participates in the PC process seeking the maximum possible synergies between both exercises.**
6. **MAP must seek to be the result of CE actors' consensus**, although the absence of it will not be an impediment to its preparation and signature, with the ultimate responsibility for the process in the General Directorate for Sustainable Development Policies (DGPOLDES).
7. MAPs are based on the Mixed Commission minutes signature (COMIX) and, in most cases, they must be published in the Official State Gazette (BOE), taking into account their legal nature, which is why **they have normative as well as political support.**

## 1.1. What to expect from this methodology?

8. This methodology offers guidelines that serve as a guide in MAPs process of establishment, monitoring and evaluation, and is especially directed to the people and teams (technical and managerial staff) who have a direct responsibility in them.
9. In order for MAP to have sense and utility, **it needs to adapt to the situation of each of the countries**, as the purpose of this methodology is not to establish particularities. This manual does not give “recipes”, but tries instead to guide the way to establish quality relationships, **without offering specific guidelines to define its contents that will be determined in each country during the process undertaken by CE actors in the field, and in close dialogue with the partner country.**
10. **This methodology is an updated 2013 version.** For its elaboration, the existing evaluations on the report “Reflections on the Spanish Policy of International Cooperation (2015)”, OECD “Peer Review” to Spain in 2016, existing Map’s and the IV Master Plan (PD) have been reviewed. Information obtained from the questionnaires sent to the General State Administration (AGE), Autonomous Communities (CCAA), Technical Cooperation Offices (OTC) and social actors of the Council for Development Cooperation has also been compiled.
11. This Methodology is adapted to the current CE Master Plan language and simplifies the process by reducing the four previous stages of Phase I to two. Participation is strengthened in CE actors’ headquarters and the preparation of the Results Framework is facilitated by focusing on those results to which the CE commits itself to monitoring, the

alignment with the EU PC exercises is reinforced, an analysis of both systemic and MAP implementation risks is introduced ; and Phase II is simplified, focusing the monitoring on a single annual report and on a single evaluation at the end of MAP, eliminating the mid-term evaluation. Finally, the consultation, publication and custody procedure is adapted to Law 25/2014 on Treaties and other International Agreements.

12. The annexes provide examples for the drafting of: the GEC reference terms, the Work Plan, the Terms of Reference (TOR) for the Final Evaluation and COMIX, guidelines for articulating the programs in the countries with the MAP, and templates for Phase I and II.

## 1.2. Country partnership framework validity period

13. **Each MAP’s validity period - starting and ending dates - is linked to the National Development Plans (NDP) time period, as well as the Poverty Reduction Strategies (PRS), always taking into account their National Determined Contribution (CND).** The process should be synchronized with the EU PC exercises in case they are carried out in the country. A forecast of 3 to 5 years must be guaranteed.
14. However, as it is subject to a permanent process of adaptation and updating through periodic monitoring and review exercises, the MAP will not lose validity as long as the partnership with the partner country is maintained, and until the formalization of a next MAP.

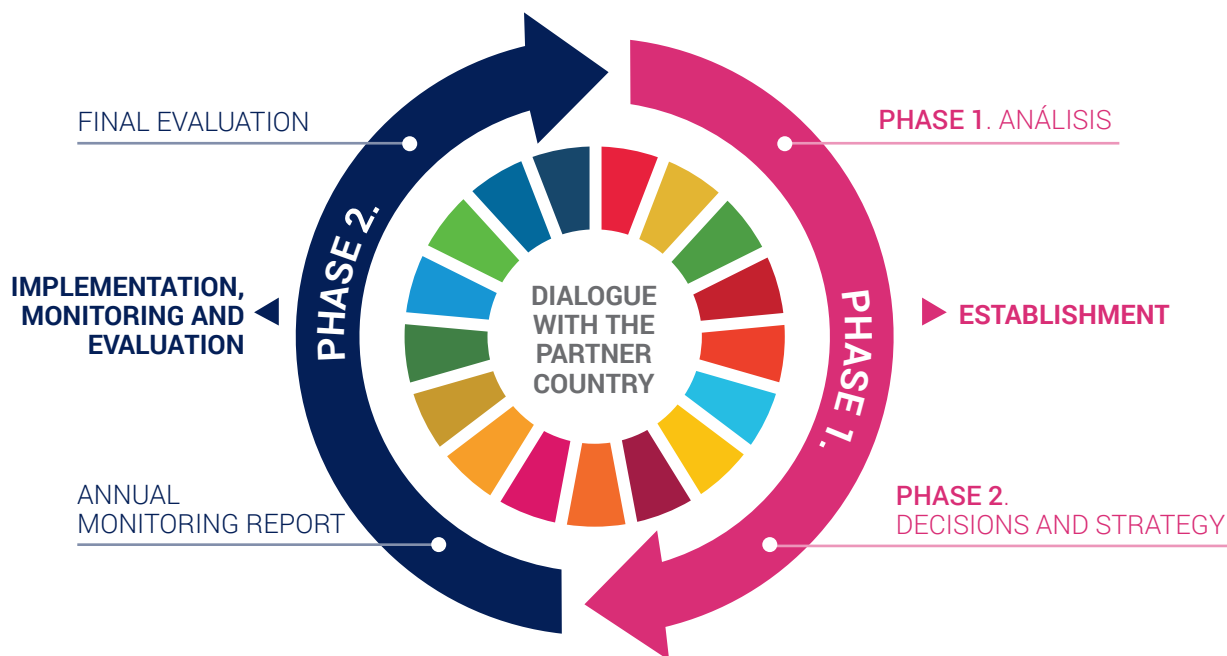
15. In the event that an extension decision is made, it will be communicated to the government of the partner country through a verbal note sent by the Embassy at the request of the corresponding Geographic Office of the Spanish Agency for International Cooperation (AECID) agreed with DGPOLDES. It will be informed via telegram of the exchange of Verbal Notes among the governments regarding this extension.

### 1.3. The country partnership framework cycle

16. MAP cycle consists of two Phases: Phase I or the establishment and MAP signing and implementation, monitoring and evaluation Phase II. It is not a linear process since both phases are fed back to each other.

17. The final MAP document will contain an executive summary and the contents are described in section 6 of this methodology.

Fig. 1. MAP cycle



# 2.

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

18. **Given the ambition and scope of the 2030 Agenda**, as a shared strategy and partnership with the country, **MAP must integrate as many development actors as possible, maintain close dialogue and work together with the partner country (government, public institutions, private sector and civil society) as with other donors.**
19. MAP's **general coordination** preparation, as well as its implementation, monitoring and evaluation will be the MAUC (Ministry of Foreign Affairs, European Union and Cooperation) and **falls to the DGPOLDES**, specifically in the Sub-directorate General in charge of bilateral planning.
20. The **organizational structure** in the field for the entire MAP process in each country is **the Stable Coordination Group (GEC). The Headquarters Consultation Platform (PCS), coordinated by DGPOLDES**, will be established at the headquarters. The operation of both groups is detailed in the next two sections.
21. MAP process requires effort and dedication, so at the beginning of MAP, **each actor can decide the role he or she wants to assume in the process.** This role can change throughout the life of MAP. Three roles are proposed in the following table.

Fig.2 CE actors roles

<b>Lead and contribute</b>	<ul style="list-style-type: none"> <li>● Main link with the partner country's government in the political dialogue</li> <li>● Speaks on behalf of the other actors</li> <li>● It is not necessarily the actor with the highest volume of funds</li> <li>● Contributes to the measurement of indicators</li> </ul>
<b>Participate and contribute</b>	<ul style="list-style-type: none"> <li>● Participate in the political dialogue</li> <li>● Is represented by the leading actor in the dialogue with the government</li> <li>● Can have a coordinating role on specific issues</li> <li>● Contributes to the measurement of indicators</li> </ul>
<b>Participate and contribute</b>	<ul style="list-style-type: none"> <li>● Participates in map process, although not usually in the dialogue process except perhaps at strategic moments</li> <li>● Is represented by the leading actor in the dialogue with the government</li> <li>● Does not acquire commitment to measure indicators</li> </ul>

## 2. Participation and coordination in headquarters and on ground

22. **DGPOLDES will provide advice and methodological support** both at the level of specific consultations and the review of the different stage drafts, verifying their internal coherence, the quality of the contents and avoiding possible contradictions in the strategic logic. Precise guidelines will be offered, contrasted with AECID or other actors, to provide clear messages and in a reasonable time.
23. **The AECID, through its General Directorates, will support the OTC in terms of content and capacity building.** Special attention will be given to strengthening management capacities for development results (GpRD), cross-cutting priorities, monitoring and evaluation.
24. Monitoring and evaluation activities will take place in the field and headquarters. At headquarters, DGPOLDES, in coordination with the AECID, will offer guidelines and guidance to carry out the monitoring and the final MAP evaluation.
25. MAP is based on a dialogue process and work with the partner country, that is: with the national government, local governments, public institutions, the private sector, universities, trade unions, and civil society. The dialogue mechanism with the partner country is carried out through the GEC.
26. The GEC objective is to ensure CE communication, coordination, coherence and complementarity in the country throughout the entire cycle of the strategic partnership with the partner country. As far as possible, the actors' participation specialized in gender, human rights, environment and climate change will be facilitated.
27. Because each country has its own characteristics, GEC can define with the partner's country government the **additional mechanism** that is considered **to guarantee the effective participation of other actors from the country in the process**, either through the constitution of a " Mixed Group ", or through direct consultation mechanisms, led by the OTC with the different country actors. The constitution of a **Mixed Group** is highly recommended, although it is left to the discretion of the Embassy / OTC whether or not this group is formed according to the characteristics of the country.
28. In general, the **OTC, due to its institutional nature, will lead the GEC.** The CE actors participating in the GEC must ensure adequate coordination with their headquarters.
29. **The GEC constitution meeting is convened by the Embassy corresponding to MAP's beginning**, in coordination with the OTC. All the CE actors present in the country will be called. As a guideline **the CE actors present in the partner country that should be part of the GEC are:** OTC, UCE of AECID (Cultural Centers, Training Centers), Embassy, and Ministries of the AGE (Economic and Commercial Office, Tourism, Cultural, Interior, Employment and Social Security ...), ONGD, CCAA, EELL, universities, chambers of commerce, and unions. The GEC composition will

### 2.1. Mechanisms for CE actor's participation and consultation in the field. GEC Constitution.



be as plural and inclusive as possible in order to establish a coherent CE partnership strategy as a whole with the partner country.

30. When the Councils do not have headquarters in the country that is MAP's subject and depend on another neighboring country, they may be involved through videoconferences or other means.
31. OTC is the key piece in the coordination and complementarity between actors in the field<sup>1</sup> in all MAP phases. **Successive GEC meetings may be convened by the OTC.**
32. DUE will be informed by the Embassy / OTC about the process and, as far as possible, DUE will be invited to participate in those GEC meetings that are considered relevant. Likewise, it will be possible to inform and invite, if deemed appropriate, the UN resident coordinator in the country.
33. Although there are Spanish NGOs in the GEC, the partner country's civil society participation in the process must be promoted by integrating it into the additional participation mechanisms that each GEC decides to establish.

#### *Who represent CE actors in GEC*

34. It is recommended that actors appoint interlocutors with the capacity to represent and take decisions and with sufficient legitimacy to participate in the dialogue process in the field. In specific cases, displaced personnel can be designated to observe it.

35. In the interests of an agile and plural GEC, it is recommended that actors choose from their different coordination mechanisms the organizations or persons that will participate in GEC, representing them.

36. The companies present in the country can be represented by the Economic and Commercial Office or they can choose the companies or chambers of commerce that will participate in GEC representing them.

#### *GEC Formalization*

37. Regardless of the model adopted, it is recommended that GEC be equipped for its operation with a certain formalization degree by means of terms of reference or internal regulations approved within that group (model TdR of GEC, Annex 1).

38. It is important that within the GEC **there is clarity about each actor's roles and responsibilities**. The organizations that assume responsibility, will try to have their human resources have them established according to their work position. **GEC remains in operation throughout the MAP period, not only in Phase I, but also in Phase II of implementation, monitoring and evaluation.**

<sup>1</sup> Art. 26 LCID 23/1998: "The Cooperation Technical Offices are units attached organically to the Embassies that, under the direction of their Head of Mission and the functional dependency of the Spanish Agency for International Cooperation, ensure coordination and, in their case, the execution of cooperation resources in its demarcation. Likewise, they will collaborate with the programs and projects promoted by the other public Administrations."

*GEC functions*

- ✓ Build a political/technical dialogue with the partner country (government and national and local institutions, private sector, universities, unions and civil society).
- ✓ Encourage CE communication, coordination and complementarity in the country throughout the process, as well as during MAP 's validity period.
- ✓ Establish a joint analysis process and permanent diagnosis on the country's reality, which allows for its updating and reflection on the different CE actors of in this changing reality.
- ✓ Participate and accompany the planning cycle, implementation, monitoring and MAP evaluation, through the establishment of agreements that determine the content of said document, its execution and development, the monitoring and the evaluations that may result, and validate the possible successive updates.
- ✓ Establish a comprehensive and coherent strategy, which will not necessarily reflect the sum of actions and interests of the different actors by the mere fact of participating, ensuring its continuity as a space for dialogue not only in the initial planning phase, but also in the phase of monitoring and evaluation.
- ✓ Ensure a common vision of the lines of action, transversal priorities and CE approaches, based on the contents defined in the Master Plan and other approved planning documents.
- ✓ Identify strategic priorities according to the diagnoses results, local priorities, and the Spanish cooperation policy guidelines, in the framework of 2030 Agenda for Sustainable Development.
- ✓ CE activities exchange information and systematization in the country and sharing the monitoring results and evaluations carried out.
- ✓ Propose the creation of specific work groups or commissions.

### *GEC members responsibilities*

- ✓ Participate in the process by clarifying from the beginning the role they will play according to their abilities and the responsibilities they can assume. (See Fig.3 Description of Roles).
- ✓ Represent your organization, contributing to your institution's opinion, as well as transferring to this and its counterparts (in the field or headquarters) the agreements adopted in the group meetings, communicating the decisions adopted, etc.
- ✓ Share the results achieved in the monitoring and evaluations available.
- ✓ Update and make contributions to the mapping of interventions and resources committed, by lines of action according to the current PD.
- ✓ Send to DGPOLDES the sheet on the indicators progress that it has committed to measure, and if it is the case, for MAP monitoring and for accounts rendering as indicated in MAP Methodology Phase II.
- ✓ Have a strategic vision of the whole avoiding being a sum of interests.

## 2.2. Mechanisms for CE actors' participation and consultation at headquarters. Constitution of PCS.

39. **At headquarters**, the process will be **led and coordinated by DGPOLDES**, guaranteeing the CE actors participation in the process that shows their interest in doing so through a **Consultation Platform at Headquarters (PCS)** established at the **beginning of each MAP**.
40. **DGPOLDES will request from all CE stakeholders, at each MAP's beginning, information on their interest in participating** in MAP exercise in the field forming part of GEC, or, if they do not have staff in the field forming part of PCS. This information will be sent to the Embassy, to the headquarters AECID and to the OTC.
41. To facilitate support to GEC, DGPOLDES will maintain direct communication with OTCs, together with AECID headquarters, in order to generate greater synergies. To support MAP's process, DGPOLDES has a permanent work team<sup>2</sup> assigning a person to internally coordinate the process, a focal point for each country and enabling a specific email address to channel the requests.
42. MAP is an essential tool to improve CE effectiveness, although additional **specific efforts are needed to improve the coordination and involvement in its execution and monitoring of all Spanish actors** involved.
43. It is therefore recommended that **the CE actors use MAP as an input to guide the free competition calls preparation**.
44. **Participation at headquarters in MAP process during Phase I** will be through the **headquarters consultation platform (PCS)** and **extended country team meetings (EPA)**.
45. **EPA meetings** will participate:
- ✓ AECID, convened by the Geographic Directorate Country Team, in turn charged with convening the appropriate departments of AECID itself.
  - ✓ The OTC, through videoconference accompanied, by another GEC member, whenever possible.
  - ✓ DGPOLDES (Area of Development Effectiveness and Policy Coherence) that will also provide possible comments and doubts raised in the PCS.
  - ✓ Other institutional actors that are considered relevant (for ex., MEE in those MAPs with debt exchange programs, or some CCAA with specific interest).
46. **The consultation platform at headquarters** will be constituted by: DGPOLDES, Ministries of the AGE, CCAA, Spanish Federation of Municipalities and Provinces (FEMP) and other actors (NGDO, private sector, universities, etc.).

<sup>2</sup> The methodological support on MAP to the different CE actors is carried out from DGPOLDES through a team to which any query can be directed to the following address: marcos.asociacion@maec.es

47. DGPOLDES will constitute the PCS for each MAP and will distribute the drafts of each stage and the final draft and will transfer the comments to the EPA meetings.

48. To ensure the smooth functioning of the PCS, computer tools will be used to facilitate the exchange of information.

49. **The PCS functions are the following:**

- ✓ Ensure CE communication, coordination and complementarity at headquarters and in coordination with its representatives in the field, if any, throughout the process, as well as during MAP validity period.
- ✓ Contribute to a more coherent policy for sustainable development.
- ✓ Provide information on interventions in the country.
- ✓ Foster and articulate strategic alliances between the different actors.
- ✓ Review and contribute at each stage drafts as well as in the final draft.
- ✓ Provide non-ODA mapping policies information to contribute to the Policy Coherence for Sustainable Development (CPDS).
- ✓ Guarantee a global strategic vision with a sustainable development vision and overall avoiding being a sum of interests.

50. The drafts of each stage and the final document will be reviewed by the PCS and the EPA. The DGPOLDES **will transfer the PCS possible comments to the EPA meetings, led by the corresponding AECID geographic address**. Once the appropriate comments have been incorporated by OTC, AECID and DGPOLDES will validate them through an email.

51. The SECIPIC Steering Committee, composed of the Secretariat of State for International Cooperation and for Ibero-America and the Caribbean (SECIPIC), the Directorate of DGPOLDES and AECID at the beginning of Stage 2, will provide guidelines on the development manner of said stage.

52. Civil society participation will be strengthened to ensure the EC's commitment in those areas of the CSO strength. In order to maximize the Addis Ababa Financing for Development Agenda implementation and to leverage the maximum resources, alliances with the private sector will be sought through APPD and other instruments.



# PHASE 1

---

COUNTRY PARTNERSHIP  
FRAMEWORK ESTABLISHMENT

**PHASE I:** COUNTRY PARTNERSHIP  
FRAMEWORK ESTABLISHMENT

**3.** ■ Partnership framework  
Phase I stages



52. Framework Phase I cycle gives the signed MAP document as the main product.
53. It consists of **2 different stages: Analysis Stage 1 and Decisions and Strategy Stage 2.**
54. Once the Stages 1 and 2 are completed, the final document is prepared. The templates for the two stages can be found in Annex 5.
55. **In order to coherently integrate the transversal<sup>3</sup> CE principles** in MAP's preparation: Gender, Environment and Climate Change and the application of the Approach Based on Human Rights, the guides published by the Spanish Agency for International Cooperation (AECID) will be taken as reference.
56. In order to facilitate the use of the methodology, each of the stages within this phase is structured containing the following sections:
  - a. Objectives of the stage (What is to be achieved at this stage?).
  - b. Key stakeholders involved (Who participates in this stage?).
  - c. Contents to consider in the stage.
  - d. Structure template / MAP model document.

<sup>3</sup> <http://www.aecid.es/ES/Paginas/Sectores%20de%20Cooperacion/Gu%C3%ADas-AECID-para-la-Transversalizaci%C3%B3n.aspx>

Fig. 3. Phase I contents

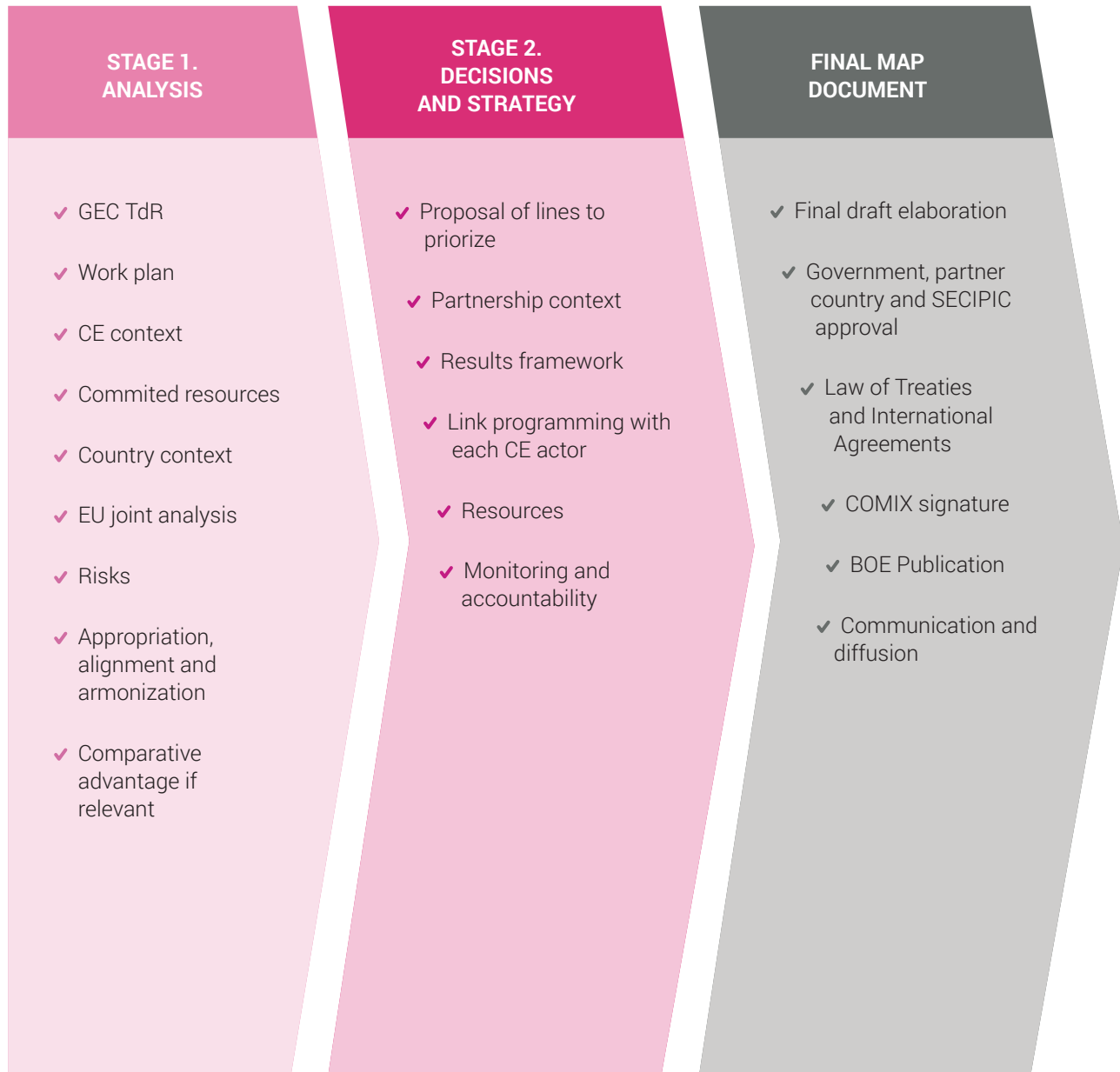


Fig. 4. MAP Phase I Process

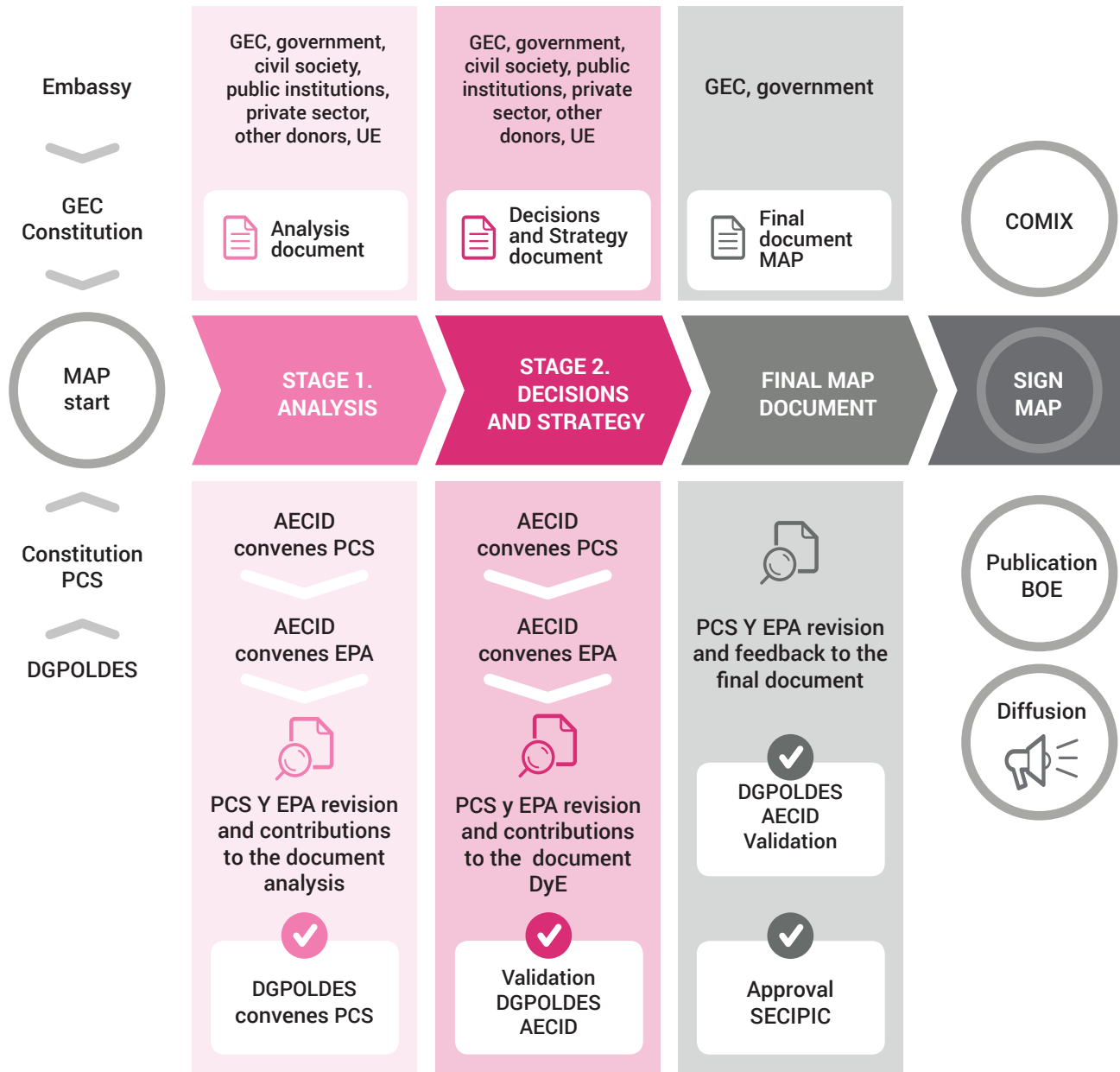


Fig. 5 MAP participants functions

WHO	WHAT
OTC	<ul style="list-style-type: none"> <li>■ Internal organization, assessment of own capabilities. Coordinate the actors response to be part of the GEC. Coordinate the GEC constitution (role of technical secretariat). Prepare GEC draft TDR. Include experts from the OTC in gender and other transversal priorities, if any.</li> <li>■ Lead the process of preparing MAP in the field, preparing the drafts of each stage and the final draft.</li> <li>■ Facilitate all CE actors' participation with a presence in the country.</li> <li>■ Accompany the ambassador in high level meetings and carry out MAP presentation meetings of technical cut with government.</li> <li>■ Organize and lead meetings to present process to other local actors, to other donors and CE actors.</li> <li>■ Elaborate ToR for possible support TA.</li> </ul>
GEC	<ul style="list-style-type: none"> <li>■ Validate the TOR or regulation</li> <li>■ Participate in the MAP process during its preparation, implementation, monitoring and evaluation.</li> <li>■ Orient the MAP strategy.</li> <li>■ Communicate with their headquarters, ensure internal coordination and ensure weekly meetings with their partners in the country.</li> <li>■ Technical meetings with government and other actors, partner country and with other donors, always include government or civil society organizations specialized in gender issues and, if possible, human rights and diversity and environmental sustainability.</li> </ul>
Embassy	<ul style="list-style-type: none"> <li>■ Convene GEC constitution meeting.</li> <li>■ Convene high level meeting with government, if applicable.</li> <li>■ Guarantee the involvement of councilors and / or aggregators of the AGE</li> </ul>

Continue

WHO	WHAT
AECID headquarters	<ul style="list-style-type: none"> <li>■ Provide inputs for reflection and analysis at each stage.</li> <li>■ Review and validation of the MAP draft of each stage.</li> <li>■ Convene and coordinate extended country team meetings.</li> </ul>
DGPOLDES	<ul style="list-style-type: none"> <li>■ Global process coordination</li> <li>■ MAP start Preparation. PCS Constitution.</li> <li>■ Offer methodological support and information in each stage as well as in GpRD.</li> <li>■ Each stage MAP draft review and validation.</li> <li>■ Ensure cross-cutting approaches incorporation.</li> <li>■ Ensure internal consistency.</li> <li>■ Coordinate the PCS.</li> <li>■ Coordinate MAP monitoring process by the CE actors.</li> <li>■ Coordinate MAP evaluation process.</li> </ul>
Extended country team	<ul style="list-style-type: none"> <li>■ MAP draft revision, final draft and contributions in each Stage.</li> </ul>
Actors not present in the field	<ul style="list-style-type: none"> <li>■ Participation of those who show interest in doing so in the consultation platform at headquarters</li> <li>■ Review and contributions of the drafts of each stage and the final draft.</li> <li>■ Submit information on the monitoring and measurement of indicators to DGPOLDES.</li> </ul>
Actors present in the field	<ul style="list-style-type: none"> <li>■ Participation in the GEC</li> <li>■ Coordination with your offices</li> <li>■ Submit information on the monitoring and measurement of indicators to DGPOLDES</li> </ul>

**PHASE I:** COUNTRY PARTNERSHIP  
FRAMEWORK ESTABLISHMENT

**4.** **STAGE 1: Analysis**

## Stage 1: Analysis



### PRODUCTS TO DELIVER

- Work plan.
- Analysis document with the points described in the template.
- GEC TdR.



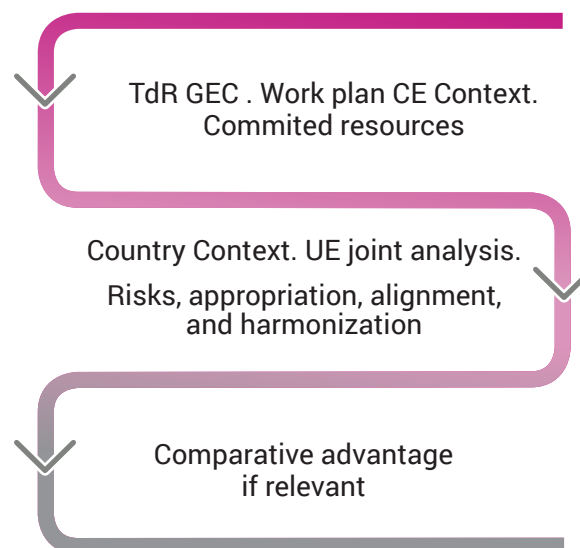
### PARTICIPANTS

- On the ground: GEC, government, public institutions, private sector, universities, unions and civil society.
- In headquarters: PCS and EPA.

### 4.1. What is intended to achieve in this stage 1?

57. The objective is to have relevant information that allows, in Stage 2, to define the priority lines on which the CE will focus its work. To this end, information will be gathered on the current interventions status and the resources committed by the CE, the partner country will establish its priorities, an update of the country context will be made with respect to the previous MAP and an analysis of systemic risks incorporating these to the Joint Analysis EU if it exists. This reflection will provide the inputs to Stage 2 in which the Strategy is defined .

58. **A timeline will be drawn up to plan the work and assign responsibilities.**



## 4.2. Who participates in this stage?

- 59. GEC will participate on the ground at this stage in dialogue with the national and local government, government institutions, private sector, universities and civil society.
- 60. PCS and EPA will participate at the headquarters.

## 4.3. What is delivered as an analysis document?

- 61. **Once GEC has been set up, the Work Plan will be drawn up and sent to DGPOLDES and AECID for validation before starting the analysis.**
- 62. In addition, it will incorporate the information regarding **GEC constitution and Mixed Group, if applicable, as well as a summary of each of the sections indicated in the attached template.**
- 63. The information processed and drafted in Stage 1 will be validated by GEC and sent for review to PCS and EPA. Once the appropriate considerations are incorporated, it will be validated by AECID and DGPOLDES to elaborate the next stage. From PCS, the necessary information for this section will be completed once the document is received at the end of this stage.

- 64. The information processed and drafted in Stage 1 corresponds to MAP document sections 2 and 3 (see the document index in section 6 of this methodology).

### 4.3.1. Work plan

- 65. The OTC, in dialogue and consensus with the GEC and with the partner country, will plan the work to be carried out at each stage, allowing for a quality dialogue with the partner country, CE actors, and other donors. The quality of the process must be above strict compliance with dates.
- 66. **A schedule will be included with the main actions to be planned, as well as the tasks expected from each CE actor.** The schedule will provide a sufficient level of detail to support adequate planning. A model work plan is attached as an example in Annex 2.

### 4.3.2. Spanish Cooperation context. Analysis of interventions

- 67. The objective of this section is to map existing interventions and define committed resources so that future decisions are based on the baseline situation and on the existing MAP evaluations results, always **taking into account the priorities established by the partner country.**



**Fig.6 Spanish Cooperation active interventions. Committed resources estimation**

Defined by the partner country		Defined by the EC					
OE (PND/ERP PPSS)	ODS/META defined by the country	Relation with other goals SDG	Line of Action	Instrument /Modality	EC actor	Geographic zone	Committed resources

68. It is necessary to **update the CE active interventions with respect to the previous MAP and to know the committed resources**, indicating through which instrument or modality<sup>4</sup> (FCAS, FONPRODE, CD, OOII, Debt Exchange, Culture and Development, Grants to NGDO, etc.) it will be carried out. **A table will be drawn up indicating the correlation with the SDGs, the current Master Plan lines of action, and the partner country's NDP.** This way it will be possible to assess whether it is pertinent to perform the exercise of comparative advantage.
69. **In case of EU Joint Programming**, the CE participation areas should be indicated in the table.
70. Countries with **CD interventions** will also be reflected in the table. It is recommended that, in case there are new negotiations, these are framed with MAP.
71. With a view to ensure policies coherence for sustainable development, it is recommended that MAP provides information **a Spanish non-ODA policies mapping that will be carried out from PCS.** Within GEC **it is convenient to consider those Spanish policies that could have adverse effects in the country** with the technical ministries participation (i.e. Economic and Commercial Offices Abroad, Tourism, Defense, etc.) and other actors.
72. **MAP should also indicate ODA actions channeled through multilateral organizations** (multilateral or multi-bilateral contributions), although the role of the intervention, especially in relation to the relationship with the partner, other donors, and the accountability, falls in the organism (the organism communicates the origin of the funds and gives visibility to the donor). In the case of United Nations institutions, it would be desirable for these marked interventions to be aligned with the country United Nations Development Assistance Framework (UNDAF). The

<sup>4</sup> "Guía de modalidades e instrumentos de cooperación de la AECID". <http://www.aecid.es/Centro-documentacion/documentos/Modalidades%20e%20instrumentos%20de%20cooperaci%C3%B3n/Guia%20de%20modalidades%20e%20instrumentos.pdf>

UNDAF are planning tools for all the entities of the UN that operate in the corresponding country. They are negotiated together with the partner country authorities according to their development plans. Its functions include supporting national institutions to comply with the Agenda 2030. The UNDAF may be provided by the OTC or the agency will be asked to provide it to ensure a correct actions alignment.

73. In appropriate cases, especially where there is a Humanitarian Context Strategy, **humanitarian action will be included in MAP, always seeking maximum coordination and coherence**. For each MAP that includes humanitarian action, the AECID Office of Humanitarian Action (OAH) will specifically support the OTC and the GEC, having as reference documents: CE Humanitarian Action Strategy and the Humanitarian Context Strategy. **The areas of humanitarian action that will be coordinated with MAP are the risks prevention, as well as the introduction of humanitarian-development nexus approach (in coordination with CE actors).**

#### 4.3.3. Country context

74. In this section the relevant changes (political, economic, social, environmental, etc.) will be pointed out regarding the situation of the previous MAP that may condition the dialogue and the strategy of partnership with the partner country.
75. Indicate how the country integrates the 2030 Agenda into its national plans and will take into account the CND prepared by the country in compliance with the Paris Agreement

#### 4.3.3.1. EU Joint Analysis

76. The CE will promote **MAP coordination with EU PC's one**, as far as possible, always in **alignment with the country's NDP and its CND**.
77. The PC Guide Package establishes the key processes: "roadmap" (Joint Roadmap), "joint analysis" (Joint Analysis) and "joint response". The starting point for coordinating both processes is the "PC road map", which should detail the actions to be carried out by the EEMM and the EU, and the timings. The link between the two processes will be studied case by case to generate synergies.
78. **If there is an analysis carried out by the EU, this document will be taken as a reference**, and key aspects for Spain that are not included in the EU analysis will be reviewed.
79. In parallel to the PC process or in advance, **MAP will be prepared according to this methodology, so that CE analyzes its position and its comparative advantage and thus negotiate the PC process with sufficient knowledge about its position**.
80. The team responsible for each OTC coordinated with DGPOLDES and AECID headquarters (as in the preparation of MAP) should analyze and propose the positions and times to be considered in each part of the process, and how to match PC and MAP in the best way.

#### 4.3.3.2. Systemic risk analysis. External risks

81. The desire of the CE (PD) is to prioritize Disaster Risk Reduction linked to a systemic analysis of the global risks faced by partner countries. The PD intends to incorporate a **resilience**-building approach into its anti-poverty strategy, according to the vision reflected in the 2030 Agenda. The resilience approach tends to reinforce the capacities of the groups most vulnerable to the risks that may arise.
82. DGPOLDES will develop guidelines for the application of the Resilience for Welfare construction approach. Until they are available and the CE plans its interventions under this approach, it is recommended to analyze the risks that may affect the partnership strategy with the partner country. It will be necessary to **analyze global risks first, to see later on how they will affect our strategies**. In Stage 2, risks that are analyzed are focused on MAP execution.
83. It is convenient to rely on the risks analysis already carried out, for example, by the EU or other donors. A good source is the INFORM report ([www.inform-index.org](http://www.inform-index.org)).

84. The following classification is proposed as a guide to adopt a multiple risk approach according to its origin.



#### Risks to natural phenomena:

earth quakes, floods, monitorings, fires, etc.

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#### Financial economic risks:

market instability, trade barriers in the region, economic price volatility and fluctuation of the exchange rate, loss of income generating activities, etc.

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#### Sociopolitical risks:

armed conflicts, problems of land tenure, high poverty, institutional weakness, corruption, discrimination, human rights, gender, etc.

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#### 4.3.3.3. Situation on Development Effectiveness Principles

85. The objective of this section is to analyze ownership, alignment and harmonization, to review the CE strategy's quality in its partnership with the country, which will guide the strategy during Stage 2. Recommendations will be made, if changes are necessary, to feed strategic decisions.

##### *Democratic ownership*

86. **Democratic ownership** allows partner countries to exercise their leadership by developing and implementing their own national development strategies, as well as directing the cooperation's coordination in all areas in dialogue with donors and encouraging local governments participation, civil society and the private sector.

87. It is especially important to consider the plan or strategy's legitimacy and rootedness, ideally supported in the realization and concertation with the set of partner country development actors, and their effective participation in its preparation, monitoring and evaluation. A plan or strategy, should it be global, sectoral or territorial, is more solid in the same proportion social, debate, participation and parliamentary support grows.

88. At this point, the following aspects will be reviewed:

- ✓ **Development and sectoral plans in force and level of democratic participation** in the development strategies of the government actors partner country, local administrations and civil society.
- ✓ **To involve governmental institution<sup>5</sup> in dialogue**, as well as their technical capacities and the **process that will be followed for this dialogue**.
- ✓ **Civil society and other actors (private sector, universities, unions...) to engage in dialogue** guaranteeing mechanisms for their participation.

##### *Alignment*

89. Through alignment, the donor adopts the strategies, policies, programs and - in general - objectives and actions, raised by the partner. This does not mean unconditional support for any policy or program. The CE finds within its Master Plan its sectoral strategies, in the MAP's, in its AECID sectorial action plans (PAS), and in those instruments that each actor develops, the basis for the policy dialogue with the partner country and other donors. In any case, the 2030 Agenda dialogue framework, the SDGs and the objectives and goals that the country imposes.

<sup>5</sup> Partners other than state government: judiciary, parliament, subnational or government decentralized levels, etc. Consider the participation of specialized organizations in transversal priorities.

90. When alignment is not possible or recommended (for reasons such as severe governability or fragility problems, or because the government does not have a clear commitment to fight against poverty, respect for human rights, etc.), the following should be recommended:

- ✓ **not to support certain strategic lines, or to influence them through greater and more determined harmonization with other donors, especially through the EU, to promote a joint dialogue;**
- ✓ **support and strengthen civil society or other local actors other than the government;**
- ✓ Consider the relevance of the use of incentives and positive conditionalities to induce the prioritization of development policies in the partner countries and in relative aspects, for example, progress in the fulfillment of human rights, gender equality, respect for diversities and to the environment;
- ✓ **never make “another” sectoral policy parallel to that of the government of the partner country (financing programs or projects).**

91. The 2016 OECD Spain Peer Review indicates: *“the CE national systems current systematic use promotes a strong appropriation by the Government, however, the low level of disbursed funds execution affects the results, the program management and the budget preparation”...*

*“In addition to supporting the partners in a very implied way in the programs planning and execution, the CE needs to continue supporting (...) implementation bottlenecks”.*

92. Whenever possible, national systems and reports on the macroeconomic situation and on the partner country public financial management available will be used, such as the *Public Expenditure Financial Accountability* (PEFA) program for measuring and monitoring progress in the partner<sup>6</sup>'s country public finances management performance.

93. Indicate whether there have been substantial changes regarding the previous MAP analysis that may influence the partnership strategy on the following aspects:

- ✓ **Policy dialogue quality with the partner country:** with the different government institutions and with civil society organizations and / or other local actors other than to government.
- ✓ **National systems use:** systems that are used.
- ✓ Existing **ODS / PND tracking systems. Adaptations of these to 2030 Agenda.**
- ✓ **National plans and mechanisms for effectiveness / cooperation coordination,** should they exist.

<sup>6</sup> Include the Tax Administration Diagnostic Assessment Tool (TADAT) in the countries where it has been carried out. Analyze and evaluate the tax system in a standardized manner.

*Harmonization between donors.  
Existing harmonization forums*

94. Donors must act in a coordinated, transparent and collectively effective manner, avoiding duplicities, atomization and high costs in resources generated by individual actions. Coordination involves establishing common provisions, simplifying procedures, an effective division of labor and generating incentives.
95. It is necessary **to identify the international donors present in the country, including multilateral organizations, as well as the existing coordination spaces among donors, with whom maximum coordination will be sought.**

#### 4.4. Comparative advantage

96. The current Master Plan states: *"The CE considers it essential to delimit its comparative advantage, although (...) it is a complex and dynamic exercise over time ... It will be done jointly with the partner countries, other members of the donor community and the actors present on the ground as to how this real CE comparative advantage will be assessed"*.
97. The objective of this section is to know the strengths of the CE in order to prioritize the strategic lines on which the CE will focus its action.
98. The Comparative Advantage analysis (VC) will be carried out in all MAPs except in those cases in which, due to the volume of resources committed by the CE, it would not be appropriate to do so.

99. In any case, **in the countries where a PC exercise is to take place, it will be necessary for the CE to carry out an analysis of its CV so that in the negotiation process with the other countries it has sufficient knowledge of its position.**
100. In order to carry out the analysis, it is **necessary to have evidence to support the EC's CV with respect to other donors**, such as the evaluations **carried out by the CE actors and, above all, those carried out within the MAP's framework.**
101. **The assessment by the partner government, civil society, and other donors** will be used as **an input to analyze comparative advantage**. It can be carried out through evaluative questionnaires or workshops. There are published interesting previous MAP experiences that can be consulted.
102. The criteria defined in the previous methodology version have been revised and have been reduced so that the analysis focuses on those that provide evidence through the different evaluations carried out. The areas in which there is greater experience and specialization will be considered, as well as relevance or alignment with the partner country.
103. To assess each of the lines of work in which the CE currently works, it is proposed to rate each of the criteria from 0 to 5. For this, it is necessary to have updated information on the EC's lines of action in the country. An indicative table to carry out this analysis is provided in Annex 5.

## Aspects to take into account in the analysis of the VC

---

### Valuation by the government and partner institutions and civil society and other donors

To assess this criterion it is necessary to determine the areas on which work is already being undertaken. The assessment will be made during the dialogue held in this stage. If the country is going to start a PC exercise, it would be useful to have the assessment by the EU partners.

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### Positive results reflected in the undertaken evaluations

The documents from where the evidence has been obtained will be indicated: MAP evaluations, peer evaluations or others available from different CE actors.

---

### Experience in the country. Areas of Specialization

The experience and the areas in which there is a greater CE specialization are valued. It is recommended to take as a reference a minimum of four years of experience with specialized personnel (by the leading actor) in the country to be able to assess this criterion.

---

### Relevance / priority for the partner country

The lines of action will be framed within the national reference plans of the partner country. The score will vary according to its correspondence with the priorities expressed by the government, partner institutions and civil society.

**PHASE I:** COUNTRY PARTNERSHIP  
FRAMEWORK ESTABLISHMENT

**5.** ■ **STAGE 2:**  
Decisions and Strategy



## Stage 2: Decisions and Strategy document



### PRODUCTS TO DELIVER

- Decisions and Strategy Documents with the points described in the attached template.
- Spreadsheet with Results Framework.

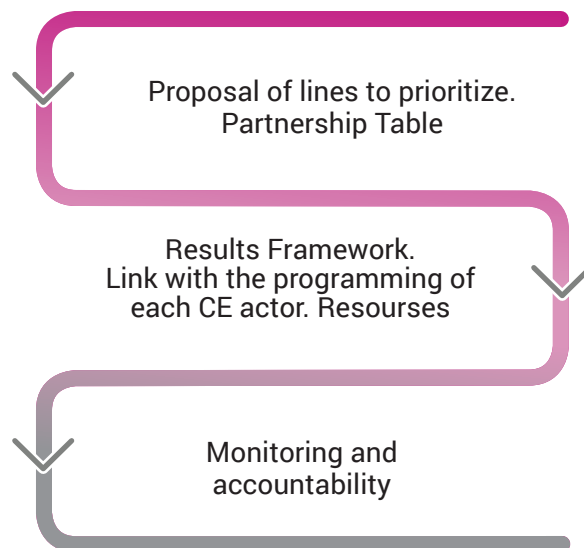


### PARTICIPANTS

- On the ground: GEC, government, public institutions, private sector, universities, unions and social society.
- In headquarters: PCS and EPA.

### 5.1. What is to be achieved at Stage 2?

104. Taking into consideration the analysis and reflection carried out in the previous stage, in this monitoring the partnership strategy with the partner country must be formalized, defining the results to which the CE will contribute, and the partners with whom the work will be



- ✓ Priority lines of action, incorporating the transversal principles and geographical areas of action.
- ✓ Intermediate results of the CE. Measurement indicators.
- ✓ Role that each CE actor will play.
- ✓ Link with the programming in the country of each actor of the CE.
- ✓ Risks and mitigation measures.
- ✓ Resources.
- ✓ Monitoring and accountability mechanisms.

## 5.2. Who participates in this Stage?

105. In Stage 2, the GEC participates in dialogue with the government, government institutions, the private sector, universities and civil society.
106. The PCS and the EPA will participate in the headquarters.

## 5.3. What is delivered as a document in Stage 2?

107. The document in Stage 2 will incorporate a summary of each section according to the points indicated in the template and the Results Framework will be attached in an annex.

108. The information processed and drafted in Stage 2 will be validated by the GEC and sent for review in the PCS and by the EPA. Once the appropriate considerations are incorporated, it will be validated by the AECID and DGPOLEDDES to prepare the final draft.
109. The information processed and drafted in Stage 2 corresponds to section 4 of the MAP document (see the index model of the document in section 6 of this methodology).

### 5.3.1. Factors to consider in order to prioritize the lines of action

110. The current Master Plan takes the SDGs and the indicated goals, as a central part of its strategic framework and, as indicated in it: “the lines of action (LA) in which the CE actions are framed will contribute to the results achievement established jointly with our partners. When identifying preferential LAs, the focus of the dialogue will always be the SDGs and their goals, a common point of encounter between the strategies and country specific policies or corresponding actor and the CE “.
111. **The CE will concentrate the bulk of its efforts on those goals of each SDG that align with the partner country priorities.**
112. **If there are PCs and thematic concentration areas have been established**, they should be linked to the lines of action and goals of the current PD, and be reflected in the partnership table and in the results framework. In the event that the PC exercise is parallel to the MAP process, the concentration in

the PC should be between the lines of action which the CE has established as priorities in the MAP. In case of coexistence between both processes (not necessarily parallel in time) these will be congruent.

113. The following factors will be considered in order to decide the lines of action on which the CE will focus in the country:

- ✓ **The analysis results carried out in the previous stage** concerning the context, the risk analysis, the country effectiveness principles, the resources committed by the different CE actors in each line of action, the relevant evaluations results and the comparative advantage analysis.
- ✓ **The priorities expressed by the partner country in the framework of the 2030 Agenda**, specifying whether, based on the analysis carried out, the partner country has made a proposal for concentration.
- ✓ **The current PD indications on the contribution and support to different areas of action in WFP and PRM.**
- ✓ The **capacities at local level** following the PD indications.
- ✓ The SECIPIC Committee indications.

### 5.3.1.1. EU Joint Programming

114. **The PC strategy document will include most of the priority CE actions that will be defined in the MAP.** Spain will promote that the PC strategic documents define development results in line with those defined by the CE for that country, and include budget forecasts. If the thematic areas have already been established in the PC exercise, they will be reflected in the partnership table and in the results framework, in correlation with the Master Plan.
115. In addition to what has already been indicated, the CE will bet on the EU PC exercises for:

- ✓ The areas concentration with a labor division between partners,
- ✓ The results framework with the financial resources allocated by each donor country negotiated by mutual agreement,
- ✓ The outcome indicators defined in common among the donors and in dialogue with the government,
- ✓ Common approaches to monitoring and evaluation and results joint annual reviews.

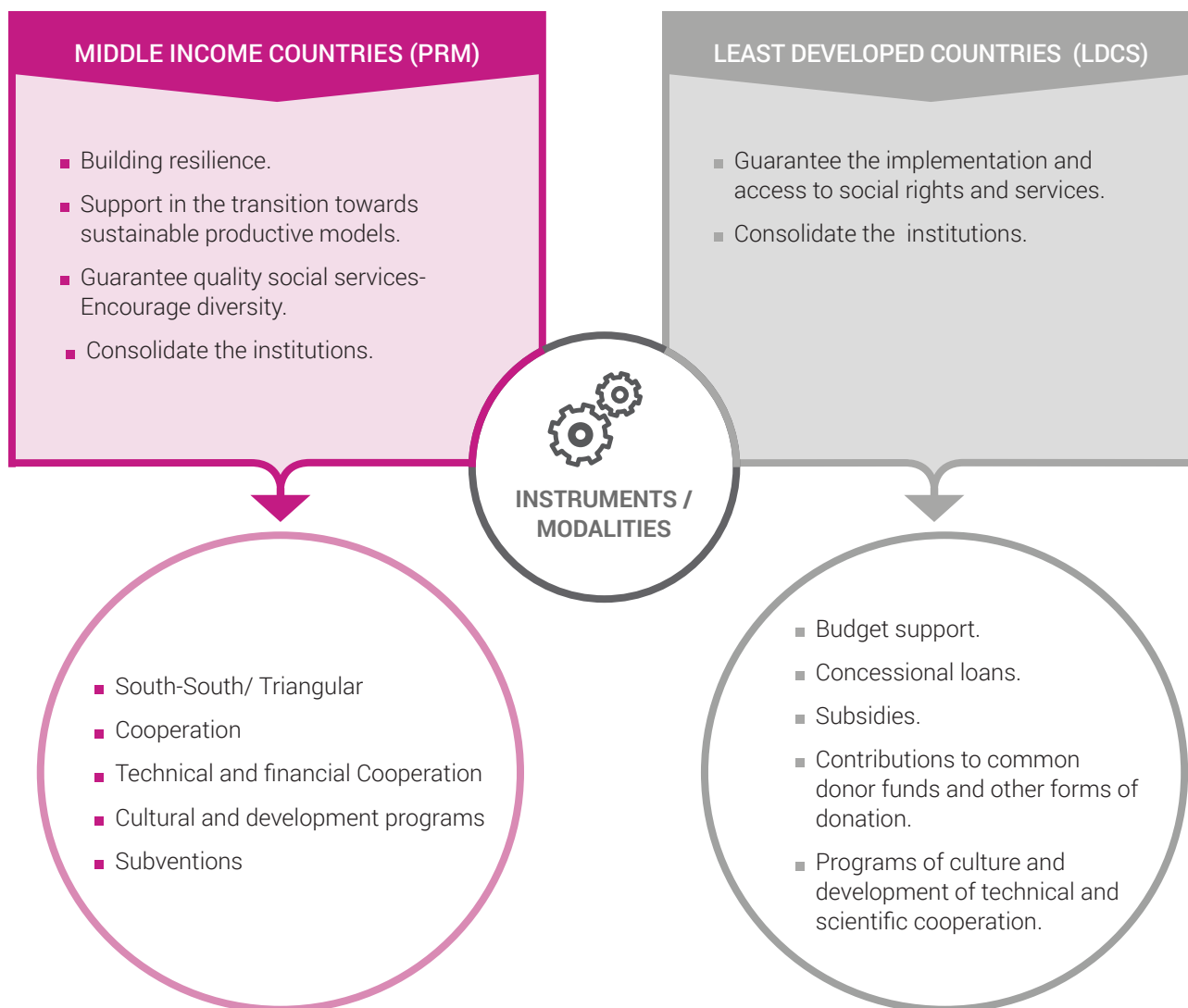
### 5.3.1.2. Differentiated strategies

116. The current PD, developing an idea outlined in the previous PD, indicates that: *"different countries and international organizations will cooperate in different ways, in terms of resources, instruments and alliances" ... "Differentiated strategies will therefore be applied. respond to the particularities of each country, territory and population, with a systematic risks identification and opportunities for sustainable development in each socioeconomic context, and with particularized resilience solutions."*
117. The countries **with which a MAP will be established will be: Least Developed Countries (LDCs)** that include: Ethiopia, Mali, Mauritania, Mozambique, Niger and Senegal and Haiti and with **Middle Income Countries (MICs)** that include: Bolivia, Colombia, Cuba, Ecuador, El Salvador, the Philippines, Guatemala, Honduras, Morocco, Nicaragua, Palestine, Paraguay, Peru and the Dominican Republic.
118. The CURRENT PD indicates that, in the PRMs, cooperation will focus on support in its transition towards sustainable production models, quality social services guarantee, diversity promotion, and inclusion and institutional construction.
119. In the LDCs, priority will be given to: ensuring the implementation and access to basic social rights and services, and consolidating the institutions, using all available instruments according to their level of development, needs and demands.

### 5.3.1.3. Instruments / cooperation modalities

120. During the term of the IV PD there was a remarkable searching process for new aid forms that allowed us to maintain a relevant position with traditional strategic partners.
121. The basic programming principle is to adapt to the partner countries needs and preferences, through cooperation instruments that respond to their demands. Although, as indicated by the current PD, the LDCs will tend to concentrate on: budgetary support, contributions to common donor funds, cultural and development programs, and technical and scientific cooperation. In the PRMs, work will also be done on cultural programs and greater emphasis will be placed on financial cooperation and investment through combined funding facilities, as well as support for NGOs, their participation in EU funds and triangular cooperation together with civil society organizations from these countries.

Within the 2030 Agenda framework, the aid has a great financing instruments diversity. See Annex 7 for a collection of available instruments. For more detailed information on the available instruments, consult the "AECID Cooperation Modalities and Tools Guide" (2014).

**Fig.7 Areas of activity, instruments / modalities according to countries**

## 5.4. Partnership Table

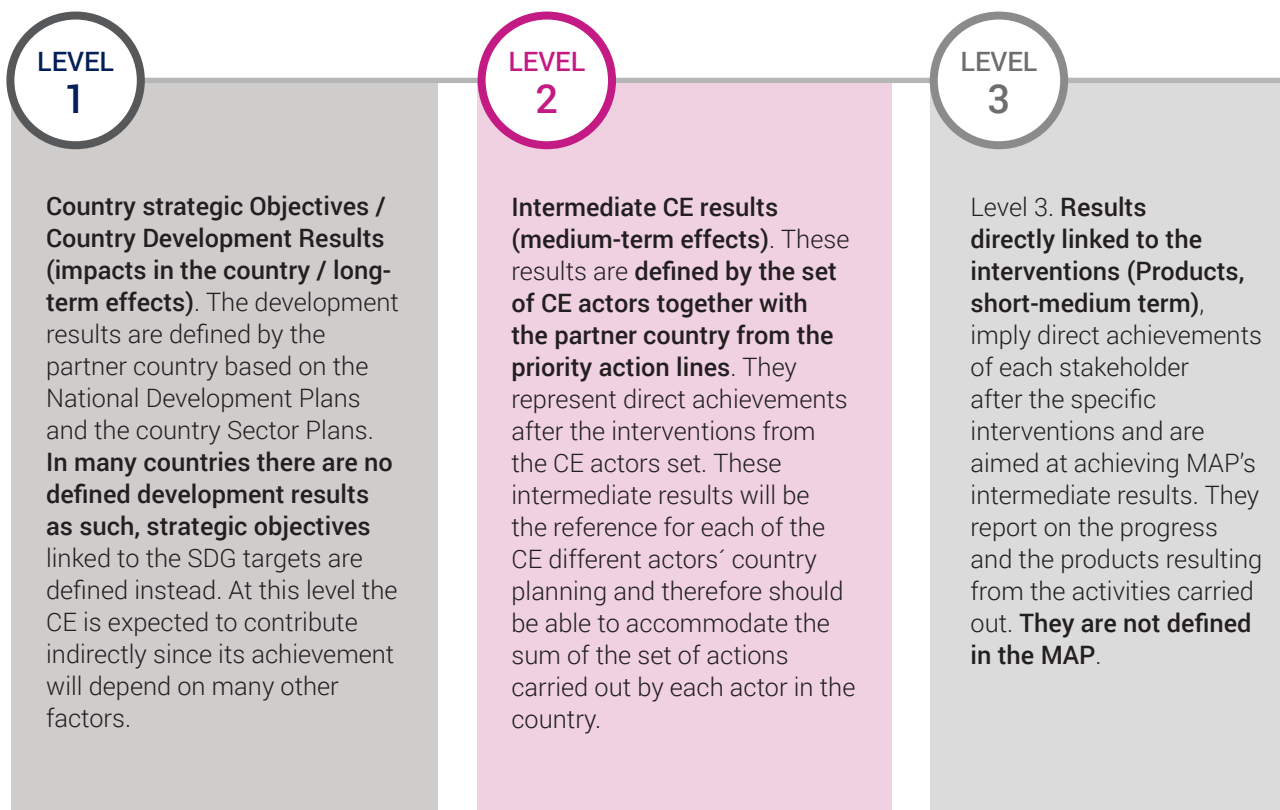
122. Once the lines of action on which the CE will focus are selected, the following aspects will be reflected in the **Partnership Table** (see Annex 5 for the template for Stage 2):

- ✓ **Which are the CE actors** who participate in each line of action, including AGE, CCAA, ONGD, private sector, universities, unions, etc.
- ✓ **Who is the leading actor**, who participates and contributes to the indicators measurement and wants to participate in MAP without contributing to the monitoring according to the role acquired (Fig. 2. CE actor's roles).
- ✓ **Main partners** in each of the prioritized action lines (government, public institutions, private sector, civil society or other institutions).
- ✓ If there is **EU Joint Programming** and EEMM with a donor from the EU.
- ✓ **Delegated cooperation** actions and with which donors is the support shared.
- ✓ If there is a **debt exchange** program.
- ✓ Financing through FONPRODE, FCAS or other thematic funds such as Culture and Development.
- ✓ Indirect presence through a multilateral organization with Spanish funds.

## 5.5. Results Framework. Link with the programming in each CE actor country

123. The **Results Framework** reflects the work common framework between the CE and the partner country in line with the 2030 Agenda and should **allow monitoring of the results defined by the GEC** together with the partner country, **encouraging the CE actors to collaborate and create alliances**, to be collectively more effective and aim towards greater transparency and mutual accountability.
124. **In the event a CP appears if there is a common results framework**, that framework will be taken as a reference for the MAP Results Framework elaboration.
125. The results framework represents a logical chain of results with three levels; **Development Results / Strategic Objectives** (Level 1), **defined by the partner country** and with a long-term impact-effect and **Intermediate Results** (Level 2) **defined by the CE actors together with the local partners**. The third level of results, **Products** (Level 3) would be closely linked to the interventions within each CE actor programming in the country, which are not included in the MAP.

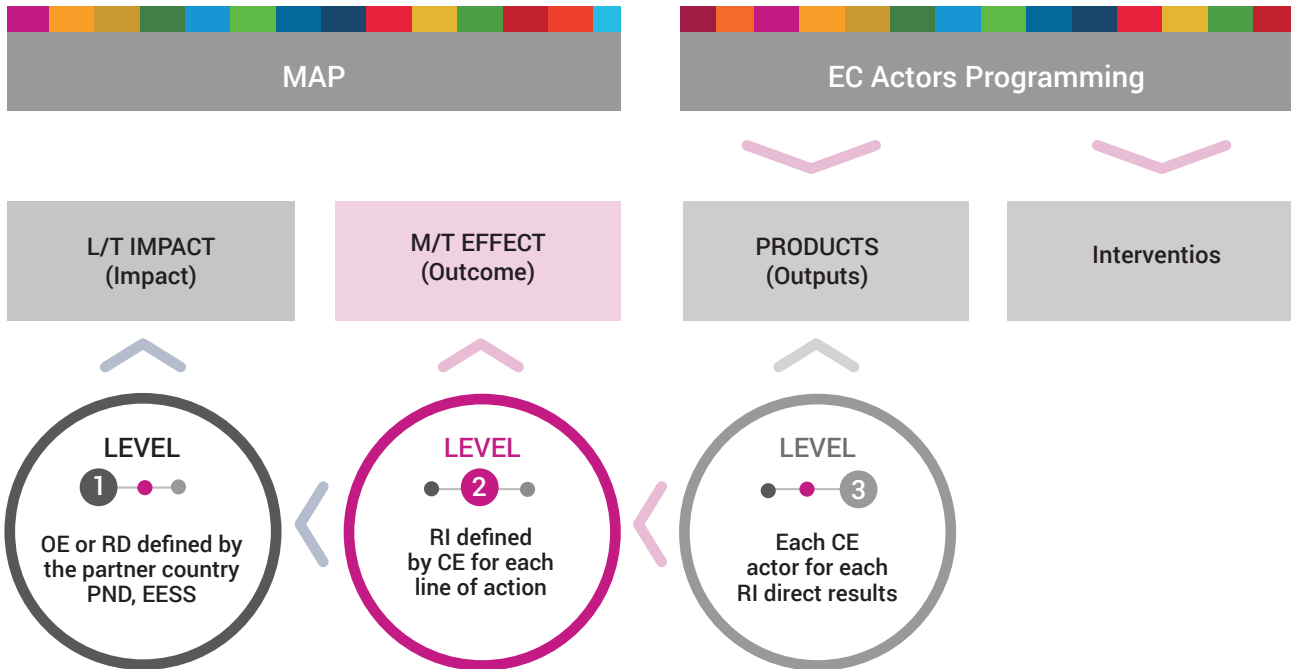
Fig. 8. Levels of Results



126. The results framework **will be flexible to changes** that may occur during MAP's life, reformulating the results or adding others if required.

127. It is recommended that each actor's programming in the country should be linked to MAP in terms of its content and its temporary validity. Therefore, **even if each stakeholder has its own strategies, whenever possible, they should take as a reference the results framework already agreed in MAP.** (See Annex 4. Guidance to link the MAP with each actor's programming in the countries).

Fig.9. GpRD. Results chain



128. The results framework will reflect the intermediate results whose indicators the CE commits to measuring, facilitating MAP monitoring and transparency. Therefore, it is important that each stakeholder decides if he / she assumes

the responsibility of providing the necessary information for MAP monitoring. In any case, for each defined intermediate result, the actors that will participate in the monitoring must contribute to the indicators measurement.



Fig.10 Development Results Framework Template

Defined by the partner country			2030 Agenda	Correlation with the PD		Defined by CE					
O.GE (PND /ERP/ PPSS) (Impacts)	R.D of the country if it exists (PND/ ERP PPSS) (LP Effects)	GOAL defined by the country	ODS and goals	Relationship Other ODS Goals	LINES OF ACTION	EC R.I (MP Effects)	Indicator	EC ACTORS contribute measurement	Base-line	Grade Risks	Instruments

129. The components of the Development Results Framework are detailed below.

### 5.5.1. Intermediate results, Level 2.

130. **Once the priority lines have been selected, the intermediate results to which the CE commits to monitoring will be defined together with the local**

**partners. These IRs accommodate the programs that each CE actor develops in the country, as well as future programs that are defined since MAP was signed.** For each of these intermediate results, indicators that will serve to carry out MAP monitoring will be identified. Whenever possible, the indicators defined by the partner country will be taken as reference.

131. **The intermediate results, will contribute to the achievement of the strategic objectives / development results of the partner country. A correlation will be made between the lines of action / CE goals and the SOs and the goals defined in the NDP or the countries sectoral strategies.** In the event that the country has not defined clear indicators or targets, the CE may consider taking measures aimed at strengthening the information, monitoring and evaluation the partner countries systems.
132. **The CE has developed a results framework and type indicators by areas of action<sup>7</sup> aligned with the 2030 agenda,** which will serve as a guide to define the intermediate results and the indicators of each result, in case those from the partner country can not been taken as a reference. These indicators will also serve for the accountability of both partners and Spanish society as a whole.

133. When defining the RI, the following guidelines should be taken into account:

- ✓ Must **contribute to the level 1 objective sought and requested by the partner country.**
- ✓ They must clearly **reflect what the CE wants to achieve,** avoiding ambiguities and facilitating the definition of the indicators.
- ✓ IRs must be **realistic and reflect a positive effect on people or institutions,** from the perspective of improving conditions of use or access, or related to improvements in quality, performance and efficiency.

- ✓ **It is recommended not to mix ends and means,** that is, it is advisable not to indicate in which way it is intended to obtain a certain result with expressions as the following: by means of, through, etc. It is necessary to ensure that several results are not formulated in the statement.
- ✓ It is recommended **to establish at least one intermediate result for each of the lines of action** in which you will work to contribute to the OE / country DR.
- ✓ Intermediate results **should not be a sum of each actor's programs results.** They are more general "umbrella" outcomes that make up most of the common interventions in each line of action.

134. Ideally, the programming of each stakeholder will be defined in a consecutive / simultaneous phase to the MAP preparation. In fact, **when MAP started up, there are actors who already had programs under way with committed resources. It is necessary, therefore, to link them to the MAP results framework at the time of its preparation** and thus be able to establish the intermediate results in each priority action line.

135. In order to **define the intermediate results from the active programs** during MAP preparation, the following guidelines are given:

<sup>7</sup> Results framework and type indicators that will be published on the CE website.

- ✓ **Review the strategic objectives and / or lines of action and / or components from the different programs of each actor** linked to each SDG / target / prioritized action lines and break them down into one or several intermediate results. The IR will be much more general in order to accommodate the different projects and programs.
- ✓ Each MAP priority action line must have formulated at least one RI.
- ✓ It is important to **choose those indicators that may be measurable through CE** interventions to ensure monitoring. For this, it is recommended to establish at least one indicator **that has already been defined as such in the country programs frameworks, with the same measurement formula.**
- ✓ Use common standard indicators for CE interventions (outcome-type indicators), this allows adding results for accountability.

136. **In the interventions that are defined after the MAP signing, it is recommended that each CE actor, as far as possible, establishes a link between the programs results and product results (level 3) with the Intermediate Results and indicators defined in the MAP.** (See Annex 4. Guidance to articulate the programs in the countries with the MAP).

137. **It is therefore recommended** that the programming of each actor in the country contains a results framework that includes MAP levels 1 and 2. At MAP signing, there may be Level 2 results that can not be defined with the information available. If necessary, RI can be incorporated into the Results Framework once each actor's programming in the country has been designed.

138. **The program support instruments** (budget support, basket of donors, etc.) require in their design the definition of their own results framework and, therefore, the results framework defined in MAP must be assimilated in whole or in part, normally starting from the development results (level 1), defining level 2 and being able to establish level 3 products depending on the case.

### 5.5.2. Indicators of the CE intermediate results

139. The intermediate CE results will make it possible to carry out MAP monitoring. For this reason, indicators should be **established to be measured by the CE** through its programs and interventions in the country and thus facilitate monitoring. **If possible, the same indicators that the partner country has established will be used**, although in many cases, the CE will need to define its own indicators to guarantee measurement.

140. An indicator serves to monitor compliance with each result, and must **provide quantifiable information that demonstrates the progress or decline of results**. For this reason, it is necessary to define them precisely and unambiguously, with consistent and comparable data over time, with the possibility of being obtained at a reasonable cost, and providing relevant information for decision-making.
141. It is recommended that **the indicators incorporate the time frame in which the result is to be achieved, as well as disaggregated data with analysis of gender and diversity as far as possible. They must offer, therefore, a description, either qualitative or quantitative, as the case may be, that allows to compare the change produced** from the initial situation to the fixed goal, within a certain period of time.
142. When defining an indicator, the following aspects should be taken into account:

- ✓ **Quantify** (give a magnitude).
- ✓ **Qualify** (what kind of change you want to achieve).
- ✓ If it is significant, include indicators disaggregated by sex, age, ethnicity, etc.
- ✓ **Establish a time frame.**
- ✓ **Ensure that they are SMART indicators** (specific, measurable, achievable, realistic and relevant, and delimited in time).

✓ **Do not confuse a result indicator with an activity indicator.** Indicators of this type: “number of houses built”, “number of wells built”, are indicators of activity. Indicators of results in this case could be, for example: “% urban population with access to housing”, “population % with access to water.”

143. **For each one of the indicators established in the results framework, a file must be prepared gathering the necessary information to enable it to be measured.** It is very important that **the indicator’s established unit of measurement is the same that is used by all the CE actors.** In Phase II, in section 7.3.1, the precise indications are given. It is recommended that this form is prepared along with the Results Framework or when MAP is just signed up.
144. **Below are two examples** that can guide the exercise. In both, the results and the reference type benchmark indicators have been taken into account, choosing the results that encompass the different lines of the ongoing programs, in the first example in the field of Sustainable Rural Economic Development, and in the second in the field of action of Water and Sanitation. In both examples, the temporary goal would be at the end of MAP period.



## EXAMPLE 1

In a country, the following goals and lines of action have been prioritized within SDG 2 and SDG 9:

Goal 2.3. Increase agricultural productivity and income of small-scale food producers.

**L.A. 2.3.B. Support rural producers to increase the production and productivity of their agricultural holdings in a sustainable manner.**

Goal 9.3. Increase the access of small industries to financial services and their integration in the value chains in the markets.

**L.A. 9.3.A. Support the development of a favorable framework for the development of economic activities.**

In the country, there are several actors with different programs and / or projects, **and it is observed that most focus on the following components:** support for the creation of small businesses and cooperatives, improvement and diversification of marketing channels, productive diversification and post harvest techniques, and microcredit lines.

**The IRs are decided with the indicators that will be followed up within each line of action:**

**L.A.2.3.B. Support rural producers to increase the production and productivity of their agricultural holdings in a sustainable manner.**

**RI1. MSMEs and rural agrarian cooperatives are more competitive and improve their insertion in the internal and external agro-food markets.**

*I.1. Increase in billing by at least x%.*

*I.2. % of companies and cooperatives that access new markets.*

**L.A.9.3.A. Support the development of a favorable framework for the development of economic activities.**

**RI2. Support for the establishment of credit programs.**

*I.3. Volume of credit lines implemented.*



## EXAMPLE 2

In one country, the three goals and SDG 6 lines of action have been prioritized: Clean Water and Sanitation: LA. 6.1.A. *Expand the coverage of the potable water service*, LA. 6.2.A. *Promote the development of infrastructure for access to basic sanitation services* and L.A. 6.5.A. *Support the governance of water and the integral management of water resources*.

**In this country, the CE is carrying out several water programs / projects and it is observed that most focus on the following components or lines of action:** improvement of access to drinking water and sanitation in rural and / or urban areas; health and environmental education; conservation of water sources and strengthening of water and sanitation committees (CAPS); count on the legal, technical and institutional tools for water resource governance; and strengthen the institutional capacities of the executing entities for the integral management of the water sector.

The IRs are decided with the indicators that will be followed up within each line of action:

**L.A.6.1.A. Expand the potable water service coverage**

**RI1. The drinking water service coverage is extended.**

*I.1. % of the rural population with access to drinking water less than 500 meters from their home*

*I.2. % of homes with access to drinking water in urban areas.*

**L.A.6.2.A. Promote the infrastructure development for access to basic sanitation services.**

**RI2. The sanitation service coverage is extended.**

*I.3. % of homes with a latrine at a distance of less than 50 meters. % of towns / municipalities that have wastewater treatment systems.*

**RI3. The proper functioning, quality and continuity of the water and sanitation service is guaranteed based on established quality and regulatory criteria.**

*I.5. % of water systems built / rehabilitated that have a monitoring system for the analysis of water quality.*

*I.6. % of municipalities that have monitoring plans and quality control of drinking water.*

**L.A. 6.5.A. Support the governance of water and the integral management of water resources.**

**RI4. There is an effective, transparent and participatory governance and administration model of water and sanitation management, and of the organizations and entities involved.**

*I.7. % of community water management entities that have received training in management of water and sanitation services.*

**RI5. The integral management of water resources guarantees the sustainability, protection and preservation of water resources.**

*I.8. At least no watershed management plans have been implemented.*

### 5.5.3. Baseline

145. The baseline provides information on the context, essential to know **the starting situation on which to influence** through the interventions that allow to measure the change produced after the measures are taken.
146. It is therefore recommended to carry it out once MAP has been signed.
147. The tab by indicator mentioned in the baseline must be included in the baseline. When preparing the baseline it is convenient to review the established indicators to redefine them if necessary, as well as the aforementioned files.
148. It is recommended that the indicator information is constructed from the interventions themselves (each actor's interventions aggregated data). Established sources must be reliable, easily accessible, and duplicities must be avoided.
149. Therefore, **it is important that each actor has a baseline in its programs**. It may happen that the baseline does not exist but is considered important to be able to measure, in that case, a product could be proposed to obtain the baseline. **It is not always feasible to define a baseline, but it can be developed in the first year of MAP.**
150. It is necessary that **the baseline has the same metric unit as the indicator**.

### 5.5.4. Risks associated with MAP execution

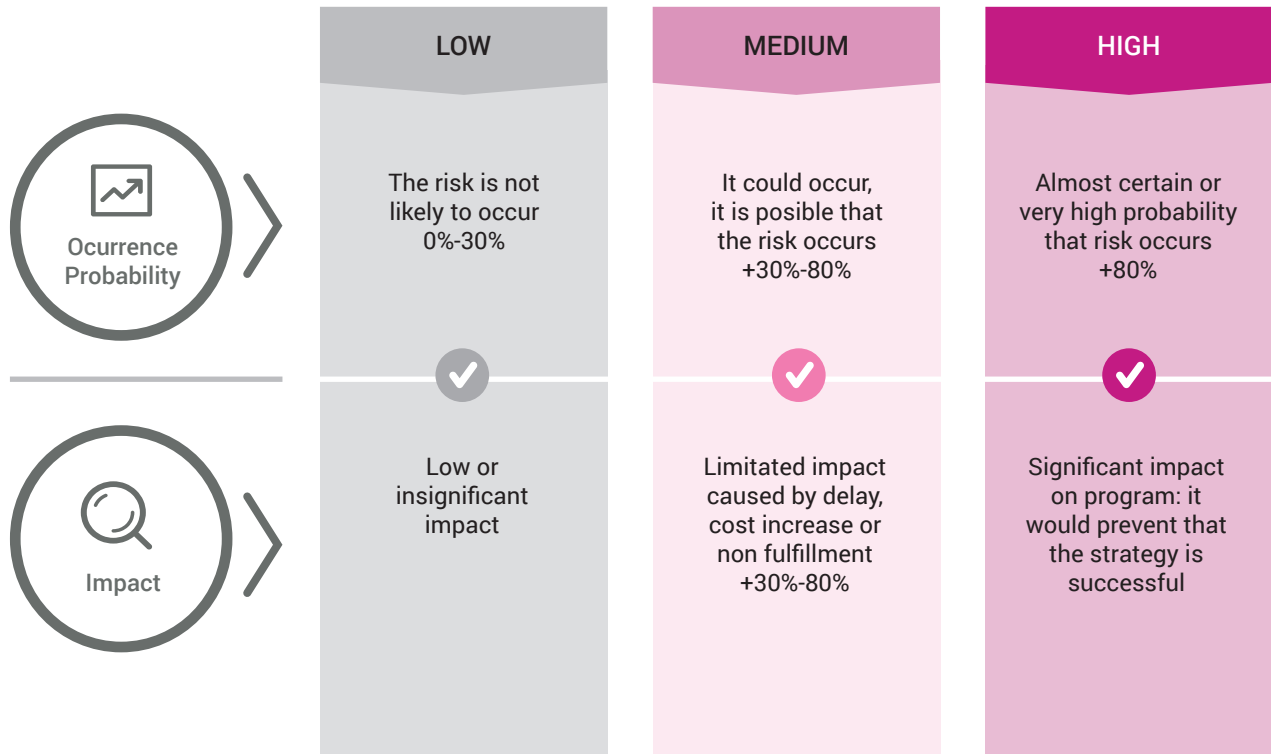
151. The 2016 CE peer review recommended Spain *"to develop guidelines and procedures for risk analysis and management to improve the execution of its cooperation."*
152. Risks are factors or elements, which may be beyond the CE direct control, or they may be due to factors internal to the CE and which may hinder MAP implementation as a planning instrument.
153. The following risks that may influence MAP execution will be analyzed

- ✓ **Politicians:** lack of stable government in the partner country, change in policy, lack of dialogue channels between the national government and local governments, etc.
- ✓ **Financial:** delays / blockages in the disbursement of funds, exchange fluctuations, dependence on local financing, etc.
- ✓ **Organizational:** lack of compliance with agreements, delays or other failures in the procedures, lack of execution, lack of qualified personnel, etc.
- ✓ **Scope:** errors in planning, oversizing indicators or results.

154. The table-scale below can be used for a degrees or levels estimated allocation of probability and impact to the defined risks:

155. For the risks identified as qualified with a probability of "high" and "medium" risk, the mitigation measures to be carried out and that are aimed to neutralize or reduce the impact, must be indicated.

**Fig.11 Degree and level of risks probability**





## 5.6. Policy coherence for sustainable development

156. The Policy Coherence for Sustainable Development (CPDS) assumes that donors ensure that their “sectoral” or “non-ODA” policies promote the agreed results achievement with the partner country, seeking synergies between the different actions. Th agreed results therefore, should be taken into account when defining the priority lines and instruments.
157. **The 2030 Agenda calls for further progress in the CPDS**, considering all development facets in an interrelated manner, with interpellation to all social, economic and political actors, and seeking a better balance between national and international commitments. In the CE PD it is indicated that “The CPDS is necessary to ensure synergies and coordination in government action and ensure that policies favor results in terms of sustainable development in our country and in the others.”
158. The PCS will maintain a dialogue with the 2030 Agenda Working Group throughout the DGPOLDES.

## 5.7. Resources

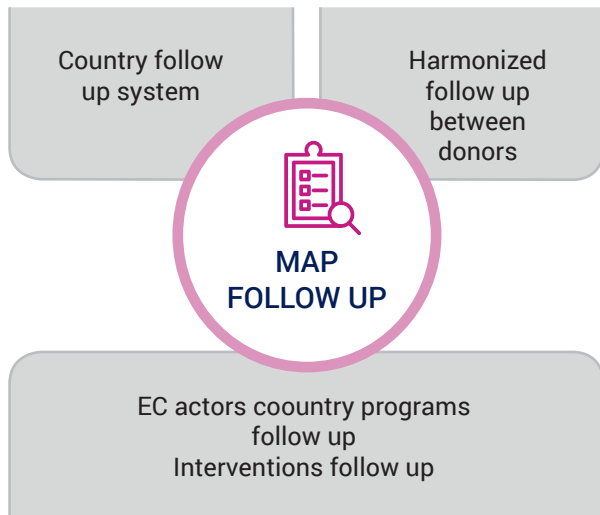
159. It is important to know and indicate the **global budget that will be available**, even if it is estimated, as a reference.
160. In accordance with the Efficiency Agenda that marks the aid predictability to the partner country, the following resources should be indicated, in an indicative manner:

- ✓ **Committed resources for the next 4 years by the CE** (with the corresponding legal budgetary availability proviso), specifying approximately the way distribution is made for each line of action.
- ✓ **Provisions associated with debt swap or cancellation programs will be included, as appropriate**, although they can not always be foreseen sufficiently in advance to depend on external agreements and conditions.
- ✓ If coherence with the approach is sought, it will be necessary to assign minimum percentages for the application of transversal priorities in each intervention that guarantee their application.
- ✓ CE strengthening capacities forecast necessary for the adequate partnership framework proposal fulfillment.
- ✓ **Committed resources for the same objectives in case of joint EU programming. The same information must be reflected in both documents.**

## 5.8. Follow up

161. **The ideal follow up MAP system** is to be understood as a cascade system that is articulated, on one hand, with the monitoring partner country systems and, on the other, with the different CE actors systems for monitoring the programs (which, in turn, draw on monitoring systems for interventions). In the case of joint or coordinated planning among donors, the possible joint monitoring systems should also be taken into account.

**Fig. 12 Follow up Systems Relationship**



162. **To address MAP follow up system, it is proposed that the CE focus on the intermediate results follow up through the proposed indicators measurement. The MAP monitoring is, therefore, part of the programs interventions monitoring** that each actor develops in the country, since these are the results on which the CE can influence, although the development results must be taken into account to know the sector performance in general.

163. Therefore, **it is very important to plan and reach a consensus with the follow up phase counterparts** in order to be able to count in time and form with the relevant information, since, with some exceptions, the follow up is carried out by the organizations and each actor's partner institutions (OOII, government or private institutions, civil society).

164. **All** the actors of the CE must decide if they assume the responsibility of providing the information for the MAP monitoring. In any case, **it has been necessary to specify in the Results Framework, for each intermediate result, the actors that will participate in the follow up and contribute to the indicators measurement.**

165. It is fundamental that from Stage 1 it should be taken into account that MAP is going to be evaluated. Therefore, adequate tools for collecting and systematizing the most relevant information should be incorporated. This will favor evaluability and optimize available resources.

## 5.9. Mutual accountability

166. This step seeks to **generate mechanisms for accountability and transparency, not only between the CE and the partner government, but also by incorporating all the actors involved. Transparency mechanisms should be sought for the partner country's civil society.** Thus, it transcends the classic vision of the monitorings to the Mixed Commissions.
167. It is also necessary to **establish mechanisms for rendering accounts to the Spanish Parliament / Spanish society**, information to be transmitted and when it will be disseminated.
168. Mutual accountability will be carried out if possible based on the performance partner countries reports, supplemented by the CE ones and other donors, and by independent and credible evaluation reports available.
169. In any case, the information gathered through the monitoring on the intermediate results scope established in MAP will be disseminated. For this purpose, the table with the data aggregation that DGPOLDES will compile with all the CE stakeholders information that have undertaken to measure indicators will be used, as indicated in the methodology Phase II, in section 7.3.2.

170. It is recommended in particular:

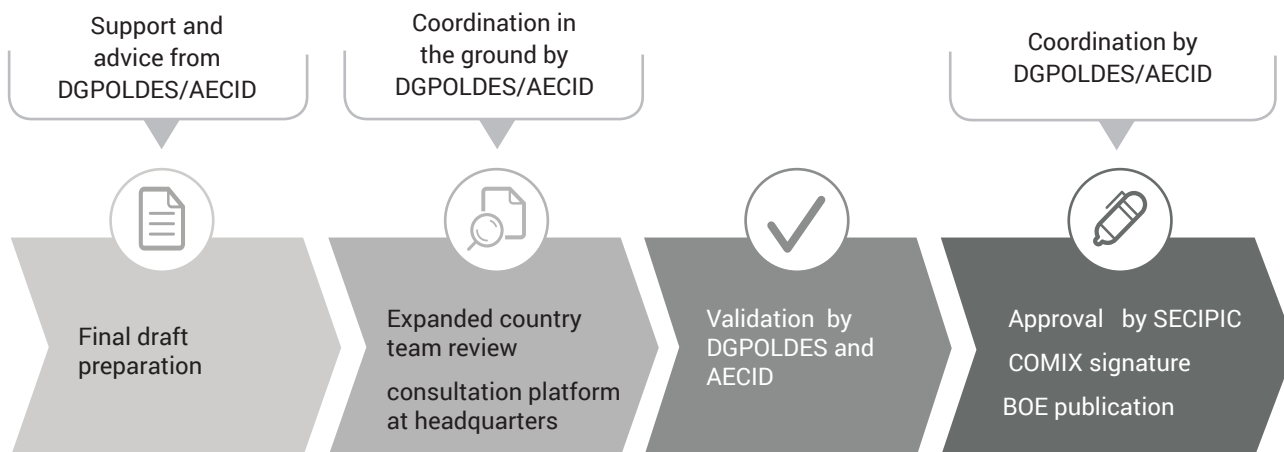
- ✓ Identify the mutual accountability mechanisms (coordination frameworks) existing between the country and other donors, adding the CE to one.
- ✓ Indicate the accountability mechanisms for the parliament and the citizens.
- ✓ Indicate at what moments during MAP implementation period the information's dissemination will take place.
- ✓ Disseminate the achievements made **during the monitoring through the indicators measurement. The GEC can play a decisive role in getting the information to partner institutions and organizations, and to civil society.**
- ✓ CE reports and evaluations will be accessible to development actors in partner countries. Whenever possible, the CE will join the existing Donor Performance Assessment Framework (in English "donors PAF", "Performance Assessment Framework") that allows assessing each donor's performance in relation to their commitments in aid effectiveness.
- ✓ The Donor Performance Evaluation Frameworks results, the independent performance evaluation reports, as well as official documents such as the Monterrey Report and the annual monitoring report (previous PACI monitoring) will be made public.

**PHASE I:** COUNTRY PARTNERSHIP  
FRAMEWORK ESTABLISHMENT

**6.** ■ Partnership Framework  
Final Document

171. Once the previous stages have been validated, a final proposed document will be made from the ground to be discussed between DGPOLDES, AECID headquarters and the land. This document will be submitted to the SECIPIC Steering Committee (SECIPIC composed, the DGPOLDES and AECID Directorate), for final approval.
172. The document drafting language should be the language that best facilitates the association objectives with the country. It is considered appropriate to use the local vehicular language, or in its absence English, in addition to Spanish.
173. This final document will contain an executive summary with a maximum of two pages.
174. DGPOLDES will coordinate the final document preparation for its signature and subsequent custody and publication in the BOE.

**Fig.13. Final MAP processing process**



175. The country partnership framework document will contain the following points:

**Fig.14 Structure of the final document MAP**

<b>1</b> EXECUTIVE SUMMARY	
<b>2</b> BACKGROUND	<ul style="list-style-type: none"> <li>&gt; 2.1. Country's context. 2030 Agenda</li> <li>&gt; 2.2. National and sectoral development plans</li> <li>&gt; 2.3. Current CE strategic actions</li> <li>&gt; 2.4. Joint programming</li> </ul>
<b>3</b> SPANISH COOPERATION ANALYSIS	<ul style="list-style-type: none"> <li>&gt; 3.1. Dialogue between the CE and government institutions and civil society</li> <li>&gt; 3.2. Alignment with the country</li> <li>&gt; 3.3. Comparative advantage (if applicable)</li> </ul>
<b>4</b> STRATEGY WITH THE COUNTRY	<ul style="list-style-type: none"> <li>&gt; 4.1. Introduction</li> <li>&gt; 4.2. Partnership table</li> <li>&gt; 4.3. Results framework</li> <li>&gt; 4.4. Resources</li> <li>&gt; 4.5. Monitoring and accountability</li> </ul>
LIST OF ANNEXES	

## 6.1. Procedures for MAP signing and publication

176. The final document will state that MAP is an international administrative agreement in the development of a more general international treaty, citing the specific treaty. On the contrary, if there is no more general international treaty in which to sustain the MAP, it will be specified that this is a non-normative agreement, in accordance with the Law of Treaties and other International Agreements (Law 25/2014).
177. Prior to signing, international administrative agreements will be submitted to the International Legal Department (AJI) and the Finance Ministry.
178. MAP formalization with the partner country will be carried out through the Joint Commission Act (COMIX) signature and MAP document, as an integral part of the minutes. The COMIX should introduce an explanatory reference about what MAP is, its importance and its basic objectives in terms of the relationship between Spain and the partner country (Annex 3 includes a model type of COMIX minutes).
179. Once signed, DGPOLDES will send it to the BOE for publication. A copy will be sent to the MAEUEC General Technical Secretariat (SGT) Treaty Division for its custody.
180. This document (and work documents if required) will be sent to the EC's participation and consultation bodies for information after its signature with the partner country, as well as to the Congress and Senate Cooperation Commissions to favor transparency and reinforcement of the commitments acquired with the partner country. In addition, final MAP document, once signed, will be published on the MAEUEC website ([www.maec.es](http://www.maec.es)) and the CE ([www.cooperacionespaiola.es](http://www.cooperacionespaiola.es)) in all the languages in which it was drawn up (Spanish) in any case and / or French and English depending on the country).
181. Likewise, the OTCs are encouraged to document MAP negotiation process and to make dissemination material that will be sent to DGPOLDES in order to share it with all the actors and make it available to public (as an example is the link footnotes)<sup>8</sup>.
182. It is convenient to estimate a date to celebrate the COMIX and to consider a period of **3-6 months from the start of the identification process until MAP** is signed, with these periods being indicative and subject to the process needs. Experience shows that it will be more feasible to meet these estimated deadlines when there is a strong relationship between CE actors and the local partner, including their civil society.
183. MAP as a partnership strategy with the partner country, is **flexible to possible changes** that may be incorporated during the implementation of the same if it is considered and provided these changes are agreed with the partner country (add results to the framework, or areas geographic areas of hospitalization, etc.).

<sup>8</sup><https://youtu.be/MBGb0aj9lI4>

Fig. 15. Summary MAP Phase I

	Stage	Task	Responsible	Participants
STAGE 1	Planning	GEC and the PCS. Constitution ToRs Preparation and approval/ Incorporation Act	Embassy, OTC DGPOLDES	EC Actors
		Constitution of the Mixed Group (optional depending on each country although highly recommended).	OTC	GEC, Government, public institutions, private sector, universities, civil society, and unions
		Work plan realization OTC GEC and partner country	OTC	GEC, partner country, DGPOLDES and AECID
	Analysis	Draft Stage 1 Analysis Preparation	OTC	GEC and partner country
		Draft Submission to AECID and DGPOLDES OTC	OTC	
		Review and validation in headquarters	DGPOLDES, AECID	PCS and EPA
		Document validation's communication to the ground	DGPOLDES	
STAGE 2	Decisions	Decisions Establishment Guidelines Steering Committee	Management Team MAP (SECIPIC-DGPOLDES-DAECID)	AECID and PCS Directions
		Guidelines document referral to PCS and GEC	DGPOLDES	

Continue



## STAGE 2

Stage	Task	Responsible	Participants
<b>Strategy</b>	Draft Stage 2 Strategy Elaboration	OTC	GEC and partner country
	Draft submission to AECID and DGPOLDES	OTC	
	Review and validation at headquarters	DGPOLDES and AECID	PCS and EPA
	Document submission to OTC	DGPOLDES	
	Document validation communication on the ground	DGPOLDES	
<b>Final draft</b>	Final draft preparation	OTC	GEC and partner country
	Draft submission to AECID and DGPOLDES	OTC	
	Review and validation at headquarters	DGPOLDES and AECID	PCS and EPA
	Validation by the partner country	OTC	GEC
<b>Signature</b>	Signature Approval by SECIPIC	DGPOLDES	
	COMIX	DGPOLDES, Embassy and OTC	
	BOE publication	DGPOLDES	

## MAP FINAL DOCUMENT



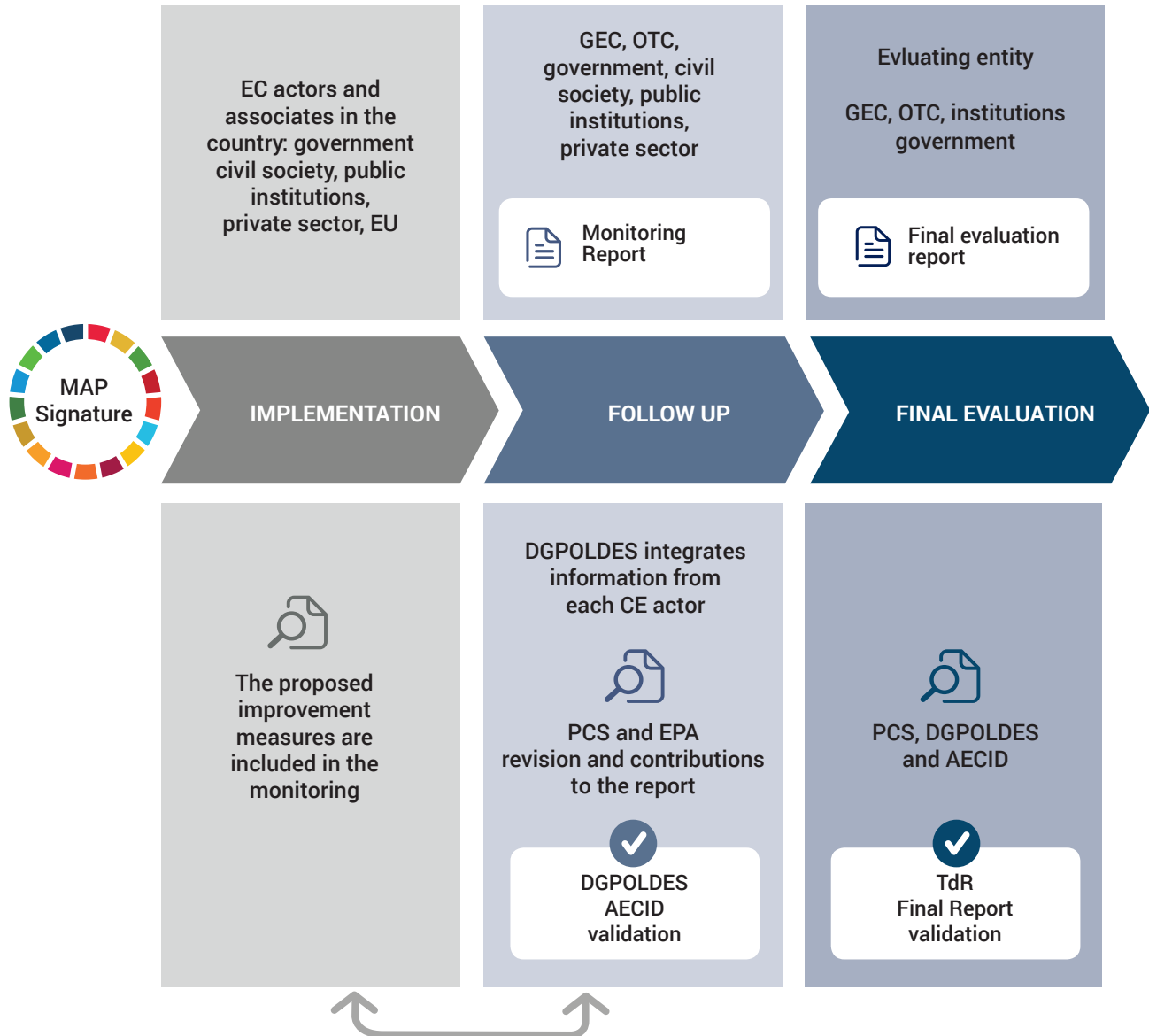
# PHASE II

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IMPLEMENTATION, MONITORING  
AND EVALUATION OF THE COUNTRY  
PARTNERSHIP FRAMEWORK

184. **An adequate monitoring system will detect changes in the environment, validate the interventions logic, and provide information that indicates whether to adjust or reorient them if necessary.** The information generated through monitoring also provides essential inputs for evaluation and contributes as well by increasing transparency and improving accountability.
185. **As already mentioned in Phase I, in order to address the MAP monitoring system, it is proposed that CE focuses on intermediate results monitoring through the proposed indicators measurement.**
186. MAP implementation is carried out through programs and projects interventions that each CE actor carries out in the country, contributing to the CE intermediate results achievement, as explained in Phase I of this methodology. Therefore, the MAP monitoring must be linked to the monitoring of the programming in the different CE actor countries, with some exceptions, is carried out by the partners (government, government institutions, private sector, trade unions, universities and civil society). Therefore, **it is very important to plan and agree with the counterparts the monitoring stage.**
187. According to the CAD 2016 Peer Review, *"A greater focus on the results and the monitoring of the results indicators collected in the MAPs could serve Spain to advance in the application of all accountability dimensions, including the rendering of accounts on the results"*.
188. In order to ensure that the MAPs integrate monitoring and evaluation from the outset, this Phase II provides guidance for carrying it out and provides tools to facilitate the preparation the MAP monitoring and evaluation report in the strategic level.
189. Permanent monitoring and periodic review are essential to know if the MAPs are being executed according to the initial forecasts. **It is therefore necessary, based on MAP implementation risks already identified in Phase I or others that may arise, to identify changes in the environment, critical points and possible obstacles that influence the MAP implementation** for, where appropriate, to be able to establish measures aimed to redirect some actions or even to use logical intervention when necessary.
190. **The information generated through monitoring** also provides fundamental inputs for evaluating MAPs and **contributes to increasing transparency and improving mutual accountability through the results dissemination.**
191. A **final evaluation** will be carried out at the end of each MAP in order to provide inputs for the preparation of the following MAP. This MAP Methodology proposes basic guidelines in relation to evaluation, without intending to set a single model. However, the specification of the scope and depth, the most appropriate methodology, the time and resources needed will be adapted to each specific case.
192. At the beginning of this phase, after the MAP is signed, **it is necessary to define the work plan for MAP monitoring.**

Fig. 16. MAP Phase II process

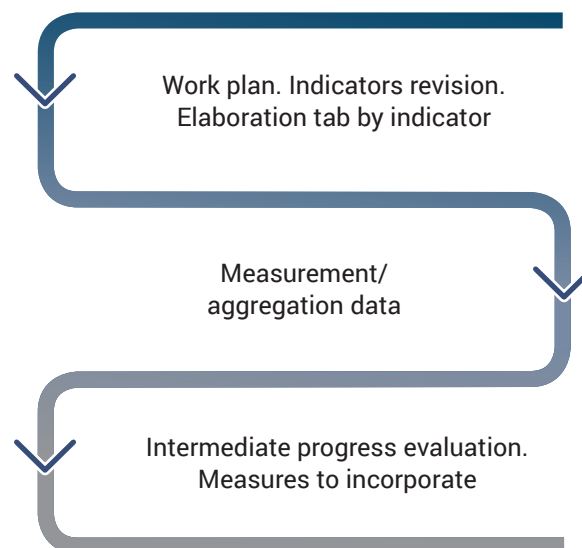


**PHASE II:** IMPLEMENTATION, MONITORING  
AND EVALUATION OF THE COUNTRY  
PARTNERSHIP FRAMEWORK

**7** ■ Follow up

## 7.1. What is to be achieved with monitoring?

193. The purpose of the monitoring is to have a regular overview of the progress degree in achieving the intermediate CE results, as well as the most relevant aspects related to MAP execution.
194. Each CE actor, together with its counterparts, must measure the indicators established in the results framework to assess the progress made in achieving the intermediate results. Thus, it will be possible to identify the most relevant difficulties that are being encountered during MAP implementation and propose the necessary modifications to redirect the interventions execution, if necessary.
195. For this, it will be necessary to have an alignment between the systems for monitoring the programs interventions of each actor in the country and MAP monitoring of the MAP to optimize resources and efforts. Therefore, it would be desirable for the MAP monitoring report to coincide in time with the reports of the most active actors in MAP.



196. In any case, the monitoring should not be limited to describing the changes in the indicators, but should include a brief analysis of the critical elements that could be determining the MAP implementation process or affecting the logic of intervention, with the aim to facilitate the adoption of appropriate measures.
197. The information obtained will serve as an input for the rendering of accounts and for the final MAP evaluation.

## 7.2. Who participates in the monitoring?

198. The GEC, representatives of the national government and local governments, as well as the partner organizations and institutions that implement the interventions in the country and those responsible in the country for the progress of monitoring to the SDGs and the SDGs the 2030 Agenda in the country, if any, participate in monitoring.
199. Each actor must anticipate the economic resources and the capacities that it will need to ensure the correct monitoring of MAP (human resources, budget assigned to monitoring, etc.).
200. The PCS and the EPA, DGPOLDES and AECID will participate in the monitoring.

## 7.3. Work plan

201. Following the signing of the MAP, the OTC, in dialogue and consensus with the GEG and partner institutions and organizations, will define the work plan for monitoring. A model work plan is attached in Annex 2.
202. The work plan will be sent to DGPOLDES and AECID, and will be reviewed by the PCS.

## 7.4. What is delivered as a MAP monitoring report?

203. The monitoring report will incorporate a summary of each section according to the points indicated in the template available in Annex 6, and the spreadsheet will be attached with the aggregation of the data of the indicators of each intermediate result in an annex.
204. The information processed and drafted will be sent by the GEC to the AECID and to the DGPOLDES to be reviewed in the PCS within a period not exceeding three months after the signing of the MAP. Once the appropriate considerations are incorporated, the report will be validated by the AECID and DGPOLDES.

### 7.4.1. Review and preparation of a file for each indicator

205. Stage 2 MAP monitoring indicators have been defined. **These indicators must be reviewed throughout MAP's life** in case it is necessary to introduce some change or develop alternative data collection tools that allow covering possible information gaps.
206. It is recommended, therefore, **if it has not been prepared before the signature that, once the MAP is signed, the OTC, in coordination with the GEC, prepares a sheet for each indicator defined in the results framework that collects the necessary information for allow to carry out the measurement of it.** This sheet can be incorporated into the baseline. In the CE Type Results and Indicators study there are examples of cards that can be used as a guide.



207. To ensure the correct subsequent aggregation of data, **it is necessary that all the files of the same indicator that each actor uses in their interventions, coincide in the unit of measurement**

**and in the description.** Below is a simplified model of the indicator form, based on the study cited in the previous paragraph, with an indicator from example 1 of Stage 2. The model form is attached to the template.



## MODEL FILE INDICADOR

**Indicator Number:** I2

*Established number in the results framework*

**Indicator Number:** *Indicator defined in the results framework.*

Number of MIPYMEs and rural agrarian cooperatives that access new markets.

**Intermediate Result:** MSMEs and agricultural cooperatives improve their insertion in the internal and/or external agri-food markets.

**Goal:** Goal 2.3. Increase agricultural productivity and increase than small-scale food producers.

**Lines of action:** L.A. 2.3.B. Support rural producers to increase in a sustainable way the production and productivity of its agricultural holdings.

**Geographical Area.** *Areas where the data is collected*

**Unity of measurement.** *Establish % the unity of measure indicated in the results framework*

**Detailed description:** *Indicator description in such a way that it helps people who are going to collect the information to be clear about the data to collect.*

Total number of MSMEs and agricultural cooperatives that have diversified their marketing channels directly through their products sale or through third parties in new local, national or international markets.

**Information source.** *Where the information to collect is found.*

MSMEs data and cooperatives on income from the sale of products/provenance.

**Estimated annual goals.** *Achievements planned for each year.*

**Frequency/periodicity of the data.** Annual. *How often will the information be collected.*

**Responsibles.** *Entity and /or people who will collect the information.*

Executing agency X



211. The achievement is the value reached for each of the indicators foreseen until the moment of measurement. To do this, the sum of units of measurement will be done in each geographical area of the country where it has been measured.
212. It is important to bear in mind that during the first year of MAP implementation, there is probably no progress in the Intermediate Results.
213. **Each CE actor will forward this table to DGPOLDES, which will be the entity in charge of carrying out all the indicators data aggregation for each Intermediate Result** in order to provide information to carry out the monitoring report, as well as for the accounts rendering.
214. GEC members that have received a grant from another GEC member should send the information to these funding entities for their interventions, or to the OTC as determined in each country. If the grant is from another entity that does not belong to the GEC, or from own funds, they must send this information to the DGPOLDES, indicating the origin of the funds.
215. **Once the data aggregation by DGPOLDES has been completed, it will forward the information to the OTC so that it can be used in the Monitoring Report preparation.**

### 7.4.3. CE intermediate results progress assessment

216. In order to assess the progress, it is convenient to define a baseline in which the goals foreseen for each year are indicated for the intermediate results indicators.
217. **To carry out the results achievement assessment in the data aggregation table**, each CE actor will carry out, on the one hand, a qualitative assessment on the progress of each result and, on the other, a **quantitative assessment** on the indicators progress with respect to the goal foreseen in this period. The possible causes will be indicated in case the fulfillment foreseen in the period relative to the report is not achieved as well as the improvement proposals that are considered appropriate to incorporate.
218. In order to assess the results progress regarding the indicators' measurement, it is proposed to use a scale from 0 to 3, in which 0 is the lowest score and 3 the highest. Below are guidelines that can help **assess the progress degree with respect to the target set in the baseline in this period of time**. The valuation will be reflected in the data table that each actor sends to the DGPOLDES.

## Evaluation of progress of the RI

---

### Assessment 0

There has been no progress in achieving the RI:

- ✓ The interventions execution level associated with the result is zero.
- ✓ The planned intermediate result is not associated with the interventions due to a possible failure in the country programs planning.
- ✓ The anticipated risks that could affect the level of compliance with the result have been made effective.

---

### Assessment 1

Little relevant progress in achieving the RI. Possible causes:

- ✓ The level interventions execution associated with the result is very low.
- ✓ The indicators progress degree is low, despite the fact that the interventions execution level is adequate.
- ✓ The risks that had been anticipated have been partially implemented.

---

### Assessment 2

Significant progress in achieving the RI. Possible causes:

- ✓ The interventions execution level associated with the result is medium because everything planned has not been carried out.
- ✓ The indicator progress degree is medium, without reaching the planned, although the interventions implementation level is adequate.

---

### Assessment 3

Progress has been made in achieving the result according to plan:

- ✓ The interventions execution level associated with the result is high (all of what has been planned so far has been executed) and the indicators progress degree indicators is also high.

219. The table with the data aggregation and the valuations compiled by DGPOLDES will be sent by the GEC. Within the GEC will be agreed improvement **proposals that help in decision making** to reorient the programming of each actor in the countries, reformulating results and indicators if necessary, **noting the difficulties encountered, as well as those critical aspects that may jeopardize compliance with the results and conditioning MAP implementation.** It may happen that, among the improvement proposals, it is necessary to make some change in the results framework of MAP.

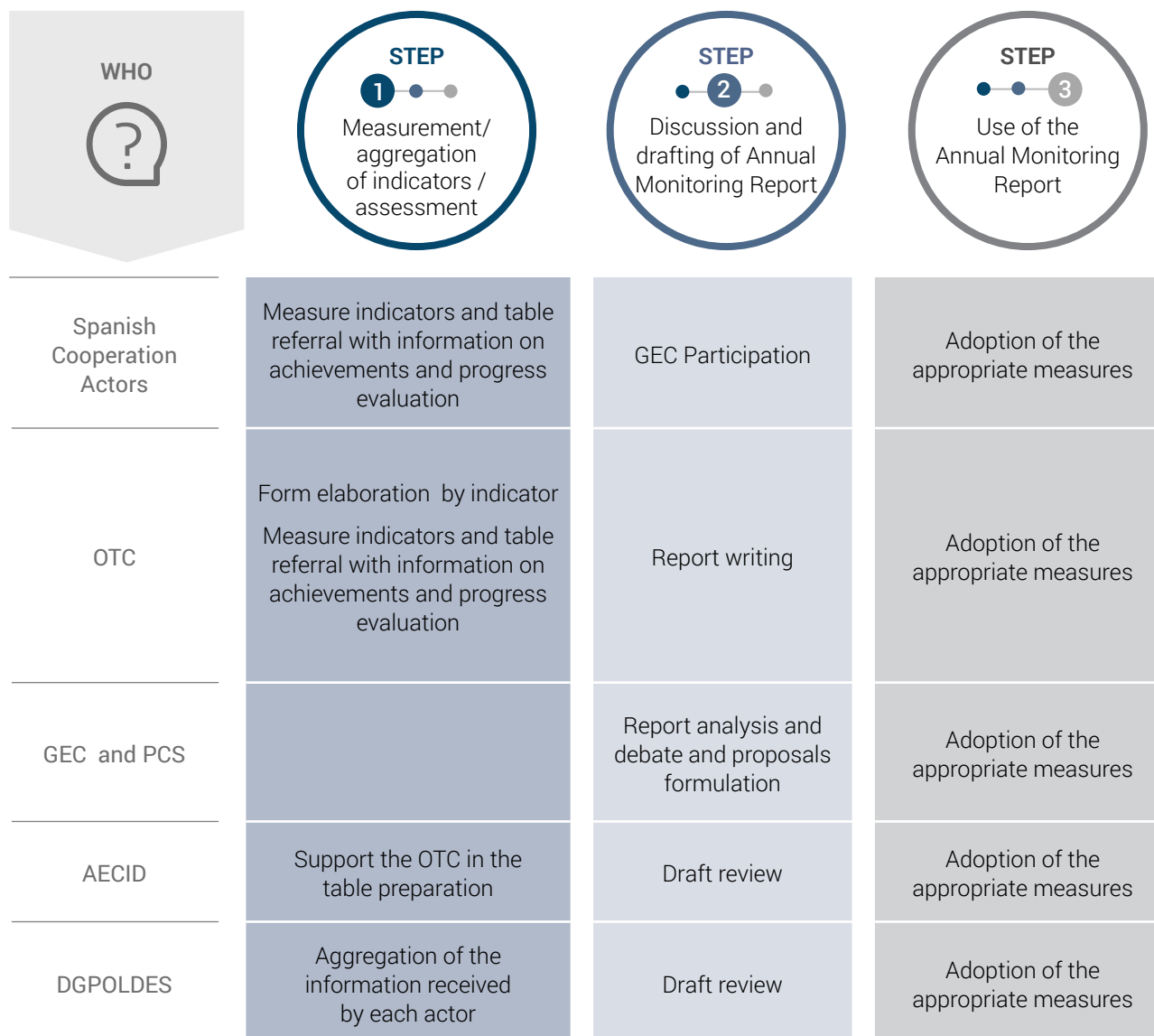
## 7.5. Monitoring frequency

220. The monitoring periodicity should be adjusted according to the availability of information, decision making and available resources. **An annual monitoring report will be prepared.**

Fig. 18. MAP tracking process

Task	Responsible	Participants	When
Card preparation for each indicator	OTC	GEC, PCS and counterparts	In Stage 2 or after MAP signature
Work plan/ Monitoring schedule	OTC	GEC, PCS y counterparts	After MAP signature
Schedule referral to DGPOLDES and AECID	OTC		1 month after signature
Schedule validation at headquarters	DGPOLDES and AECID	EPA and PCS	Three weeks after
Base Line (if possible)	OTC	GEC, PCS and counterparts	After MAP signature according to schedule
Indicators measurement. Table elaboration on the IRs progress and its valuation.	Each CE actor	Counterparts	According to schedule
Table referral to DGPOLDES	Each CE actor		According to schedule
Received information aggregation and table remission added to the OTC and GEC	DGPOLDES		According to schedule
Analysis and debate of the information. Preparation of OTC GTC improvement proposals According to schedule	OTC	GEC	According to schedule
Drafting of the annual monitoring report	OTC	GEC and counterparts	According to schedule
Report remittance to AECID and DGPOLDES			According to schedule
Review and validation in headquarters	DGPOLDES, AECID	PCS and EPA	According to schedule
Incorporation of measures	Each actor, GEC, DGPOLDES, AECID and PCS		According to schedule

Fig.19 Steps for the preparation of the monitoring report



**PHASE II:** IMPLEMENTATION, MONITORING  
AND EVALUATION OF THE COUNTRY  
PARTNERSHIP FRAMEWORK

**8** ■ Final evaluation



## Etapa 8: Evaluación final



### RESULTING PRODUCT

- Evaluation report



### PARTICIPANTS

- On the ground: OTC, GEC, CE actors, partners in the country.
- IN headquarters: DGPOLDES, AECID, and PCS.



### WHEN

- In the last year of the MAP implementation

### 8.1. What is to be achieved?

221. The evaluation is a systematic and planned process of collecting information that aims to analyze, interpret and assess the MAP in a critical and objective manner and specifically its results framework, including its design, its implementation, and its structure management.

222. The final MAP evaluation should be understood as an exercise of itself global evaluation and of the programming in each CE actor countries. For this, and without prejudice to the attention to the specific needs of each case, the analysis will focus on:

- ✓ The achievement of the intermediate CE results.
- ✓ The internal and external aspects that have facilitated or hindered the achievement of MAP's forecasts.

223. The final evaluation should contribute to mutual accountability and to the learning generation, both in the preparation of next MAP and in terms of improving the functioning and strategic CE planning. For this reason, it is recommended that stakeholders in the partner country participate, establishing a management structure and a monitoring structure, which determine the roles of the different actors involved. Whenever possible, in order to ensure greater quality and credibility of the process, it will be incorporated into the entities responsible for the partner country's evaluation.

224. When there are proposals for joint evaluations in MAP area by EU members, they will be joined.
225. To carry out the final MAP's evaluations, an external team must be hired. It is recommended to foresee an estimated period of 6 months and an amount of no less than 50,000 euros to carry out this exercise. It is necessary to ensure from the outset a clear roles understanding and each of the different actors involved responsibilities in the management of the evaluation. The evaluations should be followed by a Management Response in which the decisions taken based on the recommendations issued in the evaluation are collected.
226. Evaluation alone can not meet all information needs. For this reason, it is essential that during the execution MAP phase, information management systems and monitoring of the different intervention levels are developed properly, so that the evaluation has a greater added value by being able to concentrate on an assumable number of fundamental questions, use systematized information sources and, in general, optimize the use of available resources. As in the monitoring, it is essential to integrate the transversal priorities into all evaluation elements, as indicated in the CE Evaluation Policy

## 8.2. Who participates in the evaluation?

227. To ensure greater impartiality and full dedication of a specialized team, external evaluations will be carried out. Adequate knowledge of the partner country and the CE will be required in addition to experience in complex assessments and country assessments. The composition of these teams will be balanced in terms of gender, as well as assessing that they have specific knowledge on cross-cutting priorities and the necessary measures will be taken to encourage participation in the evaluations of local specialists.
228. The OTC must inform the DGPOLDES Evaluation Division of its intention to carry out the final evaluation in the first quarter of the year, at the time when the Division collects data for the realization or update of the Biennial Evaluation Plan. The Division will provide Guidance for the elaboration of the ToR to the OTC.
229. The OTC will send the Evaluation Division the terms of reference and the final evaluation report, so that they can be incorporated into the EC's evaluation repository.
230. In certain cases, and prior information to the different units of DGPOLDES and AECID involved, the Evaluation Division may assume the evaluations management of some MAPs.

231. The final MAP evaluation will take place at the beginning of the MAP's last year of execution, ensuring that its results can be taken into account in the next MAP strategic planning cycle. The specific time will vary depending on the evaluation priorities, the possibility of extension, and the need for information to feed the decision making for the next MAP.
232. A management and a monitoring structure are suggested to be configured. The Management Committee will be led by the Management Unit of the evaluation contract and will be responsible for the evaluation to be carried out successfully, managing the different phases and coordinating the participants. To the extent possible, it is suggested to incorporate at this level the evaluation units of the partner country or strategic unit that do not have direct involvement with the evaluated actions.
233. The rest of the actors will participate in the Monitoring Committee as much as possible and will be responsible for nurturing the evaluation from the ToR preparation to the final report, encourage its dissemination and work so that the evaluation recommendations can be implemented in the next cycle of action.
234. The following table shows the main functions of the different actors participating in the final MAP evaluation.

Fig. 20. Who does what in the final evaluation

WHO	WHAT
Management Committee	<ul style="list-style-type: none"> <li>■ Formal TDR approval and final report.</li> <li>■ Participation in the evaluation team selection.</li> <li>■ Evaluation management, ensuring the participation of the different stakeholders.</li> </ul>
Monitoring Committee	<ul style="list-style-type: none"> <li>■ Nourish the evaluation from the ToR preparation.</li> <li>■ Encourage dissemination and work so that the evaluation recommendations can be implemented in the next cycle of action.</li> </ul>
OTC	<ul style="list-style-type: none"> <li>■ Interlocution with AECID, DGPOLDES and with the partner country actors.</li> <li>■ CE actors evaluation management committee coordination in the field and the elaboration of the management response and the improvement plan.</li> <li>■ Evaluation team hiring.</li> <li>■ TDR referral to DGPOLDES (no validation is necessary) and of the final report to AECID headquarters and DGPOLDES.</li> <li>■ Collection and analysis of relevant information.</li> <li>■ Field dissemination of the evaluation report.</li> </ul>
GEC	<ul style="list-style-type: none"> <li>■ Identification of relevant elements that should be addressed in the final evaluation.</li> <li>■ Participation in the TOR preparation and in the management response.</li> <li>■ Collection and analysis of relevant information.</li> <li>■ Participation in the monitoring and evaluation process feedback committee.</li> <li>■ Evaluation report dissemination in the partner country.</li> </ul>

Continue

WHO	WHAT
Embassy	<ul style="list-style-type: none"> <li>■ Call for a high level meeting with the partner country Government to comment on the evaluation results and to assume shared commitments for improvement.</li> <li>■ GEC Call and chair meeting to prepare the management response.</li> <li>■ Directors involvement guarantee and / or AGE members.</li> </ul>
AECID headquarters	<ul style="list-style-type: none"> <li>■ Evaluation process feedback.</li> <li>■ Participation in the management response development.</li> </ul>
DGPOLDES	<ul style="list-style-type: none"> <li>■ Methodological support and guidelines to carry out the evaluation.</li> <li>■ CE actors articulation.</li> <li>■ Evaluation process feedback.</li> <li>■ Participation in the development of the management response.</li> <li>■ Evaluation results dissemination and management response in headquarters.</li> <li>■ Systematization and analysis of several evaluations to generate learning.</li> </ul>
PCS	<ul style="list-style-type: none"> <li>■ Participation in the evaluation process in coordination with the DGPOLDES.</li> </ul>
Present CE actors on the ground	<ul style="list-style-type: none"> <li>■ Participation in the GEC.</li> <li>■ Coordination with its headquarters.</li> </ul>

# Annexes

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# Annex 1.

## Example of TdR / Internal regulation for the Stable Coordination Group

The present Stable Coordination Group (GEC) internal regulation example is generic and must be adapted to the particularity of each context. It has been elaborated from real MAP experiences. Some footnotes are introduced with clarifications and guidance. The regulation or TdR must be worked on and debated within the GEC when it has been formed, and may be approved or endorsed with a document formalizing its constitution.

### Background

**The Country Partnership Framework (MAP) is the strategic planning instrument that implements the Spanish Cooperation (CE) mission:** to favor and stimulate the achievement of the SDGs (Sustainable Development Goals) and in this way contribute to eradicate poverty in its multiple dimensions, build the resilience of people and communities, reduce inequalities and defend and promote human rights and fundamental freedoms, models of sustainable production and consumption, the planet conservation and the fight against climate change .

To facilitate this partnership strategy through dialogue and joint work, several coordination mechanisms can be established between different actors and at different levels, based on respect for each actor's nature.

**In this framework, the creation of a GEC in the field is proposed, as a space for articulation between all CE actors present in the country.**

## GEC object and nature

The MAP is based on a dialogue process and work with the partner country, that is, with the national government, local governments, public institutions, the private sector, universities, trade unions, and civil society. The dialogue mechanism with the partner country is carried out through the GEC.

The GEC goal is to ensure CE communication, coordination, coherence and complementarity in the country throughout the entire cycle of the strategic partnership with the partner country. As far as possible, the actor's participation specialized in gender, human rights, environment and climate change will be facilitated.

This advisory and participation body will be coherent with the other coordination mechanisms established with other donors or with the Mixed Groups if they are formed. In addition, it will aim to have an operative work structure to facilitate the CE actors representation where present in the field and advance communication, coordination and the search for complementarity throughout the MAP cycle, promoting the information exchange, the country's reality joint analysis, and the partnership strategy definition with the partner country in the MAP validity period.

## Announcement and secretariat

The announcement for the group constitution will be exercised by the **Spanish Embassy in the country** and will be led by the Technical Cooperation Office (OTC), through a formal announcement. The rest of the announcements will be made by the OTC.

It is the GEC members responsibility to confirm in advance and in writing their attendance to the meetings in order to create the necessary logistical and organizational conditions for the meetings to be realized.

**The secretariat will be guaranteed by the OTC whose responsibilities are the following:**

- ✓ Coordinate the GEC constitution and the TCR preparation of the GEC. It is recommended to include experts from the OTC in gender as well as in other transversal priorities, if any.
- ✓ Internal organization of the group operation in terms of the meetings logistic, announcement, agenda, minutes, etc.
- ✓ Facilitate participation of all CE actors present in the country.
- ✓ Lead the MAP preparation process in the field, preparing the drafts of each stage and the final draft.
- ✓ Make all GEC members get suggestions and proposals from headquarters to the drafts of the stages and the final draft.



- ✓ Accompany the Ambassador at high-level meetings and hold meetings to present the MAP of a technical nature with the government.
- ✓ Organize and lead meetings with the government, partner institutions, civil society and other donors.
- ✓ Elaborate ToR for possible support TA.

## GEC functions

The GEC as a space for dialogue with the partner country, will have the following functions:

- ✓ Build a political / technical dialogue with the partner country (government and national and local institutions, private sector, universities, unions and civil society).
- ✓ Encourage CE communication, coordination and complementarity in the country throughout the process, as well as during the MAP validity period.
- ✓ Establish a joint analysis process and permanent diagnosis on the country's reality that allows its updating and reflection on the role of the different CE actors in this changing reality.

- ✓ Participate and accompany the MAP planning, implementation, monitoring and evaluation cycle, through the agreements establishment that determine the this document content, its execution and development, the monitoring and the evaluations that may result, and validate the possible successive updates.
- ✓ Establish a comprehensive and coherent strategy, which will not necessarily reflect the sum of actions and interests of the different actors by the mere fact of participating, ensuring its continuity as a space for dialogue not only in the initial planning phase, but also in the monitoring and evaluation phase.
- ✓ Ensure a common vision of the lines of action, transversal priorities and CE approaches, based on the contents defined in the Master Plan and other approved planning documents.
- ✓ Identify strategic priorities according to the diagnostic results, local priorities, and the Spanish cooperation policy guidelines.
- ✓ Exchange CE activities information and systematization in the country and share the follow up results and evaluations carried out.
- ✓ Propose the creation of specific work groups or commissions.

### Each GEC member has the responsibility of:

- ✓ Participate in the process by clarifying from the beginning the role they will play according to their abilities and the responsibilities they can assume. (See Fig. 3. Description of Roles).
- ✓ Represent its organization, providing the opinion of its institution, as well as transfer to this and its counterparts (on the ground and / or headquarters) the agreements adopted in the group meetings, communicate the decisions adopted, etc.
- ✓ Share the results achieved in the follow up and evaluations available.
- ✓ Update and make contributions to the mapping of interventions and resources committed, by action lines according to the current PD.
- ✓ Send to DGPOLDES the sheet on the indicators progress that have been committed to measuring, if this is the case, for the MAP monitoring and the accounts rendering as indicated in this methodology Phase 2 part.
- ✓ Have a global strategic vision avoiding to be a sum of interests.

### Mechanisms

The mechanisms foreseen for the GEC functions performance will be:

- ✓ Periodic meetings in the OTC / Embassy of the country or through a video conference to strengthen the information prior exchange, its critical analysis and the consensus on the decisions made by the GEC members.
- ✓ The information exchange between the GEC members through different computer tools.
- ✓ The creation of other concertation and dialogue mechanisms that are considered relevant.

### Composition

Marking as a point of reference the GEC effectiveness and operability for the objectives set, **whoever has a representation in the country, or in its absence the person in whom the country officially delegates, will participate in GEC.**

This mechanism of joint work is inspired by the Spanish system consultative and coordination bodies (Cooperation Council) and aims to be its reflection, adapted to the needs of dialogue between actors in the field. Hence the need to find a proportion in its composition. The representative actors in the GEC will be chosen by each group, according to their own procedures.

- ✓ **Embassy**, Ambassador (Presidency) (1 person). Other representatives may be invited (ex., Interior Attaché, Labor, Consulate, etc.)
- ✓ **AECID**, General Coordinator (1 p.), Training Center of Spanish Cooperation (1). Total permanent, 2. In a timely manner, other AECID technical personnel may be invited.
- ✓ **AGE Councils** (Economic and Commercial Office, Tourism, Cultural, Interior, Employment and Social Security, etc.).
- ✓ **Enterprises**: Official Spanish Chamber Representative in the country (nº).
- ✓ **NGDO**: 3 Representatives elected by Spanish NGDOs present in the country (nº)
- ✓ **Autonomous Communities**: 1 Representative of the cooperation of each autonomous community.
- ✓ **Union organizations**: 1 Representative of each union with permanent representation in the country.
- ✓ **Spanish universities**: 1 Representative of each university with cooperation programs in the country, provided that it has permanent representation in the country.

The GEC number of members is variable and depends on the CE context in the country. It will be necessary to look for a balance in the different actor's representation. The actors will designate interlocutors with the capacity to represent and make decisions and with sufficient legitimacy to participate in the field dialogue process. In specific cases, displaced personnel can be designated in order to observe this process.

In the interest of an agile and plural GEC, it is suggested to encourage the actors to choose from their different coordination mechanisms the organizations or persons that will participate in the GEC representing them.

It is recommended that the actors appoint interlocutors with the capacity to represent and make decisions and with sufficient legitimacy to participate in the dialogue process in the field. In specific cases, displaced personnel can be designated to observe this process.

The companies present in the country can be represented by the Economic and Commercial Office, or they can choose the companies that will participate in the GEC representing them.

The Technical Secretariat is in charge of the OTC and the position of Vice President will be assumed by each group on an annual rotating basis, starting with the AECID.

Decisions will be made by consensus among the CE members. In the event there is any change concerning CE actors present in the country, the OTC will present the proposal for the incorporation / walkout of representatives to the full GEC (ex. arrival of representation of a new CCAA). The modifications will be approved taking into account the considerations of all the Group members. Each group will propose substitutes for their representatives, with knowledge and decision-making capacity that will replace the holders in case of any impossibility to attend. The substitutes attendance should be communicated in advance to the meetings.

### Partnership framework duration and meetings frequency

The GEC will accompany the Country's Partnership Framework, adapting the meetings periodicity to the fulfillment of its objectives and the needs of each moment.

### Communications

The communications and calls will be directed, in any case, to each institution representative/GEC member organization, who will be responsible for sharing with their counterparts as well as with the rest of the organization's technical staff in the field and at the headquarters. discussed and the methodologies used.

### Dissolution

The GEC will be dissolved by consensus among all its members, or by express decision of its Presidency.

### Annexes

The GEC components list with the names of the organizations / institutions and their signatures of commitment will be annexed, with which the group constitution Act will be formed.

The present regulation is approved in the city of xxxx, to xxx of 20xx.



# Annex 3.

## Template model Mixed Committee Act

This template is a generic model, although it will be necessary to adapt it to the specific context in which the MAP is carried out. On MAUC and Spanish Cooperation Web you can check signed MAPs with their corresponding minutes. The full MAP document will be attached as an annex to the Joint Commission Act.

### *MINUTES OF THE XXX MIXED COMMITTEE MEETING BETWEEN xxx AND SPAIN OF COOPERATION*

#### *1. Introduction*

In this section a presentation is made mentioning the treaties or previous international legal agreements between the two countries in which MAP is included, as well as the Mixed Commission date and place, the name and position of the signatory authorities, a mention of the complete MAP document in annex, mention of the list of participants in the Comix in a second annex and a brief explanation of MAP contents and progress in the cooperation relations between the two countries.

Below are examples of possible paragraphs:

*In accordance with the Treaty / Agreement / Agreement xxxx regarding xxx signed in xxx xx xxx xxxx, the xxx joint Cooperation Commission meeting between xxx and Spain was held. The Commission was held on xxx of xxx of 20xx, in xxx, (name of country), under the chairmanship of Mr. / Mrs. xxx, (partner country signing authority position), and of Mr. / Mrs. xxx (Kingdom of Spain 's signing authority position).*

*The full list of the two delegations participants is included in the present minutes. Annex 1.*

Explain briefly the state of the relations between the countries and the progress made in terms of joint cooperation since the last high-level meeting, including place and date where it took place).

Include a brief explanation of what the Country Partnership Framework is and how it has been developed.

*Both parties analyzed the Country Partnership Framework document xxx for the years 20xx-20xx and agreed to work together to implement it under the best possible conditions.*

## 2. MAP's performance framework

Point out the related national and international agreements on which MAP has been built (PND, V PD, Efficiency Agenda, Agenda 2030, EU ...). Include roughly the priorities in cooperation of xxx and Spain.

To highlight the effort made around the appropriation, harmonization, coherence and alignment of prioritized actions that reflect Spain's commitment to the priorities established by the partner country, working for them both bilaterally and with other donors.

Mention the action lines priority with a brief summary and how they respond to the country's priorities. Indicate the instruments that will be used in its execution.

Include other topics that are considered of interest to mention.

Highlight the importance of transparency and accountability.

Include that an annual monitoring report will be made and that at the end of the MAP execution period, a final external MAP evaluation will be carried out, the results of which will be disseminated and published both in the partner country and in Spain.

## 3. Final considerations

Include acknowledgments from both parties.

*The two Heads of Delegation, by mutual agreement, sign the present minutes, in xxx, xx of xxx of 20xx, in x copies, x in Spanish (and x in xxx), both texts being equally valid.*

*By xxx*

*Mr. Xxx xxx  
(position of the signing authority of the partner country)*

*For the Kingdom of Spain*

*Mr. Xxx xxx  
(position of the signing authority from Spain)*

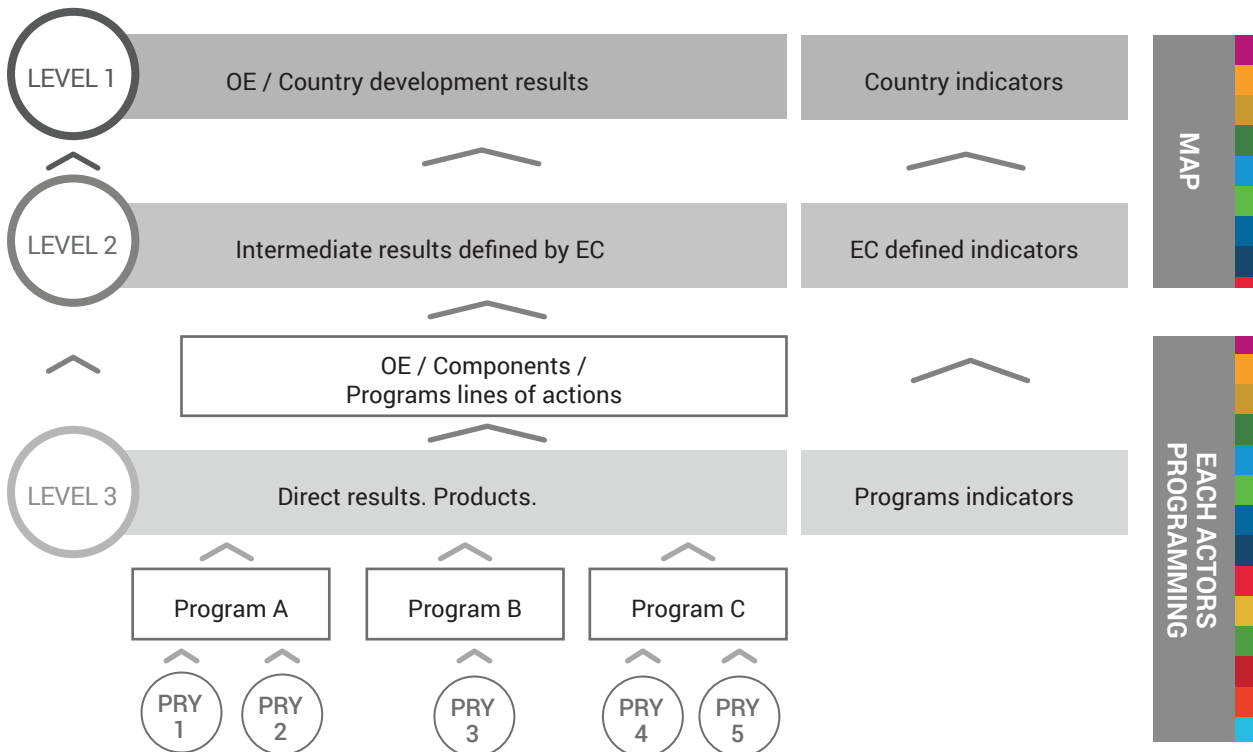
### Annex 1. List of participants

### Annex 2. Country Partnership Framework xxx-Spain 20xx-20xx

# Annex 4.

## Guidance for articulating the programs in countries with MAP

The interventions that are designed after MAP's signature must establish a link between the programs results, product results (level 3), with the intermediate results and indicators defined in the MAP. For this, it is recommended that each actor's programming in the country contain a results framework that includes MAP level 1 and level 2.





The following guidelines are given to define the **Products or Level 3 Results** of each actor programming:

- ✓ **Based on the MAP Intermediate Results (Level 2), the Program Products (Level 3)** that contribute to achieving the IRs are defined. It is recommended to formulate the products results of each program, take as a reference the results guide and type indicators by scope of action that the CE has developed to standardize them and thus facilitate monitoring.
- ✓ The formulated **programs** must have strategic objectives or action lines and / or components referred at least to one of the intermediate MAP results.
- ✓ The **projects** formulated in the programs must have strategic objectives action lines and / or components referred at least to one of the direct results of Level 3 of the country program.
- ✓ **Projects indicators and programs** should be defined to measure progress in achieving direct results / outputs, establishing a baseline and goals.
- ✓ **In this products definition and their measurement indicators**, it is important (whenever possible) that local counterparts participate because of their involvement in achieving these results and because they are a main source of information in the indicators measurement.
- ✓ The main **risks** associated with the direct results or products achievement must **be identified and assessed**.
- ✓ **In order to measure the programs SOs achievement**, in addition to the indicators that the program demands, at least one of the indicators attributed to the intermediate MAP Level 2 result must be assigned.
- ✓ **If the program includes any intermediate MAP results, it should, as far as possible, use the same indicators for this result that appear in the MAP.**
- ✓ **To measure the SOs project's achievement, in addition to the indicators that the project demands, at least one of the indicators attributed to the Level 3 result of the country's programming must be assigned.**
- ✓ **If the project includes some of Level 3 results, it should, to the extent possible, use the indicators that appear linked to this level results.**
- ✓ **Chain indicators must have the same metric unit.**

**At the micro level, the appropriate tool is the intervention or project,** which collects its results in its corresponding Results Framework (usually a logical framework). Technical assistance and small projects: this type of intervention usually has a very specific objective and usually corresponds to a product level result. In this case, it would be simply to use this type of intervention to materialize some of the program's

products (the OE would be the predefined Level 3 result itself). It is also possible that these interventions make the Level 3 results not anticipated but clearly linked to some of the program's Level 2 results.



**Regional Programs** Update with respect to the previous MAP, the regional programs in which the CE is participating.

**Humanitarian action.** If this is the case, update the interventions that are carried out.

**Multilateral.** Update with respect to the previous MAP, the multilateral programs in which the CE is participating.

**Policy coherence.** Indicate those CE policies that may have adverse effects in the country. This section will be completed with the information that the PCS will provide with the Spanish non-ODA policies mapping.

**COUNTRY CONTEXT.** Indicate substantial changes on the previous MAP context analysis that influences the partnership strategy. The same PC country context analysis exercise document will be used, if it is the case. Indicate how the country incorporates the 2030 Agenda in its development policies and strategies.

**Joint EU analysis.** Indicate the exercise characteristics in the country, lines, and CE role.

**Synchronization with PND and PC.** Indicate the PND validity periods, and PC if there is one.

**Systemic risk analysis.** Indicate the possible risks that may influence the partnership strategy.

**Democratic Appropriation.** Indicate whether there have been changes in national development plans and sectoral strategies and, if appropriate, indicate the democratic participation level of different public institutions and civil society. Indicate the private sector government institutions, universities, unions and civil society organizations to involve in the dialogue.

**Alignment.** Indicate changes and recommendations regarding the policy dialogue quality with the government and civil society, and about the national systems that are used.

**Harmonization between donors.** Indicate the international donors present in the country, including the multilateral organizations that coincide in geographical areas and / or lines of action, alliances, forums or coordination spaces present in the country and in the region.

**EC actors harmonization.** Indicate the coordination mechanisms existing in the field and the progress made.

**COMPARATIVE ADVANTAGE.** Include the CE comparative advantage in case it is considered pertinent to carry out the exercise. In each box, for each line of action, it is recommended to put an assessment by criterion between 0 and 5. The consulted evaluations documents will be indicated. The PC documents information will be taken into account.

### EC COMPARATIVE ADVANTAGE

Assessment criteria	Total assessment	SDG/ goal /Lines of action						ODS
		ODS 1			ODS 2			
		LA..	LA..	LA..	LA..	LA..	LA..	
Valuation by the partner institutions of the government								
Valuation by civil society								
Valuation by the EU								
Positive results obtained reflected in evaluations and PC exercises carried out.								
Experience. Areas of specialization								
Pertinence / Priority of partner country								
Total valuation of each line								
Evaluation of each ODS		SUM valuation of each line			SUM valuation of each line			



**Results framework:** The IR can only be defined for each line of action in which there is a commitment by an CE actor in the measurement of the indicators.

### Results framework

Defined by the partner country			Agenda 2030	Correlation with the PD		Defined by the CE					
O.GE (PND /ERP/ PPSS) (Impact)	Country R.D if one (PND/ERP PPSS) (Effects)	GOAL defined by the country	ODS Goals	Relation other GOALS ODS	LINES OF ACTION	CE R.I (Effects impacts)	INDICATOR	EC ACTORS contribute measurement	Baseline	Risks Grade	Instruments

**Risks:** Describe, if identified, the prevention and mitigation measures provided.

**Resources:** establish at least one percentage reference for each of the partnership table action lines.

### Resource forecast matrix

Country impact	PD Correlation		Resources per year and line of action in percentages					
	Relation other GOALS ODS	Lines of Action	EC actors	Instruments/ Modalities	1	2	3	4
Results/country								

**Monitoring:** indicate for each IR, the CE actors that commit to contribute with the instruments measurement. If an indicator sheet has already been prepared according to the guidelines established in Phase 2, it should be attached.

**Mutual surrender of accounts:** indicate the mechanisms that are going to be carried out both for accountability in the partner country and to the parliament and Spanish civil society and when it will be carried out. It will be completed with the PCS contributions.



# Annex 6.

## Phase II Templates

### ANNUAL FOLLOW UP REPORT TEMPLATE



COUNTRY:



MAP SIGNATURE DATE:



COVERED PERIOD:

**Report contextualization** (2 pages maximum length). The main contextual elements that have influenced the MAP execution will be explained, pointing out those aspects that, due to their relevance, deserve to be highlighted, assessing the difficulties that have been encountered, as well as the achievements made.

**Assessment of the progress made in the CE results** (3 pages maximum length and the table with the aggregation of data will be included as an annex).

In this section information will be offered on the progress in achieving the intermediate results in relation to the planned goals.

The difficulties encountered will be indicated where appropriate, and improvement proposals will be included with the modifications considered necessary. Among those proposals, it should be highlighted if it is necessary to make any change in the results framework.

**Assessment of the progress made in the transversal priorities' incorporation** (*2 pages maximum*). Gender, Environment and Climate Change, and Human Rights Approach. The lessons learned and the limitations encountered during the process will be valued, as well as proposals for improvement will be included.

**Valuation on efficiency and quality issues** (*2 pages maximum*). In this section we will assess the issues related to the measures linked to the efficiency and quality agenda (democratic ownership of the partner country, alignment and use of national systems, harmonization among donors, policy coherence, etc.). In this section, the progress in rendering accounts to the country citizens and Spain will also be assessed. The lessons learned and the limitations encountered during the process will be valued, and proposals for improvement will be included.

**Other relevant issues** (*1 page maximum*). Any other aspects that are considered relevant by the GEC will be incorporated.

**Advances with respect to the previous report** (*1 page maximum*). As from the second report on, it is requested to add a section that reflects the progress concerning previous reports.

**Proposals for improvement** (*2 pages maximum*). Improvement proposals will be included with the modifications considered necessary.

**Tab model of each indicator** (*Indicator form model attached*). There should be a tab for each indicator established in the results framework.



## MODEL INDICATOR SHEET

**Indicator Number:**

*Number established in the results framework*

**Indicator Name:** *Indicator defined in the results framework*

**Intermediate Result:** *Corresponding Intermediate Result*

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**Goal:** *PD Target to which the Line of Action refers*

**Line of action:** *PD Line of action*

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**Geographic Zone.** *Areas where data is collected*

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**Unit of measurement.** *Unit of measurement indicated in the results framework*

---

**Detailed description.** *Indicator description in such a way that it helps people collecting information to have a clear idea of the data to be collected*

---

**Information source.** *From where the information is collected*

---

**Data frequency/periodicity:** *How often will the information be collected*

**Estimated goals per year:** *Achievements planned for each year*

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**Responsibles.** *Entity and/or people who will collect the information*

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## Annex 7.

# Financing Aid Instruments

In the current 2030 Agenda context and the challenge of its fulfillment, cooperation has a great diversity of financing instruments to keep in mind when working in countries. Thus, the following instruments are distinguished:

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**1. Projects and programs:** it is the most common instrument. These are activities with a development objective, which must be carried out in a defined geographical area, with predetermined resources and deadlines and for a specific group of final recipients.

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**2. Technical cooperation:** these are actions aimed at the transfer of knowledge for the strengthening of institutional capacities and human resources in the different areas of the partner country. They can be through scholarships, training activities, technical advice, research actions or dissemination exercises. It is especially relevant in terms of intensive cooperation with the PRM.

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**3. Multilateral Cooperation:** it is a modality that presents three clear characteristics that place it as the most appropriate vehicle to address Global Public Goods: political legitimacy in the global sphere; a broader technical base than the individual donor; and economies of scale that allow more effective and more impactful actions. The multilateral system is extremely heterogeneous according to the nature, functioning, scope of action, etc., of each organization. Within this system it is necessary to distinguish, on the one hand, the types of organisms according to their nature - non-financial (United Nations) or financial (World Bank) development agencies; and on the other hand, the type of contribution that is made - to regular funds, for membership fees or on a voluntary basis, or marked contributions, to regional programs or specific projects.

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**4. Programmatic assistance:** consists of general or sector budget support, through common funds or basket of donors, or cases of pool funding at the country level that the United Nations wants to promote. Programmatic assistance is a very useful tool for working in countries with strong institutional structures, and a great impact is achieved when important contributions are made.

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**5. Financial cooperation:** it will undoubtedly acquire great relevance in the context of the new Multiannual Financial Framework of the European Union. Any action carried out with this modality should contribute to the fight against poverty and sustainable development, in order to progress towards compliance with the SDGs and the 2030 Agenda.

**a. Reimbursable cooperation:** transactions carried out through financial instruments (loans, credits or lines of credit) aimed at supporting the partner countries social and productive endogenous tissue development, especially small and medium-sized companies (and not internationalization) of Spanish companies). In order for these operations to comply with the ODA eligibility conditions, they must meet the CAD eligibility requirements in relation to their concessionality and additionality. The operations of a financially reimbursable nature that FONPRODE performs must be oriented to the objectives established in the development policy planning documents, in this case in the MAPs.

Within the financial cooperation, capital operations can also be carried out - temporary acquisition of capital shares in financial investment vehicles -; or microfinance - an offer of financial services adapted to the population with the lowest income.

**b. Blending operations:** Combination, mixed or blending financing involves the combination of a reimbursable financing component (loan or capital), together with a donation component (non-reimbursable). This possibility increases the financing interventions possibilities, increasing their effectiveness and potential impact on the operations development. The donation component can also be a technical assistance facility that accompanies the capital investments, so as to ensure the beneficiaries' capacities strengthening. It must also comply with the ODA requirements.

**c. Guarantee Instruments:** consists of an instrument that allows the coverage of default risks. In development cooperation, it is used to encourage donors and private investors to take on greater risk in projects with a strong impact on development that if there is no guarantee, they would not have been financed. Another objective of the guarantees for development is to increase financing in high-risk countries or to enable the financing of projects whose impact and results are not assured but with great social profitability.

d. Partnerships with the private sector (Public-Private Partnerships): the AECID Protocol for PPPs defines them as a voluntary, collaborative and formal relationship between Spanish Cooperation, the partner countries public administrations and one or more entities of the business sector, civil society and the university environment, of Spain, of partner countries or of third countries, in which a common objective is established, with a proven impact on development, and in which responsibilities are jointly defined and jointly assumed the resources, the risks and the achievements.

**b. Delegated Cooperation:** it is a mechanism through which the Commission transfers resources to the member states development agencies to implement projects. The Commission delegates the funds management based on the experience and capacity to carry it out, reducing the project transaction costs.

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**6. European Union instruments:** in addition to the financial instruments explained above, there are also other instruments to be taken into account:

**a. European Union Trust Funds:** these are extrabudgetary instruments that enable the Commission to create and flexibly manage external action funds to respond quickly to emergency situations and carry out thematic actions, provided that there is European added value and do not duplicate existing or similar instruments. The funds are provided by the EE.MM. (there must be at least one donor) and the COM (which manages the fund), and through their governance commissions, projects are awarded to the national implementing agencies, such as the AECID. Alignment with national development strategies is essential, and the harmonization between donors and other existing funds must be supported.

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**7. Debt relief operations:** these are operations over-indebtedness to reduce / cancel debt, restructure and convert or exchange debt, in order to face the problems and financing the partner countries development.

To obtain a more complete definition of each instrument, the AECID has the "AECID Cooperation Mode and Instrument Guide", which widely develops the different cooperation instruments: [http://www.aecid.es/Centro-Documentacion/Documentos/Modalities% 20e% 20instruments% 20of% 20cooperation / Guideline of 20modalities% 20e% 20instruments.pdf](http://www.aecid.es/Centro-Documentacion/Documentos/Modalities%20of%20instruments%20of%20cooperation/Guideline%20of%20modalities%20of%20instruments.pdf).











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