



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

Executive Summary

Oxfam GB Programme Evaluation

September 2006

Commissioned by: Oxfam GB

Evaluators: Luis Salamanca

EXECUTIVE 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.

TABLE OF CONTENTS

1. PURPOSE AND METHODOLOGY	1
2. SUMMARY	1
3. RECOMMENDATIONS	6
4. LESSONS LEARNED	7
5. THE PROJECT.....	8
6. PROJECT RESULTS	8
6.1. RELEVANCE.....	9
6.2. EFFECTIVENESS.....	10
6.3. EFFICIENCY	15
6.4. IMPACT.....	19
6.5. SUSTAINABILITY.....	20
7. CROSS-CUTTING THEMES.....	22

ANNEXES:

❖ ABBREVIATIONS	25
❖ LIST OF PERSONS INTERVIEWED	26
❖ MAP OF AREAS COVERED BY OPERATIONS	28
❖ DOSSIER PHOTOGRAFICS	30

© Oxfam GB 2006

First published online by Oxfam GB in 2010.

This document is part of a collection of programme evaluations available from Oxfam GB in accordance with its evaluation policy.

This document was originally written for internal accountability and learning purposes, rather than for external publication. The information included was correct to the evaluator's best knowledge at the date the evaluation took place. The views expressed in this report are those of the author(s) and do not necessarily reflect Oxfam's views.

The text may be used free of charge for the purposes of advocacy, campaigning, education, and research, provided that the source is acknowledged in full. The copyright holder requests that all such use be registered with them for impact assessment purposes. For copying in any other circumstances, or for reuse in other publications, or for translation or adaptation, permission must be secured and a fee may be charged. Email publish@oxfam.org.uk

For further information on the issues raised in this document email phd@oxfam.org.uk

Oxfam is a registered charity in England and Wales (no 202918) and Scotland (SC 039042). Oxfam GB is a member of Oxfam International.

www.oxfam.org.uk