

Unclassified

English - Or. English

18 April 2025

**DEVELOPMENT CO-OPERATION DIRECTORATE
DEVELOPMENT ASSISTANCE COMMITTEE**

Peer Review

Management Response to the 2022 Peer Review of Spain

The management response is submitted by Spain in response to the 2022 Peer Review of Spain.

This document has been prepared by Spain, which is solely responsible for its content.

JT03564657

Management response template. Peer Review 2022. Spain

Recommendation	Accepted (Yes/Partially/No)	Planned Action for Implementation (If no action planned, explain why)	Timeline
<p>1. Strengthen SECI's leading and convening role in the development co-operation system, building on its dedicated international co-operation mandate, to reinforce inter-ministerial co-ordination and further pursue policy coherence for development. Spain should also continue to clarify the division of labor between MAUC and AECID, in particular over strategic planning and budgeting, alliance building and managing multilateral contributions.</p>	<p>Yes</p>	<p>The future <i>Law on Cooperation for Sustainable Development and Global Solidarity</i>¹, currently under parliamentary discussions, and which is intended to be approved before the end of 2022, establishes a clear mandate for the SECI that reinforces its coordination role.</p> <p>It also sets clear mandates for the rest of the institutions of the Spanish cooperation system</p> <p>Additionally, a new division of responsibilities between DGPOLDES and AECID is currently underway, promoted by the SECI and according to the OECD recommendation (planning, alliances and multilateral contributions). Different responsibilities in the drafting and follow-up of strategic documents and contributions</p>	<p>End 2022</p>

<https://transparencia.gob.es/servicios-buscador/contenido/normaelaboracion.htm?id=NormaEV06L0-20215101&lang=es&fcAct=Mon%20May%2009%2012:40:17%20CEST%202022>

		to multilateral organizations are clearly established.	
<p>2. Develop an integrated strategy that identifies how Spain's various instruments, co-operation entities, as well as regional and local approaches, could complement each other better, enhance synergies and collaboration among actors, and make the most of this diverse system to:</p> <ul style="list-style-type: none"> ✓ steer collective action and results in countries and territories ✓ further focus the Master Plan under shared priorities ✓ and create more systematic links between its financial and technical co-operation. 	Yes	<p>We are not sure that a specific strategy is necessary to comply with this recommendation. Spain believes that a comprehensive, well-structured Master Plan of the Spanish Cooperation with clear commitments, as well as Country Association Frameworks (CAF) and Advanced Cooperation Agreements (ACA), can respond to this need identified by the DAC.</p> <p>The new Master Plan for Spanish Cooperation is currently being drafted.</p>	<p>The new Master Plan will be approved by the end of 2022.</p>

<p>3. Establish a roadmap with annual forecasts of ODA budgets to achieve the international commitment of spending 0.7% of its GNI as ODA, as well as its national interim milestones in line with the upcoming Master Plan.</p>	<p>Yes</p>	<p>The future <i>Law on Cooperation for Sustainable Development and Global Solidarity</i> establishes for the first time in a legal text the commitment to reach 0.7% of GDP in ODA.</p> <p>The next Master Plan for International Cooperation will likely include an estimate for annual ODA growth.</p>	<p>End 2022</p>
<p>4. Accelerate efforts to update human resources policies across the development co-operation system, in order to:</p> <ul style="list-style-type: none"> ✓ ensure the number and composition of staff at all levels and in all institutions to enable each institution to fulfil its mandate ✓ create a development career path that breaks the divide between Madrid and technical co-operation offices ✓ improve terms and conditions to retain talent, including for expatriated staff 	<p>Yes</p>	<p>A general procedure for hiring administrative staff has been published. Various procedures are being prepared in order to fill vacancies abroad.</p> <p>Several measures are being taken in order to facilitate the circulation of personnel (general managers, project managers, new administrative staff, etc.) between technical cooperation offices (OTC) and the national headquarters.</p> <p>New processes to improve the conditions of local staff, led by the Ministry of Foreign Affairs, European Union and Cooperation, are underway.</p>	<p>2022-2023</p>

<p>✓ create a more important role for locally engaged staff.</p>			
<p>5. Bring the regulatory framework and administrative systems into line with the long-term ambitions of development co-operation to enable sustained but flexible support, speed-up procurement, reduce the administrative burden and improve flexibility and the quality of partnerships.</p>	<p>Yes</p>	<p>The future <i>Law on Cooperation for Sustainable Development and Global Solidarity</i> is a first step in the reform of the Spanish Cooperation system. This process will also include, <i>via</i> four Royal Decrees, 1. the reform of AECID, 2. the new status of aid workers, 3. a regulatory framework for financial cooperation and 4. the regulation of subsidies to provide the system with greater efficiency and agility.</p> <p>Likewise, Spanish Cooperation will equip itself with new instruments to improve evaluation, monitoring and accountability.</p>	<ul style="list-style-type: none"> • New law : end 2022 • Other processes : throughout 2023
<p>6. Continue to develop and disseminate risk management guidance to make it fully operational at project and programme level and support staff in prioritising the management of risk based on context to improve programme delivery.</p>	<p>Yes</p>	<p>In AECID, a guide is currently being drafted in order to carry out a standardized occupational risk assessment in all offices abroad.</p> <p>FIIAPP incorporates risk analysis in all its projects, and periodically monitors them. Risks are also taken into account in external evaluations.</p>	<p>AECID guide : end 2023</p>

<p>7. Strengthen institutional learning emerging from technical co-operation, the results of programming across ministries and entities, as well as the experience of technical co-operation offices and build stable and robust systems for knowledge management.</p>	<p>Yes</p>	<p>Article 9 of the future "Law on Cooperation for Sustainable Development and Global Solidarity" includes a specific paragraph on Knowledge Management and Innovation, which goes:</p> <p><i>«Knowledge management is an essential element in order to incorporate learning from the cycle of planning, monitoring and evaluation. To this end, a comprehensive system will contribute to generating, organizing, consolidating, disseminating and incorporating knowledge and innovation on the practice and results of the Spanish Cooperation».</i></p> <p>In its Action Plan 2022-2023, currently being drafted, AECID states that knowledge management will be reinforced by means of three specific initiatives:</p> <ul style="list-style-type: none"> • A guideline to improve knowledge management. • A list of past successful experiences. • The implementation of tools for the integration of people and knowledge. <p>All three include IT systems, document management and HR training modules.</p> <p>Currently:</p> <ul style="list-style-type: none"> • INTEGRÁ is the basic tool for the incorporation and departure of technical personnel from headquarters and technical cooperation offices. • A working group has been set up within the framework of "The Agency We Want" initiative to check over the current training plan. 	<p>A pilot group will test the tool throughout 2022 and 2023.</p>
--	------------	--	---

		<ul style="list-style-type: none"> • A working group on IT has also been set up. <p>Regarding FIIAPP, tools are being developed in order to process information and spread project-based knowledge.</p> <p>Particularly :</p> <ol style="list-style-type: none"> 1) A "Development interventions manual" including knowledge management throughout the whole cycle of the project, will be adopted soon and implemented in every project. 2) A « lessons learnt » exercise will be carried out at the end of each project. 	<ol style="list-style-type: none"> 1) First semester 2023 2) Before 2025, a repository will be available to stakeholders.
--	--	---	---

<p>8. Pursue efforts to continuously measure results at corporate level and locally – especially the results of its technical co-operation and knowledge-building activities – to make sure results information is used for accountability purposes as well as for decision making.</p>	<p>Yes</p>	<p>DGPOLDES is currently setting up a list of common indicators for all actors of the Spanish Cooperation: the accountability indicators (IRC). These IRC allow for accountability on a first level of results achieved thanks to ODA funds and interventions executed by different actors.</p> <p>AECID has included in its draft Action Plan 2022-2023 this IRC system for bilateral projects, NGDO projects and thematic funds.</p> <p>Concerning FIIAPP, a “Development Results Framework” has been prepared, based on the expected results of the Spanish Cooperation, those of the European Union and those of the SDGs.</p> <p>IRC information will be collected in the next national ODA 2022 questionnaire.</p>	<p>Throughout 2023. The information on the results obtained in most new interventions will be reported from 2024 on.</p>
--	------------	--	--

<p>9. Set out a clear policy for Spain’s financial co-operation, including principles and objectives that keep sustainable development at its core. It should streamline its existing institutional set-up and make operations more efficient, equipped with controls and safeguards, in line with its new policy and plans to expand financial co-operation.</p>	<p>Yes</p>	<p>The future "<i>Law on Cooperation for Sustainable Development and Global Solidarity</i>" includes a specific chapter on financial cooperation, establishing its guiding principles and objectives. It also creates a new fund for financial cooperation, the Spanish Fund for Sustainable Development (FEDES), which will be the first financial fund embedded within a law on cooperation.</p> <p>The draft law outlays new instruments and sets the path for more agile decision-making and management procedures and guidelines, that improve its impact and ensure its full coherence with the sustainable development goals. This reform of the regulatory framework, governance and instruments of financial cooperation aims to ensure a more strategic approach, its full integration in cooperation with partner countries, multilateral financial organizations, and the European Union and its ability to leverage resources through blended finance.</p> <p>Subsequent regulation (<i>via</i> Royal Decrees) will be approved later on, in order to set up clear rules and procedures for FEDES.</p>	<p>Within six months of the entry into force of the law, a working group of experts will draw a proposal on the future institutional design of the Spanish financial cooperation architecture.</p>
--	------------	---	--

<p>10. Ensure that tools for humanitarian diplomacy and the new early recovery fund address crisis management and not only humanitarian assistance in order to increase their effectiveness and match Spain's renewed ambition.</p>	<p>Yes</p>	<p>1) Humanitarian diplomacy:</p> <p>Aid effectiveness is a priority element of Spain's humanitarian action. To this end, we use several humanitarian diplomacy instruments and we participate in international <i>fora</i>, to ensure greater coordination with other humanitarian actors, such as the United Nations, the European Union and the International Committee of the Red Cross.</p> <p>The Spanish National Strategy for Humanitarian Diplomacy for 2022-2026 will soon be approved, in order to implement the provisions of the «2021-2024 Foreign Affairs Action Strategy²» in a more operational way, while promoting implementation, advocacy and accountability at both multilateral and bilateral levels.</p> <p>2) Early recovery:</p> <p>Spanish humanitarian action recognises the need to incorporate early recovery mechanisms in a structural manner. Early recovery has been included as a priority in a traditional context such as the Syrian crisis: it is included in the context strategy for this humanitarian setting approved on a biannual basis in 2022.</p> <p>In the short term, AECID will try to implement early recovery and disaster risk reduction through other programmatic mechanisms.</p>	<p>Will be implemented throughout 2022 and following years, once the new humanitarian strategy 2022-2026 is approved.</p>
--	------------	---	---

² https://www.lamoncloa.gob.es/consejodeministros/resumenes/Documents/2021/270421-estrategia_de_accion_exterior_2021-2024.pdf