

Oxfam GB Project Effectiveness Review Management Response

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Name of Project reviewed: Influencing of Policy and Public Management Program

Date: February-March 2012

Summary of Contribution Scores

Targeted Outcome	Extent observed (high, medium, low, none)	Extent of project contribution (high, medium, low, none)	Specific contribution score* 5
Duty-bearer Practice Outcomes			
Central Bank of Bolivia	Medium	High	4
Other Final and Intermediate Outcomes			
Catholic Church of Bolivia	High	High	5
Civil Society/Municipality of El Alto	Low	High	3
Civil Society/Municipality of La Paz	High	High	5

1. What follow-up to the review have you undertaken or planned (if any) e.g. discussion, analysis, workshop?

Both from F. Jubileo and from Oxfam a communication strategy has been defined with the partner organizations that carry out similar work to share the document as an example of a qualitative evaluation. On the other hand, in the annual program evaluation, a space has been planned to present and discuss this evaluation as an example to establish outcomes and measurable and verifiable impacts, even for complex topics such as advocacy on policies and government practices.

2. Overall, do the findings concur with your own expectations or assessment of the project/programme's effectiveness?

Yes, the findings are consistent with the analysis and reports on the work of F. Jubileo, but include a deepening of the processes and the involvement of stakeholders in achieving the aims.

3. Did the final results of the Effectiveness Review identify areas that were particularly strong in the project (ie large impact)?

If so, please comment briefly on why you think this was so.
The evaluation recognizes the three core program areas that have made efficient work possible: Information gathering and analysis capacity; b) capacity to implement advocacy strategies with decision makers, and c) capacity to communicate with several audiences. This identification as the heart of the program has allowed that the entire evaluation be centred on the advocacy pillars and to value the skills which are useful for the political work, beyond a traditional glance at the compliance or non-compliance of planned and predictable goals and outcomes. The evaluation approach understands that the virtue of good advocacy is being able to identify opportunities and to take action to provoke change.

4. Did the final results of the Effectiveness Review identify areas that were weak or very weak (ie no or very little impact)?

If so, please comment on why you think this was so.

Two important themes that the organization will work on in the near future are: Leadership centred (on two people) and the need of planning a new change of such leadership for the continuity of the processes. B) Another interest theme identified is the potential confusion between Oxfam's advocacy and change agenda and that of the partner organization (Fundación Jubileo) that must or should not be confused as a single one.

Both are very sensitive and complex issues. The first one is very common and not attended by most of OGB partner organizations, and therefore, having highlighted this in an external evaluation allows us to address a sensitive issue in terms of institutional sustainability which sometimes is not addressed by Oxfam due to the respect that the organization decisions of our allies deserve. Also, the second observation is quite relevant in the contexts Oxfam aspires to become an advocacy stakeholder with a voice and its own right, often in Alliance with co-partners, but driving its own agenda which is not necessarily defined in the country. We think it is going to be important to review the outcomes of advocacy programmes in order to clarify OGB contribution to partners' advocacy agenda and also review the scale of impact in the context of many other players.

5. a) Is the reviewed project continuing? If yes, what actions are being taken in response to the weak areas identified in question 4?

The Project plans to continue with its advocacy work with Oxfam support. In this framework, a number of actions have been proposed based on the evaluation recommendations. The first (and maybe the most practical to apply) is the recommendation about a new strategic planning that recognizes the changes in the context and identifies better the outcomes that should be aimed to achieve the goals established by the program. This will be done in August with the participation of Miseriors which is the agency that also makes economic contributions to the F. Jubileo Strategic plan.

This planning review will include a communication strategy analysis, a recommendation of the evaluation, to improve its impact. Also it has been considered to include as a new theme the Extractive Industries approach due to its weight and importance in the tax contribution to the nation's budget.

A strategy to address the issue of the focus on organization leadership has not been found yet; however, F. Jubileo has taken very seriously into account and has committed to set forth a number of actions that will make it possible to have outcomes in this theme.

Last, the conversations between F. Jubileo and Oxfam are increasingly transparent and have a strategic vision of the challenge of change each institution has. Therefore, it is important to take advantage of the coinciding strategies -even with a greater emphasis- Oxfam sets forth to continue contributing to the advocacy work about the monitoring and public policies.

b) What actions are you planning in response to the Programme Learning Considerations?

1. Much has changed in Bolivia since Fundación Jubileo last took the time for a deep internal strategic reflection in 2008. The Foundation should consider another strategic planning moment driven by the same desire to create a “living” plan to guide adaptive work over the next period.
2. In today’s Bolivia, FJ’s capacity to effectively translate its analysis into messages destined for particular audiences, and to efficiently deliver those messages, is almost as important as its ability to develop the evidence-based analysis, itself. As part of a strategic review, Jubileo should examine the contribution of its social communication strategies to its overall mission, and adjust and reinforce them, as appropriate.
3. Jubileo’s work on extractive industries is among its most important thematic interventions. Any re-formulation of IPPMP should include that work as an integral element of the program.
4. The success of Fundación has many diverse sources, but depends heavily on the contributions of two exceptional people and the special relationship between them. While continuing to take advantage of these rare gifts, Jubileo must begin to plan for the time when it can no longer rely on both its current Executive Director, and the long-time head of its governing Board.
5. The strategic partnership with Jubileo serves well Oxfam GB’s interest in supporting civil society participation in and contribution to the current change process underway in Bolivia. Provided that such support remains a priority for the agency’s work in Bolivia, continued deepening of this strategic relationship will make a positive contribution to OGB’s mission

effectiveness.

6. Oxfam GBs focus on defining the impact of its support for Citizen Voice Initiatives is well-placed. That necessary effort must distinguish between Oxfam GB's internal assessment of the effectiveness of its own interventions and the assessment by Citizen Voice partners (such as Fundación Jubileo) of the impact of their efforts to influence policy and practice in their own contexts. Once distinguished, these two important assessment functions can be placed in right relationship to each other, and both given necessary support by Oxfam GB.

See response to 5 a)

Review findings that are recommend for action by the RMC and/or HD:

When defining an evaluation methodology, it is recommendable to consider the ways partner organizations establish their indicators and verification sources in a planning process prior to the definition of this type of evaluations. It is also fundamental to discuss in advance the key concepts of the approach of the entire evaluation, for example: Outcome, indicator and theory of change which are the ones that took longest for an agreement to be reached, between the Oxfam team, F. Jubileo and the evaluator. Thus, the main recommendation is to strengthen the capabilities in methodologies of the teams that will interact in the field work.

6. If the project/humanitarian response is ending or has already ended, what learning from the review will you apply to relevant new projects in the future? How can the Regional Centre and Oxford support these plans?

The project will apply the learning in its continuity.

The reports will be published by Oxfam. If you have objections to this, please say so and explain why.

No objections have been made to publishing this information and in the conversation with F. Jubileo, they did not state any objection either to diffusing this evaluation