

Management Response Template

This template is included as a recommended template in the CAMSA.

August 2014

Please consult the [Oxfam Evaluation Guidance¹](#) when planning an evaluation. This template should be filled out when closing an evaluation.

What's this template?

This template summarizes the reflections of your team and program/project stakeholders in relation to the evaluation's findings and recommendations and offers an opportunity to comment on the utility of the evaluation process and final report. The template is divided into two parts: The first part should be published together with the evaluation report (or its executive summary); the second part is for internal use only as it helps you define and track a detailed action plan in response to the evaluation findings.

Why should this template be filled out?

The overall purpose of a management response (MR) is to ensure that findings, conclusions and recommendations from Oxfam evaluations are given careful consideration and are acted on. Developing a management response in consultation with the relevant stakeholders helps us document our main learnings from evaluations as well as track our actions in response to the recommendations.

Oxfam Policy on Program Evaluation

All evaluation reports must be accompanied by a management response that communicates careful consideration of the evaluation's findings and recommendations, detailed actions that will be taken to respond to these findings, and offers an opportunity to comment on the utility of the evaluation process and final report.

(Page 4: Paragraph 11)

Who should fill it out?

The evaluation manager is responsible for ensuring that a management response is prepared within a reasonably brief period of time after the finalization of the evaluation report or other products (see [Oxfam Policy on Program Evaluation](#)). The team that is responsible for the program implementation should participate in the development of the response. If the evaluated project or program has been implemented together with partners and/or communities, these stakeholders should, in a way appropriate to the evaluation context, also participate in the discussion of findings and the development of a response (specifically regarding recommendations that are addressed to them).

When should this tool be filled out?

The management response should be filled out when you discuss the findings and recommendation of an evaluation with relevant stakeholders, i.e. at the end of an evaluation. Before responding to the evaluation findings and recommendations, you should assess the quality of the evaluation and the validity of its findings and recommendations (see Evaluation Quality Assessment Tool in [CAMSA](#)). Where you choose to not act upon findings and recommendations, because they are not clearly justified by the evidence presented in the evaluation report/products, this should be clearly communicated. However, together with the relevant stakeholders you should discuss also those recommendations on which Oxfam may not be able to act directly (e.g. when partners are addressed in recommendations) and agree on options to address these.

The preparation of the management response, review by senior management and posting on SUMUS (as well as submission for posting on the Oxfam public website) should happen within a reasonably short timeframe from the moment the evaluation is submitted to the evaluation manager.

What to do with the tool once completed?

Internally, the MR should be used to track actions as agreed. After an evaluation is completed the MR should be posted on SUMUS and the Oxfam website together with the evaluation product itself (i.e. the evaluation report) and the evaluation quality assessment tool. Please notify the OI secretariat by email (meal@oxfaminternational.org) where the documents are posted.

¹ Also available in the relevant sections in CAMSA.

CAMSA minimum requirements regarding the management response

1. The commissioning manager must issue a management response to the review or evaluation. The team that is responsible for the program implementation can participate in the development of the response. It should include how Oxfam plans to use the findings and recommendations to review program planning and strategy.
2. To ensure transparency to Oxfam's constituents, Oxfam will routinely place the executive summary and management response for all evaluations of Oxfam programs or projects on www.oxfam.org and/or the affiliate's website. Barring unacceptable risk or repercussions to staff, partners or program efforts, the complete reports from all final program or project evaluations will be posted on the website.

Oxfam Management response to the evaluation of Phasell EI and Gender Project funded by Hewlett Foundation

This information is for internal use only and should not be published.

Prepared by:	Katherine (Kate) Stanley
Contributors:	Eneya Maseko, Maria Ezpeleta, Emilie Amri
Signed off by:	enter person who signed off the draft response on behalf of management
Date:	Country/Region/Campaign: USA, Zambia, Dominican Republic

Please remember that this part of the management response should be written in an accessible way for external audiences!

A: Context, background and findings

1. The context and background of the evaluation, i.e. the purpose and scope of the evaluation.

Oxfam and partners sought to learn from Phase 2 of the Hewlett funded project on Extractives Industries (EI) and Social Accountability in order to inform and improve upon the design and implementation for Phase 3 beginning in June 2021. Oxfam and partners seek to understand how the project has contributed toward progress on shared outcomes and produced results important to gender action learning (GAL) participants and participating organizations in addition to assessing the GAL process itself which is facilitated by Gender at Work (G@W) facilitators. The specific objectives of the evaluation were 1) to assess Phase 2 contributions to multi-causal transformational outcomes in individuals, organizations and networks; 2) to review GAL change project results and progress at the national level and 3) to review the effectiveness of Phase 2 project design and components – “the model”, including GAL (programming), global advocacy, research, and MEL. The evaluation's scope was to cover work implemented from the period May 2019 to May 2021 and to include partners in rural and urban areas across the Dominican Republic and Zambia that either live in mining affected communities or work within capital cities on behalf of those communities.

2. Summary of main findings and recommendations

In Phase 2's final evaluation, the team found that transformational outcomes were observable in both Dominican Republic and Zambia. Participants described increase confidence and improved communications skills they used within their advocacy around gender and technical extractives lexicon. The project design was complimented as “well-conceived and implementation carried out even in the adverse conditions created by Covid-19” by the evaluation team. For Zambia, the collaborations across GAL change teams contributed to the incorporation of gender in spaces traditionally focused elsewhere, and even communities have increased their awareness of women's rights and participation. Participants were able to select their own change projects without pressure from Oxfam, and this allowed for growth and adaptation of the project being implemented. For Dominican Republic, the evaluators found that power mapping across the advocacy space helped to encourage collaboration and facilitation of action plans more effectively despite the culture of Machismo within government and administrative spaces. Additionally, mentorship and skills-building around communication enabled new collaborations with local media. Cross-learning spaces between Dominican Republic, Zambia and others encouraged new methods of advocacy, and new methods of integration of building power.

Based on these and other findings, the evaluators recommended:

- clearer written documentation of how the continuation of the GAL process with G@W during Phase 2 would continue to impact gender transformational change after Phase 1's 18-month traditional GAL process concluded,
- deliberate inclusion of economic empowerment activities to support broader participation of women in EI social accountability and decision-making spaces,
- avoid targeting women specifically through activities which risks a feminization of responsibilities,
- ensure self-care strategies are grounded in local customs or not required of participants,
- develop a reporting format that helps to deliberately track and record transformational changes as well as backlash and set-backs faced by change makers, and
- focus work on areas with potential for mining rather than those already in the midst of mining to allow for strengthening advocacy skills in communities before the onset of extractive projects.

B: Oxfam's response to the validity and relevance of the evaluation findings, conclusions and recommendations. *Include*

3. Summary of evaluation quality assessment, i.e. quality of the evaluation is strong/mixed/poor and short assessment of the process (e.g. good, wordy report)

The team felt the evaluation was of mixed quality despite feedback from the team at the initial findings meeting. While it was strong in maintaining anonymity of the participants, it fell short in its execution of the planned methodology detailed in the inception report. Additionally, while the evaluation was certainly utilization focused, it was not focused on changing power dynamics as feminist evaluation would be.

4. Main Oxfam follow-up actions (detailed follow-up actions should be included in the table below)

5. Any conclusions/recommendations Oxfam does not agree with or will not act upon - and why (*this reflection should consider the results of the evaluation quality assessment*)

Oxfam *does not wish to be prescriptive in the development of GAL participant organizations' change projects*. Thus, Oxfam will not be encouraging partner organizations to focus their activities in areas without extractive industries nor will they force change teams to incorporate a livelihoods and economic empowerment or local content legal dimensions to their projects. Should these factors be incorporated organically by Oxfam's partners, Oxfam will absolutely support the efforts of its partners. Due to our interest in decolonizing development and empowering local partners, we will continue to wherever possible encourage partners to define the way forward in their own communities through participatory means rather than via a top-down approach from Oxfam.

6. Additional reflections that have emerged from the evaluation process but were not the subject of the evaluation.

The Oxfam-PWYP Gender and EI learning event brought representatives from 18 countries together over four days where participants identified many challenges, but also tactics for success, needs for gender disaggregated data, and plans to further conversations. Among the challenges identified were difficulties engaging with companies, lack of local government funding, and well as restrictions from donor requirements. It was highlighted that despite meaningful participation of women in EI governance, much more could be done.

7. How are results and learning being shared? (with partners, communities, local authorities, etc...)

The results of the evaluation have already begun to be shared with partners in Zambia through a validation session as part of the country offices' final reflection workshop of Phase 2. For Dominican Republic, the full report has been

translated into Spanish for increased access, though due to the closure of Oxfam's office in Dominican Republic, there will be little Oxfam can do to ensure that the recommendations made to our partners are taken forward.

Detailed Action Plan on Key recommendations – for internal use only

A: Summary actionable evaluation recommendations

Please list all recommendations that require specific actions as per the management response above.

No.	Evaluation Recommendation (copy from above)
ER 1	- clearer written documentation of how the continuation of the GAL process with G@W during Phase 2 would continue to impact gender transformational change after Phase 1's 18-month traditional GAL process concluded,
ER 2	- deliberate inclusion of economic empowerment activities to support broader participation of women in EI social accountability and decision-making spaces, (Similar to ZAM: Project should include a more holistic design to ensure economic empowerment as well: <i>"It would be good to have an economic empowerment component in the project to improve women's livelihood. In this way the project will be more holistic and sustainable as well as more successful in achieving result in terms of advancing women's right in EI. Advocacy alone will not help people to earn a descent livelihood but also economic empowerment which funders do not understand".</i>)
ER 3	- avoid targeting women specifically through activities which risks a feminization of responsibilities,
ER 4	- ensure self-care strategies are grounded in local customs or not required of participants,
ER 5	- develop a reporting format that helps to deliberately track and record transformational changes as well as backlash and set-backs faced by change makers, and
ER 6	- focus work on areas with potential for mining rather than those already in the midst of mining to allow for strengthening advocacy skills in communities before projects begin work
ER 7	DR: Conduct early stakeholder mapping
ER 8	DR: Reinforce focus on behavioural change to ensure cultural change
ER 9	DR: Select GAL Participants with a mix of experienced advocates and young advocates
ER 10	DR: Plan interventions before mining licensing has been approved and mining implementation supporting systems are in place.
ER 11	DR: Continue accessing and participating in localized media outlets
ER 12	DR: Continue building and delivering and EI education and information curriculum to enhance participants' technical knowledge; keep abreast of updates in EI standards
ER 13	DR: Consider augmenting men's participation so they can be agents of change as well.
ER 14	DR: Continue stating project goals and objectives clearly, ensuring participant understanding and follow-up.
ER 15	DR: Continue advocating for the 5% law implementation
ER 16	DR: Allow for more top-down input into project design.
ER 17	DR: Set aside a budget for internet costs and plan for mentorship and support after workshops and learning activities.
ER 18	ZAM: Participant organizations (including Oxfam) should engage government as a stakeholder more.
ER 19	ZAM: Participant organizations (Including Oxfam) should re-engage mining companies through the identification of a designated focal contact person to engage with the communities.
ER 20	ZAM: Participant organizations (including Oxfam) should consider having an EI expert in each women's rights organization to fill the knowledge gaps.

ER 21	ZAM: Participant organizations (including Oxfam) should consider protection for WROs engaging mining companies and local leadership since the engagement can be dangerous.
ER 22	ZAM: Oxfam needs to ensure timely disbursement of funding, and local context for recipient spending (rainy season etc)
ER 23	ZAM: Participant organizations (including Oxfam) should advocate for mines to prioritize local suppliers of commodities and services where they can be locally sourced.
ER 24	ZAM: Oxfam should continue to engage WROs to enhance sharing of ideas.

B: Detailed action plan

One action may address several recommendations. In this case list all recommendations that are addressed.

Key action(s)	Responding to recommendation no.	Time frame	Responsible person/team	Review	
				Comments	Status
1. Gender at Work GAL project plan is well documented in order to ensure clarity for partner teams, consultants and Oxfam staff involved in each country participating in Phase 3. This includes both clarity of design and participants involved, stakeholder mapping is included within the Hearing Our Stories component of the process. Phase 3 design will incorporate lessons learned from operating during the Covid-19 pandemic, which required adaptation by teams and may not have been documented as hoped for by the evaluation team. However, Oxfam will not be taking an approach of dictating which communities or individuals our partners will work within (ie. non-mining zones), nor will Oxfam engage in top-down project design since both would disempower our partners and silence community-voiced needs. In the latest design updates, self-care strategies from the local region will be incorporated as applicable in Zambia, and well explained within new locations of work for Phase 3.	ER1, 4, 6-10, 14, 16	June-August 2021	Phase 3 Project Management Team (Oxfam US, Zambia, Vietnam, and Peru staff) and Gender at Work consultants		

2. Oxfam budgeted Phase 3 expenses for country offices flexibly and encourages our partners to do so as well, while conducting needs assessments in terms of infrastructure and logistical challenges for our partners (ex. considering technology, data, internet access, and communication needs). Oxfam will not mandate funding be held back for this purpose, though staff and partners are aware that the lasting effects of Covid-19 pandemic will continue into Phase 3's work.	17	June-July 2021	Phase 3 Project Management Team		
3. Oxfam will continue to encourage change teams to self-select the focus of their work, and will not mandate partners work on economic empowerment. However, Oxfam and Gender at Work can encourage discussion of linkages between extractives, women's rights and women's economic empowerment within the context of the Gender at Work Framework. This is also true of advocating for local content laws and contracting; Oxfam will support partner prioritization through self-determined change projects.	2, 23	August 2021- December 2022	Phase 3 Project Management Team; Gender at Work facilitators		
4. Oxfam will continue to engage both men and women participants in our GAL processes, as selected by partner organizations. Oxfam is proud to have supported our Zambian partners in workshops that included men, women and youth, as well as, worked with both male and female traditional leaders. In Dominican Republic, the two most active partners are women's rights organizations and therefore their constituency is largely women and Oxfam is proud to support their work and community engagement in	3, 13	June 2021- 2022	Phase 3 Project Management Team		

tackling patriarchal norms that influence the actions of both men and women.					
5. Oxfam will work with partners to develop a joint Global MEL Framework and accompanying learning questions that seek to highlight more deliberately transformational change and the backlash or barriers to it through internal reporting mechanisms.	5	June-August 2021	Phase 3 Project Management Team		
6. Oxfam and Gender at Work will seek to further develop skill-building exercises around engagement with media, government, and corporations, as well as work to document these interactions. Additionally, Oxfam will provide strategic advice to partners on the importance and implementation of women's meaningful participation in EI governance broadly (including community rights, agreement making, Environmental Impact assessments and accountability of revenue sharing mechanisms).	11-12 18-19	August 2021-December 2022	Phase 3 Project Management Team and Gender at Work		
7. Oxfam will not mandate that WROs have an in house EI expert to work on this project, but rather will continue to encourage growing networks that encourage WROs and EITA organizations to learn from one another. Oxfam sees value in building the relationships across the organizations to develop internal expertise. Oxfam will also consider incorporating skill-building into our cross-country learning sessions as was piloted between EI and WRO organizations in the Dominican Republic (revenue sharing system training).	12, 20, 24	August 2021-December 2022	Phase 3 Project Management Team		
8. Through in-country inception meetings (live or digital), Oxfam staff from the US, Zambia, Vietnam and Peru will seek to ensure that partners have clarity on	14, 20, 22	July-August 2021	Country Specific Project Management Team		

project goals and objectives. Oxfam will work to continue to incorporate discussions of risk analysis in these sessions to ensure safety of our partners. Additionally, Oxfam will work to strive for timely disbursement of funds as agreed to at the inception meetings.					
9. Oxfam in Dominican Republic's office will be closing in 2021, so partners will be taking on this work going forward without direct support by Oxfam. Oxfam will continue to provide solidarity for the 5% campaign, but will be unable to directly fund work in the country after the office closure date.	15		Oxfam in DR Partners		
10. Oxfam will ensure partners have access to risk mitigation measures, and will seek to understand the risks faced by partners.	21	August 2021-December 2022	Phase 3 Project Management Team		

Signed off by:	enter person who signed off the draft response on behalf of management enter person who signed off the draft response on behalf of management
Date:	Country/Region/Campaign: United States of America

Signed off by:	enter person who signed off the draft response on behalf of management enter person who signed off the draft response on behalf of management
Date:	Country/Region/Campaign: Zambia

Signed off by:	enter person who signed off the draft response on behalf of management enter person who signed off the draft response on behalf of management
Date:	Country/Region/Campaign: Dominican Republic