



HUMANITARIAN ACTION STRATEGY OF THE VALENCIAN COMMUNITY 2018-22

EXECUTIVE SUMMARY

The Law 18/2017, of December 14, on cooperation and sustainable development, comes into force after its publication in the «DOCV» no. 8191, of December 15, 2017 of the Generalitat Valenciana, thus replacing the previous Law 6/2007, of February 9 of the Generalitat, on cooperation for the development of the Valencian Community. This intermediate evaluation of the Humanitarian Action Strategy of the 2018-2022, is part of the evaluation process of the IV Master Plan of the Valencian Cooperation 2017-2020, framed in turn, among the established dispositions in this Law, reflected in its Chapter I, “*Planning, modalities, evaluation y transparency*”, within its article 4, “*Planning of the international cooperation for development*”, which establishes the obligation to develop intermediate and final evaluations of the IV Master Plan, both managed by the consellería competente, en este caso, por la *Consellería de Transparència, Responsabilitat Social, Participació i Cooperació de la Generalitat Valenciana*.

In the same way, this evaluation process is framed within the guidelines established in the AH Strategy itself, specifically in point 7. *A transparent and accountable Strategy*. Where it is established that the Strategy must be evaluated twice, one at medium term and another at the end of its validity.

Under this normative and institutional framework, the present evaluation process is developed, with the following objectives:

1. Assessment and level of achievement of the expected results and objectives.
2. Assessment of the level of achievement of the development of new AH instruments, the CAHE and the exclusive call for projects.
3. Formulate improvement proposals that can be implemented by the Generalitat Valenciana.

The present evaluation of the Humanitarian Action Strategy 2018-2022 of the Valencian Cooperation, is part of the intermediate evaluation of the IV Master Plan, therefore, the methodology used has been common in these exercises. Thereby, in both cases, the evaluative design was formative, non-experimental, based on the compilation and triangulation of information through primary and secondary sources, and qualitative.

This design allowed gathering the opinions and perceptions of the parties involved, as well as observing processes, dynamics of change and learning and a general overview of the results obtained, in order to triangulate the information allowing the focus of the evaluation towards final judgements and develop a multilevel analysis (results, processes,



context, design and structure), with application of mixed methods (qualitative and quantitative with predominance of the former), given the established information needs.

After completing the evaluation process, the main conclusions obtained and recommendations issued are the following:

ABOUT THE DESIGN.

Strategy of AH 2018-22, is born from a previous and participative diagnosis process of the AH developed by the Valencian Cooperation, in which different actors and agents linked to the AH of the Valencian Community have been involved. The result is a contextualized strategy framed within the consensus of the international humanitarian system, energized by the World Humanitarian Summit and the commitments of Grand Bargain.

The design of its intervention logic is adequate and addresses the aspects of improvement identified in its diagnosis. It integrates different specific objectives that are complementary and coherent with each other, which have concrete operational results and defined through variables of process and product indicators that are useful for monitoring the Strategy. Regarding the impact indicators, however, there are no SMART indicators, nor specific tools for monitoring that follow the recommendations established in the Strategy itself in its point 7.

ABOUT THE STRUCTURE.

During the evaluated period, the budget has gradually increased. This budget has been found, as a whole, within the percentage range foreseen in the IVPD (14.63% for the period 2017-2018), and with an average budget execution for the period of 82%. Due to the nature of a budget reserved in part to support emergency situations within the CAHE, which respond to unexpected moments, which do not allow for an exercise in predictability or analysis of budgetary needs previously, the level of execution of this in general terms it can be considered satisfactory. However, the fact that the call for competitive competition, where the predictability and the ability to be more strategically oriented annually is more evident, the fact that it has only been able to allocate 71% of its resources, should be considered a low level of execution, since, having 4 specific AH plans in the framework of the strategy, some remain without funding.

The instrument of institutional agreements has been well valued in general terms. These have allowed to enjoy some predictability to some institutions with added value as humanitarian actors for the Valencian Community. At the same time, they have med it possible to sustain a continuous work of humanitarian support, in forgotten or chronic crises such as, for example, in the Central African Republic. However, no evaluations have been developed to know what the added value generated with this instrument has been, as well as the impacts for the AH of the Valencian Region of having had them, and their importance on the ground in the countries affected by crisis where these have been deployed.



There is a good assessment of the need to have an area of coordination at the Autonomous Community level, such as the CAHE, as well as a clear commitment of all the actors linked to it, for supporting the restructuring process of this space, given that in spite of this good assessment, all the actors agree that the effectiveness and efficiency of the AH Strategy is resented by the functioning of its coordination structures and the lack of other complementary coordination spaces.

The valencian AH has reference elements for the development of a quality AH. On the one hand, the existence of nominative agreements with ONGDs specialized in AH, provides a capacity for response and mobilization of resources that other decentralized cooperation does not. Likewise, Strategy 2018-22 is contextualized and harmonized with the latest changes in the humanitarian system and its norms, which allows it to channel its efforts and resources in line with international initiatives.

The development of AH 2018-22 Strategy has a series of elements that limit its correct execution. In this sense, the utility of the CAHE as a coordinating entity between public and private entities of the Valencian Community in terms of financing humanitarian action in cases of emergency is limited, due to the broad administrative deadlines for the provision of funds in time to give response to emergencies (between 4 and 9 months). Likewise, and as with other Strategies, the lack of operation of the Sectoral Territorial Council slows the harmonization and coherence of policies, not only in terms of calls, processes and rules of justification, but also in elements of knowledge management, joint learning and evaluation of their actions.

ABOUT THE RESULTS.

It is evident that steps have been taken to establish the foundations that allow medium-term progress in the implementation of the strategy, but currently, the general level of implementation of the strategy can be considered low, since of the total of actions that should be in full implementation or completed (considering indicators + short-term actions of the Grand Bargain), only 14 of 29, are in that phase, that is, 48.28% of it. The set of indicators of the monitoring matrix and short-term actions that have not yet been able to achieve progress (15 of 29/52%), are linked to strategic actions of coordination and inter-institutional articulation, which evidences the importance of achieve a proper functioning of the coordination spaces, and strengthen the General Directorate of Cooperation and Solidarity with more human resources and the adequate technical capacity to promote these fundamental processes for the implementation of the strategies.

ABOUT THE PROCESSES.

There are different processes that currently denote a good internal gear and good external support for their proper development, such as those linked to calls for projects, or those related to including elements related to Sphere Handbook and the NHS in the ex-ante guide of project evaluation, etc.



However, there are also some processes that are currently hindering the development of this, such as: a. The deadlines for disbursement of funds in projects awarded within the framework of the CAHE; b. The lack of common fund of the CAHE for project financing through external support for its management; c. The problems for the implementation of the adherence to the commitments of the Grand Bargain, especially the one referred to the use of the *Cash Transfer*; and d. The deficit of true spaces of joint work between actors of humanitarian sector and the administration, for the definition of elements such as the communication and awareness strategy, or the planning of evaluation strategies, etc.

Although when the strategy gives special relevance in its definition to the need to have a strategy for awareness, communication and mobilization of citizenship around the AH, and that it be designed in a participatory manner, they have not been able to achieve progress in the definition of it.

The strategy does not have a defined monitoring and evaluation plan and given its own characteristics, it would require its own strategic evaluation plan, differentiated in time and form from what can be requested in the field of development cooperation or the EpD.

RECOMMENDATIONS.

1. In order to establish a monitoring and evaluation system for the Strategy that allows for the reorientation, if necessary, of possible deviations during the execution process, it is recommended to develop a timetable that temporalizes the different results and actions established in the Results framework of the Strategy, all with the aim of adjusting both the monitoring and evaluation indicators under SMART criteria, following the guidelines established in the Strategy document itself.
2. It is recommended the configuration of a technical report or another joint coordination space, for the execution and monitoring of the Strategy, considering that part of its objectives require multilevel and multi-actor work. On this line, the joint work space for the development of the Valencian strategy of awareness, communication and mobilization, between the CAHE, the Generalitat Valenciana, the Coordinator of Valencian ONGD and the Universities, can be used to exercise this role.
3. Considering the deficits presented by the CAHE to act as an effective space for coordination of different public and private actors to respond to emergency situations, it is necessary to apply urgently the recommendations established in the diagnosis prior to the design of the strategy, since after two years of execution of the same, the limitations of this Committee remain the same, both to give financial response in time to emergencies, as well as for the harmonization of processes and coherence of policies.



4. It is noted that the AH of the Valencian Community has progressed timidly in relation to the commitments of the Grand Bargain. Even so, there are certain commitments that still need to be promoted, so it is recommended:
 - ➔ Regarding the use and coordination of cash-based responses (Cash Transfer), it is recommended to continue deepening the possibility of using ONGD and/or local partner entities (of proven confidence) and with experience in the subject, as intermediaries for the management of these funds.
 - ➔ To encourage the development of joint initiatives, in group or partnerships, that allow the experience of different actors to be used, while at the same time reducing logistics and management costs.
 - ➔ To establish, within the framework of the CAHE, compatible justification mechanisms among donors, harmonizing the justification procedures and creating unique and simplified reporting models.
5. It is recommended to develop training processes aimed at both the technical staff of the General Directorate of Cooperation and Solidarity, CAHE partner entities and other actors linked to the AH in the Valencian Community. Both the CAHE and its Advisory Committee are spaces to promote mutual inter-institutional learning that is not being used.
6. The existence in the framework of the AH Strategy of specific operational plans for geographical or collective regions in a degree of special vulnerability, makes it appropriate to recommend giving certain budget predictability, with specific annual lines for this, to each of the specific plans of action. In this sense, the support instrument for AH projects by competitive competition can be an effective instrument for, while supporting the VARD projects, make it possible to mobilize resources strategically annually for each of these plans.
7. The existence of an instrument of economic support through direct award, and with a long path, such as institutional agreements renewed annually, should have its own evaluation strategy. This is especially pertinent since the instrument is less subject to evaluations, not only with current IVPD, but with the set of those implemented so far.
9. It is advisable to start the participatory design phase, and articulated between development actors, EpD and AH, of the General Plan of Communication for Development established in the IVPD, and its corresponding landing to the specific area of the AH, through the Plan of Awareness, Communication and Mobilization of the population towards the AH.
10. In view of the large number of actions and indicators required for their adequate concretion and progress of coordination actions and inter-institutional coordination, (beyond the application of economic support instrument), and above all, the number of strategic actions that they imply specialized technical knowledge for their development (such as the communication and awareness plan), it is recommended to review the staffing of the General Directorate of Cooperation and Solidarity and their



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functions, and to foresee the necessary reinforcement in number and necessary technical capacity, to do against the adequate development of these actions of the Humanitarian Action Strategy.

