



## IV MASTER PLAN OF THE VALENCIAN COOPERATION 2017-2020

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### EXECUTIVE SUMMARY

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The Law 18/2017, of December 14, on cooperation and sustainable development, comes into effect after its publication in the «DOCV» no. 8191, of December 15, 2017 of the Valencian Government. It falls under the provisions established in this Law, reflected in its Chapter I, Planning, modalities, evaluation y transparency, within its Article 4, Planning of international cooperation for development, which establishes the obligation to develop intermediate and final evaluations of the IV Master Plan, both managed by the Consellería de Transparència, Responsabilitat Social, Participació i Cooperació.

This intermediate evaluation of the IV Master Plan of the Valencian Cooperation 2017-2020, is developed under this normative and institutional framework, with the following objectives:

- **The general objective** of the evaluation is to analyze what factors enhance the execution and progress of the IVPD.
- For this purpose, **4 specific objectives are specified:**
  1. Analyze the degree of coherence and internal and external adequacy of the IV PDCV design.
  2. Understand and explain the implementation process of the IV PDCV according to its initial design, from which to analyze: status and level of progress, critical and impeding factors, key processes, weak points and internal changes in behavior.
  3. Propose inputs for improving the effectiveness, efficiency, alignment and coherence of the interventions supported by the Valencian Cooperation for its contribution to achieving the development results of the partner countries, in correlation with the Sustainable Development Goals of the Agenda 2030.
  4. Prepare strategic recommendations ad systematize the lessons learned.

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 that allows focusing the evaluation towards final judgements and developing 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.

The design of the IVPD of the Valencian Cooperation has been developed under a process of dialogue and debate well valued by the different agents, and that has allowed to establish consensus and reach agreements on different aspects of the IVPD. In this design process, the efforts made by the General Directorate of Cooperation and Solidarity are valued positively for the development of the *Diagnosis of Valencian development cooperation: towards an agenda of decentralized cooperation in the Valencian Community, July 2016*, although later the development of a concrete improvement plan for the prioritization and operational incorporation of the recommendations is not evident, proof of which is that a large part of the recommendations established in the intermediate and final evaluation of the III PD remain relevant.

The coherence of the logical structure of the results framework expressed in the IVPD is considered adequate and introduces innovative elements of alignment with the 2030 Agenda and its ODS. However, the intervention framework remains at higher levels of the results chain (impact and results), not specifying more operative levels referring to products and lines of action that allow landing the operational objectives of the Plan, which gives it a character broad, which accommodates all sectoral priorities and areas of action of the countries considered as a geographical priority.

#### ABOUT THE STRUCTURE.

The representativeness of the different agents in the collegial, advisory and technical report bodies is wide.

The budget prepared during the years 2017 and 2018 in the field of development cooperation under the IV Master Plan has grown exponentially, however, it is still below the 0.2% of the budget of the GV and far from the 0.7% referenced in the cooperation law. The overall budget execution for the last financial year 2018 is satisfactory and stands at a 92.49% for cooperation budget as a whole.

The instrument of agreement for the strengthening of cooperation agents is well valued by the different actors. Up to now it has allowed maintaining a management and work structure of these actors, which helps to strengthen and boost their interventions in cooperation and EpD, and above all, their proximity and communication with the population, however, the existence is lacking of support instruments aimed at strengthening and consolidating the collegiate and consultative bodies.

Likewise, an important effort promoted by the GV towards the internal strengthening of capacities is visualized, above all, with the objective of incorporating the principles of the 2030 Agenda into public policies, although, in terms of development cooperation, it still has not been they appreciate equally significant effort in the training of these actors of public administration, in areas specifically linked to international cooperation for development, technical cooperation and humanitarian action.



The technical cooperation from the actors of the public administration has at the moment a very short journey with only 2 approved projects and it is ready for evaluation. However, it is considered that it can be an instruments that could contribute to the strengthening of local partner entities, although for this purpose it will require the development of technical capacities by cooperation agents linked to public administration, and the identification of the added value that these can offer.

The actions of organizational and technical strengthening of the different cooperation agents, established from the IVPD, for the time being, are not promoting a collaborative and network work. The existing bodies for the strategic and operational coordination of the Plan and its ascribed strategies have a profile of information and consultation spaces and have not yet evolved towards real participation spaces.

#### ABOUT THE PROCESSES.

The deployment of the main cooperation instrument of the IVPD, its calls for projects 2017 and 2018, has been valued by the different actors of the Valencian cooperation as a useful and effective instrument for its mission. All the calls have been aligned with the IVPD and the Order of Bases, have had affordable and adequate terms for their resolution, and the payments after their approval have been agile.

The ex-ante evaluation of the projects is done by outsourcing the service, thus guaranteeing its objectivity, and including a feedback process towards the institutions with evaluated proposals, an initiative that has been welcomed and positively valued by the different actors.

The IVPD can be considered appropriate and consistent with a new vision of cooperation, in transition from a traditional model to a development cooperation model aligned with the precepts and objectives of the 2030 Agenda, far from the vision of previous cooperation plans of the Valencian Community. However, the trend towards concentration of interventions in the same geographical areas, prioritized countries and cooperation sectors in which they had already been working historically has been maintained.

The knowledge management proposed in the IV Master Plan is very focused on evaluation, which is important as a tool that generates knowledge must be combined with other elements as such:

- a. Existence of institutional spaces (formal or informal), stable, representative and participatory. This factor is key to encourage exchange, socialization and knowledge construction jointly.
- b. Existence of a clear and shared definition, from the beginning, of a knowledge management strategy that guides each of the processes: identification, acquisition, development, distribution, use and retention of knowledge.



- c. Have adequate instruments for information collection, interpretation, knowledge generation and decision making. The current file does not include much of the necessary information so that part of the indicators set forth in the IV Master Plan can be measured at intermediate and non-final moments. To this is added the challenge of designing a database and software for the treatment of said information.

Even with the importance that the IV Master Plan recognizes the need to develop a global communication strategy for development, no action has been taken for its implementation or initiation, nor as a global communication strategy for development in the framework of the IV Master Plan, nor as a specific instrument of communication in the strategies of EpD and AH.

#### ABOUT THE RESULTS.

Currently, with the deployment of the instruments of the IVPD, it has been possible to make a distribution that in general terms addresses all the axes of the plan (in some cases at the moment it does so in a testimonial manner), there being a clear trend towards concentration of resources in Axis 2 over the rest of the other axes.

The number and breadth in the definition of the Operational Objectives of the IVPD give it a very ambitious character, where, despite the substantial increase in the cooperation budget of the last two years, it is difficult to provide the necessary resources to make operative 100% of its objectives, existing to date 32.35% of the operational objectives (11 of 34) that do not receive any financing.

#### RECOMMENDATIONS.

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1. Considering the opening of the General Directorate for Cooperation and Solidarity, for the establishment of spaces for dialogue with the agents and the existence of points of controversy on which to reach an agreement. For future planning exercises of the cooperation policy, it is recommended to incorporate external agents that act as facilitators in this process. It must be considered that in these participatory planning exercises, the process is as important as the product.
2. It is recommended, as far as possible, when the presence of partners in the field or links allow it (OTC's), facilitate the participation of the partner countries with which it collaborates (at least those with a broad range of cooperation) in the design of the Valencian cooperation policy.
3. In order to close the assessment cycle of Master Plans, it is recommended to establish improvement plans, based on the recommendations issued by the previous evaluations and given that these are still in force to a large extent.
4. It is recommended to carry out political work to promote the design and approval of the Development Cooperation Regulation. The absence of this regulation at this point



of execution of the Master Plan and before the new challenge of the management of the next budgetary increase, shows some incongruity.

5. The Annual Plans of Action (PAA) must fulfill the function established in the IVPD, to specify the objectives and operative results of the same. The general nature of the IVPD requires a specific operational planning exercise, which consider the elements that remained to be defined in the design of the plan, for this it is necessary to identify the intermediate steps of the results chain: products, lines of work, as well as its timing.
6. It should be foreseen with sufficient anticipation, the design of the system of systematization and analysis of information necessary for the measurement of the indicators of the IVPD, through the different specific instruments designed for it (indicators tab) and of the rest of the documents that will contribute this information (Evaluation reports, project reports, etc.)
7. The organizational elements on which the execution of the IVPD revolves must be activated, the Interdepartmental Commission, the Sectorial Territorial Council, the CAHE, and the different technical reports, are key spaces to promote coherence and harmonization of policies for development. In this sense, it is recommended to introduce support instruments aimed at strengthening and consolidating the collegiate and advisory bodies.
8. It is recommended to strengthen efforts in the training of the different actors of the administration of the Generalitat Valenciana and the Public Instrumental Sector of the Generalitat in areas specifically linked to international cooperation for development, especially when it is foreseen that due to its added value, these actors could be involved in possible technical cooperation initiatives, as this is a cooperation area that requires sensitivities, knowledge and technical capacities, different from the principles of the internal application of the precepts and objectives of the 2030 Agenda.
9. The substantial increase in the financing of cooperation should be accompanied by a proportional increase in the budget of the General Directorate for Cooperation and Solidarity, in order to equip itself with professional teams in sufficient numbers and technical capacity for the deployment of each of the programmatic instruments of the IV Master Plan.
10. In order to improve inter-institutional and inter-sectorial communication, it is recommended to establish support instruments and/or formal and permanent spaces for reflection, debate and joint work among actors (forums, platforms, tables, etc.), which allow the exchange of concerns, experiences, lessons learned, and serve to generate shared proposals and institutional synergies, strengthening collaborative relationships.



11. As an element to guide the formulation of projects to the different agents, it is recommended to prepare a guide for the formulation of projects, which complements the ex-ante evaluation guides, more directed to the interpretation of the evaluation criteria of the announcement.
12. It is recommended to identify, jointly with the agents, the elements of improvement in the incorporation of the transversal approaches also in their execution phase, and later, to articulate around the same possible reinforcement actions, to improve the integration of these aspects at an operational level.
13. Given the challenge of managing the exponential increase in the budget over the last year and considering the general and ambitious nature of the IVPD, and in order to avoid splitting the aid, it is recommended to: promote the presentation of multi-year projects or programs and encourage the presentation of proposals in a consortium.
14. An annual evaluation strategy or institutional plan should be defined, aimed at clearly defining the objectives of interest of said evaluations, in terms of knowledge to be acquired with them, and of their subsequent strategies of acquisition, development, distribution, use and retention of knowledge in the institution.
15. The definition and design of the communication strategies for development, and of strategies or plans for communication and awareness about humanitarian action and EpD, should take center stage, and move towards their realization and development in the remaining period of the IVPD.