



# Evaluation of Humanitarian Response to Floods in the San Julian Municipality, Santa Cruz, Bolivia

Full Report

Oxfam GB Programme Evaluation

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## **PROJECT:**

# **“Humanitarian Response to Floods, in the San Julian Municipality, Santa Cruz, Bolivia”**

EVALUATION DATE: August 23 – September 23 2006  
CONSULTANTS: Luís Salamanca

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## **1. PURPOSE AND METHODOLOGY**

The purpose of the evaluation is to assess the quality of the Project implementation, based on the variables defined in the Terms of Reference.

The methodology used for the evaluation was the following:

- ❖ Process Design, Tools and Work Program.
- ❖ Revision of Documents.
- ❖ Interviews and Workshops with members of OXFAM and the technical coordinator.
- ❖ Interviews with local authorities of the Municipal Government of San Julián, middle management and technical personnel.
- ❖ Field work, interviews with municipality authorities, and farmers who are beneficiaries of the Project's actions.
- ❖ Feedback meetings and discussions with the project's technical team
- ❖ Complementary revision of documents.
- ❖ Writing of the evaluation document.

## **2. SUMMARY**

### **Relevance**

- ❖ The purpose of the project was relevant for the 28 communities included in the intervention.
- ❖ The coordinated and arranged participation of the political authorities (municipality of San Julian), communal authorities, their constitutes

and OXFAM allowed for a suitable selection of the areas and activities to fulfill the demands of the communities.

- ❖ The Project worked with a larger number of communities than what was planned at the request of communities. The project could respond to these needs basically supporting the organization of the political and administrative authorities of the “new” communities.
- ❖ On one side, OXFAM technical team with solidarity and great social sensitivity, and the communities of the area of the project with very strong organizations on the other side, has been able to achieve the expected success even exceeding the expectations in some activities.
- ❖ With the fulfillment of the activities of the project, the confidence of the communities towards NGOs and Foundations has been recovered.
- ❖ This Project has enriched the institutional experience of OXFAM in administration and execution of emergency projects in low lands, and in areas that are colonized by migrants who came from the occidental part of the country.

### **Effectiveness**

- ❖ The number of programmed direct beneficiaries of the project was notoriously increased; the project was able to attend new communities and activities, in addition to receiving additional financial support for the acquisition and distribution of cattle.
- ❖ The project has obtained a good balance among territorial coverage, activities and financial resources, in spite of the short time and limited resources.
- ❖ The participation of the communal people in charge of water in the rehabilitation processes and/or construction of infrastructures of potable water and sanitization, allowed them to assimilate knowledge, skills and abilities to replicate them in the future

- ❖ In the component of food security, the technical proposal was supplemented with the acquisition and distribution of farm animals (bovine, ovine and poultry) and diverse inputs related to animal health, contributing in this way to the economic reactivation of small family units.
- ❖ An important contribution is the Plans of Contingency and the Emergency Operative Centers that were validated through the accomplishment of maneuvers where local, sectarian institutions, authorities, and general population participated, as well as the search and rescue group (FUNSAR).
- ❖ The recruitment and organization of FUNSAR with the participation of voluntary young people (a new activity), have been excellent considering the degree of commitment pledged and the possibility of replicating the program in neighboring municipalities of the Mancommunities of Municipalities of the Low River basin of the Río Grande, that is where San Julian is located.
- ❖ The elaborations of maps of irrigations initially contemplated were made according to what was expected. Additionally maps were elaborated for: i) Threats of flood, ii) vegetal coverage, iii) Elevations, iv) orthorectified space maps and v) Evacuation Zones, infrastructure and escape routes ; and, vi) thematic maps.

### **Efficiency**

- ❖ As consequence of the breach of contract with SUMAJ HUASI for reasons of malpractice, OXFAM managed to rescue the technical team formed by the local counterpart, completing and reinforcing the water and sanitization component and had to put the project under the direct control of OXFAM GB field technical coordinator. The most important changes experienced in the field team from the moment that the new coordination came into place was the change of

perspective, since functions and responsibilities were delegated to the technical field team in a horizontal and participative manner.

- ❖ The supervision effort done by OXFAM allowed that the field technicians could periodically report on the fulfillment of their activities, and that they could detect problems that could prevent or delay the accomplishment of results, and these technicians were able to make adjustments in an opportune manner.
- ❖ The activities of the project were subjected to the rhythm and customs of the communities causing that some activities, specially those related to training, had to be carried out during non-working days and non-working hours (at night and on Saturdays and Sundays).
- ❖ The project had the ability to gradually obtain the participation of the municipality and communal authorities and to gradually increase their interest in the executed activities which they reported to them and; furthermore, through field visits to verify the fulfillment.
- ❖ The practice maneuvers that took place in the last phase of the project, allowed the verification of the degree of knowledge of the people of the communities on ways to respond to an emergency.

### **Impact**

- ❖ The direct participants in the implementation of the project have acquired new tools and have enriched their knowledge to improve their practices in regards to emergencies and disasters.
- ❖ The communities have internalized the concept and the importance of the COES and the logic of their participation in certain functions according to their knowledge and aptitudes.
- ❖ The conformation of the volunteer group of young people (FUNSAR), has positively modified the opinion of the population on the potentials and the roles of young people in development.

- ❖ The incorporation of women facilitators for the communication of the technicians in communities that speak Quechua, has favored the participation and the integration of the population in the activities of the project.
- ❖ The technical information produced by the project, such as: Maps, contingency plans and COE's manual, were given to the Municipality of San Julian and a number of these documents to the communities themselves. Proof of the institutional commitment, is the approval by means of Municipal Resolutions of the two above mentioned documents.

### **Sustainability**

- ❖ Rotation of the leaders of the community and of the local authorities could jeopardize the sustainability of the results; nevertheless, at the level of the communal organizations great motivation is left to endure and the interest remains in the continuity of the results generated by the project. Furthermore, the group of voluntary young persons of FUNSAR has to be the instrument that reinforces the interest of the communities in the perspective of the sustainability of the results.
- ❖ A positive change is the prevision that was taken by the Municipal Government of San Julian to consider financial resources in its POA for work on emergencies.
- ❖ The sustainability of the group of volunteers is guaranteed by the enthusiasm of the members, the endorsement that have received from their families, the communities, the Municipal Government and the monitoring of departmental organizations who cooperated in their organization and qualification; it is expected that this group can be reinforced with the incorporation of new members.
- ❖ The Municipal Government of San Julian has adopted criteria of prevention in his development plans (PDM), particularly is remarkable in this subject, the participation of the farmers in the construction of a

dock of great proportions in the place where the Grande River overflowed in the month of January/06.

### **3. RECOMMENDATIONS**

It is important that in future projects of this same nature, the experience of San Julian is reviewed and furthermore, the errors which could have been committed are surpassed, the retrieval of the experience must be done from the methodology used and the developed contents onward.

- The methodology oriented to construct new knowledge, from own knowledge of the community, to make possible that this knowledge leads to the development of abilities and skills are evident in the reaction related to prevention, disasters and reconstruction situations.
- Articulation of the project to the organizational structure of each one of the regions and the avoidance of constructing parallel and/or specific instances that could generate confusion; moreover, instances that can absolutely be of short-term nature.
- To take into account operative aspects in specific places based on their own socio-cultural characteristics, calendars and suitable schedule of meeting.
- To give greater emphasis to the process of information/ training, not to remain in a single phase of knowledge, such knowledge must be made clear in its applicability.
- It is fundamental that from the design of the projects, work must be done on the gender topic, this will allow to improve the involvement of all the actors and the construction of functions and roles that every one will have. Moreover, the contribution that women make to the local development can be recognized.
- To define the profile of the technical team in a better manner, in regards to the experience in emergency projects, knowledge of the physical, social and cultural conditions of the population where the project will be

carried out; also it is important to consider language aspects to facilitate communications and transference of knowledge.

- To clearly define from the beginning, the activities that are more convenient to the communities, privileging those that are going to more directly solve or face the cause of the problem.
- To commit the technical participation of the local institutions such as the municipality in the field work with the purpose that these institutions can carry out the support of the activities beyond OXFAM assistance.
- To consider the permanent presence of field technicians in the communities, to approach them more the scene of the activities, to deepen the experience with the farmers and to, possibly, lower the mobilization costs from an operations center.
- OXFAM experience in the organization of the group of volunteers (FUNSAR), should be shared with other organizations of support in the topic, in order to replicate them in other geographic areas of the country. It is necessary to systematize such concrete experience and to formulate a practical guide to organize these groups.
- In the design of future projects, no activities should be consider that exceed the life the project; in the contrary, these responsibilities should be transferred to local institutions, under the supervision and control of the own involved communities.

#### **4. LESSONS LEARNED**

- ❖ The strategy to involve to the young people in the activities of the project, is construction of leadership and projection of their participation in the problem; the strategy to incorporate local authorities and the development of their communities, assures the sustainability and replicability in the daily duties in the communities and in the decision making

- ❖ In the design and execution of the project, it is precise to consider that a greater volume of activities will be made in the most vulnerable communities, without neglecting the balance that must exist in the complete set of those activities.
- ❖ The consolidation of the work team in PREDES is basic to assure more effectiveness and efficiency in the fulfillment of results.
- ❖ The presence of a coordinator of OXFAM GB in San Julian, has made possible the existence of better coordination with the local and communal institutions, it has improved the performance of the technical field team and the supervision duties were closer to the scene of the activities and that made possible that the work would be shared on a daily basis with the project's team, as well as, with the political and communal authorities.
- ❖ It is necessary to prepare a document that systematizes the experiences, learned lessons to enrich OXFAM's institutional capacities and to share them with organizations and institutions of the sector

## **5. THE PROJECT**

**The purpose of the Project is:**

**Humanitarian Response to Floods in the San Julian Municipality, Santa Cruz - Bolivia.**

**The direct beneficiaries are: 3359 people**

**Execution time: 6 months**

**Total Project cost: 209,698 EUR**

## **6. PROJECT RESULTS**

1. 900 families have improved their access to safe water and to adequate sanitation modules in their communities according to Sphere standards.

2. 900 families reduce their dependency on food distribution through agricultural technical support and seeds distribution.
3. 17 communities and one municipality have improved local capacities in disaster preparedness for future emergencies.

## **6.1. RELEVANCE**

The location of the Project area has perfect coherence with the established Project Purpose of consolidating the basis to create a culture of prevention in vulnerable areas. Nevertheless, the short duration of the project (6 months), has not allowed to follow up to the commercialization of agricultural products or the activation and operation of the Operative Center of Emergencies (COE, for the Spanish Centro de Operaciones de Emergencias), its plans of contingency or the attitudes adopted by the population before the possibility of a flood and the evacuation procedures.

The selection of the areas of intervention and the conducted actions were the product of an ample consensus among authorities of the Municipal Government of San Julián (GMSJ), OXFAM and the communal authorities; therefore, the execution of the project had the active participation of the benefited population and the close support from their leaders.

The Project allowed to extend the coverage and assistance to a greater number of communities surrounding to the area of intervention (from 17 to 28 communities) and the extend of coverage to a larger population base (from 615 to 1355 families), and the extension to new activities, incorporating activities such as: i) distribution of live farm animals (bovine, ovine and poultry breeding); ii) elaboration of recreational educative material (Riesgolandia); and, ii) conformation of a group of volunteers of adolescents and young men and women creating the Fundación de Salvamento y Rescate - Foundation for Salvage and Rescue (FUNSAR).

Additionally to the Project's technical team of the Project, four other technicians with different abilities were incorporated; two to provide support to the main team (2 Political Sciences graduates) and two women facilitators with ample command of the Quechua language who facilitated the activities of the technicians in their relations with the communities.

Even though the personnel hired by the Project did not have the sufficient experience for the implementation of emergency projects, through training and sensibilization actions, a high degree of commitment with the problems in the area of the project was achieved. These aspects were able to be consolidated once the management team was changed, since Sumaj Huasi worked under an organizational structure that was vertical and highly centralized.

## **6.2 EFFECTIVENESS**

### **6.2.1. 900 FAMILIES HAVE IMPROVED THEIR ACCESS TO SAFE WATER AND TO ADECUATE SANITATION MODULES IN THEIR COMMUNITIES ACCORDING TO SPHERE STANDARS**

The Project satisfactorily fulfilled the programmed results, despite the time gaps in the execution of the project during the three first months. The decisions to change the general coordination and to change the team which were taken by OXFAM's coordination had positive results allowing the delivery of activities to reach the fulfillment of the programmed goals.

The new technical team within the framework of its activities, managed to identify and to take care of new demands originating from the intervened communities and the surrounding communities. These dynamics first accomplished to recover the time gaps and secondly to exceed the

results initially programmed, such as: i) coverage of training in health and hygiene from 900 families to 1141 families, ii) water well rehabilitation, cleaning and disinfection from 42 units to 45; as well as incorporating new activities at the request of the community organizations which were endorsed by the Municipal Government and by the project technicians who detected the requirements, such as i) construction of a deep well in the Berlin district, ii) control of quality of waters in the different types of system which exist in the communities, ii) donation of health and hygiene kits to 450 families (identified as the most vulnerable) who attended the training workshops.

The placement of the sanitary modules was established by the communities considering the technical criteria of the Project.

During the field visits, the fulfillment of this component was verified. Nevertheless in some sanitary modules where potable water systems and electrical energy systems were present, it should have been projected the installation of showers because of the climatic conditions of the zone and the culture of the people (Fortín Libertad among others).

It was observed the use of non-suitable materials in the construction of the sanitary modules because the walls and the roofs were constructed with metal plates; in view of the fact that the area of intervention has very warm weather during most of year and that these metallic materials concentrate heat easily; therefore, odors are spread, and the use of the modules is inconvenient because of the high temperatures inside these modules which are tightly closed unit.

The sanitary modules were constructed below ground level, while the recommendable way of construction was to put them above ground level to: i) avoid contamination of the water-bearing features during the rainy season and, ii) the recovery of the degraded organic material (organic fertilizer).

The communities have assumed the commitment of operation and maintenance of these facilities through the persons who are in charged of the communal waters who have been trained by the project.

#### **6.2.2. 900 FAMILIES REDUCE THEIR DEPENDENCY ON FOOD DISTRIBUTION THROUGH AGRICULTURAL TECHNICAL SUPPORT AND SEEDS DISTRIBUTION**

This component was fulfilled in conformity to what was planned, performing additional activities which were identified during the process of execution of the project, the economic needs for these last mentioned activities were financed through funds from other sources based on the negotiations completed by the coordination of the Project.

Both activities greatly fulfilled the expectations of the people who with the flood had lost their means of subsistence and who, in their own, would not been able to fulfill their minimum food necessities, and even less would have being able to think in a small economic reactivation.

The project work correctly with the social base to be able to determine the species and agricultural varieties for winter sowing and the productive regeneration.

The success in the implementation of the project this very much related to the participation of the social actors in the decision making to solve emergent problems from the agricultural losses caused by the flood of January 2006.

There was active participation in all the productive process of the beneficiaries with the perspective of obtaining a small economic reactivation.

Furthermore, women had an important participation in the process of production of vegetables, area directly related to the daily food consumption of the family units.

The technical assistance offered by the project in the production process and in the control of plagues and diseases should be emphasized which also provided the necessary means for the eradication of those plagues and diseases.

During the field visits, the people showed their commitment to the Project in view of the fact that this is the first time that an Institution responds in an opportune manner to the demands of the community.

The selection of live animals (bovine, ovine and poultry) was made in a consensual manner between the communities and the Project, and the distribution of these animals was based strictly in the criteria defined by the communities.

The live animals were financed with additional resources managed by OXFAM.

The hens' distribution was directed to all the most necessitated families who were returning from temporary shelters.

### **6.2.3. 17 COMMUNITIES AND ONE MUNICIPALITY HAVE IMPROVED LOCAL CAPACITIES IN DISASTER PREPAREDNESS FOR FUTURE EMERGENCIES**

In order to execute this component, some difficulties had to be weighed up; such as, the impassable roads which remained flooded, the affected families who were in temporary shelters and the participation of the authorities who

initially had many susceptibilities that later started to clear up as OXFAM fulfilled the acquired commitments; by the end, these authorities were totally involved assuming the responsibility for the continuity of the activities at the end of the project.

In the field visit, we were able to verify the fulfillment of this component, given that during this visit, we participated, in some of the communities, in the delivery of maps of evacuation and routes of escape, as well as the delivery of infrastructure; furthermore, in the conversations maintained with members of the communities we could observe the roles and functions that the different families would perform during an emergency.

Something that we must emphasize is the conformation of a team of volunteers who are very committed with the search and rescue work to sustain the communities that require them. The families of the young men and women volunteers have seen by far with pleasure the participation of their children in these activities. Moreover, we found out that the volunteers were convoked to help with a forest fire in the municipality of Guarayos.

Furthermore, we could observe the high level of assimilation of the topics developed by OXFAM in the communities in regards to responsive actions in case of emergencies. There are videos of the training maneuvers where it could be observed the excellent participation of the local institutions and of the population in the different tasks of responsiveness to emergencies.

The creation of the Plan of Contingencies and the Plan for the Operative Center of Emergency was done in a coordinated manner between municipal instances and the Project; later on, these plans were socialized among the communities.

The Municipal Government of San Julian has approved the Plan of Contingencies and the Plan for the Operative Center of Emergencies by means of legal instruments; these approvals represent the institutional recognition and involvement with these mentioned instruments.

As an additional training and diffusion action in regards to Risks Management, the project has elaborated educative materials; such as, educative leaflets, banners, and didactic games. Riesgolandia is an example, among others, of a didactic game which was practiced in the educative units of San Julian Centro.

### **6.3 EFFICIENCY**

- ❖ The field team was constituted by a group of people which come from diverse professional fields who are identified and committed with OXFAM's institutional Mission. It is necessary to recognize the effort of the field team in achieving the expected results considering the difficult working conditions in the zone and the short time of the Project. In all the cases, the local teams developed an respectful and amicable approach with municipal authorities and local leaders.
- ❖ The high degree of commitment and responsibility of the technical team allowed the project to accomplish its goals in the expected time; the team had to work more than the statutory eight hours per day to fulfill the work chronograms.
- ❖ It has to be emphasized that the horizontal coordination system practiced during the project is one of the most suitable systems of organization.
- ❖ The concentration of the technical team in the operations area (San Julian) helped to produce greater knowledge and communications, generating positive synergies.
- ❖ Having the administration in the field permitted that all the administrative and financial activities were more agile, specially regarding to the

acquisition of inputs, materials, etc, required by the components of the project.

- ❖ The presence of a Coordinator from OXFAM GB in the field team who was directly involved in the activities of administrative control, monitoring and reports to the Donor Agency, has contributed to achieve better levels of efficiency in the implementation.
- ❖ Due to the characteristics of the Project and the region where the project is located, the selection of the field team is not an easy job. The hired personnel did not have experience in attention of emergencies, nonetheless, inductive training allowed them to acquire certain knowledge base; furthermore, the team's resolution and drive were stronger than their limitations, and the team was able to consolidate its knowledge and capitalize it in benefit of the project and the communities.
- ❖ OXFAM's direct intervention in the execution of the project gave this project a new participative and horizontal perspective that helped with the delegation of responsibilities to the technical personnel, which, in turn, allowed more commitment and solidarity among the field personnel; and, consequently, all these had positive repercussions in the results.

### **6.3.1. 900 FAMILIES HAVE IMPROVED THEIR ACCESS TO SAFE WATER AND TO ADECUATE SANITATION MODULES IN THEIR COMMUNITIES ACCORDING TO SPHERE STANDARS**

The activities of this component initially were slow due to: i) little knowledge regarding the area of the project, ii) flooding and difficult access to the potable water systems to prepare evaluations and interventions, iii) duality of functions of the coordinator of the project who was also acting as a field technician.

Once Sumaj Huasi's coordination was intervened, the technical team was changed and the accessibility conditions improved because of the reduction in the water levels. The new team had to work overtime (more

than 8 hours per day) to fulfill with the goals that were previously defined.

### **6.3.2. 900 FAMILIES REDUCE THEIR DEPENDENCY ON FOOD DISTRIBUTION THROUGH AGRICULTURAL TECHNICAL SUPPORT AND SEEDS DISTRIBUTION**

The results obtained in this component were favored by the coordinated and consensual participation of community authorities, representatives of small agriculturists, Municipal Government of San Julian and the project's field technicians. All of these participants made decisions regarding the agricultural species and varieties that have better yields during the winter sowing season.

The conditions of the soils, which were coming out from a long process of flooding, did not allow the sowing to be accomplished in an adequate manner; although in some areas, in spite of this difficulty, the farmers managed to sow, but the farming fields were attacked by severe drought. Nevertheless of all these eventualities, the obtained yields are within the average yields that producers of the region obtain during normal agricultural periods.

There have been differences in the yields of frijol. The districts of Montenegro and Paraíso only obtained a yield of 15 qq/ha while the Berlin district reached a yield of 35 qq/ha.

It should be emphasized that in the selection of the vegetable seeds; as well as, in the field work, the participation of women has been fundamental.

The donation of seeds was accompanied by different agricultural inputs (fertilizers, insecticide), tools, and technical support. In short, all of these permitted the delivery of a complete technological package.

To this component, new livestock activities were incorporated based on the diagnosis of needs that came from the community and that were financed with additional resources that OXFAM was able to obtain. The methodologies for the selection of the beneficiary families, for the distribution and for the modalities of the rotatory fund were the same as the one used for the selection of the seeds species.

### **6.3.3. 17 COMMUNITIES AND ONE MUNICIPALITY HAVE IMPROVED LOCAL CAPACITIES IN DISASTER PREPAREDNESS FOR FUTURE EMERGENCIES.**

The project committed from the beginning, the participation of the local authorities and the communities to initiate the process of training in the areas of Risk Management, elaboration of the maps of risks, plans of contingency and the creation of the emergency operative centers at the community level, as well as, at the municipal level.

The conformation of the group of volunteers FUNSAR expresses the valuable participation of the young population of the municipality, in a clear expression of identification with the problems of the communities. At the same time, these young persons have become leaders and an example for future generations.

## **6.4. IMPACT**

- ❖ The presence of OXFAM in the municipality of San Julian has reversed the old concept of the non fulfilled offer, rescuing the credibility of the communities on the basis of the fulfillment of the activities programmed in a joint manner with their own organizations and local authorities.
- ❖ The sizing of the project in relation to the demand of the communities was insufficient in terms of territorial coverage. Nevertheless, the few resources available have been used in an optimal manner obtaining important results for the benefited families and communities.
- ❖ The project has broken the traditional approaches to emergency responsiveness, to food assistance and to construction of temporary shelters in view of the fact that the project has achieved the economic reactivation of the family units in each of the communities.

### **6.4.1. 900 FAMILIES HAVE IMPROVED THEIR ACCESS TO SAFE WATER AND TO ADECUATE SANITATION MODULES IN THEIR COMMUNITIES ACCORDING TO SPHERE STANDARS**

The training to the people who are responsible for the water in the communities in regards to the operations and maintenance of the systems of potable water, wells and sanitary batteries will permit the adequate use of these installations; consequently, prolonging the facilities useful life.

#### **6.4.2. 900 FAMILIES REDUCE THEIR DEPENDENCY ON FOOD DISTRIBUTION THROUGH AGRICULTURAL TECHNICAL SUPPORT AND SEEDS DISTRIBUTION**

The intervention of the project has allowed greater cohesion in the communitarian organizations, improving the image of the groups of leaders to the interior of these leaders' communities, in view of the fact that by means of the negotiations and participation of the mentioned leaders, they obtained OXFAM's presence.

The families of small agriculturists in the area of the project have fortified their cooperation and solidarity ties, as it is shown by what happened during the identification of the affected families and by the creation of the rotatory system applied for the cattle.

#### **6.4.3. 17 COMMUNITIES AND ONE MUNICIPALITY HAVE IMPROVED LOCAL CAPACITIES IN DISASTER PREPAREDNESS FOR FUTURE EMERGENCIES**

The participation and commitment of the political authorities of the GMSJ in the formulation of the contingency plan and operation of the operative centers of emergencies are contributions to the project that deserve to be pointed out.

The incorporation of the young people to the group of volunteers could represent an example for future groups of young people to join these types of activities and to reinforce their solidarity commitments.

### **6.5 SUSTAINABILITY**

- ❖ The sustainability of the project could be seriously jeopardized due to the migratory patterns to intermediate cities that the communities'

populations are considering as an option due to fact that the region is recurrently affected by floods.

- ❖ The rotation of the leaders of the communities and the political authorities without a proper process of transference of information and of the knowledge acquired with the project can be seen as a threat or possible interruption of the sustainability of the project.
- ❖ In the communities, the presence of highly motivated authorities and community's persons has been identified, these people are interested in continuing the work initiated by the project; nevertheless two difficulties emerge:
  - ii) That these people have not received the adequate training in regards to facilitators methodologies in order to reproduce the lived experiences.
  - iii) There is no methodological package to allow the transference of the projects contents in a modular duplicative manner.

#### **6.5.1. 900 FAMILIES HAVE IMPROVED THEIR ACCESS TO SAFE WATER AND TO ADECUATE SANITATION MODULES IN THEIR COMMUNITIES ACCORDING TO SPHERE STANDARS**

The training done by the technical team of the project and the technical instruments transferred to the persons in the communities who are responsible for the water systems can be compromised for reasons related to the annual rotation in the authorities' positions and the seasonal nature of these positions.

### **6.5.2. 900 FAMILIES REDUCE THEIR DEPENDENCY ON FOOD DISTRIBUTION THROUGH AGRICULTURAL TECHNICAL SUPPORT AND SEEDS DISTRIBUTION**

Given that no new adverse events take place in the project's area of intervention, the economic reactivation of the families in the area of the project can be assured.

### **6.5.3. 17 COMMUNITIES AND ONE MUNICIPALITY HAVE IMPROVED LOCAL CAPACITIES IN DISASTER PREPAREDNESS FOR FUTURE EMERGENCIES**

The Voluntary group FUNSAR can have great projection for future growth as long as some organization such as the Municipality commits itself to pursue the follow up and support of this mentioned group.

## **7. CROSS-CUTTING THEMES**

- ❖ The management of the gender topic; although is not explicit in the design of the project, it has been included in the implementation of the different activities, specially in the activities related to Water and Sanitization and Food Security, including training since the participation of women has been remarkable, according to the roles and functions that these fulfill in their homes and the community.
- ❖ The project in its interventions at the communities' level, has respected the culture of the migrant Quechuas and the native population of the areas of intervention. Also, no parallel organizations for the execution of the components have been formed; furthermore, the work was directed to fortify the existing organizations.

- ❖ In the health area, the contribution of the project has been important influencing in the diversification of the daily diet of the families with the incorporation of vegetables, the cleaning and disinfection of the water systems for domestic consumption, and the training and practice workshops related to hygiene.
  
- ❖ The presence of victim families in temporary shelters caused that the youngsters and children who studied at educative centers in the communities, had to attend similar establishments in San Julian, their presence was favorable in order to give them basic information about risk management and to teach them through dynamic recreational games (Riesgolandia).
  
- ❖ The execution of the project considered the participation of the women; for example, they actively participated in the selection of seeds and in the training programs, specifically in the health and hygiene modules among others.
  
- ❖ The design of the project did not contemplate the inter-cultural factors in the communities in the area of intervention; the area of intervention is formed mainly by two racial groups, one is the group of the migrant Quechuas and the other is formed by the natives of the Bolivian eastern low lands.
  
- ❖ The lack of consideration of the inter-cultural factor in the designed of the project was corrected during the execution; this was possible because in the technical team there were persons with great experience in rural development projects; furthermore, two women facilitators were incorporated to the team whose ample command of the Quechua language facilitated the activities of the technicians in their relations with the communities, and the training was done in Spanish and Quechua. In addition, two

Political Science interns were incorporated to the team to facilitate the approaches with the communities.

- ❖ From the design of the project and during its implementation the political rights, social and economic were taken into account of the benefited population.

## ANNEXES

### A. ABBREVIATIONS

COE	Centro Operativo de Emergencia
FUNSAR	Fundación de Salvamento y Rescate
GMSJ	Gobierno Municipal de San Julián

## B. LIST OF PERSONS INTERVIEWED

### Workshop with the OXFAM team – San Julián

NAME	TITLE
Roger Quiroga	Coordination
Javier Delgado	Coordinator Living Conditions
Paula Acebey	Technician, Living Conditions
Sixto Barriga	Technician, Living Conditions
Edwin Zegarra	Technician, Living Conditions
Ramiro Luís	Coordinator, WatSan
Santiago Fernando	Technician, WatSan
Juan Pablo Saavedra	Coordinator, Risk Management
Marco Farias	Field Administrator
Melvin Vincenti	Logistics
Héctor García	Chauffeur

### Authorities of the Municipal Council of San Julián

NAME	TITLE
Wilfredo Terrazas	President of the Municipal Council
Bernarda Jiménez	Member of the Municipal Council
Santiago Rodríguez	Secretary of the Municipal Council
Manuela Soruco	Member of the Municipal Council

### Executive authorities of the Municipal Government of San Julián

NAME	TITLE
Juan Jose Quiroz	Director of Human Development

### Authorities of Social Control at the Municipal Government of San Julián

NAME	TITLE
Rufino Villca	Representative of the Vigilance Committee

### Community leaders, San Jose, Berlin District

NAME	TITLE
Tomas Arriague	Member of the Community Board
Franz Vaca	Treasure of the syndicate
Eva Ortega	Nurse assistant

**Community leaders San Francisco Nucleo G2, Montenegro District**

<b>NAME</b>	<b>TITLE</b>
Faustino Quispe	General Secretary of the Community
Luís Borques	Beneficiary

**Community leaders and members San Pablo No. 17, Montenegro District**

<b>NAME</b>	<b>TITLE</b>
Adrian Cuenca	Treasury Secretary
Edwin Quecaña	Beneficiary
Delfina Condori	Beneficiary
Maria Gonzáles	Beneficiary

**Community members 13 El Progreso, Montenegro District**

<b>NAME</b>	<b>TITLE</b>
Dionisio Quecaña	Beneficiary

**Community leaders and members Nucleo 17 San Miguel, Montenegro District**

<b>NAME</b>	<b>TITLE</b>
Basilio Alvarez	General Secretary of the Community
Modesta Paco	Secretary of Health
Nicolás Choque	Secretary of Education
Noemí Orozco	President of Women's Organization
Felicinda Martínez	Member of the Board
Mario Orozco	Beneficiary
Beimar Choque	Beneficiary

**Community leaders Libertad, Villa Paraíso District**

<b>NAME</b>	<b>TITLE</b>
Gabriel Puma Laura	President de the community
Sabino Sánchez	Water Committee

**Community leaders and members 68 B Pampa Grande, Montenegro District**

<b>NAME</b>	<b>TITLE</b>
Tomas Charca	Beneficiary
Marina Zarate	Beneficiary
Trima Merina	Beneficiary
Andres Condori	Beneficiary

Eulogio Gonzales	Beneficiary
Catalina Calizaya	Beneficiary

Community members La Ponderosa

<b>NAME</b>	<b>TITLE</b>
Eustaquio Mamani	Beneficiary

Community leaders Porvenir

<b>NAME</b>	<b>TITLE</b>
Agustin Sanchez	General Secretary of the Community

Community members Libertad del distrito Villa Paraiso

<b>NAME</b>	<b>TITLE</b>
Javier Flores Mamani	Beneficiary

Community members Nucleo 17 San Miguel del distrito Montenegro

<b>NAME</b>	<b>TITLE</b>
Felicinda Martinez	Beneficiary

Community leaders and members Nucleo 14 Nueva Vida distrito Montenegro

<b>NAME</b>	<b>TITLE</b>
Dominguez Jacinto Diaz	President
Mery Javier	Beneficiary
Cristina Zurita	Beneficiary
Valentina Saavedra	Beneficiary
Enrique Parra	Beneficiary
Beimar Choque	Beneficiary

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