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Sida Decentralised Evaluation

NIRAS Sweden AB

Evaluation of the support to civil society in Bolivia implemented by Diakonia and civil society mapping

Final Report

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February 2021

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The views and interpretations expressed in this report are the authors' and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

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Abbreviations and Acronyms

ADESPROC	ADESPROC Libertad LGBT	FAN	Fundación Amigos de la Naturaleza
AMJUBI	Asociación Multisectorial de Jubilados “Illimani”	GBV	Gender-Based Violence
CADIC	Centro Afroboliviano para el Desarrollo Integral y Comunitario	GE	Gender Equality
CBO	Community-Based Organisation	GM	Gender mainstreaming
CCIMCAT	Centro de Capacitación e Investigación de la Mujer Campesina de Tarija	HRBA	Human Rights-Based Approach
CDIMA	Centro de Desarrollo Integral de la Mujer Aymara	HRD	Human Rights Defenders
CECOPI	Centro de Educación y Comunicación para Comunidades y Púeblos Indígenas	ICSO	International Civil Society Organisation
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women	IHRC	international Human Rights Commission
CEDIB	Centro de Documentación e información – Bolivia	IICCA	Instituto de Investigación y Capacitación en Ciencias Administrativas
CEDLA	Centro de Estudios para el Desarrollo Laboral y Agrario	KII	Key Informant Interview
CEJIS	Centro de Estudios Jurídicos e Investigación Social	LGBTQI	Lesbian, Gay, Bisexual, Trans, Queer, Intersex persons
CENAMIB	Confederación Nacional de Mujeres Indígenas de Bolivia	MAS	Movimiento al Socialismo/Movement Towards Socialism
CIDH	Comisión Interamericana de Derechos Humanos/ Interamerican Commission for Human Rights	NGO	Non-Governmental Organisation
CIPCA	Centro de Investigación y Promoción del Campesinado	OICH	Organización Indígena Chiquitana
CIVSAM	Sida Civil Society Unit	OMAC	Organización de Mujeres Aymaras del Kollasuyo
CNAMIB	Confederación Nacional de Mujeres Indígenas de Bolivia	RBM	Results Based Management
CPMGA	Centro de Promoción de la Mujer Gregoria Apaza	SRHR	Sexual and Reproductive Health and Rights
CSMIB	Confederación Sindical de Mujeres Interculturales de Bolivia	SfC	Strategy for Change
CSO	Civil Society Organisation	TLGB	Trans Lesbianas Gay y Bisexuales
EoS	Embassy of Sweden	TOC	Theory of Change
EQ	Evaluation Question	TOR	Terms of References
EU	European Union	UNITAS	Unión Nacional de Instituciones para el Trabajo de Acción Social
		UPR	Universal Period Review
		WEE	Women's Economic Empowerment
		WCS	Wildlife Conservation Society

Preface

This Evaluation of the support to civil society in Bolivia implemented by Diakonia was commissioned by the Embassy of Sweden in La Paz. The evaluation took place from October 2020 to January 2021 and was conducted by:

- Annica Holmberg, Team Leader.
- Marina Dockweiler, Evaluator and national expert.
- Marcia Pacheco, Evaluator and national expert.

Christina Paabøl Thomsen managed the review process at NIRAS. Goberdhan Singh provided the quality assurance. Rebeca Borda managed the evaluation at the Embassy of Sweden in La Paz.

Acknowledgements

The evaluation team would like to thank all of those who participated in the evaluation and especially the Embassy of Sweden in La Paz and Diakonia, as well as partner organisation, rights-holders targeted by the programme, and external stakeholders that contributed to the evaluation.

Executive Summary

The evaluation, commissioned by the Embassy of Sweden (EoS) in Bolivia, has assessed to what extent Diakonia's programme "*Supporting civil society for the fulfilment of human rights, gender equality, and social and economic justice to 'Live well' in Bolivia*" (2017-2020) have contributed to the area of human rights, democracy and gender within Sweden's development cooperation strategy with Bolivia. The overall objectives of the evaluation were:

1. To assess the extent to which the contributions implemented (or under implementation) as part of Diakonia's programme during the 2017-2020 period comply with the expected results;
2. To assess the relevance of Diakonia's cooperation in view of needs and possibilities in the Bolivian civil society in general;
3. In addition, to identify relevant civil society organisations for potential support in Sweden's next strategy period for the development cooperation with Bolivia; and
4. To provide recommendations based on the above assessments that can be used for the planning and implementation of the coming Swedish strategy.

More specifically, the evaluation was expected to assess:

1. If Diakonia's programme, through its performance and achieved results, has contributed to the expected results in the area of democracy, human rights and gender in Sweden's Bolivia strategy, and to what extent the activities, outputs and outcomes developed and achieved by Diakonia's civil society counterparts have contributed to achieving the results in this regard.
2. The importance and relevance of Diakonia's partner organisations' role for development cooperation in Bolivia within the area of human rights, democracy and gender, in relation to other donors.

The main focus of the evaluation was on the relevance of the Diakonia programme to the Bolivian civil society and the area of human rights, democracy and gender equality. Based on this emphasis, the EoS requested an overall analysis of the current civil society context and situation, as well as consultations with experts on Bolivian civil society and a limited number of CSOs not part of the Diakonia programme. The analysis of the civil society mapping is not included in the Executive Summary.

The evaluation was carried out during October 2020 to January 2021, and included consultations with the Embassy, Diakonia, partner organisations and a sample of rights-holders targeted by the programme. A number of external stakeholders were also interviewed.

Diakonia's programme has been implemented in a challenging context with a divided and politicised civil society. The gap between the different positions of the partner organisations increased during the implementation. Especially during the last year of implementation, the context has been extremely difficult with political instability, including an interim government and new elections in 2020, and the health, social and economic crises due to the Covid-19 pandemic.

The complexity of the programme with its many layers, a very large number of CSOs involved, and a small country team would be a challenge also in a stable social and political situation. The evaluators recognise the scale of challenges met by the programme. Some of the evaluation's conclusions were:

Relevance

- The programme was found to be relevant to a large extent to the local and national contexts, mainly due to its strong focus on specific human rights and rights-holder groups living in multidimensional poverty and discrimination. All partner organisations are relevant actors in their own right. The thematic focus on territorial rights, SRHR and the right to live without violence were, however, diluted and much of the programme focused on many other human rights. Though these rights were all relevant, none of the areas were sufficiently addressed and the programme ended up being a kind of buffet of different human rights.
- The institutional support was relevant for the independence of some of the partner organisations and enabled them to continue to work based on their strategies and actions plans. The evaluation concludes that Diakonia had an intent to combine institutional and programme support with capacity building efforts, but that the realisation of such integrated approach to the partnerships was not fully achieved.
- Despite the geographical focus on only La Paz and Santa Cruz, the programme activities were spread too thinly to contribute to more comprehensive changes.
- The diversity of the programme partner organisations in a polarised and divided civil society was relevant, but Diakonia and the partners did not sufficiently capitalize on this diversity. The programme was mainly managed in silos and Diakonia missed the opportunity to support the partners to engage in constructive dialogue on differences in positions and perspectives.
- The programme had a strong appropriate gender perspective and the majority of the supported organisations demonstrated commitment to a transformative gender approach. However, some organisations still need further support to fully grasp the difference between gender sensitive and gender transformative approaches.

- The focus on human rights instruments and monitoring mechanism was a strategic choice, and the evaluation was able to evidence the programme's contribution to shadow reporting and engagement with several international human rights instruments.
- The inclusion of youth organisations during the last year increased the relevance of the programme.

Effectiveness

- The lack of a systematic follow-up on the development of the partners (based on organisational baseline studies) have made it difficult to assess if the programme has contributed to such progress. It is evident that some of the partners have strengthened their capacity to use and engage in human rights monitoring mechanisms. On the other hand, the different partners have not managed to work more closely within the programme. The CSOs addressing Gender-Based Violence and Sexual and Reproductive Health and Rights worked well in broader alliances.
- The programme has achieved many relevant outputs, particularly from the training programmes and the production and publishing of studies on specific rights issues. CSOs and rights-holders have increased their awareness, knowledge and skills, but results at an outcome level will only be achieved when these capacities are put into practice, used in advocacy initiatives, and become instrumental in mobilisation of rights-holder groups, etc.
- The evaluation concludes that Diakonia has continued to strengthen indigenous organisations and the reaffirmation of territorial rights by 1) the strengthening of indigenous organisations in the lowlands, 2) legal support for the sanitation of indigenous territories, and 3) support to impact studies on extractivism.
- The advisory role of Diakonia was over time reduced to a more administrative role despite the solution with administrative platforms. The number of capacity building initiatives targeting the partner groups and reflective discussions on the different perspectives were limited.
- The evaluation concludes that there was a lack of proactive conflict and risk management. The political situation in Bolivia is, as stated, complex. It is risky for any programme managed by an international CSO to take on anything but a careful approach to maintain its neutrality inside the programme and on the civil society at large. Diakonia has a valuable engagement with some principles that should not be in any case left aside or abandoned, however in times of social and political uncertainty, a careful approach might be needed to work deeply with government organisations, social movements and improve advocacy results.

Efficiency

- Platforms as administrative intermediaries was not assessed as an effective approach. The platforms were specifically formed for the programme to lessen the administrative burden from Diakonia and to allow room for a more advisory role. This was not achieved.

Finally, the evaluation report shares a summary of the recommendations:

Recommendations to Diakonia

1. Diakonia needs to **strengthen and resource allocate its results-based management, based on a Results Framework with objectives sufficiently specific and a Theory of Change that will allow such monitoring.** Plan updates and revisions of context analysis and results framework as part of the programme design, with regular reflective monitoring and learning workshops. Ensure balance between country team and number of partner organisations. Explore support to thematic or other partner coordination modalities, with a limited and well focused scope, built from joint programme proposals by group of partners and aligned with partners' strategic plans. Furthermore, to be relevant Diakonia and partners need to see how the work at local and rural level can be linked to and supported by partners' advocacy work at national level, and vice versa. There is a demand for more evidence-based research and studies to support local and national advocacy initiatives. The evaluation welcomes Diakonia's plan to strengthen its collaboration with academia and think tanks.
2. It is important not to spread the support too thin, but rather select a geographical scope that will allow for synergies between the partners' strategic agendas and measurable changes.
3. Diakonia's support to capacity development should focus on **strengthening thematic areas, alliance building and joint advocacy processes.** Ensure that the institutional development of partners is monitored. **Strengthen the Human Rights-Based Approach**, in programme design, in criteria for partner and project selection, and in capacity development initiatives. Use organisational assessments to clarify partner organisations' mandate from rights-holders (partner CSO do not need to represent all rights-holders in a specific group, but limitations should be known and transparent). Support partners to engage in **in-depth and intersectional feminist analyses** informed by the agenda setting of particularly indigenous and Afro-Bolivian rural and peri-urban women. Strengthen the work towards a **transformative gender approach, based on holistic and intersectional feminist analyses.**
4. Continue to explore support to organisations and initiatives driven by young people.
5. Consider including exchange with universities and expand the partnership with research institutions (as technical partners) for support to evidence-based data generation.

Recommendations to the Embassy of Sweden

1. Engage in a dialogue on a different programme approach, with room for new actors and thematic platforms built on the strategic priorities defined both by Diakonia and the partner organisations.
2. Encourage a different geographical scope for supported projects linked to national advocacy processes and evidence-based knowledge development.

3. Enable resources for in-depth programme monitoring and Diakonia's advisory role.
4. Enable the possibility to continue to work with small-grant funds for youth organisations and informal groups.
5. When providing intermediary partners with additional funds for new initiatives, an assessment of the administrative and monitoring capacity of the partner is needed, both in relation to the new funds, and in relation to already ongoing programme activities.

Support to civil society during next strategy period

6. To contribute to a democratic, rights-based, vibrant and diverse civil society, the Embassy of Sweden should consider supporting initiatives that a) focus on reconstruction and reconciliation processes of member-based and/or social organisations, including community-based organisations, b) create space for collective discussions and decisions, and c) have an inclusive and intersectional approach, with particular focus on the voice and influence of young people.
7. In the support to gender equality, priority should be given to feminist organisations open to reformulate their agenda together with community based and youth groups, and to feminist organisation that are already grounded in intersectional analysis.
8. The support to gender equality should also give priority to contributions that have a holistic approach intertwining social, economic and reproductive justice and political participation.
9. Given the strong mobilisation of anti-rights movement in Bolivia and in the region, there is a need to support initiatives that aim to counteract the anti-right movement and religious fundamentalists on SRHR, LGBTQI rights and gender equality.
10. Continue to explore modalities that will enable support to non-registered and emerging groups and collectives at local level working for gender equality, human rights, LGBTQI rights, and environment and climate change.
11. Consider expanding the CSO mapping to include a broader range of civil society actors.

1 Introduction

1.1 SCOPE OF THE EVALUATION

This evaluation report discusses the relevance of Sweden's support to civil society through the current bilateral development cooperation strategy with Bolivia, by assessing Diakonia's programme "*Supporting civil society for the fulfilment of human rights, gender equality, and social and economic justice to 'Live well' in Bolivia*" (2017-2020)¹ and a sample of civil society organisations (CSO) active within areas prioritized by Sweden. The latter were analysed for their work on contested human rights of marginalised and discriminated rights-holders and as potential partners for the forthcoming strategy period.²

The evaluation, commissioned by the Embassy of Sweden (EoS) in Bolivia, has assessed to what extent the outcomes of Diakonia's programme have contributed to the area of human rights, democracy and gender within Sweden's development cooperation strategy with Bolivia. The evaluation also places Diakonia's partner organisations in a wider civil society context, based on the civil society analysis carried out as part of the assignment. The overall objectives of the evaluation were³:

- | | |
|----|---|
| 1. | To assess the extent to which the contributions implemented (or under implementation) as part of Diakonia's programme during the 2017-2020 period comply with the expected results; |
| 2. | To assess the relevance of Diakonia's cooperation in view of needs and possibilities in the Bolivian civil society in general; |
| 3. | In addition, to identify relevant civil society organisations for potential support in Sweden's next strategy period for the development cooperation with Bolivia; and |
| 4. | To provide recommendations based on the above assessments that can be used for the planning and implementation of the coming Swedish strategy. |

More specifically, the evaluation was expected to assess:

¹ Hereafter referred to as Diakonia's programme.

² The sample included CSO currently supported and not supported by the EoS. Some of the CSOs in the sample were supported by the Diakonia programme through partners. See Table 7 for overlaps.

³ According to Terms of Reference (TOR), September 2020, Embassy of Sweden, La Paz.

1. If Diakonia's programme, through its performance and achieved results, has contributed to the expected results in the area of democracy, human rights and gender in Sweden's Bolivia strategy, and to what extent the activities, outputs and outcomes developed and achieved by Diakonia's civil society counterparts have contributed to achieving the results in this regard.
2. The importance and relevance of Diakonia's partner organisations' role for development cooperation in Bolivia within the area of human rights, democracy and gender, in relation to other donors.

The main focus of the evaluation has been on the relevance of the Diakonia programme to the Bolivian civil society and the area of human rights, democracy and gender equality. This emphasis on the evaluation criteria of relevance required an overall analysis of the current civil society context and situation, as well as consultations with experts on Bolivian civil society and a limited number of CSOs not part of the Diakonia programme.

1.2 SWEDISH DEVELOPMENT COOPERATION STRATEGY

The support to the Diakonia programme falls under Sweden's bilateral cooperation strategy with Bolivia (2016-2020) and is expected to contribute to the following results under the area of human rights, democracy and gender:

- Strengthened democracy and gender equality, and greater respect for human rights;
- Strengthened democratic institutions, greater capacity and due process in public administration, and increased participation in political processes;
- Strengthened capacity among public institutions and civil society organisations (CSO) to promote respect for human rights, with focus on women and indigenous people;
- Strengthened capacity among public institutions and civil society organisations to promote gender equality, with particular focus on combating gender-based violence (GBV).

A new bilateral strategy for the period 2021-2025 is currently being drafted. The area of human rights, democracy and gender equality is proposed by Sida to remain as one of three key areas for the forthcoming strategy. The strategic choices for the support to civil society is under discussion. It is expected that the support will continue to have a strong focus on the independent role of civil society, its role to hold duty-bearers accountable, freedom of media, promotion of gender equality, and Sexual and Reproductive Health and Rights (SRHR), as well as prevention of GBV, among other areas.

1.3 THE BOLIVIAN CONTEXT

Bolivia is a politically polarized country with a vulnerable economy, where 61% of the population lives in multidimensional poverty according to a study from 2017⁴. This is despite the considerable progress the country has made in the last decade to decrease both the level of economic poverty from 37% in 2012 to 34% in 2017⁵, and the marginalization of the rural and urban poor, including the efforts to strengthen legal rights for discriminated groups. This incidence of poverty is most probably higher today given the continued economic fall down and the health crises related to the Covid-19 pandemic. The economy is based on exploitation of natural resources and extensive agriculture that, together with climate change, have had a very negative impact on the environment. The fall of the global price for natural gas and minerals since 2016, has affected Bolivia's export income negatively.

The political landscape is polarized between supporters of the Movimiento al Socialismo (MAS) party and the opposition, which, in turn, is also divided around different political ideologies, and regionalist and religious issues.

The Covid-19 pandemic has seriously affected both the economy and the health system which already struggled with severe challenges. More than 201,000 Covid-19 cases were reported since the outbreak of the pandemic until the third week of January 2021, with a high death rate per million habitants (849/M).⁶

“The Covid-19 pandemic in Bolivia added new layers to what is now a multiple crisis: political, economic, sanitary and social. In a cyclical way, each crisis feeds the next. Regardless of political inclinations, most Bolivians are as much concerned about the political as about the other dimensions, as the current political instability is perceived as the main obstacle to an appropriate and effective state response to the pandemic (although there is no consensus on whom to blame for it).”⁷

Confinement has reinforced the situation of isolation in which thousands of women who live with their aggressor find themselves. Not being able to leave home has also caused many of them to have less access to protection resources. In addition, it is estimated that the economic crisis caused by the pandemic also affects the most

⁴ Desigualdades y pobreza multidimensional. Medición de la pobreza multidimensional Bolivia 2017, Giovanna Hurtado Aponte, Silvia Escóbar de Pabón, Walter Arteaga Aguilar, CEDLA, 2019, <https://cedla.org/publicaciones/obess/serie-desigualdades-y-pobreza-multidimensional-medicion-de-la-pobreza-multidimensional-bolivia-2017/>

⁵ Ibid.

⁶ As per available data 2021.01.25. <https://www.worldometers.info/coronavirus/>.

⁷ Alicia Soares Guimarães (2020), Bolivia: Legitimation Crisis and State (In)capacity, COVID 19 Social contracts around the world, how states acted, and populations reacted.

vulnerable women who, in many cases, are economically dependent on their partners. In the Bolivian case⁸, the Prosecutor's Office reported that, during the total quarantine, from March 22 to May 31, 2,935 cases were attended, of which 2,378 correspond to the crime of family or domestic violence. There were 153 cases of sexual abuse, 124 of rape, of which 118 were rape of an infant, child, or adolescent. There have been 102 complaints of rape and 60 cases corresponding to other crimes immersed in Law 348.⁹

1.3.1 Elections

The Movimiento al Socialismo (MAS) won the elections held last October 2020 with a large majority and is back in power after a period of considerable political instability under the interim government led by Jeanine Añez. The elections found an opposition to the party of former president Morales (Movimiento al Socialismo-MAS) divided and perceived as far from the problems of the Bolivians. Far from focusing on proposals for a common country vision and structural government programmes, the electoral campaigns were characterized by regional discourses and a heavy inertia that, further clouded by a dirty campaign between the political parties, ended up reviving old regional demands and polarizing the country.

The previous elections in October 2019 took place in a climate of social conflict, as the result of a general mistrust in the electoral and judicial authorities, over whom weighed the decision to allow Evo Morales to stand unconstitutionally for a fourth term, undermining the disapproval of 51% of the population held in the constitutional referendum of February 21, 2016. In addition, a series of administrative irregularities weighed on these authorities that caused suspicion in the civil and political opposition; among them, the resignation and withdrawal of key positions in the Supreme Electoral Court and the Plurinational Electoral Organism. The citizens denounced the results, and reports on the manipulation of the electoral results by international organisations, led to the resignation of Morales from the Presidency. The former president and his ministers left the country, while Jeanine Añez, as acting president of the Senate, took office in the presidency amid doubts about the constitutionality of her mandate and allegations of a coup. Añez, who represented Unidad Demócrata, an alliance between several parties, had to ally herself with the Santa Cruz and Beni parties that supported the government through the appointed ministers. The transitional government had the mission of ensuring free and transparent elections in the following three months. Due to the Covid-19 pandemic and the health crisis, the elections were postponed several times.

⁸ Article from newspaper Opinión, 26.07.2020.

⁹ Alicia Soares Guimarães (2020), Bolivia: Legitimation Crisis and State (In)capacity, COVID 19 Social contracts around the world, how states acted, and populations reacted.

1.3.2 Challenges ahead

The new president Luis Arce Catacora, former Minister of Economy during the 14 years of Morales' government, gained a strong popular support and the new government is also supported by a number of social organisations that are part of the corporative governance of the party. However, the elected president Arce will have to address the following challenges:

Potential worsening of the economic and employment crisis. Economic indicators seem to show that Bolivia could face a serious economic crisis. According to data from the Ministry of Economy and Public Finance and the World Bank, it is expected that, at the end of the year, the Bolivian economy will register a 6.2% recession and a slowdown in gross domestic product (GDP) that began in 2014 and worsened with the pandemic and quarantine. International reserves, which have been supporting this slowdown, fell to 16% of GDP in 2020, from 32% of GDP in 2015. The fiscal deficit is close to 8% of GDP. Both indicators impose pressure on the exchange rate (fixed since 2006 at 6.96 Bs/dollar) with a probable devaluation that, if applied, could affect the economy of the population via inflation. On the other hand, the growing external debt (close to 30% of GDP) and the decrease in tax revenues due to the drop in export prices of commodities, on whose sale the Bolivian economy is highly dependent and due to the growing informality of the economic base, pose a challenge for the country's fiscal policy, which will have to be based on a reduction in public spending, accompanied by investment in labour-intensive investment programmes to balance unemployment.

Environmental crisis. Contrary to the discourse in defence of Mother Earth, the productive policies of the MAS in its previous mandate were characterized by continuing with the extractive-rentier state model that has prevailed for many decades. In this sense, a series of laws were approved that promote the change of land use for the expansion of the agricultural frontier and the exploitation of hydrocarbons and mining, to the detriment of forests and protected areas that provide important functions and ecosystem services for the conservation of biodiversity and the livelihoods of vulnerable groups in society, such as indigenous populations and peasants with a subsistence economy. As a consequence of these policies, annual deforestation has practically doubled in Bolivia, from an average of 150,000 hectares per year during the 90s, to almost 350,000 hectares per year during the years 2016-2017¹⁰. Much of this loss of forests and vegetation cover occurred in the municipalities of the department of Santa Cruz, where the area used for agricultural production has grown from 1.1 million

¹⁰ Andersen Lykke y Ledezma Juan Carlos (2018). *Nuevos datos sobre la deforestación en Bolivia hasta finales del 2017*. INESAD. <http://inesad.edu.bo/dslm/category/eambiental/>.

hectares in 1980 to 3.58 million hectares in 2017.¹¹ Of the 18,271,699 ha of existing protected area nationwide, 3,043,797 ha are affected by the overlapping of oil contracts and new areas for oil exploration and exploitation under the figure of reserved areas of Bolivian Fiscal Oil Fields. It should be noted that the national agricultural frontier expanded considerably, but without taking advantage of the large amount of territory suitable for agricultural production, leaving more than 60% unexploited, which denotes the lack of incentives for efficiency in production. This trend is expected to continue, since the drop in international prices of hydrocarbons and minerals makes large-scale agriculture a short-term alternative to generate income through exports.

Social-political crisis. The simple majority achieved by the MAS party in Parliament is not enough for the approval of substantial laws, forcing the new MAS government to agree with the opposition in the Parliament. The transfer of command took place in a climate of social conflict amid doubts about the forcefulness of the election results and new complaints about an alleged electoral fraud, accompanied by pressure measures in the streets. The last act of the outgoing Chamber of Parliamentarians, in which the 2/3 votes established for decisions such as the appointment of the military staff and ambassadors, as well as for the investigation commissions, were replaced by a simple majority, put into question the democratic representativeness of the opposition in Parliament.

Part of the population and the opposition parties to the new MAS government have expressed fear of a totalitarian regime that could restrict political and democratic rights, such as the right to free expression, association for political representation, and also co-opting groups of economic power in society. On the other hand, the internal struggles between the corporate groups that represent the political and social base of the MAS (basically between the coca growers of the Chapare, and other valleys populations, and the social groups of El Alto, represented by Vice President David Choquehuanca) to obtain positions in the ministries and the diplomatic corps, could also generate pressure on State resources, which would aggravate the economic crisis, resulting in a greater social crisis and possibly repression of the forces of order.

Finally, the Bolivian civil society is reflecting the deep political and social polarisation in the country. The analysis of civil society is presented in Chapter 3.

¹¹ This implies a land use change rate of 225% throughout the period, with an average annual growth rate higher than 3%; wheat, sunflower, soy, grain sorghum and sugar cane accounted for 93.78% of this increase.

1.4 EVALUATION APPROACH AND METHODOLOGY

The assessment of Diakonia's programme was both summative and formative in its nature, guided by 12 evaluation questions and the evaluation criteria of relevance, effectiveness, efficiency, coherence and consistency, and lessons learned. The programme is in its final stage of implementation.

The relevance of the programme to the current Swedish development cooperation strategy with Bolivia, and the links between different levels of results, from project level implemented by Bolivian CSOs, to Diakonia programme level, were the main focus. The evaluation was based both on the Theory of Change (ToC) of Diakonia's programme¹² and the ToC of the Swedish strategy.

For the CSO mapping and analysis of civil society, the evaluation team used an iterative approach, where the agreed list of suggested CSOs was complemented by actors suggested in stakeholder interviews. In total 16 organisations were consulted for the mapping. In addition, individual and group interviews were held with 17 rights-holders, members of targeted CSO in the different initiatives, or participants in different training programmes.

The evaluation process was based on a learning, interactive and participatory approach. Rights-based principles, a transformative gender perspective, and conflict sensitivity were key in the evaluation design and in the contacts with stakeholders.¹³ The team held six interviews with Diakonia in addition to the validation session at the end of the data collection, and four meetings with the EoS, including the validation session.

The evaluation team assessed civil society organisations and all programme documentation from a gender transformative perspective based on the HRBA principles of active and meaningful participation (of rights-holders, partner staff, and local duty-bearers), non-discrimination, accountability and transparency. Diakonia's support to the partner organisations in the areas of HRBA and transformative gender perspective, and how the partners and Diakonia assess the outcome of this support, were important aspects of the evaluation.

¹² In the programme document Diakonia describes how change is supposed to happen in through a Strategy for Change (SfC).

¹³ All stakeholders were informed of the purpose of the evaluation and how the collected information would be used. All statements from respondents are anonymous in the evaluation report.

The main data collection and evaluation methods included desk review and semi-structured key informant interviews (KII) with management of CSOs working in relevant areas; with management and staff at the partner CSOs and Diakonia Bolivia, Embassy staff, and relevant external stakeholders, including civil society experts and relevant donors in Bolivia supporting civil society actors; individual and focus group discussions (FGDs) with rights-holders that are members of Diakonia partner CSOs and/or benefiting from the programme interventions; through a survey¹⁴ to Diakonia partner CSOs, and validation of preliminary findings with the EoS and Diakonia in two separate sessions. The evaluation team held four team sessions during the data collection approach were the overall approach and tools were revisited and preliminary findings discussed and analysed.

The evaluation team interviewed 11 of Diakonia's partner organisations¹⁵, including the four platform leading organisations¹⁶, and received survey responses from five partners¹⁷, representing 94 per centage of the supported CSOs.¹⁸

1.5 LIMITATIONS

The desk review of the Diakonia programme included overall programme documentation but limited to project reports for the selected organisations. The scope of the evaluation did not leave room for consultations with the communities or local service providers on the effects of the projects implemented by Diakonia's partners. The evaluation was dependent on the information shared by the partner CSOs, and a limited representation of the directly engaged rights-holders. It was not possible to interview local duty-bearers.

The ongoing Covid-19 pandemic posed challenges to the accessibility of individual stakeholders and made it difficult to meet groups of stakeholders.

¹⁴ The objective of the survey was to obtain the perception of CSO partners who were not interviewed on the implementation of the Programme in three areas: (i) the partnership of Diakonia and technical support (institutional and capacity development); (ii) the fulfillment of objectives; and (iii) input on the programme design. The survey questions are found in Annex 7.

¹⁵ All partner organisations listed for the sample in the inception report were interviewed. In addition Arte Conciencia was also interviewed.

¹⁶ As noted in Chapter 2, Diakonia country programme in Bolivia consists of five partner platform. Four of them are supported by the EoS.

¹⁷ ADESPROC, CECOPI, Colectivo LGTB, Comunidad de Derechos Humanos, Agua Sustentable responded to the survey.

¹⁸ The inception report stated that the team would reach at least 75% of Diakonia's partner of the programme, excluding the partners in the small-grant fund.

2 The Diakonia Programme in Bolivia

2.1 THE DIAKONIA PROGRAMME

Diakonia's country programme in Bolivia “*Supporting civil society for the fulfilment of human rights, gender equality, and social and economic justice to ‘Live well’ in Bolivia (2017-2020)*”¹⁹ supports CSOs through five so-called platforms. The platforms are Unión Nacional de Instituciones para el Trabajo de Acción Social (UNITAS), Coordinadora de la Mujer, Colectivo Rebeldía, Centro de Investigación y Promoción del Campesinado (CIPCA) and Centro de Estudios Jurídicos e Investigación Social (CEJIS). The first four of the platforms are funded by the EoS, while CEJIS is funded by Sida's Civil Society Unit (CIVSAM).

The platforms are an administrative construction tailored for the Diakonia programme that allows a broader outreach and a high number of partner organisations, at the same time as it limits Diakonia's programmatic management role to some extent. Two of the platforms are coordinating organisations²⁰, while others do not identify themselves as platforms²¹, and thus are only platforms in the specific sense of the programme.

The funds from the EoS finance the administration of four of the platforms, through core support, and 15 contributions implemented by Bolivian CSOs²² mainly in Santa Cruz and La Paz regions (see Table 2 for list of partners). Two of the platforms, Colectivo Rebeldía and Coordinadora de la Mujer, have a thematic focus on gender equality and women's rights, while UNTAS represent a broad range of thematic areas under democracy and human rights, and CIPCA focuses on sustainable rural development and peasant and indigenous rights.

Through support to CSOs, the programme has aimed to strengthen the full exercise of women's, indigenous peoples' and afro-descendants' rights, as well as Lesbian, Gay,

¹⁹ Apoyo a la sociedad civil, por el ejercicio pleno de los derechos humanos, la igualdad de género y la justicia económica y social (JES) para Vivir bien en Bolivia.

²⁰ Unión Nacional de Instituciones para el Trabajo de Acción Social (UNITAS) and Coordinadora de la Mujer.

²¹ Colectivo Rebeldía and CIPCA.

²² Including current and phased out partners during the programme period. In addition, there is a small grant fund to 5 CSOs and 8 non-registered youth organisations/groups/networks. The grant has also co-funded seven leadership and thematic training programmes.

Bisexual, Trans (LGBT)²³ rights. The overall objective is *to improve the exercise of social, economic, cultural, political, land rights, sexual and reproductive rights, and the right to live free of violence.*

2.1.1 Intervention logic and Strategy for Change

The intervention logic and the Strategy for Change (SfC) of the programme, can be summarised as follows:

The long-term desired change is social justice and a State that respects the plurality of Bolivian society, is accountable, and guarantees rights-holders exercise of their human rights. The programme seeks to contribute to the full exercise of the rights of women, indigenous and Afro-descendant peoples, and the LGBTQI community, with focus on the principles of rule of law, non-discrimination, access to information and fundamental rights, such as SRHR, inheritance and land rights, gender equality, women's political participation, prevention of GBV.

Expected medium-term changes are improved exercise of economic, social and cultural and political rights, with a focus on **territorial rights, SRHR and the right to live without violence**. The programme will contribute to rights-holders' active participation as citizens based on their identity and cultural expression, their economic empowerment and participation in society without discrimination. More specifically the programme will contribute to women's equal political participation (parity and alternation), the implementation of Ley 243 against sexual harassment and political violence against women, the implementation of the territorial autonomies of the indigenous peoples,²⁴ right to information on SRHR, including alternative education on reproductive health, access to safe and legal abortion, and sexual expression and orientation without discrimination. Finally, to obtain the right to a life without violence, the programme will contribute to the fight against all forms of violence against women.

The three specific **objectives** are to:

1. Contribute to the empowerment of civil society organisations;
2. Improve the access to information in order for women and men to be able to demand their human rights;
3. Improve the Bolivian state's implementation of the recommendations from international mechanisms of human rights.

²³ This report uses the abbreviation LGBTQI, Lesbian, Gay, Bisexual, Trans, Queer, Intersex persons though the programme only refers to LGBT.

²⁴ "Autodeterminación de los pueblos según costumbres y procedimientos propios que permita gestionar sus territorios desde su cosmovisión del Vivir Bien." From Diakonia programme proposal.

These changes will take place as a result of the programme's contribution to three outcomes and their corresponding outputs. The **outcomes** are expected to be fulfilled by the end of the programme period:

Table 1. Intervention logic Diakonia programme²⁵

Outcomes	Outputs	Strategies
1. Women's and mixed organisations are empowered	1.1 Strengthened enforceability and advocacy capacities of women's and mixed organisations 1.2 Institutional development and strengthened management capacities of women's and mixed organisations	Implementation of culturally sensitive capacity development programmes based on popular education and other participatory methods adapted to the realities of the organisations and rights-holders. Training activities.
2. Women and men have better access to information to claim their human rights	2.1 Women's and mixed organisations involve media and social change communication to address gender-based violence and non-discrimination from a rights-based perspective. 2.2 CSOs promote access to information on human rights, political, labour, economic, territorial, sexual and reproductive rights, and the right to live without violence	Public awareness raising. Culturally sensitive communication and edutainment for the defence of human rights and social change, complementary to political advocacy towards duty-bearers. Communication and edutainment contextualised to the awareness level of different rights-holder groups.
3. Improved compliance of the State with the recommendations made by international Human Rights instruments.	3.1 Women and men in CSO increase their knowledge of international human rights frameworks. 3.2 Public service providers increase their knowledge of international human rights frameworks and national regulations on specific rights. 3.3 Women and mixed CSOs integrate monitoring of the State's commitments to human rights in their action plans. 3.4 Women and mixed organisations develop advocacy strategies targeting the State on the implementation and fulfilment of specific human rights ²⁶	Capacity building of CSO in international human rights frameworks and instruments, and the commitments of the Bolivian State. Capacity building of public official, service providers at different levels of governmental institutions, in international human rights frameworks and instruments, and the commitments of the Bolivian State. Social and political accountability claims. Civil society alliance building and development of joint strategic advocacy. Alliance building between civil society and the State.

²⁵ As per the programme proposal.

²⁶ The programme document includes six outputs to Outcome 3. Here only four outputs are presented based on Diakonia's information during the evaluation.

The three programme outcomes are broad, and do not narrow down the human rights focus mentioned in the Programme text on long - and medium-term changes. In principle, with this design of the results framework, all human rights and practically all Sustainable Development Goals could be included in the programme. The expected outputs at programme level, that correspond to the outcomes at partner project level are equally very broad and non-specific. Outcome indicators refer more to products than to measurable results of the programme actions, which makes it difficult to monitor real changes. It also has to do with the limited resources assigned to the partners, an effect of the broad programme scope.

It is not explicit in the intervention logic that the organisations that are expected to be empowered (Outcome 1) are the directly targeted partner organisations. As the programme contains several layers of participating CSOs, the outcome could also include organisations that partner CSO target through their interventions. Diakonia stressed, however, that the outcome refers to the group of organisations with an agreement with Diakonia.

The outputs related to Outcome 1, require both base line studies of the partner organisations' capacities (advocacy and management capacities), and close monitoring of the progress of these capacities and how, and if, the programme and project specific activities have contributed to such progress. The two outputs related to Outcome 2, though still broad, are more specific and in principle require partner organisations to report on use of media and social change communication and how they promote access to information on specific rights.

The first two outcomes are assessed to be within the sphere of influence of the programme and could be considered as programme "promises", i.e., that if the programme and the supported projects have been successfully implemented, Diakonia and the partner CSO will be able to evidence fulfilment or progress towards Outcome 1 and 2. Although the third outcome includes some outputs regarding strengthened capacities of CSO in alliance building and social advocacy to claim for their rights, it is practically beyond the sphere of influence of the programme actors why the evaluators consider it to be more at an impact than outcome level. Consequently, the six outputs (3.1-3.4) should rather be assessed as expected outcomes to be achieved by the end of the programme period. These four results are assessed by the evaluation team to be sufficiently specific if viewed as outcomes rather than outputs.

The Results Framework remained the same without any alterations during the programme period²⁷, a fact that was somewhat surprising to the evaluation team given the challenging context during 2019 and 2020, and the deep polarisation between the group of partner organisations. This will be further discussed in Chapter 4.

Diakonia's SfC is rights-based and places rights-holders at the centre of social change. Diakonia's work is based on the conviction that social change is primarily driven by peoples, groups and persons that know their rights and organise themselves to claim these rights. Diakonia accepts the challenge to contribute to the transformation of unjust structures that hinder people to live their lives in dignity. Empowerment processes allow people living in poverty and marginalisation to qualitatively participate as agents of change in the construction of a deepened democracy. This way they will be able to challenge unequal powers, which in turn will enable significant social change. Diakonia's SfC is based on an intersectional power analysis, rooted in a gender equality perspective, given the specific priority to women. All work of Diakonia is based on two principles: i) the strategy for change and human rights-based approach (HRBA), and ii) good donor- and partnership.

The SfC is based on three non-linear components:

1. Knowledge and awareness (peoples/groups/persons need to have the necessary tools for their empowerment as rights-holders);
2. Organisation (when peoples/groups/persons come together around common interests and create critical mass);
3. Mobilisation and political advocacy (when peoples/groups/persons jointly act to influence decision-making).

The SfC and Results-Based Management (RBM) jointly and in a complementary manner steer Diakonia's work, the first by showing how social change happens, and the other as an instrument to quality assure the process. Annex 5 presents a figure of the SfC at programme level.

The SfC does not include enablers or link the results to the available resources. The SfC does not explicitly identify risks, how they affect the transformation process at different levels of the logic chain, and how they are managed/mitigated to achieve the results. However, there is a discussion of risks in the programme document. The role of other actors, both as enablers/contributors or as barriers to success, is not highlighted. The SfC was not updated during the programme period and Diakonia stated that it was still valid.

²⁷ Diakonia made alteration in the annual operational plan 2020 but a revised results framework was not presented to the EoS.

2.2 PARTNER ORGANISATIONS

The following organisations were selected by Diakonia as partners/initiatives within each of the four platforms²⁸. Most of the organisations had previously been partners to Diakonia with Sida CIVSAM funding.

Table 2. Diakonia programme partners

Administrative platform	
UNITAS	
Implementing partners	Period
1. Comunidad de Derechos Humanos	2017-2020
2. CEDLA - Centro de Estudios para el Desarrollo Laboral y Agrario	2017-2020
3. CADIC - Centro Afroboliviano para el Desarrollo Integral y Comunitario	2017-2020
4. Capítulo Boliviana de Derechos Humanos (phased out in 2018)	2017-2018
5. ADESPROC Libertad LGBT	2019-2020
6. UNITAS - Arte Conciencia	2018-2020
7. Libertades Laicas	2019-2020
Administrative platform	
COORDINADORA DE LA MUJER	
Implementing partners	Period
1. CECOPI - Centro de Educación y Comunicación para Comunidades y Púeblos Indígenas	2017-2020
2. GREGORIA APAZA	2017-2020
3. Coordinadora de la Mujer - Colectivo TLGB (only in 2018)	2018
Administrative platform	
COLECTIVO REBELDÍA	
Implementing partners	Period
1. Colectivo Rebeldía	2017-2020
2. Organización Indígena Chiquitana – Lideresas (OICH)	2017-2019
Administrative platform	
CIPCA	
Implementing partners	Period
1. Agua Sustentable	2018-2020
2. CEDIB - Centro de Documentación e información – Bolivia	2018-2020

The programme outreach to rights-holders, according to the annual reports 2018 and 2019, is presented in Table 3. This outreach is based on the projects implemented by the CSO partners, including some interventions implemented by the platforms. Table 4 present the number of organisations that benefitted from the programme in 2019. The data is retrieved from shared annual narrative partner reports. Over 500 organisations

²⁸ The EoS initially funded three platforms, but in agreement between Diakonia and the EoS, a fourth platform with focus on Economic and Social Justice was added in 2018. The fifth platform through CEJIS, with CIVSAM funding, is not included in the assessment of partners in this Evaluation.

are listed in the reports. This is in addition to the direct 15 CSO partners to Diakonia and the 23 small grant partners listed in Table 4.

Table 3. Rights-holders reached by the programme in 2018 and 2019

Rights-holders reached through seminars, workshops, talks, information		Directly			Indirectly
		Women	Men	Total	
2019	Total cost: SEK 8 296 585	10 192	6 678	16 870	1 500 699
2018	Total cost: SEK 10 563 212	15 764	11 023	26 787	1 716 814

Table 4. Targeted CSO through supported interventions.

Implementing partners	Targeted organisations
COMUNIDAD DE DDHH	8
CEDLA	35
CADIC	12
CAPITULO BOLIVIANO DE DDHH	71
ADESPROC LIBERTAD LGBT	18
Unitas - Arte Conciencia	13
Libertades Laicas	138
Programa NINA – Género – UNITAS	41 (+ 13)
Platform UNITAS sub-total of CSOs	349
CECOPI	2
GREGORIA APAZA	35
Coordinadora de la Mujer - Colectivo TLGB (from 2019)	14
Coordinadora de la Mujer	More than 40
Platform Coordinador de la Mujer sub-total of CSOs	91
Colectivo Rebeldia	41
Organización Indígena Chiquitana – Lideresas	n.a.
Platform Colectivo Rebeldiar sub-total of CSOs	41
CEDIB	17
Agua Sustentable	n.a.
CIPCA	15
Platform CIPCA sub-total of CSOs	32

The small-grant fund that was recently launched²⁹ within the programme, managed by Diakonia, has so far channelled small grants to 5 CSOs registered as NGOs, and 18 youth organisations. (See Annex 5 for list of the small-grant organisations.)

2.2.1 Budget per platform and projects

Based on the financial information included in the Addendum³⁰ and the budget allocated for the Economic and Social Justice component,³¹ also in addition to the

²⁹ In 2019.

³⁰ 2017-2019 Propuesta DDHH Genero ADENDA FINAL.

³¹ 2018-2020 Presupuesto Diakonia JES.

original agreement between Diakonia and the EoS, the planned distribution of funds directly to the platforms was as shown below (see Table 5 and 6):

Table 5. Budget allocation per partner platform³²

Platform	Total budget TSEK	Percentage of budget
UNITAS	11.210.000	44.3 %
COLECTIVO REBELDIA	2.940.000	11.6%
COORDINADORA	4.700.000	18.6 %
CIPCA	6.450.000	25.5 %
Total	25.300.000	100

Table 6. Budget allocation per partner 2017-2019 (SEK)³³

Partner	2017	2018	2019
UNITAS	3.670.000	4.220.000	3.707.000
COMUNIDAD DE DDHH	800.000	600.000	500.000
CEDLA	2.400	650.000	400.000
CADIC	400.000	500.000	380.000
CAPITULO BOLIVIANO DE DDHH	120.408	270.000	0
ADESPROC LIBERTAD LGBT	142.320	400.000	400.000
Unitas - Arte Conciencia	0	650.000	346.000
Libertades Laicas	0	0	260.000
Coordinadora de la Mujer	1.200.000	2.000.050	1.000.000
CECOPI	400.000	500.000	350.000
GREGORIA APAZA	250.000	350.000	250.000
Coordinadora de la Mujer - Colectivo TLGB	0	550.000	0
Colectivo Rebeldia	800.000	1.030.000	981.000
OICH – Women’s branch	0	Included above.	0
CIPCA		2.150.000	1.492.000
CEDIB	Another	600.000	300.000
Agua Sustentable	programme	337.500	200.00

Implementing partner organisations have received both institutional support, programme and project funding (the latter for specific initiatives), and all platforms partners, except Colectiva Rebeldia, received funding for administration cost of the organisations under their platform.

The mix of core/institutional support and programme funding to partners means that the programme provided both a more overall support to partners based on their strategic

³² See Annex 5 for detailed information based on the financial report 2019.

³³ Based on information in shared financial reports.

role as civil society actors, and to interventions related to specific programme areas. This is not reflected in the ToC and will be further discussed in Chapters 4 and 5.

2.2.2 Organisational set up of the programme

Diakonia Bolivia country office consists of the Country Director, Administrative Officer, Programme Officer (including Gender), Project Officer, Accountant Assistant, Administrative Assistant and Messenger. Diakonia's regional office in Bogota and the Head Office in Stockholm provide Diakonia Bolivia with technical and strategic backstopping.³⁴

Diakonia opted on to cooperate with partners through platforms rather than individual bilateral agreements with each partner. Through the arrangement with platforms being responsible for the financial monitoring, Diakonia was able to keep their partners.³⁵ The selection of platforms was based on long standing partnership with Diakonia, geographical closeness, natural alliances already existing in the two departments of La Paz and Santa Cruz, but also based on its particular rights focus, and strengths in administrative and financial systems (including track-record of audit reports and quality in reporting to Diakonia). According to the programme document, the approach to partnership and project support is built on RBM throughout the project cycle, including gender-sensitive budgeting and sex disaggregated data. Diakonia committed to provide technical support to a rights-based RBM, democratic and gender-sensitive institutional development, and financial and sustainable development, together with political and strategic dialogue, based on good donor- and partnership principles.

The country team is responsible for context analysis and selection of partners. There are several opportunities yearly to discuss programme issues with other country teams in the region and with the regional office in Bogotá. Most of the strategic dialogue with the regional office and the head office takes place during the development of new organisational strategies, and through the annual reports that each programme submits to Diakonia ("How we work") with focus on learning.

2.2.3 Partnership relations

According to Diakonia the following criteria were used when identifying implementing partners:

- Representative and voicing peoples' claims, generating proposals for impact at local, regional and/or national level;

³⁴ The programme budget includes costs for the technical and strategic support.

³⁵ Instructions from Diakonia HQ and regional office was to downsize the number of partners in each programme. The solution with platforms made it possible to maintain several of the partners from the previous programme funded by Sida CIVSAM.

- Solid track record in financial management and accountability, and with action plans that strategically support Diakonia's country programme;
- Building knowledge and opinion around rights issues, specifically related to land, territory, natural resources, gender, interculturality and with capacity to articulate in advocacy alliances on social and political rights;
- With geographical reference between urban, rural and regions, representative of the rights-holders in focus.

Partner agreements include Diakonia's steering documents on Code of Conduct, Anticorruption Guidelines, Procurement Manual and Audit Guidelines. In addition, Diakonia shares its Global Strategy, Sweden's Feminist Foreign Policy, Diakonia's Gender Toolkit, and Guidelines for Complaints and Reports.³⁶

The platform organisations were selected based on their administrative capacity and the strategic role in the Bolivian civil society. The criteria for the selection of the implementing partners and approved proposal did not take into account potential synergies between the different partners and their initiatives. There were no overall common objectives for the project portfolio under each platform. The platforms did not have any responsibility to monitor progress of initiatives. Monitoring of the progress of the initiatives was conducted by Diakonia.

Diakonia organises annual meetings with the partner group to critically reflect on the context, the programme progress and to share experiences. These meetings normally contain some capacity building, updating on guidelines and shared standards and context analysis. The interviews and the survey demonstrated that these spaces were more exploited by new partner organisations than old partners. The annual meeting 2019 was held with separate groups, why there was no space for a programme dialogue between the platforms. The annual meeting 2020 was held after the data collection for this evaluation.

Diakonia informed that the team conducts regular field visits to partners and when possible, participate in key activities of the partners. Due to the Covid-19 pandemic this has not been possible for the main part of 2020.

³⁶ Information shared by the Diakonia Bolivia. It was not in the scope of the evaluation to verify the information.

3 Civil society analysis and mapping

3.1 CIVIL SOCIETY

Civil society is deeply divided and polarized along political party lines, socio-economic groups and ethnic identities. Rights-holder in Bolivia have a long history of organisation, and there are many different layers of organisations within a very diverse civil society. A recent study commissioned by the European Union (EU) analyses CSOs through three categories: 1. Non-Governmental Organisations (NGOs) and Foundations; 2. Social/productive/thematic organisations, and 3. Organisations that work through activist platforms based on specific thematic areas.³⁷ According to the same study, the majority (65 %) of registered CSOs are based and mainly operate in the departments of La Paz, Santa Cruz and Cochabamba, while the remaining departments each represent between 2 to 9 % of all CSOs.³⁸ The financial support to civil society by international development cooperation is also to a great extent concentrated to the first three departments.

The categories of CSOs³⁹ are regulated by different public rules and regulations depending on if it is an international CSO, or a domestic CSO classified in any of the three categories mentioned above. The legislation related to participation and social control⁴⁰, refers to organic, community based and circumstantial⁴¹ forms of organisation. It limits the role of NGOs and Foundations in social participation and dialogue to technical support, capacity development and information sharing. The state only recognizes civil society participation in the public political management and accountability measures through organic, community based and circumstantial actors.

³⁷ Analisis del Estado de la Sociedad Civil en Bolivia, Operational Support Facility for the Implementation of the Civil Society and Local Authorities (CSO/LA) Thematic Programmeme, Contract N° (2015)370.961, European Union, Elizabeth Huanca, Adam Novak, Noviembre de 2018

³⁸ Ibid.

³⁹ The concept CSO is not generally used in Bolivia, but rather a distinction is made between Foundations and NGOs not formed by social movements, and social organisations that include both member-based CSOs, including CBOs, and social movements and networks.

⁴⁰ Ley 341 de Participación y Control Social.

⁴¹ Organic: They are those CSOs that are legally recognized and correspond to social sectors, neighborhood boards and / or trade unions, Community based: They are those that correspond to the indigenous peoples and peasants, the intercultural and Afro-Bolivian communities, and all those recognized by the Political Constitution of the State, which have their own organization. Circumstantial: They are those that are organized for a specific purpose, and that when the objective has been reached, they cease to exist.

The EU study categorizes the mapped CSO as a) aligned with public policies and position of the Government, b) conditioned by national or sub-national politics and programmes, c) new CSOs and social movements focusing on specific issues and ways of working without problem in adapting to the political framework, and d) critical CSOs, questioning both policies and the political framework (see Table 7).

Table 7 Classification of civil society in EU study⁴²

Type of CSO	Relation to the state
Aligned	Dialogue with the State
Conditioned	Thematic dialogue with the State
Adaptive	Thematic and sub-nation dialogue
Critical/resistant	Develop conditions for dialogue and discussions with the State

3.1.1 Shrinking space and processes of co-optation

The civic space progressively decreased since 2005 during the former MAS Government, particularly for the part of civil society not in support of MAS. The expulsion of the Danish ICSO IBIS in 2013 “for meddling in internal affairs”, marked a turning point in the relationship with both international and some national CSOs. The following year a number of CSOs were accused by the vice president of spreading lies and acting for “geopolitical imperialism”.⁴³ The trend towards a more authoritarian regime included limitations on media, loss of independence of key democratic institutions and a progressive elimination of the separations of powers.

The law approved in 2013⁴⁴ that brought more restrictive regulations⁴⁵ of civil society registration and their different roles mentioned above was, in part, a reaction to heavy dependency of international aid and a strong presence of international development actors that mainly supported NGOs dominated by urban professionals. The NGOs had a strong influence over the agenda and played a role of intermediaries between the international donor community and grassroots and community-based organisations (CBO). One of the consulted civil society experts framed it as if “the national NGOs were like a technical filter between the rights-holders and other actors”.⁴⁶ The increased regulations and restrictions of civil society, the anti-NGO discourse and the exit of many development actors to some extent removed the foundations’ and NGOs’

⁴² See Annex 4 for a more extensive table.

⁴³ Among them CEDLA and CEDIB, partners to Diakonia.

⁴⁴ Ley No 351, March 2013.

⁴⁵ There were NGO regulations also before, but according to various interviewed stakeholders, many large CSO did not comply with these regulations and rules. That has also been the case with the new regulations, e.g., renewal of registration. Respondents mentioned cases where some NGO used the fact that they did not get a new registration, while they at the same time had missed to renew their permit for many years.

⁴⁶ Interview with civil society expert for the CSO mapping.

position as agenda setters. The increased influence of governmental development funds placed social movements and CBOs in a new form of dependency to Government development funds. Some CBOs were already directly linked to the political structure of the MAS.

There was a natural closeness between various social movements and their CSOs with the MAS government from the beginning. Many governmental officials and government and parliamentary members of the MAS party also had a background in civil society. This relationship evolved, in many cases, in co-optation. The “politics of division” included both one-sided support by authorities and contribution by state institutions in the creation of parallel organisations.⁴⁷ Grassroots organisations and umbrella organisations representing different rights-holder groups were split into fractions and the ones remaining loyal to MAS have practiced a high degree of self-censorship, losing their potential role of holding duty-bearers to account. It has also meant that the agenda of a number of CSOs was not articulated by the members and their interests but was driven by party political interests. Apart from the lack of unity within and between different social movements and rights-holder groups, this division has resulted in a fierce competition for the limited funds available.

During the previous MAS administration, international observers and domestic civil society actors reported on violations of political and civic rights as well as harassment of human rights defenders (HRD). Some of the most evident clashes between civil society and the Government were related to critique of the quality of public management and corruption scandals, as well as mega projects, energy infrastructure and agro-industrial projects. Another area of tension has been budget allocation to sub-national levels. Issues on accountability and transparency were, and continue to be, in focus of many CSOs at national and local level.

The deterioration of democratic and human rights continued during the interim Government, and several rights violations in the name of the Covid-19 pandemic have been reported by Amnesty International⁴⁸, Human Rights Watch⁴⁹, the National Press Association of Bolivia (ANP)⁵⁰ and other Bolivian CSOs working for human rights.

⁴⁷ Various indigenous organisations, the disability movement, as in the example of the deaf-mute organisations.

⁴⁸ <https://www.amnesty.org/en/latest/news/2020/08/bolivia-violaciones-derechos-humanos-durante-crisis-postelectoral/>

⁴⁹ <https://www.hrw.org/news/2020/09/11/bolivia-justice-system-abused-persecute-opponents>;
<https://www.hrw.org/report/2020/09/11/justice-weapon/political-persecution-bolivia>;
<https://www.hrw.org/americas/bolivia>

⁵⁰ In addition, two independent investigators appointed by the IACHR to investigate the events in Sacaba and Senkata in November 2019. were vetoed by the government and had to leave Bolivia. This called the attention of several international human rights organisations but was not reported in Bolivian media.

The divide in Bolivian society and within and between social movements has been intensified by the social fracture and racialisation of politics the last year.

The country experienced a number of social protests both against and in favour, of the interim Government. The violent response last August by the interim Government and paramilitary groups to the blockades led by social movements protesting against the postponement of the elections, caused the Interamerican Commission for Human Rights - CIDH and Defensoría del Pueblo de Bolivia, to raise their concerns. The attacks on the Defensoría del Pueblo de Bolivia that followed on the criticism, were condemned by CIDH and UN High Commission on Human Rights.⁵¹

3.1.2 Mandate and legitimacy

The increasingly complex civil society landscape has also made it difficult for international organisations to assess which CSO truly represent the rights-holders. For national CSOs providing technical support it has been difficult to maintain working relations with the broad spectra of organisations representing a specific rights-holder group due to loyalty claims from one or the other fractions.

Social organisations have tended to take to the streets to show their power and loyalty with the MAS government. There has been pressure on members and communities to participate in these street manifestations, without respecting diversity of opinions and positions within different rights-holder groups.

The representation, voice and influence by rights-holders within civil society remains a key issue. Many policy agendas driven by different sectors of the society lack in practice both an intersectional and right-based approach. There is for example a valid critique of the degree of representation and priorities in mainstream women's and feminist organisations where the agenda many times does not reflect the priorities of indigenous or afro-descendent women. Other movements, with even lesser space in society, representing LGBTQI persons, or persons living with disabilities, also suffer from the lack of a clear mandate from the diverse groups they claim to represent. This is particularly true for the LGBTQI organisations who have struggled many years to find a common advocacy platform without success despite the fact that they have come together at key moments, such as the Constituent Assembly of 2009 or approval of the law 045 against racism and any form of discrimination. The lack of mandate is not only due to the politics of division, or lack of capacity, but also a reflection of the complexity of these social communities and the level of their marginalisation in society.

⁵¹ <https://www.ohchr.org/EN/NewsEvents/Pages/DisplayNews.aspx?NewsID=26184&LangID=E>, <https://www.oas.org/es/cidh/prensa/comunicados/2020/192.asp>.

Environmental CSOs and HRD of natural resources is another sector of civil society struggling with representation and the prerogative of who sets the agenda. One part being dominated by urban and/or national CSOs with strong links to international organisations and networks, and with capacity to interact with human rights mechanisms, and the other being grassroots HRD that represent rights-holders defending their territories and eco-systems vital for their survival, predominately represented by indigenous peoples.⁵² However, these different actors have managed to develop common positions and advocacy work, and many of the foundations and NGOs are supporting the claims of the indigenous organisations. Linked to these actors is also the issue of land rights and territorial autonomy where indigenous movements and small-holder farmers tend to have different interests and agendas. The politics of division by MAS has been particularly evident in how the government has induced parallel structures to the traditional indigenous organisations in low land Bolivia.

Another aspect of division has been a kind of colonization of indigenous territories in East Bolivia by migrants from the high lands, a process that was silently supported by the former government. Indigenous organisations in East Bolivia have had to turn to NGOs and international cooperation for support on their claims to the local and traditional territories. These unplanned settlements are also seen as one of the main causes of the unprecedented fires of the last two years in the eastern region of the country, dividing indigenous and colonizing communities (suspected of burning fields to sell them to the median and large ranchers) at the local level.

During the last year's political crisis new and spontaneous forms of organisations have emerged, particularly among young people or urban collectives that articulate themselves around the lack of solutions to specific matters. They use social media in a very different way than traditional CSOs. They have not followed the traditional party lines or articulated positions of established CSOs. Several of these new organisations have a technical and thematic approach and the capacity to build alliances around common interests, with support from social networks and influencers.

Most of the young activist belong to the urban/peri-urban middle class. On the other hand, youth groups also exist in rural areas, but they tend to reflect the more traditional civil society, like e.g., "Juventudes del MAS", or youth groups supported by foundations and NGOs working on leadership issues, gender equality, or culture.

⁵² http://www.latinamerikagrupperna.se/2020/11/docent-anders-burman-berattar-om-situationen-for-miljo-och-manniskorattsforvarare-i-bolivia/?utm_source=Latinamerikagruppernas+nyhetsbrev&utm_campaign=f1b6bf0cdc-EMAIL_CAMPAIGN_2020_11_27_12_53&utm_medium=email&utm_term=0_82b8d0587f-f1b6bf0cdc-52991645.

3.1.3 Tolerance and values

14 years of a government that, at the beginning, directly contested the structural racism in Bolivian society, with anti-discrimination legislation and a very different discourse from previous governments meant a shift in the public mindset, especially during the first MAS government period. This was particularly true for groups having experienced racism all their lives. Though the discourse and the formal actions of the MAS administration were stronger than its practices in many cases, the human rights of indigenous peoples and Bolivian afro-descendants were promoted through unprecedented institutional changes and public development programmes. Shift in powers and new demands of equality emerged in a society with a deeply embedded racism. However, from 2006 to 2019 the official discourse changed, and the efforts to gain structural changes were not supported by campaigns or other governmental initiatives. Several ethnic groups exposed to racism also pointed out that the discourse of the early period of government was counteracted by the favouring the interests of economic groups engaged in gas and agrobusiness sectors.

When racism is contested in such a society, backlashes are to be expected, both at social and political levels. The systemic shift to end the structural racism is an ongoing process that has just started and where a language and positions of reconciliation are still far away.

The claims of revindication of groups that have been oppressed and discriminated against (including many times with a violent discourse) are perceived in some cases as attacks by some privileged groups in society, including by liberal white and mixed Bolivians that have been in support for the rights of indigenous and Afro-Bolivian peoples.⁵³ The use of derogatory and racist vocabulary of the interim government and the events the last year, illustrated that the fight against the structural racism needs to continue. Racism is still a factor in Bolivian society and politics.

The divide within society at large, and within civil society, has impacted on the tolerance for differences. The high degree of structural racism and discriminatory attitudes and behaviours remain as a strong feature of the Bolivian society. Identity politics have made marginalisation and discrimination to be part of the public discourse, but the level of intolerance has not decreased. There is still a high level of human rights abuse against indigenous peoples, Afro-Bolivians, children, elderly, and LGBTIQ person, and women within all these groups. There is generally a strong rights awareness among Bolivians, and the responsibility and obligations of other groups. The

⁵³ This dynamics can currently be seen in many other similar contexts in Latin America, North America and Europe, where Afro-descendants and Indigenous peoples claim their own space to advocate for their rights and expect White allies to support these claims, not occupy those spaces. White allies are also asked to reflect on their own power positions.

polarisation has left little room to focus on your own obligations as citizens or on the rights of others. The respect and tolerance for divergent opinions from any political side is low, and there is a lot of mistrust from community levels to the top of society. There is an urgent need for civil society actors to contribute to an inclusive social texture that not only accept the plurality of identities and claims, but actively search for a constructive rights-based dialogue between different sectors and segments of the Bolivian society.

3.2 CIVIL SOCIETY MAPPING

In this section we present an overall analysis by category from the consultations with the additional organisations included in the mapping. (Annex 4 includes a brief presentation of each organisation included in the mapping.) Conclusions on the mapping are shared in Chapter 5. Some of the organisations suggested by the EoS for the mapping are also part of the Diakonia programme (marked with Asterix).⁵⁴

Table 8. List of organisations included in the mapping

Organisation	Type of actor
Alianza por la solidaridad	CSO Feminism/Gender Equality/SRHR (Spanish CSO)
ECAM*	CSO Feminism/Gender Equality/SRHR
Fundación Aguayo	CSO Feminism/Gender Equality/Art and culture
ACOBOL*	CSO Women Political Participation
Centro Yanapasiñani	CSO Economic Empowerment/Gender equality
Redcicla Bolivia	CSO Economic empowerment/gender equality
CEADL*	CSO Youth, Gender, Human Rights
Fondo Aphtapi Jopueti	CSO Feminism/ LGBTQI
Diversa*	CSO LGBTQI
Asociación de adultos mayores de LGBTI	CSO LGBTQI
CIES	CSO SRHR
Fundacion Internet Bolivia	CSO Human Rights, digital rights, public policy
Fundación amigos de la naturaleza – FAN	CSO - Environment/Climate Change/Sustainability
Fundacion Alternativas	CSO Environment, /education/food security
Fundación ARU	CSO Think thank
INESAD	CSO Think thank

3.2.1 Feminist/gender equality organisations

The mapped organisations that work for gender equality, including those with an explicit feminist agenda, generally have an intersectional and intergenerational approach. The consulted group of organisations is heterogenous. The mapping

⁵⁴ Some of the organisations, i.e., ECAM and ACOBOL are targeted in projects, while others have benefitted from the small grant fund.

identified feminist CSOs (including a Spanish ICSO) that promote women's rights in relation to women's economic empowerment (WEE), political participation, SRHR, violence against woman, but also climate change and humanitarian response. The local feminist CSOs work at departmental level focusing on rural and peri-urban women, through advocacy, WEE, community transformation, violence prevention and leadership. Out of these consulted organisations, Fundación Aguayo is the one with a more genuine activist approach (using art and culture). A third category in the mapping is "umbrella organisations" that gather funds and support young, non-formal feminist and LGBTQI organisations and groups, to strengthen them in implementing their agendas and projects. Fondo Aphtapi Jopueti, driven by and for young people, uses non-traditional methods.

3.2.2 LGBTQI and SRHR organisations

The consulted LGBTQI organisations are mainly activist groups, many times person driven, that in some cases have emerged from representative LGBTQI organisations like "La Familia Galan", but have more specific agendas. The LGBTQI movement in Bolivia is very diverse and have had challenges finding a unique voice due to its complexity. In this sense, the movement in Bolivia struggles with the same tensions on representation as LGBTQI organisations do all over the world. The mapped CSOs represent LGBTQI people with an intergenerational approach. They aim to make their rights visible through innovative communicational projects and other initiatives, divergent from traditional CSOs that have been working through national and international human rights platforms.

3.2.3 Environment and Climate Change

The organisations that work on environmental and climate change tend to have a technical rather than a social approach, except those that also focus on land and territory issues, linked to indigenous peoples. Some of them have excluded the social work of the organisation, leaving only a technical team. This has been a matter of survival, because the organisations they used to work with were politically co-opted, some of them even subscribing as part of the corporative groups in the MAS statues. However, they play an important role with their analytical skills and specific interventions with visible results (for example during the two last year's forest fires) or pushing climate change agenda. They are key actors in the sector, both due to their technical skills and the fact that they maintain focus on the rights to livelihoods, food security, water, and clean and healthy environment of the most vulnerable populations.

3.2.4 Think tanks

The organisations that focus on evidence-based research and production of knowledge on social and economic issues play an important role. Bolivia in general lacks qualitative academic research in these areas, and the think tanks also address the absence of evidence based CSO studies. The think tanks are part of the civil society, but with their academic approach, they can be characterised as rights-based neutral brokers of knowledge, particularly those that maintain dialogue with both

governmental institutions and civil society actors. They are heavily dependent on external funding, which lead them to conduct studies on commission (many times by the international donor community) and provide consultancy services in some cases. They have the potential to provide civil society with qualitative research for advocacy work and accountability dialogue with duty-bearers. Such work is not benefitted by short-term contracts but rather needs long-term institutional support that allows for more academic freedom and independence.

3.2.5 Other consulted categories

The mapping has also included human rights CSOs that work on digital rights. The consulted organisation focuses on democracy, digital participation and digital economy, with a users' security and rights perspective of internet services. More specifically, they work with women leaders, politicians, journalists, human rights defenders and other activists' victim or at risk of digital violence. This is an innovative way to work with human rights and gender equality, and it is inclusive in the sense that they also reach rights-holders in remote areas.

CSO's that work with young peoples' human rights, as CEADL were also mapped. In general, there are few civil society actors in Bolivia that focus on this age group and young people's grassroots organisations.

4 Findings

4.1 RELEVANCE

Evaluation Question⁵⁵ (EQ): How relevant have the contributions of the supported CSOs been to the overall situation and needs in the sector and in relation to the support to civil society by other donors?

In general, the programme has been relevant and responded partially both to the needs and potentials of marginalised groups by focusing on their prioritized rights and through the selection of civil society partners. The contributions of the supported CSOs were found to be relevant to local and national contexts. The evaluation questions will be further discussed in next section on Effectiveness where their actual contributions are outlined.

EQs: How relevant is Diakonia's choice of partners given the needs and possibilities of civil society in the area?

4.1.1 Partner selection and programme structure

The Programme aimed to consolidate a culture of rights as a set of shared values, attitudes, behaviours and rules that generate a sense of belonging and facilitate coexistence between multiple groups of society. In addition, it was oriented to claim accountability and question social actions that generate inequality and discrimination and that violate the norms and principles of human rights.

Diakonia's choice of partners was quite relevant given the needs and possibilities of civil society in the area. Diakonia selected a broad group of partners that, although very different in size, approaches and geographic scope, work with or are representative of different discriminated and marginalised rights-holders, mainly women (indigenous, Afro-descendants and peasants, highly exposed to gender violence by age, race, ethnicity, political position or by poverty conditions) and LGTBQI community, but also indigenous peoples and other social groups, such as e.g., senior citizens. Most of the partners are well known through their long work on human rights, democracy and economic empowerment of marginalised groups; they are recognized in the geographical area they work; they have sufficient thematic expertise, and their own methodologies and approaches for the promotion of human rights.

⁵⁵ Some of the evaluation questions related to Relevance are discussed in Chapter 5.

The partner selection represents a broad spectrum of the Bolivian civil society as Table 9 illustrates.

Table 9. Diakonia partners and the four categories of CSO

Type of CSO	Relation to the state	
Aligned	Dialogue with the State	Coordinadora de la Mujer, Agua Sustentable, Gregoria Apaza
Conditioned	Thematic dialogue with the State	CIPCA, LGBT, Capítulo. Boliviano de DDHH
Adaptive	Thematic and sub-nation dialogue	ADESPROC LIBERTAD LGBT OICH, CADIC, Arte Conciencia CECOPI
Critical/resistant	Develop conditions for dialogue and discussions with the State	UNITAS, CEDLA, Comunidad de DDHH, Libertades Laicas, CEDIB. Colectivo Rebeldía

Social organisations (OICH/women's branch, and CADIC) are representative of Bolivian eastern indigenous and Afro-descendant communities, whilst NGO partners are well known through their long work on human rights, democracy and economic empowerment of marginalised groups; they are recognized in the geographical area they work, have sufficient thematic expertise, and their own methodologies and approaches for the promotion of human rights. However, as most of the interviewed CSO suggested, this representativeness, experience and thematic expertise could have been better capitalized in the conceptualization of the programme and in the platform conformations. A more articulated thematic approach per platform suited to concrete needs and interests of the rights-holders (rather than a general focus on human rights or gender equality) could have facilitated the development of common specific objectives and articulated a complementary work. With the exemptions of Colectivo Rebeldia, and CIPCA, the platforms functioned as administrative and fiduciary supportive schemes, without any purpose to create synergies and complementarities within or between platforms.

The composition of partners and supported initiatives in the platforms were not based on sectoral criteria, shared objectives, or common ideological perspectives. The development of the programme, and its platforms did not include any discussions on key concepts of the programmatic areas, or awareness or capacity building around the same. This was particularly true in regard to the understanding of different feminist approaches. The promotion of a transformative feminist agenda, that is intersectional in its approach and open to intercultural perspectives, is not something that can be achieved through a couple of workshops. This is something that require a process-oriented approach, clarity of concepts and in-depth knowledge about different feminisms. In the words of one of the interviewees, “imposed visions can jeopardize and vandalize the human rights agenda, especially in a gender-feminist dimension”.

The programme was found to have a good inclusive approach, representing different parts of civil society, different feminist traditions and positions, and by including contested issues such as abortion and LGBTQI rights.

Focus of the supported initiatives were found to be relevant to local and national contexts. In some cases, the platforms implemented capacity building initiatives, apart from the administrative and fiduciary role assigned, but several partners have been more channels to rights-holders, than implementing partners. The evaluation also found that several projects contained components that more corresponded to the broader scope of work of the partner organisations, than the focus of the programme. Having said that, it is also true that the scope of the Programme Results Framework was very broad, allowing a great variety of rights issues and specific studies to be included. This is also related to the fact that all partners received both institutional and program support, and thus, at least in theory, could finance activities not included in the program budget with the institutional support.

Finally, on the matter of partner selection, it was noted that Capítulo Boliviano de Derechos Humanos was phased out in 2018, with the justification that their project focus on human trafficking did not fit the Programme focus.

EQ: To what extent has Diakonia addressed the following aspects in its choice of partners and implementation of the programme:

- a) Whether Diakonia has applied a Human Rights-Based Approach and conflict, gender and environmental and climate perspectives of Sida, as a part of the selection criteria for partnership?*
- b) Whether HRBA and the other perspectives, have been integrated into the programme implementation?*
- c) To what extent Diakonia's partners working on gender equality have achieved their objectives and in turn contributed to the programme goals?*

The following section discusses the above evaluation question and its sub-questions mainly on how well the perspectives were integrated in the programme, and not based on how these perspectives guided the partner selection. The selection criteria were not explicitly guided by the perspective. However, the selection of la Coordinadora de la Mujer and Colectivo Rebeldía was guided by the strong focus on gender equality.

4.1.2 CSO and democratic institutions strengthening

The programme included some partners with weaknesses in planning, operational and managerial capacities (e.g., CADIC, OICH - Women wing, ADESPROC, and CECOPI). In general, the funding to these partners were lower than to the bigger and more established partners but not in all cases. Though focus on institutional development of the programme was mainly on specific areas (advocacy skills, use of human rights mechanisms, evidence-based research, and similar), the support to partners also included capacity development in programme administrative management. The platforms were also responsible for supporting the organisations

with their financial reporting and management of funds. In the case of OICH – Women wing, the administrative deficiencies and internal division led to the decision to end the agreement but maintain the organisation as targeted CBO for thematic capacity building only.

Most of the capacity development initiatives were part of the project interventions, targeting different rights-holders with outputs related directly to training programmes, and did not refer to the institutional capacity assessments of the partner CSOs. The evaluation was not able to validate results at institutional level of the partner CSOs.

Furthermore, the substantial focus on capacity building initiatives addressed pertinent issues and had a large outreach, but the relevance of the capacity building strategies should also be discussed in relation to organisational development. The design of the trainings should consider how to consolidate acquired awareness, knowledge and skills at institutional level. The evaluators did not find any evidence of strategies aiming at deepening the sustainability of the empowerment processes of participants beyond an individual level. An example is UNITAS gender training programme, which focuses on GBV, had participants from Potosi, Oruro and La Paz, but had no institutional focus or related the training to local work in those areas. To be relevant to the programme objectives and particularly **Outcome 1 - Women's and mixed organisations are empowered**, the trainings should have had a stronger focus on awareness and knowledge processes within organisations.

4.1.3 Gender equality and HRBA

A gender perspective has been applied by most of the partners, mainly from a gender sensitive approach. Few of the partners applied a truly transformative gender perspective, and other forms of discrimination were mainly approached from a diversity focus and not with an intersectional lens. Some of the interviewees considered that the feminist ideology promoted by the Swedish Government is not always well reflected in the programme. Diakonia contributed with their toolkit for gender mainstreaming, which was well received especially by social organisations, but also felt incomplete, as a systematic capacity building was missing.

The programme aimed at increasing the knowledge and use of human rights instruments, an issue highly relevant for civil society monitoring of the State's accountability. The evaluation found good results in the use of international monitoring mechanisms (see Effectiveness for more information). The linkage to human rights instrument is an important component of HRBA. The programme and its components also demonstrated a strong focus on non-discrimination and participation. Several projects were developed with close involvement of direct rights-holders and their organisations, while other initiatives mainly focused on the capacity building of rights-holders.

The partner organisations that already focus on Human Rights demonstrated a good understanding of the rights-based principles, while other partners lacked insight on what the approach entails. Overall, the evaluation found that Diakonia had not prioritized the development of knowledge and skills within the partner group on how to apply HRBA in practice. This is also related to internal transparency and accountability issues.

4.1.4 Diakonia's role and added value

Flexibility and trust-based relations between Diakonia and their partners paved the implementation considering the difficult context, but the support to HRBA was not enough considering the former's experience and expertise. The flexibility was a product of the broad programme objectives and contextual demands. On one hand, it benefited partners' implementation of activities, responding to both their own strategic planning, and allowing rapid reactive and human aid activities facing the crises circumstances imposed by the Pandemic and the forest fires in the eastern territory. On the other hand, such openness to many partners, impeded maintaining focus on the programme's own strategy and led finally to support the programmatic structure of the historical NGO partners and to fill the gaps with capacity events.

Box 1.

Diakonia defines its contribution to the partners to revolve around:

- Partnership.
- Resource mobilisation.
- Donor coordination.
- Contribution to Synergies.
- Capacity development, and
- Advocacy and mobilisation.

Diakonia's advisory role in issues such as conflict management or environmental perspective was not very visible. Toolkits were distributed and some capacity events on these issues were held in coordination with other institutions such as Fundación UNIR.

Diakonia has been active both in the coordination between Swedish CSOs with programmes in Bolivia, in the platform for ICSO in Bolivia, and in dialogue meetings with the European Union. The Diakonia programme is well known, and the Diakonia team has been visible in spaces discussing civil society space.

The evaluation found that programme administrative and fiduciary tasks distracted the attention of Diakonia on its advisory role. The limited number of staff, together with the broad number of direct and indirect partner organisations, limited the monitoring and the more qualitative parts of Diakonia's partnership approach. Notwithstanding the observed limitations, most partners highlighted the predisposition and proactivity of Diakonia's team to promote meeting spaces among partners (such as the annual programme review meeting). The so-called social organisations benefited the most from the knowledge of the work of the partners and the exchange of their experiences.

Finally, there was no evidence of a knowledge management system implementation in the programme, apart from the internal processes within Diakonia (annual reflective

reports to Diakonia HQ, regional coordination between country directors, and programme officers, etc.). Diakonia had not developed any documentation of good practices and lessons learned for the programme and its partner organisations.

4.2 EFFECTIVENESS

EQ: What is the general degree of progress in achieving the expected results of the programme?

The overall objective of the programme was *to improve the exercise of social, economic, cultural, political, land rights, sexual and reproductive rights, and the right to live free of violence*. The three specific objectives were to:

- Contribute to the empowerment of civil society organisations.
- Improve the access to information in order for women and men to be able to demand their human rights.
- Improve the Bolivian state's implementation of the recommendations from international mechanisms of human rights.

It is against these objectives and the special focus on **territorial rights, SRHR and the right to live without violence**, that the effectiveness of the programme should be assessed. Diakonia has supported indigenous organisations in Bolivia and claims on territorial rights for many years and was recognized by respondents for its expertise and its strong commitment to indigenous rights. Diakonia also has a long track-record working on gender equality, including GBV. SRHR is an area where Diakonia holds less competence, why the expertise of partner organisations is key. The strategic focus on SRHR mainly depended on the work of Colectivo Rebeldía on abortion rights and the LGBTQI partners. It should be mentioned as well that the programme supported initiatives such as Pacto Nacional por la Despenalización del Aborto and the September 28th Campaign-Bolivia to raise awareness against the abortion legislation.

Results related to the Programme Objective 1: Contribute to the Empowerment of Civil Society Organisations.

The evaluation was able to validate many of the reported outputs and ongoing processes related to the empowerment of civil society organisations. The achievement of the overall programme outcomes was harder to track. As discussed above, this was partly due to the long chains of results, and that the different initiatives did not specifically relate to the programme outputs related to the three outcomes. The evaluation finds that it was not possible for Diakonia to maintain sight of the different levels of results and where change should happen. The Results Framework remained the same and was not adapted to the shifts in the context, or the priorities made by partner CSOs at their programme level.

Some of the most relevant outcomes were the empowerment of indigenous organisations through the Nina programme on territorial rights, and the work of Colectivo Rebeldia with local indigenous women organisations. These outcomes are also the effect of previous support by Diakonia to the partners (Sida CIVSAM funding). Another relevant outcome, related to GBV, Gregoria Apaza's support to the advocacy work of a network of women trade union members, for the signature of the ILO Violence and Harassment Convention 190⁵⁶, and the ratification on the same.

The institutional support contributed to the way the programme resulted in links to more strategic and collective spaces, such as the formation of intercultural gender schools, the promotion of local agendas in international spaces, and advocacy work at local level resulting in the gender analysis and gender budgeting in legal and planning instruments at municipal level. The continuity of a long-standing support to indigenous women in Chiquitania Crucena to reach representative positions in the municipal councils was also a relevant result in terms of empowerment, though, sustainability of these efforts once in office is still a challenge. In this regard, networking and or support with entities such as ACOBOL could have been worthy.

Results related to the **Programme Objective 2 - Improved the access to information in order for women and men to be able to demand their human rights**, include CEDLA's demand-driven and participatory studies on relevant economic and social issues, e.g., on elderly people, instrumental both for advocacy work and access to relevant data. CEDIB work on endangered territories is another example.

The capacity building initiatives have revolved to a great extent on the issues related to access to information, and as the programme outcome does not focus on CSO, but on "women and men", the results could be said to be achieved.

Interviews with partner CSO demonstrated that the programme's contribution to the integration of a feminist perspective had increased the awareness of the multiple forms of gender-based discrimination and violence. One interviewee mentioned that acts of sexual violence were announced, and a complaint was filed before the judicial instance, something that had not happened before despite of the fact that the women had knowledge on Governmental mechanisms on GBV and family support.

⁵⁶ ILO:
https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C190.

The evaluation also found that the small-grant funding to youth organisation had already resulted in tangible outputs according to interviewed stakeholders⁵⁷. This was also a finding in another recent evaluation commissioned by the EoS.⁵⁸ The evaluation found that the fund had demonstrated satisfactory results so far,

The 3rd outcome area - **Improved compliance of the State with the recommendations made by international Human Rights instruments** – is, as discussed in Chapter 2, beyond the sphere of influence of the programme. The evaluation has therefore focused on the six programmatic outputs.

Indigenous groups from the Bolivian flatlands, have been able to present their demands to The International Rights of Nature Tribunal. Partner organisations together with the alliance Alianza Libres Sin Violencia, led by the CSO “Comunidad de Derechos Humanos”, have been engaged in the elaboration of the shadow report to the Universal Periodic Review (UPR), particularly on GBV, and the hearing before the international Human Rights Commission (IHRC). This process contributed to creating spaces for dialogue and debate on accountability around several issues, and in particular on GBV. Unitas Gender Programme supports Confederación Nacional de Mujeres Indígenas de Bolivia (CENAMIB) on monitoring the State’s compliance with the committee recommendations on the UPR. Diakonia and partners have also been involved in the previous UPR.

More examples of reported results validated through the data collection is presented in Table 10.

Table 10. Examples of validated results

Women’s and mixed organisations are empowered
• The municipalities of La Paz and El Alto included gender perspective in their planning for the first time as a result of the advocacy by women groups supported by Gregoria Apaza. Women’s productive associations in El Alto have influenced of El Alto Municipal Autonomous Government to include care issues in their agenda; • Presentation of proposals for productive projects of organisations of indigenous Chiquitan women before municipal governments for their financing; • Elaboration of by-laws (legal documents) of Chiquitan indigenous women’s organisations • Insertion (for the first time) of gender budgeting in the Annual Municipal Budget in San Ignacio de Velasco;

⁵⁷ The initiatives under the small-grant fund were not included in the sample of the evaluation.

⁵⁸ Sida Decentralised Evaluation, Bolivia Strategy, Revised Final Draft, November 2020.

• Prioritization and socialization of municipal laws to combat violence against women and a proposal for a municipal youth law, through the Red de Mujeres Chiquitanas.
Women and men have better access to information to claim their human rights
• Gender Itinerant Schools implemented in La Chiquitania, allowed overcoming context difficulties, by reaching communities, especially during the pandemic, when gender violence cases increased; • Support to gender-based radio programmes, training of female communicators; • CIPCA publication of indigenous communities pronouncements on their human rights at national level; • CEDLA publications⁵⁹, particularly the study on pensions that was developed together with the Asociación Multisectorial de Jubilados “Illimani” (AMJUBI); • CEDIB impact studies on extractivism in indigenous reserves and territories (CEDIB). • The national LGBT Observatory, and contribution to the Regional Observatory “Without LGBT Violence” by ADESPROC.
Improved compliance of the State with the recommendations made by international Human Rights instruments. (See table 1 for the six outputs).
• Universal Period Review (UPR) report; • Hearing of fires affected Chiquitan indigenous communities before the International Tribunal for the Rights of Nature, with gender representation; • Broad outreach on the importance on laicity for the Rule of Law through trainings conducted by Libertades Laicas; • Strategic litigation in support to same sex couples, by la Comunidad de Derechos Humanos. • Assessment made by the Bolivian Chapter on Human Rights of the application of the public policy on human trafficking, to provide inputs for advocacy at the departmental, municipal and national levels.

4.3 EFFICIENCY

Evaluation question - What problems and obstacles (internal and external) have affected the development and/or performance of the implemented support?

Efficiency is related to the degree of achieved results, the quality and sustainability of those results, and to the resources available to manage the programme and monitor the progress. Efficiency is also related to RBM and how the partners of the programme have managed to adjust the work based on the progress of results, lessons learned, and the shifting context. The programme has been implemented in a very difficult context and involved many layers of actors.

⁵⁹ Boletín Alerta Laboral 83: CÁNCER: Realidades y Promesas, Boletín Alerta Laboral 84: PENSIONES: revertir su privatización, un desafío, Boletín Alerta Laboral 85: Políticas del MAS o legitimación del poder agroempresarial, Boletín Alerta Laboral 86: entismo, subsidios y pobreza multidimensional.

On a very general level, the programme funds have supported the work of a large number of important CSOs and key areas of action of the partners. The partners have in turn managed to maintain their visibility and broad outreach to rights-holders and local CSOs in an environment of shrinking space for civil society.

Some of the main challenges to efficiency identified by the evaluation were:

➤ **The shrinking space and a very challenging context**

Diakonia and their partner organisations have developed and implemented the programme in a very challenging context. This had impact on the expected outcomes, on the mechanisms for bilateral dialogue and follow-up, as well as on the experience sharing and joint context analysis between the partners. Below we discuss the implications of the context on the programme design. Here we raise the issue that Diakonia could have played a more active role as intermediary between the different positions within the programme, considering that the programme did include actors from various ideological poles of civil society and different kind of actors. The evaluation did not find evidence of Diakonia trying to create space for reflection on how to advocate for human rights under an increasingly authoritarian government and the partialized and derogatory discourse used by the interim government. Having said that, the evaluation acknowledge that Diakonia was working under difficult and sensitive conditions.

➤ **The scope of the programme was too broad and thinly spread**

The programme outcomes and outputs were too broad and non-specific which made it difficult to monitor results. The chain of results was extremely long, involving five levels of actors; 1. Diakonia, 2. Platforms, 3. Implementing partners, 4. Targeted local and thematic CSOs in the supported interventions, and 5. The women and men rights-holders benefitting of the programme activities, either as members of CBOs, community members, or as participants in training programmes. During 2019, the 15 partner organisations and initiatives listed over 500 targeted organisations.

The size of Diakonia's team did not match the very broad scope of the programme, with its various levels and mix of funding. The platforms managed the financial reporting and compliance issues related to the agreements, and Diakonia was responsible for the monitoring of results, including the organisational development of partners. The human resources for that kind of monitoring were three persons, including the Country Director. The evaluation found that there was no balance between the number of partners, levels of interventions and the human resources allocated for monitoring or the advisory role of Diakonia.

Finally, the evaluation team has been informed about a forensic audit of four of the programme partners. The results of the audit are beyond the scope of this evaluation,

but it is an indicator of possible challenges in the administrative and financial management of the programme.

➤ **The Programme Strategy for Change was too narrow**

The SfC does not reflect the role and contribution of other actors than the actors directly involved in the programme, the need of civil society alliances and coordination to bridge the division is not included.

Diakonia shared their draft new country strategy and ToC, and though this evaluation has not assessed the draft, it seems to introduce a holistic and good ToC.

➤ **Weak application of RBM**

The original programme has been adjusted twice, first in 2018 through the integration of the platform partner CIPCA and two implementing partners⁶⁰ in the programme, and in 2019 when the Embassy provided additional funds for democracy work and Diakonia opted to create a small-grant fund, as well as strengthen some of the ongoing work in the programme targeting young people. These changes are reflected in the programme results framework and budget as additions. However, there has been no overall revision of the original results framework, at outcome, output or indicator levels. Both the ToC and the results framework remain the same despite the challenges for the civil society partners in a very difficult context. The evaluation finds that Diakonia has only in part applied RBM since findings from the monitoring of the different partners and their initiatives, as well as lessons learned from the current context have not informed the programme management. The challenging context and the polarisation between partners in the programme should have been reflected in a revision of some of the expected results. However, it should be noted that Diakonia and partner organisations informed that they would discuss lessons learned in a coming end-of-programme event scheduled to May 2021. Furthermore, the additional small grant fund implied increased administrative tasks for the Diakonia team which had implications for the resources to monitor and support the main programme partners. Once Diakonia realised this challenge, it should have been discussed with the EoS.

The evaluation notes that this has been a recurrent discussion point in the dialogue between the EoS and Diakonia. The importance of further developing the baseline study and strengthen the RBM, were aspects raised by the EoS in 2018.⁶¹ The EoS particularly pointed out the changing context, and how Diakonia assessed the risks, and how the social and political environment was impacting the implementation of the

⁶⁰ The three organisations were part of another programme focusing on water issues, also financed by the Embassy.

⁶¹ Insumos para la reunión entre la Embajada de Suecia y Diakonia, Embajada de Suecia, 25 de junio 2018. The Baseline study was carried out in February-April 2017.

programme and therefore asked Diakonia on the need to adjust the expected outcomes and indicators, as well as prioritization between thematic areas and operational costs. Four areas for the ongoing discussion were highlighted: 1) support to partners to strengthen gender perspective, 2) how Diakonia works with partners on its core values on democracy, human rights, transparency, etc., 3) how Diakonia sees the role of civil society, and 4) what are the strengths and weaknesses Diakonia had identified so far in the programme.

➤ **Other issues**

Some partners highlighted delays in disbursement that had negative impact on the project implementation. The project funding was also assessed as limited by several partners, which made major outreach difficult. The evaluation agrees that the division of programme funding between many projects limited the scope of the project, but maybe not in outreach, but rather in depth.

Another issue that was raised by some partner was how leadership permeated by machismo, hindered the emergence of women leadership, as well as an obstacle for democratic processes within the organisations.

5 Evaluative Conclusions

The Diakonia programme has been developed in a very challenging context where the gap between the different positions of the programme partner organisations became wider and more polarized. The last year of the evaluated period has been particularly difficult, with political instability and the health, social and economic crises caused by the Covid-19 pandemic. The complexity of the programme with its many layers, a very large number of CSOs involved, and a small country team would be a challenge also in a stable social and political situation. The evaluators recognize the scale of challenges met by the programme.

5.1 RELEVANCE

EQ: Which counterparts in the programme have been most relevant in regard to the promotion of human rights, democracy and gender equality? Could relevance have been enhanced?

Conclusion 1. The programme was found to be relevant to a large extent to the local and national contexts mainly due to its strong focus on specific human rights and rights-holder groups living in multidimensional poverty and discrimination. All partner organisations are relevant actors in their own right. However, considering the thematic focus of the programme and the validation of results, some of the partners that stood out as particularly relevant were Colectivo Rebeldía, UNITAS Programme NINA, and the partners supporting processes around indigenous territorial rights.

The thematic focus on the areas highlighted as prioritized, namely territorial rights, SRHR and the right to live without violence, were however diluted and much of the programme focused on many other human rights. Though these rights were all relevant to local and national context, none of the areas were sufficiently addressed and the programme ended being a kind of buffet of different human rights. However, as noted in Chapter 4, one partner was phased out with the justification that the project was not within the Programme focus. The evaluation found this to be somewhat strange since the mentioned project focused on human trafficking, that is related to GBV and gender equality, while other projects not directly linked to the priority areas of the Programme maintained. The identified prioritised areas continue to be extremely relevant in the Bolivian context and would serve as a good focus also for a new programme period. They need to be addressed from an intersectional understanding and be informed by the agenda setting of particularly indigenous and Afro-Bolivian rural and peri-urban women.

Conclusion 2. The programme had a more non-explicit objective, that of supporting a range of human rights and rights-holder CSOs as civil society actors in their own right.

The institutional support was relevant for the independence of some of these organisations and enabled them to continue to work based on their strategies and actions plans, e.g., for CEDIB who appreciated the provided support to their internal planning and gender issues. In that sense, the projects could be considered as less central in the partnership and be seen more as a complementarily way to support the organisations. However, this is not the way the support is defined by Diakonia. The evaluation concludes that Diakonia had an intent to combine institutional and programme support with capacity building efforts, but that the realisation of such integrated approach to the partnerships was not fully achieved. The combination of core/institutional and programme support, aligned with the partners' strategic plan, coupled with capacity building support on rights-based, inclusive and transformative approaches would have further enhanced the relevance of Diakonia's partnership.

A limited geographical scope can, in principle, be relevant, but it requires a strategic thinking on how to bring synergies between different interventions and how to cover different levels of engagement with duty-bearers and other civil society actors. The programme selected two of the three regions in the country that attracts most of the international donor support. There are definitely relevant actors in these regions, but partners working at the national level do not need to define the geographical scope of partnerships with organisations working at community and municipality levels in other regions.

Conclusion 3. The evaluation concludes that despite the geographical focus on mainly La Paz and Santa Cruz, with some additional small grant support to activities in Tarija, the programme activities were spread too thinly to contribute to more comprehensive changes. This was mainly due to the large number of partners and their respective outreach to their partners.

Conclusion 4. The diversity of the programme partner organisations in a polarised and divided civil society was relevant, but Diakonia and the partners did not capitalize on this diversity the way they potentially could have. The added value of diversity was reduced to work in silos and Diakonia missed the opportunity to support the partners to engage in constructive dialogue on differences in positions and perspectives.

Conclusion 5. The programme had a strong gender perspective, which was appropriate for the context, and the majority of the supported organisations demonstrated commitment to a transformative gender approach. However, some organisations still need further support to fully grasp the difference between gender sensitive and transformative approach. Gender mainstreaming tools for partners that did not focus

particularly on women's rights and gender equality, were instrumental. However, a more in-depth discussion on feminist perspectives of social and economic rights would have encouraged some of the partner groups to engage in a more transformative gender approach.

Conclusion 6. The focus of human rights instruments and monitoring mechanism was a strategic choice, and the evaluation was able to evidence the programme's contribution to shadow reporting processes and the UPR. However, the relative weak application by some partner organisations of rights-based principles as a process in their project implementation affected the relevance. The evaluation also concludes that the programme would have benefitted from a more articulated effort to deepen the understanding of rights-based principles, and as end goals and as a process within organisations and civil society.

Conclusion 7. Another area that was found weak was conflict and risk analysis, and conflict management. Reinforcement on these areas is needed, both at Diakonia technical team and CSO level.

Conclusion 8. The inclusion of youth organisation during the last year increased the relevance of the programme.

5.2 EFFECTIVENESS

The most important results of the programme, according to this evaluation, should be stronger partner CSOs.

Conclusion 9. The lack of organisational baseline studies and real follow-up on the development of the partners have made it difficult to assess if the programme really has contributed to such progress. It is evident that some of the partners have strengthened their capacity to use and engage in human rights monitoring mechanism. On the other hand, the different partners have not managed to work more closely within the programme. The CSOs addressing GBV and SRHR have worked well in broader alliances (beyond the programme partner group) and the UNITAS gender programme has played an important role in strengthening the articulation around women's rights.

Conclusion 10. The programme has achieved many relevant outputs, particularly from the training programmes and the production and publishing of studies on specific rights issues. CSOs and rights-holder have increased their awareness, knowledge and skills, but results at an outcome level will only be achieved when these capacities are put into practice, used in advocacy initiatives, and become instrumental in mobilisation of rights-holder groups, etc.

To really follow the effects of the UNITAS' gender programme, CEJIS leadership programme (funded by Sida CIVSAM) and other capacity development initiatives would require a special evaluation. The evaluation has not been able to provide any clear conclusion on the effectiveness of the different training programmes, since most of the initiatives started in 2020, a year heavily impacted by the Covid-19 pandemic.

Conclusion 11. The evaluation concludes that Diakonia has continued to strengthen indigenous organisation and the reaffirmation of territorial rights by 1) the strengthening of indigenous organisations in the lowlands, 2) legal support for the sanitation of indigenous territories, and 3) support to impact studies on extractivism.

Conclusion 12. The advisory role of Diakonia was over time reduced to a more administrative role despite the solution with administrative platforms. The number of capacity building initiatives targeting the partner group and reflective discussions on the different perspectives were limited. Here, Diakonia could have involved the partners and their networks much more, which would have contributed to more effective results.

Conclusion 13. The evaluation concludes that there was a lack of proactive conflict and risk management. The political situation in Bolivia is, as stated, complex. It is risky for any programme managed by an ICSO to take on anything but a careful approach to maintain its neutrality inside the programme and on the civil society at large. Diakonia has a valuable engagement with some principles that should not be in any case left aside or abandoned. However, in times of social and political uncertainty, a careful approach might be needed to work deeply with government organisations, social movements and improve advocacy results.

A final reflection, rather than conclusion, on effectiveness that the evaluation has brought forward, is how to measure results when mixed funding is used. The support to the partner organisations could be considered as more of an institutional support. As such, tracking of results should be based on their strategies along with the overall programme outcomes. In such an approach, the programme Results Framework would be also linked to partner's strategic objectives. A more explicit focus on supporting the independency and voice of key CSOs in their own right in a context of shrinking space through core funding could have been an alternative way to build the SfC.

With such approach, the mandate and the legitimacy of the partners would be the most important aspect. For core support partner CSOs need to be truly rights-based, applying accountability to its members and/or constituencies of rights-holders, and focus on rights issues relevant to marginalised and discriminated rights-holders. These are all core aspects in Diakonia's partnership approach.

5.3 EFFICIENCY

Conclusion 14. Platforms as administrative intermediaries to channel funds have not been a fully effective approach. The platforms were formed for the purpose to lessen the administrative burden from Diakonia and allow room for more of an advisory role. The evaluation found that Diakonia still lacked sufficient resources for its advisory role.

5.4 CIVIL SOCIETY MAPPING

Finally, we share some overall conclusions from the civil society mapping. The exercise covered a small number of organisations, and the organisations were just consulted once. It is not possible to draw any strong conclusions from the mapping, but to share a number of overall observations.

➤ **Fragmented and weakened social movements**

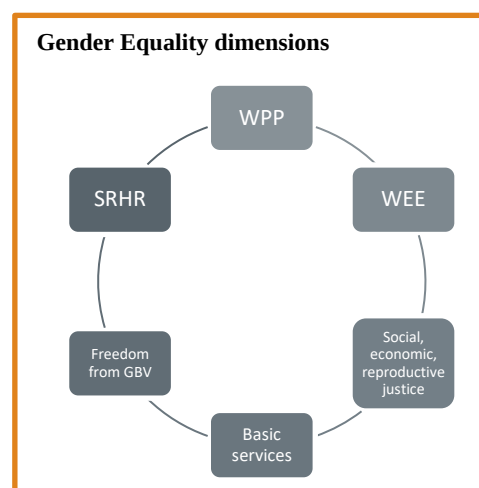
There is a need to focus on the rebuilding of movements and to support reconciliation processes. The international donor community could play a strategic role in supporting inclusive, rights-based organisational development of grassroots CBOs and broader member based CSOs (social organisations). This support needs to be based on lessons learned in the last decade and contest to demands on influence and voice by young people, women of all ages, and other groups that have experienced marginalisation within social movements and organisations.

➤ **Intersectional approach to gender equality – grounded in intercultural feminist analyses**

The continuous support to gender equality and women's rights is highly relevant in the Bolivian context. Several women's organisations and human rights organisations promote gender equality only by focusing on a specific women's rights issue. Though they focus on pertinent issues of discrimination, they tend to do so without linking "their issue" to other forms of gender-based discrimination, and without analysing gender from an intersectional approach. This approach does not correspond to the needs of different rights holder groups of women in all their diversity, or to men open to engage in the struggle for women's rights.

A truly transformative gender perspective addresses gender equality in a holistic and life cycle manner, i.e., connecting economic empowerment to political participation, access to basic social and health services to bodily autonomy and sexual health and rights, and vice versa. It integrates how other forms of discriminations such as age, ethnicity, race, sexual orientation, gender identity, marital status, class, occupation, disabilities, migration status, etc., interact with the category sex/gender, and how these other categories construct different experiences of gender discrimination.

The mapping gave examples of some organisations that have an intersectional and more holistic focus. What is important for the donor community is to not only support the organisations that already have a clear feminist agenda, but to ensure that their agenda is based on the multiple forms of discrimination that rights-holders experience in local and/or national contexts, and that they adapt their feminist analysis to local realities and different groups. The openness among some of the more traditional women's rights organisation to change towards such an approach is important in the donor dialogue.



Priority should be given to those organisations open to reformulate their agenda together with community based and young groups, and to feminist organisation that are already grounded in intersectional analysis.

Finally, the mapping related to gender issues illustrated that there is a lack of actors looking into feminist claims and the environment and climate change.

➤ **LGBTQI community**

LGBTQI is an umbrella concept for a very diverse community, not only in Bolivia, but all over the world. The community harbours many different agendas and a very diverse group of rights-holders discriminated because of their sexual orientations and/or gender identities. Caution should be paid to attempt to find one organisation representing the full diversity of the different LGBTQI groups. Support to the community in Bolivia should rather be based on the commitments of the different organisations and groups to inclusive, rights-based principles, based on the mandate they have from the groups they represent. A mix of support to more established organisations and more activist oriented groups would be preferable. Based on the feminist foreign policy of Sweden, priority should be given to organisations that identify as feminist and trans-inclusive.

➤ **New forms of organisation and mobilisation**

The mapping also included examples of emerging groups of particularly young activist using social media and other alternative spaces to discuss and claim citizens' participation, many of them represented in Diakonia's and WWF's small-grant funds supported by the EoS. The mapping of gender equality/feminist organisations also included a similar approach working through project funds to informal groups and networks of young people. This modality seems to be a constructive approach to engage new groups in society, and to support alternative ways of organisation that the more traditional forms. It should be further explored and developed.

➤ **Evidence-based research for advocacy work**

The mapping also included a couple of examples of so-called Think Tanks. Their role in producing relevant studies on socio-economic and political issues is key. However, they are very driven by short-term assignments commissioned by particularly the donor community. A more long-term support based on their strategy plans, enabling more independency in the selection of thematic focus of studies, would be more strategic.

Although not interviewed, some organisations worthy to mention, especially recommended by the Embassy of Canada, are:

- Apoyo Para el Campesino – indígena del Oriente Boliviano (APCOB): indigenous rights, Santa Cruz;
- REALIDADES: rights of priority groups: children and adolescents, youth, women and indigenous peoples, as well as cultural diversity and social justice, Sucre-Chuquisaca;
- SUMAJ PUNCHAY: works with marginalized and vulnerable social sectors, in the fields of education, health, food security, productive economic promotion, organisational strengthening, conservation of the environment and revaluation of culture, Sucre-Chuquisaca;
- Fundación Machaqa Amawta, works in the strengthening of indigenous peasant peoples and populations in a situation of social and economic exclusion, for their participation in the construction of an intercultural society, has the vision of a society in diversity with dialogue and intercultural practice, Riberalta-Beni;
- Colectivo CASA: gender and feminisms, Oruro;
- CONTIOCAP: environment, territorial management, sustainability and gender;
- Derechos en acción: technical analysis on human rights.

Other organisations that could be worth mapping are;

- OMAK Organizacion de Mujeres Aymaras del Kollasuyo (La Paz);
- Mujeres Creando (La Paz);
- Centro Juana Azurduy (Sucre), and;
- Mujeres de Fuego (Cochabamba).

6 Lessons Learned

6.1 DIAKONIA'S ROLE

6.1.1 Programme design

The programme design reduced Diakonia's role to an intermediary organisation with focus on administrative management. The size and the scope of the programme was not levelled with the size of the country team, and the choice to use administrative platforms was not optimal. Diakonia is an organisation that has a strong commitment to partner dialogue and its advisory role and support to capacity development, but the design of the programme did not allow the country team to play this role.

The lesson learned is that Diakonia needs to remain true to its strategic focus and build a country programme that is much more based on thematic focus and shared strategies for action between the supported CSOs.

The way Diakonia opted to work with the platforms was according to the evaluators a lost opportunity. The idea of thematic platform could really enhance the strategic thematic role of the programme and allow Diakonia to play its role as a constructive dialogue partner.

6.1.2 Conflict management and role of an ICSO

The role as a neutral broker between the partner organisations and other sections of society was equally not used. In the interviews with Diakonia's Regional and Head offices the issue on how to support country teams in times of deep political division and polarisation was discussed. The role of the regional office and the other country teams in the region can be better used in the analysis of a particular context, helping, in this case, the country team to maintain their roles an independency and neutrality as an ICSO.

6.1.3 Role of Diakonia's regional office

The recent process for Diakonia's new strategy period includes many interesting new and updated ways of working in relation to how different parts of the organisation support each other. How to translate this experience to a regular strategic dialogue between the regional office and the country team will be important in the implementation of the new strategy. It is obvious that the country team has the expertise of the national context, but one of the expected added values of a regional office is to support the different teams with an outside perspective on the development in each

country. The thematic programme officer at the regional office has a particular key role to play in this regard.

Diakonia has also introduced a deputy regional manager with responsibility for communication and quality assurance in the region. The more open-ended country strategy for Bolivia is expected to be updated based on changes in the context, lessons learned and new funding. This is a new approach on how to work with strategies by Diakonia that will require a different kind of quality assurance.

7 Recommendations

7.1 RECOMMENDATIONS TO DIAKONIA

1. Diakonia needs to strengthen and resource allocate its results-based management, based on a Results Framework with objectives sufficiently specific and a Theory of Change that will allow such monitoring.
 - a. Plan update and revisions of context analysis and results framework as part of the programme design, with regular reflective monitoring and learning workshops.
 - b. Ensure balance between country team and number of partner organisations.
 - c. Explore support to thematic platforms, or other partner coordination modality, with a limited and well focused scope, built from joint programme proposals by group of partners and aligned with partners strategic plans.
 - d. To be relevant Diakonia and partners need to see how the work at local and rural levels can be linked to and supported by partners' advocacy work at national level and vice versa. There is a demand for more evidence-based research and studies to support local and national advocacy initiatives. The evaluation welcomes Diakonia's plans to strengthen its collaboration with academia and think tanks.
 - e. It is important not to spread the support too thin, but rather select a geographical scope that will allow for synergies between the partners strategic agendas and measurable changes.
 - f. Consider technical partners for administrative and financial management support and capacity development.
 - g. Develop clear phase out strategies for all partnerships.
2. Diakonia's support to capacity development should focus on strengthening thematic areas, alliance building and joint advocacy processes.
 - a. Ensure that the institutional development of partners is monitored.
 - b. Strengthen the human rights-based approach, in programme design, in criteria for partner and project selection, and in capacity development initiatives. Use organisational assessment to clarify partner organisations' mandate from rights-holders (partner CSOs do not need to represent all rights-holders in a specific group, but limitations should be known and transparent).
 - c. Support partners to engage in in-depth and intersectional feminist analyses informed by the agenda setting of particularly indigenous and Afro-Bolivian rural and peri-urban women.

3. Strengthen the work towards a transformative gender approach, based on holistic and intersectional feminist analyses. Promote interventions that address how different forms of gender-based discrimination interact, including the linkages between SRHR, GBV, WPP and WEE.
4. Continue to explore support to organisations and initiatives driven by young people.
5. For a next phase, consider including exchange with universities and expand the partnership with research institutions (as technical partners) for support to evidence-based data generation.

7.2 RECOMMENDATIONS TO THE EMBASSY OF SWEDEN

Future support to Diakonia

1. Engage in a dialogue on a different programme approach, with room for new actors and thematic platforms built on the strategic priorities defined both by Diakonia and the partner organisations.
2. Encourage a different geographical scope for supported projects linked to national advocacy processed and evidence-based knowledge development.
3. Enable resources for in-depth programme monitoring and Diakonia's advisory role.
4. Enable the possibility to continue to work with small-grant funds for youth organisations and informal groups.

Additional funding and special initiatives

5. When providing intermediary partners with additional funds for new initiatives, an assessment of the administrative and monitoring capacity of the partner is needed, both in relation to the new funds, and in relation to already ongoing programme activities.

Support to civil society during next strategy period

6. To contribute to a democratic, rights-based, vibrant and diverse civil society, the Embassy of Sweden should consider supporting initiatives that a) focus on reconstruction and reconciliation processes of member-based and/or social organisations, including community-based organisations, b) create space for collective discussions and decisions, and c) have an inclusive and intersectional approach, with particular focus on the voice and influence of young people.
7. In the support to gender equality, priority should be given to feminist organisations open to reformulating their agenda together with community based and young groups, and to feminist organisation that are already grounded in intersectional analysis.

8. The support to gender equality should also give priority to contribution that have a holistic approach intertwining social, economic and reproductive justice and political participation.
9. Given the strong mobilisation of the anti-rights movement in Bolivia and in the region, there is a need to support initiatives that aim to counteract the anti-right movement and religious fundamentalists on SRHR, LGBTQI rights and gender equality.
10. Continue to explore modalities that will enable support to non-registered and emerging groups and collectives at local level working for gender equality, human rights, LGBTQI rights, and environment and climate change.
11. Consider expanding the CSO mapping to include a broader range of civil society actors.

Annex 1 – Terms of Reference

Reference no.:

UM2020/
Embassy of Sweden, La Paz

Date

September, 2020

Terms of reference – Designation of the assignment**1 Background****1.1 Intervention/Project description**

The 2016-2020 Swedish development cooperation strategy with Bolivia indicates that bilateral support to the country should contribute to a better environment and sustainable use of natural resources, reduced climate impact and enhanced resilience, the democratic development of society and improved opportunities for poor people to support themselves. In addition, it is to support a transition from development cooperation to broader relations.

The strategy is valid for the period 2016–2020 and provides a total of SEK 750 million.

Within the strategy's framework in the area of democracy, human rights and gender, Diakonia has provided support to the Bolivian civil society with the support of the Embassy of Sweden in La Paz during the period 2017-2020. (However, Diakonia-Bolivia has been supporting the civil society in Bolivia with Swedish's funds for more than 15 years.)

In order to contribute inputs and recommendations to the elaboration of a future strategy for Swedish development cooperation with Bolivia in this area, an evaluation of Diakonia's work shall now be performed, with a particular focus on its effectiveness and relevance.

2 Scope of assignment**2.1 General information**

Contributions within the framework of the Swedish strategy for development cooperation with Bolivia in the area of human rights, democracy and gender are expected to contribute to the following areas:

- Strengthened democracy and gender equality, and greater respect for human rights.
- Strengthened democratic institutions, greater capacity and due process in public administration, and increased participation in political processes.
- Strengthened capacity among public institutions and civil society organisations to promote respect for human rights, with focus on women and indigenous people.
- Strengthened capacity among public institutions and civil society organisations to promote gender equality, with particular focus on combating gender-based violence.

In order to reach these goals, the Swedish embassy in La Paz has supported Diakonia's programme "Supporting civil society for the fulfilment of human rights, gender equality, and social and economic justice to 'Live well' in Bolivia" between 2017-2020.

Diakonia's programme is aimed at strengthening the full exercise of women's, indigenous peoples' and afro-descendants' rights through support to civil society organisations.

The overall objective is:

To improve the exercise of social, economic, cultural, political, land rights, sexual and reproductive rights, and the right to live free of violence.

The Specific objectives of this programme are:

- To contribute to the empowerment of civil society organisations.
- To improve the access to information in order for women and men to be able to demand their human rights.
- To improve the Bolivian state's implementation of the recommendations from international mechanisms of human rights.

The programme is performed by Diakonia in cooperation with fourteen partners which are Bolivian civil society organisations.

2.2 Scope of work

To perform a results-focused evaluation of the support to civil society in Bolivia implemented by Diakonia.

The **general objectives** of the evaluation are i) to assess the extent to which the contributions implemented (or under implementation) as part of Diakonia's programme during the 2017-2020 period comply with the expected results; ii) to assess the relevance of Diakonia's cooperation in view of needs and possibilities in the Bolivian civil society in general; and iii) to provide recommendations based on the above assessments that can be used for the planning and implementation of the coming Swedish strategy.

The **specific objectives** of the evaluation are:

1. To determine what Diakonia's programme has achieved in relation to the expected results of the strategy in the area of democracy, human rights and gender (as specified above) and the extent to which different products, results and activities developed by Diakonia's civil society counterparts have contributed at achieving results in this regard.

In this regard, the following questions are particularly relevant:

- 1.1. What is the general degree of progress in achieving the expected results?
- 1.2. Which organisations from civil society have been the most effective to achieve the intended goals and to respond to needs in the sector of human rights and gender?
- 1.3. What problems and obstacles (internal and external) have affected the development and/or performance of the implemented support?

2. To assess the importance of the role played by Diakonia's partner organisations in the area of human rights, democracy and gender in general. Specifically, it will be necessary to highlight and/or to determine:
 - 2.1. How relevant have the contributions been to the overall situation and needs in the sector and in relation to what other donors are doing? How relevant is Diakonia's choice of partners given the needs and possibilities of civil society in the area?
 - 2.2. Which counterparts have been most relevant in this regard? Could relevance have been enhanced?
 - 2.3. For a possible future phase, what additions and reductions in terms of counterparts and focuses should be considered to respond to the overall goals of the strategy? Which organisations should be interesting to continue to support in view of their effectiveness and relevance?
3. In addition, the Embassy of Sweden in La Paz expects that the following general questions be answered by the consultancy:
 - 3.1. To what extent has Diakonia addressed the following aspects in its choice of partners and implementation of the programme: poor people's perspectives; rights perspective; and conflict, gender equality and the environmental and climate perspective. In particular, what has been the achievements of the programme with Diakonia in terms of achieving the goals of the organisations working on gender equality?
 - 3.2. Are there new challenges or priorities in the area that a new support would need to focus on?
 - 3.3. What are the lessons learned, good practices and difficulties encountered during the execution of the programme?
 - 3.4. What has been the value of the support provided by Diakonia as an organisation and its implementation of the programme in terms of support and ensuring coherence, consistency, and efficiency for its counterparts.
 - 3.5. To what extent has the implementation and activities performed through the programme been politically neutral?

2.3 Methods

It is expected that the evaluator describes and justifies an appropriate evaluation approach/methodology and methods for data collection in the tender. The evaluation design, methodology and methods for data collection and analysis are expected to be fully developed and presented in the inception report. Given the situation with Covid-19, innovative and

flexible approaches/methodologies and methods for remote data collection should be suggested when appropriate and the risk of doing harm managed.

The evaluator is to suggest an approach/methodology that provides credible answers (evidence) to the evaluation questions. Limitations to the chosen approach/methodology and methods shall be made explicit by the evaluator and the consequences of these limitations discussed in the tender. The evaluator shall to the extent possible, present mitigation measures to address them. A clear distinction is to be made between evaluation approach/methodology and methods.

A *gender-responsive* approach/methodology, methods, tools and data analysis techniques should be used

For the determination of effectiveness, the consultant is requested to perform an in-depth review of at least eleven of the projects supported by Diakonia with bilateral funds between January 2017 and December 2019. The contributions will be selected in discussions with the Embassy of Sweden in La Paz which will also provide a list of organisation and information on the same. Selected organisations are expected to be representative of the programme in general. It is expected of the consultants that they will both review existing documentation and sustain conversations with the projects/counterparts selected.

For the determination of relevance, the evaluation is expected to perform a review of the context for civil society in general in Bolivia, and to provide an overview of existing organisations in the sector considered. Independent experts and analysts could be interviewed to provide additional information. Likewise, information from other donors could help for this part of the evaluation.

It is expected that Diakonia's local staff be interviewed both to provide details on the programme and its implementation, and to assess the reasoning and programme theory that underlies their work.

When interviewing counterparts, the following guiding **questions may be used by the consultancy:**

- What is the assessment (positive or negative) of the counterparts of Diakonia in relation to Diakonia's role in this programme?
- How do the counterparts evaluate the technical assistance and training activities delivered by Diakonia?
- Has anything failed, been insufficient and/or inappropriate in terms of compatibility between the civil society organisations and Diakonia?
- How is the support and technical assistance provided by Diakonia's valued in terms of equity, expertise, balance and transparency?

2.4. Time schedule and deliverables

The consultancy is expected to work last a total of 8-10 working weeks for the entire team. The team is expected to spend between 3-5 weeks in field visits to Bolivia. However, because of the situation of the COVID-19 the Embassy of Sweden is open to evaluate alternatives and working plans in order to be able to achieve this (one possibility could be to combine an international consultant with a local one, and for the latter to do the field work in this regard). The evaluation team should consist of at least three people, whereof the team leader shall

possess the necessary managerial experience. Together, the team should have documented experience in conducting evaluations, as well as advanced knowledge of and experience in the field of civil society. Proven analytical skills in development cooperation, are necessary. It is expected that a time and work plan is presented in the tender and further detailed in the inception report. Given the situation with Covid-19, the time and work plan must allow flexibility in implementation. The evaluation shall be carried out 2020-10-19- 2020-12-23. The timing of any field visits, surveys and interviews need to be settled by the evaluator in dialogue with the main stakeholders during the inception phase.

The Embassy of Sweden in La Paz-Bolivia suggests that the inception report be ready no later than November 6, 2020, the draft report be ready November 30, 2020 and final version to be ready no later than December 14, 2020. Alternative deadlines for deliverables may be suggested by the consultant and negotiated during the inception phase.

The inception report will form the basis for the continued evaluation process and shall be approved by Sida before the evaluation proceeds to implementation. The inception report should be written in English and cover evaluability issues and interpretations of evaluation questions, present the evaluation approach/methodology *including how a utilization-focused and gender-responsive approach will be ensured*, methods for data collection and analysis as well as the full evaluation design, including an *evaluation matrix* and a *stakeholder mapping/analysis*. A clear distinction between the evaluation approach/methodology and methods for data collection shall be made. All limitations to the methodology and methods shall be made explicit and the consequences of these limitations discussed.

A specific time and work plan, including number of hours/working days for each team member, for the remainder of the evaluation should be presented. The time plan shall allow space for reflection and learning between the intended users of the evaluation.

The final report shall be written in English and be professionally proofread. The final report should have clear structure and follow the report format in the Sida Evaluation Report Template. The executive summary should be maximum 3 pages.

The report shall clearly and in detail describe the evaluation approach/methodology and methods for data collection and analysis and make a clear distinction between the two. The report shall describe how the utilization-focused has been implemented i.e., how intended users have participated in and contributed to the evaluation process and how methodology and methods for data collection have created space for reflection, discussion and learning between the intended users. Furthermore, the gender-responsive approach shall be described and reflected in the findings, conclusions and recommendations along with other identified and relevant cross-cutting issues. Limitations to the methodology and methods and the consequences of these limitations for findings and conclusions shall be described.

Evaluation findings shall flow logically from the data, showing a clear line of evidence to support the conclusions. Conclusions should be substantiated by findings and analysis. Evaluation questions shall be clearly stated and answered in the executive summary and in the conclusions. Recommendations and lessons learned should flow logically from conclusions and be specific, directed to relevant intended users and categorised as a short-term, medium-term and long-term.

The report should be no more than 35 pages excluding annexes. If the methods section is extensive, it could be placed in an annex to the report. Annexes shall always include the Terms of Reference, the Inception Report, a stakeholder mapping/analysis and the Evaluation Matrix. Lists of key informants/interviewees shall only include personal data if deemed relevant (i.e., when it is contributing to the credibility of the evaluation) based on a case-based assessment by the evaluator and the commissioning unit/embassy. The inclusion of personal data in the report must always be based on a written consent.

Annex 2 – Consulted stakeholders

Embassy of Sweden, La Paz

1. Head of Cooperation
2. Programme Officer Democracy, Human Rights and Gender

Sida

1. Head of EUROLATIN department, former Head of Cooperation in Bolivia

Diakonia

2. Representative, Country Director, La Paz
3. Representative, La Paz
4. Representative, Programme Officer, La Paz
5. Representative, Stockholm
6. Representative, Stockholm, former Director of Regional Office, Bogotá

Partner organisations

1. Representative, CEADL
2. Representative, Gregoria Apaza
3. Representative, Coordinadora de la Mujer
4. Representative, Capitulo Boliviano de Derechos Humanos
5. Representative, CEDIB
6. Representative, Arte Conciencia
7. Representative, OICH
8. Representative, CADIC
9. Representative, Colectivo Rebeldia
10. Representative, Colectivo Rebeldia- Mujeres periurbanas e indígenas SCZ
11. Representative, CIPCA
12. Representative, CIPCA
13. Representative, CIPCA
14. Representative, CIPCA

Rights-holders targeted by Diakonia's programme

1. Representative, Cacica de genero de la central indígena Paiconeta de San Javier
2. Representative, Ex Gran Cacique ACISIV
3. Representative, Red Nacional de Mujeres Mineras, del programme de género de Unitas
4. Representative, Red Nacional de Mujeres Mineras, del programme de género de Unitas
5. Representative (Representante del pueblo Movima), Dirigente del programme del CEJIS
6. Representative (presidente de la comunidad prov. Ñuflo de Chavez), Dirigentes del programa del CEJIS
7. Representative, Dirigente del Concejo de Jovenes del Conamaq, Kollasuyo Pacajaque (joven del programme de género de UNITAS)

8. Representative (Capitania Guarani), Programmea NINA de UNITAS
9. Representative (Federacion Unica de Campesinos de Pando), Representative (Nacion Guaraní Queremba Iyambae), Programmea NINA de UNITAS
10. Representative, Programmea en contra la violencia del programmea de género de Unitas Rigoberto Rios y Jorge Camacho
11. Representative, Programmea en contra la violencia del programmea de género de Unitas Rigoberto Rios y Jorge Camacho
12. Representative, Programmea en contra la violencia del programmea de género de Unitas Rigoberto Rios y Jorge Camacho
13. Representative (CENAMIB), Programmea en contra la violencia del programmea de género de Unitas Rigoberto Rios y Jorge Camacho
14. Representative, Pierina Fortun, Programmea en contra la violencia del programmea de género de Unitas Rigoberto Rios y Jorge Camacho
15. Dirigentes de la Asociacion Mixta de jubilados Illimani (del programmea de investigacion del CEDLA)
16. Representative, Federacion Departamental de Jubilados en el Sistema Integral de pensiones La Paz (del programmea de investigacion del CEDLA)

Civil society mapping

1. Representative, DIVERSA
2. Representative, Centro Yanapasiñani
3. Representative, Fundacion Aguayo
4. Representative, Fondo Aphtapi Jopueti
5. Representative, Alianza por la solidaridad
6. Representative, Ecam Tarija
7. Representative, REDCICLA
8. Representative, Fundación Alternativas
9. Representative, Fundacion Internet Bolivia
10. Representative, Fundacion Internet Bolivia
11. Representative, FAN
12. Representative, FAN
13. Representative, CIES
14. Representative, ACOBOL
15. Representative, INESAD,
16. Representative, Director Ejecutivo, Fundación ARU
17. Representative, Fundación ARU

External stakeholders

1. Representative, OXFAM
2. Representative, Embassy of Canada
3. Representative – Coordinator of Cooperation, Embassy of Canada

Annex 3 – Consulted documents

Diakonia

- “Apoyo a la sociedad civil, por el ejercicio pleno de los derechos humanos y la igualdad de género para Vivir bien en Bolivia” Propuesta presentada a la Embajada de Suecia en Bolivia 2017-2019
- Matriz DDHH-Genero 2017-2019
- 2018-2020 Presupuesto Diakonia JES2017-2019
- 2018-2020 Cadena de efectos Diakonia JES
- 2018-2020 Nota Concepto Diakonia JES final
- Cuadro copartes Diakonia 2017-2020
- Propuesta DDHH Genero ADENDA FINAL
- NARRATIVE REPORT 2018: 24/05/2019
- Informe Programmatico y Financiero 2019
- 2019 Informe Narrativo ArteConciencia
- 2019 Informe Narrativo CEDLA final
- 2019 Informe Narrativo CECOPI final
- 2019 Informe narrativo CBDHDD final
- Informe Narrativo UNITAS 2019
- Informe Narrativo CADIC 2019
- 2019 Informe narrativo Libertades Laicas
- 2019 Informe Narrativo Gregorias Apaza final
- 2019 Informe narrativo Coordinadora de la Mujer
- 2019 Informe narrativo CIPCA
- 2019 Informe Narrativo CEDIB
- Informe Narrativo 2020 Colectivo Rebeldía final
- 2019 Informe narrativo Comunidad de Derechos Humanos final
- 2019 Informe Narrativo ADESPROC final
- Estrategia Bolivia Borrador 2 Diakonia

Embassy of Sweden, Bolivia/Sida

- Support Civil Society-Diakonia HR and Gender, Appraisal of Intervention, Contribution ID 10218, Embassy of Sweden, La Paz
- Stöd till civila samhället – Diakonia MR och Jämställdhet, Decision on Contribution, 2017/08/04, Embassy of Sweden, La Paz
- Insumos para la reunión entre la Embajada de Suecia y Diakonia, Embajada de Suecia, 25 de junio 2018, Embassy of Sweden, La Paz

- TQAC comité local sobre propuestas adenda – Democracia
2019-04-23, Embassy of Sweden, La Paz
- Reunión semi-anual , Mayo 4, 2019, Embassy of Sweden, La Paz
- Sida Bolivia strategy evaluation_Revised Final Draft, November 2020

Other documents and links

- Desigualdades y pobreza multidimensional. Medición de la pobreza multidimensional Bolivia 2017, Giovanna Hurtado Aponte, Silvia Escóbar de Pabón, Walter Arteaga Aguilar, CEDLA, 2019, <https://cedla.org/publicaciones/obess/serie-desigualdades-y-pobreza-multidimensional-medicion-de-la-pobreza-multidimensional-bolivia-2017/>
- Alicia Soares Guimarães (2020), Bolivia: Legitimation Crisis and State (In)capacity, COVOD 19 Social contracts around the world, how states acted, and populations reacted.
- Andersen Lykke y Ledezma Juan Carlos (2018). *Nuevos datos sobre la deforestación en Bolivia hasta finales del 2017*. INESAD. <http://inesad.edu.bo/dslm/category/eambiental/>.
- Analisis del Estado de la Sociedad Civil en Bolivia, Operational Support Facility for the Implementation of the Civil Society and Local Authorities (CSO/LA) Thematic Programme, Contract N° (2015)370.961, European Union, Elizabeth Huanca, Adam Novak, Noviembre de 2018
- <https://www.amnesty.org/en/latest/news/2020/08/bolivia-violaciones-derechos-humanos-durante-crisis-postelectoral/>
- <https://www.hrw.org/news/2020/09/11/bolivia-justice-system-abused-persecute-opponents>; <https://www.hrw.org/report/2020/09/11/justice-weapon/political-persecution-bolivia>; <https://www.hrw.org/americas/bolivia>
- <https://www.ohchr.org/EN/NewsEvents/Pages/DisplayNews.aspx?NewsID=26184&LangID=E>
- <https://www.oas.org/es/cidh/prensa/comunicados/2020/192.asp>.
- http://www.latinamerikagrupperna.se/2020/11/docent-anders-burman-berattar-om-situationen-for-miljo-och-manniskorattsforsvarare-i-bolivia/?utm_source=Latinamerikagruppernas+nyhetsbrev&utm_campaign=f1b6bf0cdc-EMAIL_CAMPAIGN_2020_11_27_12_53&utm_medium=email&utm_term=0_82b8d0587f-f1b6bf0cdc-52991645
- https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C190.
- <https://www.worldometers.info/coronavirus/> Data retrieved on 2020.12.14.

Annex 4 – Civil Society Mapping

Resumen organizaciones consultadas para el Mapeo de Actores de la Sociedad Civil

1. ACOBOL
2. Alianza por la Solidaridad
3. Asociación AGUAYO
4. CEADL
5. Centro YANAPASIÑANI
6. CIES
7. DIVERSA
8. ECAM Tarija
9. FAN
10. Fondo APHTAPI JOPUETI
11. Fundación ALTERNATIVAS
12. Fundación ARU
13. Fundación Internet Bolivia
14. INESAD
15. REDCICLA Bolivia

ASOCIACIÓN DE CONCEJALAS DE BOLIVIA - ACOBOL Fecha: 27/11/2020	
ÁREA DE TRABAJO	ACOBOL trabaja en el fortalecimiento a mujeres concejales (elegidas) municipales a nivel nacional. Actualmente cuenta con 1007 concejales y 33 alcaldesas de diferentes partidos políticos bajo membresía gratuita. Entre los temas que trabaja están: (i) el empoderamiento político de las mujeres para su ejercicio efectivo en la gestión pública; (ii) el fortalecimiento a la gestión municipal (y a las mismas concejales) para la implementación de políticas de género a nivel local: leyes contra el acoso y violencia sexual, planificación participativa con inclusión de presupuesto de género, transparencia y rendición de cuentas; (iii) la generación de articulaciones para el desarrollo económico local y la generación de fuentes de ingresos
PERTINENCIA CON LOS OBJETIVOS DE LA ESTRATEGIA PAIS	ACOBOL trabaja con un enfoque de igualdad de género a partir, tanto de la selección de los sujetos de derecho (mujeres en condiciones desiguales de acceso y ejercicio del poder de representación política local), como de los ejes temáticos que aborda y de la transversalización de esta dimensión del desarrollo en todos sus ejes estratégicos. Su principal foco es trabajar el tema de la prevención del acoso y violencia sexual
PRINCIPALES RESULTADOS DE SU TRABAJO	Entre los principales resultados de su trabajo destacan: (i) la implementación de un centro de prevención de acoso y violencia política con el levantamiento de estadísticas sobre casos concretos que han ocurrido a las mismas concejales en su trabajo (ii) la elaboración de leyes para la prevención de violencia sexual en 66 de los municipios adscritos, con presupuestos asegurados para su implementación (iii) 33 municipios adscritos a trabajar los planes territoriales de desarrollo integral con un enfoque de género, aunque aún no iniciaron la transversalización de esta dimensión en estos instrumentos de gestión.
ARTICULACIÓN CON EL	Ninguna. Ni directa ni indirectamente. No conoce el alcance ni área de acción del Programa. No obstante, se resalta que ha tenido algún tipo de articulación en actividades puntuales con UNITAS y que conoce el trabajo que CEJIS hace con

PROGRAMA DE DIAKONIA	algunas concejales en los municipios indígenas, aunque no conoce bien el alcance. También han tenido un proyecto conjunto con Gregoria Apaza en el pasado para captar recursos, que no fue exitoso pues no lo pudieron implementar de forma articulada una vez aprobado este. Destacó que en algunos casos, los presupuestos asignados por las ONG para la logística de asistencias a reuniones (viáticos, refrigerios, transporte y hoteles) acostumbran mal a la gente que luego exige comparativamente estos gastos como condición a asistir, siendo que sus aportes propios deberían ser considerados como señal de interés real en los temas a tratar en las capacitaciones.
OPINIÓN SOBRE EL TRABAJO EN RED CON OTRAS INSTITUCIONES	Las capacitaciones y fortalecimiento en el marco de su trabajo se efectúan de manera directa a través del personal de las oficinas departamentales o por tercerización a través de la contratación de servicios de consultoría externa. Consideran que el trabajo en articulación con ONGs y fundaciones como las copartes de Diaconia representa una oportunidad para aprovechar la experticia que estas tienen y para defender causas comunes; no obstante, halla que algunas de ellas tienen un sesgo político (Coordinadora de la Mujer y UNITAS en lo que conocen) o no son muy afines al municipalismo, por lo que podría haber un riesgo sobre el mandato de independencia política que tiene ACOBOL. Consultada sobre posibles formas de facilitar un trabajo conjunto sin romper este mandato, se refirió a que sería factible si se fijaran objetivos comunes y articulación de agendas pero respetando los roles institucionales y mas que todo en trabajos de orden técnico.
PERCEPCIÓN DEL CONTEXTO	Oportunidades: cierta apertura y voluntad política del nuevo Gobierno para seguir con los temas de género impulsados a partir de la ley 243. Desafíos: • Dificil gestión con las organizaciones sociales por la polarización dirigencial y por el caudillismo y sistema de “clanes” pro las que se rigen, que en muchos casos son impulsados por las mismas ONG y proyecto de desarrollo que hacen esfuerzos mínimos por promover una verdadera democratización de los espacios de capacitación y liderazgo; el hecho de trabajar siempre con las mismas personas les facilita la implementación de sus productos en los tiempos comprometidos a los financiadores. • El contexto de la post-pandemia impone un desafío en términos de la menor disponibilidad de recursos, lo que puede afectar la concreción de los resultados previstos para la próxima gestión, que además se caracterizará por el cambio de autoridades municipales luego de las elecciones de marzo 2021.
DEMANDA DE APOYO	Requerirían apoyo financiero para una promoción más efectiva de la participación político-partidaria de las mujeres. Considera que los partidos las toman en cuenta para cumplir con el número mínimo establecido en la ley.
A. CONCLUSIONES/PERCEPCION SOBRE LA ORGANIZACION	
• Existe espacio para trabajar temas técnicos como un observatorio de la violencia de género en el ámbito político partidario municipal o el seguimiento y apoyo (tipo estudios de casos y evaluaciones) de temas como la implementación de leyes a nivel municipal o los presupuestos de género, a fin de levantar evidencias que puedan aportar como base a un esquema de incidencias en políticas públicas. • Sería una organización que puede ser considerada como sujeto de derecho bajo un programa de capacitación en derechos políticos y democráticos.	

ALIANZA POR LA SOLIDARIDAD Fecha: 24/11/2020 Redes: https://www.alianzaporlasolidaridad.org/derechos-mujer	
TIPO DE ORGANIZACIÓN	Ong Española, están en Bolivia desde hace varios años. Están formalmente registrados como ONG internacional desde el 2001. Tienen un acuerdo marco con el Estado Boliviano. Tienen todos sus registros al día. Tienen una coordinadora país (Gioconda Dieguez), un coordinador de programa, técnica de proyectos y administración.
ÁREA DE TRABAJO	Tienen una apuesta feminista, derechos de las mujeres, derechos económicos y participación política y DSDR y vida libre de violencia y buscan ligar otras

	temáticas como cambio climático y respuesta humanitaria pero siempre desde la perspectiva de los derechos de las mujeres.
FORMAS DE INTERVENCIÓN	1) Fortalecimiento de las mujeres adolescentes y adultas para su auto reconocimiento como sujetas de derechos y para su accionar en incidencia política. Trabajan esencialmente en zonas rurales y periurbanas, con aimaras y quechuas y ahora en Santa Cruz. También fortalecen las redes de sociedad civil, para incidencia y monitoreo social, como el CLADEM; la del convenio 191, alianza libres sin violencia, etc. 2) Fortalecimiento de la respuesta estatal, fortalecer operadores públicos y autoridades; diplomados, cursos de capacitación; mejoras en los SLIMS 3) Apoyar a mujeres que están en cargos públicos o que aspiran a trabajar en cargos públicos; estudios 4) Sensibilización y generación de opinión pública favorable a estos derechos; campañas comunicacionales, basadas en estudios, todo principalmente con mujeres.
TITULARES DE DERECHOS	Mujeres adultas, pero también trabajan con jóvenes, adolescentes y sus entornos cercanos (padres madres y docentes).
DESCRIPCION DE LA APLICACIÓN DE LA PERSPECTIVA DE GENERO, DDHH Y ANALISIS DE CONFLICTOS	En cuanto a la perspectiva de género, principalmente utilizan el cuestionamiento a las relaciones de poder para generar cambio. En cuanto al enfoque de DDHH, trabajan talleres con titulares de derechos, titulares de deberes y titulares de obligaciones. También aplican un enfoque de interculturalidad. Hacen análisis de riesgos para la formulación de sus proyectos, pero no de conflictos como tal.
COORDINACIÓN CON OTRAS ORGANIZACIONES O REDES DE LA SOCIEDAD CIVIL	Trabajan con CIES, con Gregoria Apaza, Centro Juana Azurduy, IFI, Cedima, Médicos del Mundo, Bartolinas, con ellas han ejecutado proyectos, y luego con otras trabajan a través de las redes.
TRABAJO DE INCIDENCIA	En el caso de DSDR trabajan por la despenalización del aborto, por el cumplimiento del aborto por causal salud. También en educación sexual, a través del CIES. En violencia en monitoreo al cumplimiento del EPU, haciendo informes sobre el compromiso SACROI. Hacen incidencia también a nivel local.
DIALOGO CON AUTORIDADES/ INSTITUCIONES DE GOBIERNO LOCALES, DEP./ NACIONALES	Trabajan con municipios y gobierno central, trabajan con El Alto, Pucarani, Viacha. En el gobierno central con el VIO, con la Dirección de Género y con el Servicio Plurinacional de la Mujer, y con Ministerio de Salud, Fiscalía General. Se han relacionado mediante planes de trabajo, pero no tienen convenios. No tienen convenios con los municipios, pero trabajan a través de aliadas locales.
SEG. DE INST. DE RENDICIÓN DE CUENTAS	Si
RELACIONES CON ACADEMIA, THINK TANKS	Aun no articulan, están tratando de articular con el Instituto de Políticas Públicas de la UMSA, para investigaciones sobre violencia concretas.
RELACIONES CON OSC INTERN	Si, son ONG internacional y forman parte de una red internacional que es Action Aid.
RELACIONES CON DONANTES	Sus principales financiadores la Cooperación Española, AECID. Generalitat Valenciana, Ayuntamiento de Madrid, Comunidad de Madrid y la cooperación descentralizada española.
COOPERACIÓN OSC DE SUECIA/ EoS	A nivel internacional si con Action Aid Suecia. Con Pro mundo si tuvieron el año pasado un financiamiento para el tema de masculinidades.
CONCLUSIONES/PERCEPCION SOBRE LA ORGANIZACION	

Su apuesta es siempre trabajar en alianza, en red, fortalecer al movimiento local y ser parte de una federación internacional. Esto permite fortalecer la agenda local. Tienen experiencia en rendición de cuentas y ejecución de proyectos.

ASOCIACION AGUAYO Fecha: 26/11/2020 Redes: https://asociacionaguayo.org/ https://www.facebook.com/Aguayolindo	
TIPO DE ORGANIZACIÓN	Asociación sin fines de lucro de carácter departamental con personería jurídica, trabajan en áreas rurales, empezaron con el municipio de Copacabana. Ahora trabajan en Coroico e Irupana también..
ÁREA DE TRABAJO	Trabajan prevención de la violencia hacia las mujeres (Ley 348, Ley 243) a través del arte, fotografía, danza, teatro, arte que rompe esquemas, algo que no es restringido para quienes tienen dinero, sino algo democrático. También trabajan el tema democrático con los jóvenes ahora.
FORMAS DE INTERVENCIÓN	Hacen formación política y humana. Proyectos artísticos de prevención de la violencia y formación democrática para jóvenes de las áreas rurales y masculinidades. También trabajan temas coyunturales con los jóvenes.
TITULARES DE DERECHOS	Mujeres de todas las edades, jóvenes mujeres y varones (de secundaria), y varones en algunos casos (masculinidades)
DESCRIPCION DE LA APLICACIÓN DE LA PERSPECTIVA DE GENERO, DDHH Y ANALISIS DE CONFLICTOS	No tienen muy claro la aplicación de los enfoques.
COORDINACION CON OTRAS ORGANIZACIONES O REDES DE LA SOCIEDAD CIVIL	Trabajan con Conafro, tienen convenio a nivel nacional y trabajan con la Fundación Internet Bolivia. Son parte de la Alianza libres sin violencia.
TRABAJO DE INCIDENCIA	Trabajan con los municipios, organizaciones sociales a través de la comunicación llegan a la población. Sol los pilares fundamentales de la incidencia
DIALOGO CON AUTORIDADES/ INSTITUCIONES DE GOBIERNO LOCALES, DEP./ NACIONALES	Trabajan con Municipios, tienen ya convenios con Copacabana, Coroico, Irupana y Ancoraimes y con el área de culturas del Municipio de El Alto. Hacen que los municipios pongan contrapartes para que se apropien de los proyectos.
SEGUIMIENTO DE INSTRUMENTOS DE RENDICIÓN DE CUENTAS	Tienen una área administrativa, y experiencia en auditorías y rendición de cuentas, han tenido que formalizarse para trabajar con financiamientos.
RELACIONES CON DONANTES	Han recibido fondos de la Embajada de Holanda, Hivos, Solidar Suiza y están presentando proyectos con Internet Bolivia.
COOPERACIÓN OSC DE SUECIA/EoS	Han recibido apoyo de Diaconía en el fondo de jóvenes. Han hecho obras de teatro, y se han tenido que acoplar a la forma virtual. Diakonia ha brindado mucho apoyo administrativo a la asociación.
CONCLUSIONES/PERCEPCION SOBRE LA ORGANIZACIÓN	
Trabajan arte con mujeres aymaras que no siempre trabajan el arte en su vida y con jóvenes mujeres y varones sobre aspectos culturales como forma de fijar sus conceptos, algo muy difícil pero que crea historias de vida. El arte busca que la gente sea mejor persona. Se puede ver el rol de las mujeres en nuestras obras y los jóvenes. El arte es una forma única de transmitir.	

CEADL CENTRO DE ESTUDIOS Y APOYO AL DESARROLLO LOCAL Fecha: 20/11/2020 Redes: https://www.ceadl.org.bo/ https://www.facebook.com/ceadl/	
TIPO DE ORGANIZACIÓN	Es una organización que nace en tiempos de las políticas neoliberales del país, nace debido a eso, es un enfoque que aisló de manera rotunda a los jóvenes, entonces nacen en El Alto, como una organización de juventudes. Ahora son una ONG de carácter nacional, laica, trabajan en Potosí, Sucre, Tarija y están en la perspectiva de llegar a Cochabamba.
AREA DE TRABAJO	Juventudes, DDHH, participación ciudadana, gestión del desarrollo, políticas públicas y generación de empleo (todo orientado a jóvenes)
FORMAS DE INTERVENCIÓN	1) Trabajan con jóvenes en los espacios municipales para la ciudadanía plena de los jóvenes y generación de política pública 2) Trabajan sobre la situación de marginalidad de los jóvenes (drogas, trata y tráfico, violencia), prevención, participación ciudadana 3) Redes de acción y programas para el desarrollo de su propuesta programática
TITULARES DE DERECHOS	Jóvenes mujeres y varones, de 16 a 28 años, y este año estaban ampliando a niñez y adolescencia.
DESCRIPCION DE LA APLICACIÓN DE LA PERSPECTIVA DE GENERO, DDHH Y ANALISIS DE CONFLICTOS	Transversalizan la perspectiva de género desde su PI, están apoyados por Civicus, están trabajando estrategias de género, de masculinidades con ellos, también internalizan el enfoque de DDHH humanos en sus proyectos, trabajan bajo el paraguas fundamental de derechos humanos de la juventud, no internalizan el enfoque de conflictos.
COORDINACION CON OTRAS ORGANIZACIONES O REDES DE LA SOCIEDAD CIVIL	Son parte del Capitulo Boliviano de DDHH, de la Red Municipal de La Paz de lucha contra la Trata, son parte de la Asamblea permanente de DDHH
TRABAJO DE INCIDENCIA	Trabajan en incidencia con los jóvenes para que los niveles departamentales y municipales absorban las necesidades e inquietudes de los jóvenes.
NIVEL DE DIALOGO CON AUTORIDADES	Trabajan primordialmente con gobiernos municipales en todas sus líneas estratégicas.
SEGUIMIENTO DE INSTRUMENTOS DE RENDICIÓN DE CUENTAS	Si tienen sistemas contables, hacen rendiciones de cuentas y auditorias para financiadores, pero no rendición publica de cuentas.
RELACIONES CON ACADEMIA, THINK TANKS, ETC.	Trabajan permanentemente con la UPEA de El Alto, con Centros de Estudiantes y Direcciones, tienen una relación con la UMSA a través del programa Observa la Trata que está a cargo de esta universidad, tienen convenios firmados con la Universidad San Francisco Javier, también con la Univ. Misael Saracho de Tarija para el trabajo sobre trata de personas y trabajo con jóvenes.
RELACIONES CON OSC INTERN.	Son parte del Grito de los Excluidos, con quienes desarrollan acciones junto con organizaciones de 12 países.
COOPERACIÓN OSC DE SUECIA/EoS	Han recibido el apoyo del fondo de jóvenes que ha lanzado Diakonia. Han educado a jóvenes en torno a sus derechos políticos, incidencia publica, incidencia política, también cultura de paz, prevención de la violencia digital. Han tenido grandes resultados, el proyecto estaba dirigido solo a la ciudad de El Alto, pero han tenido que ampliar los talleres en más departamentos y a más edades que su público tradicional. Han concluido el proceso con observación electoral.
CONCLUSIONES/PERCEPCION SOBRE LA ORGANIZACION	
Han participado del proceso de observación de las elecciones nacionales con jóvenes de sus proyectos, con alrededor de 200 jóvenes en el departamento de la Paz, es un logro poder poner en práctica lo que se aprende. Son una de las pocas organizaciones que trabajan con tanto énfasis en los jóvenes.	

CENTRO YANAPASIÑANI	
Fecha: 23/11/2020	
Redes: https://www.facebook.com/Centro-Yanapasi%C3%B1ani-Bolivia-2316486601775958	
TIPO DE ORGANIZACIÓN	Son una ONG local (La Paz- El Alto) de 16 años. Tiene personería jurídica. Tributan a impuestos, solo tienen alcance departamental y tienen registro ante el Bife. Están gestionando su personería como ONG a nivel nacional.
ÁREA DE TRABAJO	Trabaja esencialmente en áreas rurales con Empoderamiento Económico para la lucha contra la violencia en razón de género. Trabajan en El Alto, trabajan con todos los distritos, especialmente con los que tienen mayor índice de pobreza, con mujeres migrantes y de las provincias de La Paz, la mayoría son mujeres aimaras y enclaves de mujeres quechuas.
FORMAS DE INTERVENCIÓN	Tienen un área de comercialización. También tiene un área de consejería jurídica, no patrocinan casos, pero refieren. También trabajan salud sexual y reproductiva tienen convenio con el CIES y economía del cuidado ; todo mediante proyectos y programas.
TITULARES DE DERECHOS	Mujeres jóvenes y adultas de zonas periurbanas del Alto y rurales del departamento de la Paz.
DESCRIPCION DE LA APLICACIÓN DE LA PERSPECTIVA DE GENERO, DDHH Y ANALISIS DE CONFLICTOS	Sobre todo trabajan el enfoque de género en base a su experiencia, lo mismo en el enfoque de DDHH, pero no con directrices. Aplican un enfoque de “despatriarcalizacion” como dice la GARP.
COORDINACION CON OTRAS ORGANIZACIONES O REDES DE LA SOCIEDAD CIVIL	No trabajan con otras organizaciones en red, no están asociadas a ninguna plataforma.
EXPERIENCIA DE SEG. INST. DE RENDICIÓN DE CUENTAS	Si, para donantes.
RELACIONES CON ACADEMIA, THINK TANKS, ETC.	Ninguna
RELACIONES CON OSC INTERNACIONALES	Participan en una Red Latinoamericana de saberes locales, trabajan en la red de instituciones que trabaja con CODESPA
RELACIONES CON DONANTES	Manos Unidas de España Coperacion Canadiense ICCCO Codespa España Antes con Svalorna
COOPERACIÓN OSC DE SUECIA/EMBAJADA DE SUECIA	Nunca han trabajado con ellos, hasta hace dos meses que se reunieron y hablaron de varios temas.
CONCLUSIONES/PERCEPCION SOBRE LA ORGANIZACIÓN	
Trabajaban esencialmente con mujeres de condición muy vulnerable, aymara hablantes, migrantes a las zonas más desprotegidas de ciudades intermedias como el Alto.	

CIES	
ÁREA DE TRABAJO	El CIES trabaja desde hace 33 años a nivel nacional en el tema de derechos sexuales y reproductivos que reconocen como su especialidad. Sus ejes estratégicos son:

	abogacía, investigación e incidencia en política pública, pero también brindan directamente servicios de salud y educativos. Reciben fondos de distintas fuentes, siendo una de ellas Suecia a través de la RSFU. Tienen fondos hasta el 2022 y están pensando su estrategia de sostenibilidad. Hoy aportan con cerca de USD 200 mil/año de los cobros de la atención médica. Hoy están trabajando en incorporar en la currícula educativa, en el marco de la ley educativa, el tema de salud sexual integral (ESI) para jóvenes y adolescentes.
PERTINENCIA CON LOS OBJETIVOS DE LA ESTRATEGIA PAIS	Aborda los derechos de jóvenes y mujeres desde una perspectiva de intersectorialidad, en prevención y atención. Seleccionan los sujetos de derecho en base a indicadores de pobreza y vulnerabilidad.
PRINCIPALES RESULTADOS DE SU TRABAJO	- La ley de la juventud como proceso largo de abogacía en articulación con otras organizaciones. - Tienen 18 clínicas y unidades móviles que atienden en zonas de segmentos de población vulnerable en las áreas periurbanas y pueblos indígenas, quechua y guaraní. - Han suscrito un acuerdo con el Ministerio de Educación y están trabajando bajo el enfoque de ESI con 200 a 300 profesores y jóvenes líderes que son capacitados anualmente. - Atienden cerca de 15 mil casos por año entre embarazos adolescentes y víctimas de violencia por género, VIH y aborto legal. - Lograron introducir en el país la vacuna contra el cáncer intrauterino
ARTICULACIÓN CON EL PROGRAMA DE DIAKONIA	Ha tenido varios espacios de intercambio con Diakonia y algunas de sus copartes para la promoción de esfuerzos conjuntos, muchos de ellos promovidos por la propia Embajada de Suecia. No recibieron apoyo directo, pero si han trabajado juntos con Católicas por el Derecho a Decidir, el Capítulo Boliviano de Derechos Humanos, ADESPROC, Campaña 24 de septiembre, Casa de la Mujer en SCZ, Solidaridad Internacional, entre otras.
OPINIÓN SOBRE EL TRABAJO EN RED CON OTRAS INSTITUCIONES	Para el entrevistado, el trabajo conjunto con organizaciones que trabajan temas afines ha resultado beneficioso porque cuanto mas densa es la red, hay mayor capacidad de incidencia y participación en el debate con las organizaciones anti-derechos”. Una muestra de ello es la Mesa Nacional de Derechos Sexuales y Reproductivos que funciona a nivel nacional, a la cual co-financian en conjunto con otras organizaciones, asesorando de manera directa al Ministerio de Salud; participan también en su coordinación de forma rotativa. Considera que el desafío está en ampliar las alianzas con las organizaciones sociales mismas que deben participar más y poner en mesa su propia agenda, bajo la facilitación de las ONGs y Fundaciones.
PERCEPCIÓN Y DESAFÍOS DEL CONTEXTO	Considera que el último año fue “desastroso” en términos del ejercicio de los derechos humanos. Poner un ministro de educación con posición religiosa implicó un freno sobre los temas de su agenda. Ve oportunidades con este nuevo gobierno por su mayor apertura a incluir estos temas, al menos desde su agenda electoral programática a cuyas promesas piensa hacer seguimiento.
DEMANDA DE APOYO	Considera que debe apoyarse en los temas de: - Educación sexual integral y su incorporación en el sistema educativo: existe evidencia de la tendencia de incremento de los casos de embarazo de niñas. Diferenciar también según la cultura. - Migración y jóvenes debería estar en primera línea de apoyo por la dinámica poblacional actual. Dentro de ellos, el apoyo a redes de protección es fundamental. - Investigación: importante comprometer al estado en la generación de datos e información de base para las políticas públicas. “Si no se conoce la dimensión del problema, es difícil atacarlo”. Hoy trabajan la generación de datos específicos a través de la UNFPA y trataron de incidir en que el INE se acople a la iniciativa pero sin éxito. - Trabajar en la fiscalización de presupuestos y seguimiento para la implementación de las leyes que han sido aprobadas, siendo muy importante empoderar a grupos de la sociedad para difundir el alcance y

	reclamar sobre sus derechos y fortalecer las instancias operativas intermedias del propio gobierno. Recomienda se abra el apoyo directo a organizaciones bolivianas que, en coordinación con la cooperación de organizaciones suecas, podría ser más efectiva pues el apoyo a una línea programática estratégica de mediano y largo plazo podría tener mejores resultados y se evitaría la duplicación de trabajo.
B. CONCLUSIONES/PERCEPCION SOBRE LA ORGANIZACION	
Es la única organización con estructura que trabaja en los derechos sexuales y reproductivos bajo un enfoque de intersectorialidad y holístico y desde una visión feminista práctica y con resultados concretos	

DIVERSA Fecha: 19/11/2020 Redes: https://www.youtube.com/channel/UCWm8cGttC92hY3Am_3r3M0A https://www.facebook.com/363680247143153/posts/1666339103543921/	
TIPO DE ORGANIZACIÓN	Son una organización activista bastante nueva, trabajan más o menos desde el 2012, son 2 personas en la directiva, no tienen personería jurídica, están consolidándose, pero han trabajado con alianzas y con otros activistas. La directiva está compuesta por Andres Mallo- Director de Comunicación, Pablo Merino- director general.
ÁREA DE TRABAJO	El histórico empieza hace unos 3 años él trabajaba en el Colectivo GLBT (activistas de base), y era parte de la familia Galán, y se construye una agenda colectiva a nivel departamental, luego hay ciertos quiebres dentro del colectivo, y medio que se dividen. Entonces ellos se salen del Colectivo y ahí nace Diversa, porque querían unir las voces legales con las voces de base, porque no había esa unión. Los temas principales de su agenda son: derechos y visibilización LGBT a través de proyectos comunicacionales y de derecho, desde el ámbito de las normas de la comunicación.
FORMAS DE INTERVENCIÓN	Hacen activismo e investigación, trabajaron con apoyo de Suecia sobre los migrantes LGBT. Trabajan también a través de consultorías pequeñas y hacen intercambios y activismos individuales. Forman alianzas con la población de base, además trabajan con activistas directamente, es una estructura horizontal no vertical.
TITULARES DE DERECHOS	Población LGBT, pero con un enfoque intergeneracional, adultos mayores y jóvenes.
COORDINACION CON OTRAS ORGANIZACIONES O REDES DE LA SOCIEDAD CIVIL	Su coordinación ha sido con la embajada y con Diakonia, que se ha hecho cargo de lo administrativo y su colchón administrativo era la Coordinadora de la Mujer (para el fondo de jóvenes)
TRABAJO DE INCIDENCIA	Hacen trabajo a través de lo comunicacional, la sensibilización y también investigación.
DIALOGO CON AUTORIDADES/ INSTITUCIONES DE GOBIERNO LOCALES, DEP./ NACIONALES	Han trabajado con el Gobierno Autónomo Departamental y con el Gobierno Autónomo Municipal, están dando talleres de formación de acercamiento a los temas LGBT, sensibilización. Hacen un trabajo directo con la Secretaria de Culturas del GMLP, han hecho los mismos talleres también con La Paz Bus
SEGUIMIENTO DE INSTRUMENTOS DE RENDICIÓN DE CUENTAS	Hacen todos sus trabajos como consultoría, así reciben los fondos.
RELACIONES CON ACADEMIA, THINK TANKS, ETC.	Han trabajado con la Universidad mayor de San Andres y la Universidad Catolica, también han trabajado con la Fundación para el Periodismo.

RELACIONES CON OSC INTERNACIONALES	Tienen operación con INGA, también han participado con instancias de la GALAG, pero todavía están en una etapa de consolidación.
RELACIONES CON DONANTES	Solo trabajaron Suecia y con fondos pequeños de la embajada de EEUU, no tiene más donantes.
COOPERACIÓN OSC DE SUECIA/EoS	Han hecho un documental con apoyo de la embajada de Suecia, en el marco del concurso para Jóvenes de Diakonia, Diakonia ha dado fondos pero como ente administrativo ha estado la Coordinadora de la Mujer
CONCLUSIONES/PERCEPCION SOBRE LA ORGANIZACIÓN	
El activismo, porque son referentes en el tema LGBT, que tratan de relacionar entre opuestos, entre tradicionales y no tradicionales, su propuesta es la creación de dialogo, y quitar de "Diversa", la etiqueta tradicional. Buscan trabajar con las disidencias. Sus productos rompen también con el tema del espacio tradicional del cine, y lo han difundido por redes sociales. “Somos jóvenes entusiastas (entre 20 y 40 años), con un trabajo no tradicional”.	

ECAM TARIJA Fecha: 26/11/2020 Redes: https://ecam.org.bo/ https://www.facebook.com/ECAM-Tarija-1461149587463328	
TIPO DE ORGANIZACIÓN	ONG que tienen un alcance departamental, solo Tarija, tienen Personería Jurídica, son una organización feminista, laica.
ÁREA DE TRABAJO	Son una organización feminista que trabaja en incidencia, derechos económicos (pequeños emprendimientos), transformación comunitaria /jóvenes en prevención de la violencia social, formación en liderazgos; prevención de la violencia y con un grupo en especial con el cuidado y la autocontención emocional.
FORMAS DE INTERVENCIÓN	Trabajan desde la metodología de la educación popular desde las experiencias familiares personales y comunitarias, porque a ese nivel se dan los cambios y las transformaciones, con el objetivo de hacer incidencia pública y política y desde la comunicación alternativa y popular.
TITULARES DE DERECHOS	Mujeres de todas las edades, jóvenes y poblaciones LGBTI.
DESCRIPCION DE LA APLICACIÓN DE LA PERSPECTIVA DE GENERO, DDHH Y ANALISIS DE CONFLICTOS	Sus proyectos no solo tienen perspectiva de género, sino que son una organización de género, una organización feminista. Tienen una mirada de feminismo radical, desde la interseccionalidad. El enfoque de derechos, lo ven desde un enfoque intercultural, porque trabajan en zonas periurbanas y rurales, se dirigen a los barrios más marginados de la provincia Cercado. Realizan análisis de conflictos, hacen encuentros de análisis de contexto con su equipo, y eso está en su PI.
COORDINACION CON OTRAS ORGANIZACIONES O REDES DE LA SOCIEDAD CIVIL	Trabajan en la Red contra la violencia a las mujeres, en la Mesa de DSDR, ambas locales. En la Coordinadora de la mujer, Plataforma de justicia fiscal, son parte del Capítulo boliviano de DDHH, y de la RENTE a nivel nacional y del CLADEM a nivel latinoamericano.
TRABAJO DE INCIDENCIA	Trabajan en la parte personal y familiar para hacer incidencia porque la transformación es colectiva. Hacen vocería y liderazgo colectivo, Han hecho hasta tomas de instituciones. Usan mucho los medios de comunicación y tienen muchos aliados con su agenda.
DIALOGO CON AUTORIDADES/ INSTITUCIONES DE GOBIERNO LOCALES, DEP./ NACIONALES	Están en contacto con los mandos altos, con los mandos medios y los mandos bajos, no trabajan con la gobernación pero si con el municipio, así tanto que han incluido indicadores de género en los planes municipales que es un trabajo muy adelantado.
EXPERIENCIA DE SEGUIMIENTO DE INSTRUMENTOS DE	Sí. Reciben financiamiento externo. Tienen una política de transparencia y equipo administrativo.

RENDICIÓN DE CUENTAS	
RELACIONES CON ACADEMIA, THINK TANKS, ETC.	Tienen experiencias con la Universidad Domingo Sabio, para hacer investigaciones locales, para plantear política pública. También han trabajado con la universidad pública, con derecho, enfermería y psicología (son la parte práctica de lo que les enseñan en la universidad, sobre todo con las sociedades científicas).
RELACIONES CON OSC INTERNACIONALES	CLADEM a nivel latinoamericano.
RELACIONES CON DONANTES	Reciben financiamiento de Promundo, de Svalorna, DK Austria, de Miserior y Rosa de Luxemburgo.
COOPERACIÓN OSC DE SUECIA/EoS	Si han trabajado con Svalorna, han recibido voluntarios suecos de ASDI y ella fue a Suecia a capacitarse para recibirlos (eran mujeres). El año pasado a través de Promundo han tenido un financiamiento de la embajada, pero nunca han recibido fondos directamente.
CONCLUSIONES/PERCEPCION SOBRE LA ORGANIZACION	
Su esencia es la comunicación, han trabajado mucho en la nueva CPE por el derecho a la comunicación y a la información. El derecho a expresarse a decir y hacer debe ser de todos, debe ser democrático. Lo que hacen es visibilizar realidades, situaciones cotidianas normalizadas.	

FAN - Fundación amigos de la naturaleza	
RELACIÓN CON LAS ÁREAS TEMÁTICAS DEL PROGRAMA	Medio Ambiente y Cambio climático: Sus ejes de trabajo son: - Manejo del fuego como una amenaza para la conservación de los medios de vida de las poblaciones (campesinas y principalmente indígenas) y de la biodiversidad - Fortalecimiento de capacidades locales con comunidades campesinas e indígenas en la Chiquitania y el norte amazónico - Aprovechamiento sostenible de recursos naturales - Investigación y monitoreo de factores de presión sobre el medio ambiente y los medios de vida de las poblaciones (muy reconocido) - Comunicación: sistematización y producción de materiales - CC transversal a los temas Género: trabajan esta dimensión como transversal en sus proyectos. Siguen el enfoque de Naciones Unidas, no el enfoque feminista. Se han aliado con la fundación Mujeres Líderes en Acción en el marco de un programa de WWF Bolivia, a partir de la aplicación de la guía de transversalización de género en proyectos de conservación. Actualmente han prescindido de un área social para concentrarse en temas técnicos por las dificultades que el contexto político ha impuesto.
CONOCIMIENTO DEL PROGRAMA DE DIACONIA Y ARTICULACIÓN CON EL MISMO	No están muy familiarizados con el Programa de Diakonía. Conocen a la institución y a algunas de sus organizaciones socias como CIPCA con quienes trabajaron en algunas publicaciones en el marco del apoyo del FOS.
PERCEPCIÓN DEL CONTEXTO	Se espera que en las zonas de trabajo de FAN se den mas asentamientos de poblaciones colonizadoras como fruto de promesas eleccionarias, lo que afectaría el patrimonio natural y los latentes conflictos con las comunidades indígenas. Los Gobiernos Municipales restringirán su capacidad de brindar servicios a estas nuevas comunidades. Oportunidades: Crean que con los temas de cambio climático y los conflictos socioambientales, se valorará más la investigación e información técnica y habrá una obligación para una mayor coordinación a nivel institucional. Trabajarán mas a nivel local municipal. Buscan generar alianzas y encontrar afinidad en los temas y encontrar puntos en común (ej. los incendios ayudan a articular en un plano mas técnico).

	Retos: El gobierno puede seguir exportando carne: impulso a ganadería. El reto es producir mejor con mas rendimientos. Temas en los que consideran se deben enfocar los esfuerzos: - Gestión territorial a nivel comunitario. PLUS y POT y también a nivel municipal. - Generación de información de base - Más énfasis en la gestión local-comunitaria - Gestión de riesgos transversal en los distintos proyectos - Diálogo para concertación sobre puntos comunes. - Aprovechamiento tecnológico, uso y acceso...alfabetización tecnológica: derecho a la información para no quedar en una brecha muy grande. Sobre todo en estos contextos - Filtrar la información que esta llegando, que la gente pueda tener una capacitación para tener un criterio
OTRAS ORGANIZACIONES PARA EL MAPEO	Organizaciones con las que se ven trabajando en una plataforma temática: - Fundación Bosque Seco Chiquitano; también trabajan en derechos ambientales y poblaciones indígenas, empoderamiento económico - Mujeres Líderes en Acción: trabajan género muy ligado al medio ambiente y han estado presentes en el área de la Chiquitania trabajando con las plataformas del programa Pacha de WWF - CIRABE en Riberalta - CEPAD

FONDO APHTAPI JOPUETI Fecha: 25/11/2020 Redes: https://www.fondodemujeresbolivia.org.bo/index.php https://www.facebook.com/fondodemujeresbolivia	
TIPO DE ORGANIZACIÓN	Legalmente es una Fundación, Directorio: Betel Nuñez, Pamela Valenzuela, Monica Novillo, Paola Yañez y Mariester Padilla, tienen personería a nivel nacional. Directora Ejecutiva Lizzy Montaña
ÁREA DE TRABAJO	Nace como una iniciativa de la coordinadora de la mujer, pero luego se independizan, su idea es fortalecer a organizaciones feministas y LGBTI, apoya organizaciones pequeñas o con poca experiencia, en manejar sus financiamiento y que no estan constituidas legalmente. Según su PI que es hasta este año sus ejes son: Fortalecimiento de organizaciones y fortalecimiento de agendas políticas feministas de mujeres y LGBTI. En las agendas trabajan con cuerpos y territorios.
FORMAS DE INTERVENCIÓN	Hacen convocatorias a fondos anuales y dan fondos de emergencia. Hacen acompañamiento a proyectos.
TITULARES DE DERECHOS	Mujeres de todas las edades (menos niñas) y LGBTI
DESCRIPCION DE LA APLICACIÓN DE LA PERSPECTIVA DE GENERO, DDHH Y ANALISIS DE CONFLICTOS	No aplican la perspectiva de género, son feministas, aplican principios feministas, utilizan la perspectiva de DDHH como transversal.
COORDINACION CON OTRAS ORGANIZACIONES O REDES DE LA SOCIEDAD CIVIL	Coordinan acciones con el fondo semilla de Santa Cruz, alianza con otros fondos de mujeres, son partes de la Alianza de Fondos de Mujeres de américa Latina, también de la Red internacional de fondos de mujeres, con Colectivo Rebeldía, con las Católicas por el derecho a decidir, la Coordinadora de la mujer.
TRABAJO DE INCIDENCIA	Su trabajo en incidencia está dirigido hacia las mismas organizaciones, Ongo y empresas y instancias de la cooperación internacional con el objetivo de dirigir más financiamientos a iniciativas de mujeres y de manera directa a las organizaciones. También hacen estudios dirigidos a identificar y mapear organizaciones de mujeres.

DIALOGO CON AUTORIDADES/ INSTITUCIONES DE GOBIERNO LOCALES, DEPARTAMENTALES/ NACIONALES	No tienen relación o articulación directa con estos niveles, son las organizaciones a las que les dan el financiamiento quienes se relacionan, porque su objetivo es fortalecer a las organizaciones de base.
SEGUIMIENTO DE INSTRUMENTOS DE RENDICIÓN DE CUENTAS	Si tienen, sistema administrativo de seguimiento , auditorias, etc.
RELACIONES CON ACADEMIA, THINK TANKS, ETC	Formalmente no tiene actividades o acciones o convenios con la academia, con las universidades tienen convenios para prácticas, con la UMSA, con la Domingo Savio y Unifranz.
RELACIONES CON DONANTES	Sus principales donantes, Fondo Global de Mujeres, la Alinza GAGA, Fundación Novo, Wellspring y recaudación local, donantes individuales y empresas como de Burbank, Inti y Vaca Fria, Alexander Coffe.
CONCLUSIONES/PERCEPCION SOBRE LA ORGANIZACIÓN	
No es solamente dar el financiamiento a las organizaciones, las acompañamos y fortalecemos sus necesidades, las apoyan en la parte administrativa contable, les hacen seguimiento, fortalecen las organizaciones y en el desarrollo de sus proyectos apoyan en el fortalecimiento de seguridad digital, temas de autocuidado y cuidado colectivo, que es fundamental para las crisis que está sucediendo. Establecen relaciones de mucha confianza, eso es diferente. Las acompañan en términos horizontales, ellas no dan línea, dejan que los colectivos y las mujeres propongan lo que quieren trabajar. Ahora van a incorporar un nuevo eje de resiliencia y recuperación económica.	

FUNDACIÓN ALTERNATIVAS Fecha: 30/11/2020 Redes: http://alternativascc.org/ https://www.facebook.com/Alternativascc	
TIPO DE ORGANIZACIÓN	Fundación de carácter nacional, es una organización sin fines de lucro. Fundación Alternativas nació el año 2013, ha trabajado con múltiples financiadores y socios locales. Cuentan con personería jurídica y todos los registros correspondientes a nivel nacional (VIPFE, Impuestos Nacionales, etc.).Dedicada a fomentar alternativas sostenibles para garantizar seguridad alimentaria en las ciudades de Bolivia.
ÁREA DE TRABAJO	Dedicada a fomentar alternativas sostenibles para garantizar seguridad alimentaria en las ciudades de Bolivia. Desde el espacio público, inspirar y propiciar escenarios para visibilizar la temática de Seguridad Alimentaria e incorporarla a la agenda urbana. Así también busca sensibilizar a la ciudadanía como también a autoridades institucionales y organizacionales. El trabajo de Fundación Alternativas está dividido en <i>tres portafolios (políticas alimentarias, agricultura urbana y educación)</i> .
FORMAS DE INTERVENCIÓN	Impulsamos y desarrollamos políticas alimentarias innovadoras, implementamos huertos urbanos, ofrecemos capacitaciones en el cultivo de alimentos y apoyamos a docentes en el desarrollo de material educativo escolarizado con enfoque de seguridad alimentaria.
TITULARES DE DERECHOS	Trabajan más con los titulares de obligaciones y deberes.
DESCRIPCION DE LA APLICACIÓN DE LA PERSPECTIVA DE GENERO, DDHH Y ANALISIS DE CONFLICTOS	La institución aborda la equidad de género desde un enfoque que trasciende la interpretación que típicamente se enfoca en participar únicamente a mujeres en sus acciones y proyectos. En este sentido, Fundación Alternativas busca potenciar una inclusión equitativa de hombres y mujeres en todas sus acciones, en busca de una sociedad con igualdad de oportunidades. Desde Alternativas consideran que el tema de agricultura, incidencia política y generación de conocimiento requiere de una participación mancomunada entre hombres y mujeres, sabiendo que en algunos casos es necesario dar énfasis a cerrar la brecha de desigualdad de oportunidades para generar esa equidad que se busca.

	A su vez, es importante resaltar que la institución no aborda el género desde la asignación de roles específicos y menos roles tradicionales; consideramos que todas las personas son iguales a pesar de tener necesidades diferenciadas que deben ser tomadas en cuenta en todo aspecto de acciones para el desarrollo.
COORDINACION CON OTRAS ORGANIZACIONES O REDES DE LA SOCIEDAD CIVIL	Los Comités Municipales de Seguridad Alimentaria son plataformas multiactorales que se reúnen una vez al mes para analizar los sistemas alimentarios locales e identificar oportunidades para su renovación. Estos espacios de encuentro y trabajo en equipo permiten mantener una relación estrecha con múltiples organizaciones e instituciones, público y privadas, a tiempo de potenciar mayor relacionamiento entre ellas. Así también, Fundación Alternativas participa de algunos espacios gestionados por otras organizaciones que también se constituyen en plataformas multiactorales. Paralelamente coordinan y mantienen relaciones de intercambio de información con Fundación Jubileo, Fundación Friedrich Ebert, Fundación Tierra, IIED, entre otras.
TRABAJO DE INCIDENCIA	La propuesta de trabajo contempla una estrategia de incidencia que pretende, desde el espacio público, inspirar y propiciar escenarios para visibilizar la temática de Seguridad Alimentaria e incorporarla a la agenda urbana. Así también busca sensibilizar a la ciudadanía como también a autoridades institucionales y organizacionales. Paralelamente, desde la institución publican una serie de investigaciones centradas en generar evidencia para la renovación de los sistemas alimentarios locales.
DIALOGO CON AUTORIDADES/ INSTITUCIONES DE GOBIERNO LOCALES, DEP. / NACIONALES	Realiza un trabajo activo de asesoramiento, incidencia y diseño de políticas públicas a nivel municipal, departamental y nacional. Este trabajo se realiza tanto desde la Fundación misma, así como también a partir de los Comités Municipales de Seguridad Alimentaria que se han constituido en El Alto, La Paz, Sucre y Potosí.
SEGUIMIENTO DE INSTRUMENTOS DE RENDICIÓN DE CUENTAS	Específicamente, Fundación Alternativas aún no ha realizado proyectos o acciones vinculadas a la aplicación de instrumentos de rendición de cuentas.
RELACIONES CON ACADEMIA, THINK TANKS, ETC.	En el ámbito académico, Fundación Alternativas mantiene relaciones y ha realizado una serie de acciones junto a la UMSA, la Universidad Católica Bolivia, la Universidad San Francisco Xavier de Chuquisaca, Universidad Andina Simón Bolívar; así también con la Escuela Superior de Formación de Maestros Simón Bolívar (La Paz) y Mariscal Sucre (Chuquisaca), entre otras.
RELACIONES CON OSC INTERNACIONALES	Con HIVOS, IIED, WWF, Louvain Cooperation, Canadian Feed the Children y Naciones Unidas (FAO, OMS, UNDP).
RELACIONES CON DONANTES	En la gestión 2020, se implementaron proyectos con HIVOS, Louvain Cooperation, ONU Habitat Bolivia, Helvetas, Swisscontact y WWF. La mayoría se constituyeron en proyectos cortos de acción inmediata frente al COVID-19. Se espera continuar canalizando fondos a futuro, de estos y otros cooperantes.
COOPERACIÓN OSC DE SUECIA/EoS	El 2020, implementan un proyecto de tres meses, parte del macroproyecto Mercados Inclusivos que se implementa con apoyo de la Cooperación Suiza y Sueca.
CONCLUSIONES/PERCEPCION SOBRE LA ORGANIZACIÓN	
Uno de los pilares fundamentales de la democracia es asegurar el compromiso y la participación de la ciudadanía en procesos de toma de decisión y el diseño de políticas. En este marco, la interacción genuina entre ciudadanos y gobernantes puede asegurar que las diferentes acciones e inversiones respondan apropiadamente a las necesidades de la población y la mejora de su calidad de vida. Así mismo, garantiza la representación efectiva y transparente capaz de mitigar conflictos y descontentos desde la ciudadanía, y las comunidades, aportando, además, a una cultura de diálogo. Tomando en cuenta que garantizar seguridad alimentaria es una prioridad del Estado Plurinacional de Bolivia, y en vista de que se la puede abordar desde diferentes disciplinas y enfoques, Fundación Alternativas aborda acciones de fortalecimiento	

del tejido social y de la cultura democrática, impulsando espacios de diálogo, concertación y articulación urbano-rural a partir del desarrollo de capacidades en torno al Derecho a la Alimentación.

Fundación ARU Fecha: 27.11.2020 Redes: https://www.aru.org.bo/	
TIPO DE ORGANIZACIÓN	La Fundación ARU es una organización sin fines de lucro, independiente y plural que desarrolla investigación para las políticas públicas con el compromiso de producir y promover investigación aplicada de alta calidad a partir de herramientas globales, orientadas a informar e influir en el debate sobre políticas públicas a partir de evidencia científica. Es misión de la Fundación Aru fortalecer la investigación aplicada y promover la formación orientada a la investigación en Bolivia. Fundación ARU tiene la visión de contribuir a la construcción de una sociedad más inclusiva, cohesionada, con igualdad de oportunidades a partir de políticas públicas más efectivas.
ÁREA DE TRABAJO	Economía Política, Monitoreo y Evaluación, Modelación Macroeconómica, Energía y Desarrollo. La Fundación Aru produjo evidencia en temas de pobreza y desigualdad, mercado laboral e ingresos, así como proporcionó insumos para el diseño de políticas públicas a través de evaluaciones de impacto de programas en educación, empleo, crédito, transferencias monetarias y otras. En los últimos años, ARU amplió su agenda a temáticas como el análisis de migraciones, trata y tráfico de personas, formación técnica profesional, brechas de género, desarrollo productivo y rural, reformas judiciales y consolidación democrática. Capital Humano (Educación y Salud) Género, Bienestar, Niñez y adolescencia. Ofrece cursos y capacitaciones.
FORMAS DE INTERVENCIÓN	ARU adoptó una estrategia para asegurar la calidad de sus investigaciones que se basa en tres pilares. El primer pilar se refiere al uso cuidadoso de fuentes oficiales y al levantamiento de datos confiables. El segundo pilar consiste en identificar exhaustivamente los problemas económicos y sociales de los hogares a partir de evidencia cuantitativa y cualitativa para proyectar políticas encaminadas a solucionarlos. En particular la evaluación considera metodologías rigurosas que incluyen alcance, impactos, costos, efectividad, equidad y efectos adversos no planificados. El tercer pilar consiste en la formación y actualización continua a jóvenes investigadores e investigadoras en cada fase del proceso investigativo.
TITULARES DE DERECHOS	Levantamiento de micro data con comunidades.
DESCRIPCION DE LA APLICACIÓN DE LA PERSPECTIVA DE GENERO, DDHH Y ANALISIS DE CONFLICTOS	Informar la política, no hacer política. Ha realizado varios estudios con enfoque en género en relación al mercado laboral, cambio climático y recurso naturales, migración, titular de tierra(propiedad y migración, y MTR con perspectiva de género. Informa que quieren transformar la fundación internamente para reflejar mejor una perspectiva de género. Trabaja con un enfoque comunitario y pobreza multidimensional.
COORDINACION CON OTRAS ORGANIZACIONES O REDES DE LA SOCIEDAD CIVIL	Ha realizado trabajo sobre la sociedad civil junto con Swisscontact. No mencionó coordinación particular con OSC, pero más visible en redes con el trabajo que realiza junto con Oxfam. Colaboración con otros centros de investigación, forma parte de una red de Think Tanks. Ver abajo.
SEGUIMIENTO DE INSTRUMENTOS DE RENDICIÓN DE CUENTAS	Desarrolla estudios aptos para incidencia, pero también trabaja cerca de autoridades locales para su mejor rendición de cuentas.
TRABAJO DE INCIDENCIA	En relación con los trabajos con los órganos de la ONU.
NIVEL DE DIALOGO CON AUTORIDADES	Colaboración con Gobierno Autónomo Departamental de Tarija (Medición, análisis e interpretación del Índice de Pobreza Multidimensional (IPM) del departamento de Tarija)

RELACIONES CON OSC INTERNACIONALES	Swisscontact, Fundación Konrad Adenauer, Oxfam Intermom, Voice on the State of the SDGs,
RELACIONES CON ACADEMIA, THINK TANKS, ETC.	En 2010, la Fundación Aru fue seleccionada, junto a otras 49 instituciones del mundo, como beneficiaria de la Iniciativa Think Tank (TTI), que fortaleció a los centros de pensamiento e impulsó la producción investigativa de alta calidad. Instituto de Investigaciones Socioeconómicas (IISEC); Universidad Privada de Santa Cruz, Universidad Mayor de San Andrés, Universidad Privada Boliviana, Iniciativa Latinoamericana de Investigación Para Las Políticas Públicas (ILAIPP). Asociación de Economía de América Latina y el Caribe (LACEA), INGSA y Consejo Internacional para la Ciencia –ICSU .
RELACIONES CON DONANTES	Agencia Suiza para el Desarrollo y la Cooperación, Fondo de las Naciones Unidas para la Infancia UNICEF, Organización Internacional para las Migraciones (OIM). PNUD, OIT. Anteriormente con Canadá.
CONCLUSIONES/PERCEPCION SOBRE LA ORGANIZACIÓN	
Tiene experiencias muy interesantes. Hay posibilidades de apoyar iniciativas de investigación ju to con otros donantes y la ONU. Valdría la pena establecer contacto con ARU.	

FUNDACIÓN INTERNET BOLIVIA	
Fecha: 3/11/2020	
Página de internet: www.internetbolivia.org https://www.facebook.com/fundacioninternetbolivia/	
TIPO DE ORGANIZACIÓN	Son una fundación cuya personería jurídica está en trámite desde junio de 2018. Ya se tiene el informe técnico y se ha recibido unas observaciones adicionales del informe legal. Para el primer semestre de 2021 ya contarán con el documento. También hacen activismo digital. Existen siete personas que trabajan de manera permanente y cinco que actualmente están contratadas como consultores por producto. La directiva está conformada por cinco personas: Armando Ortuño, Noelia Gómez, Hugo Miranda, Eloisa Larrea y Amaru Villanueva. Mientras que en el consejo consultivo tenemos a Cristian León, Boris Miranda y Guillermo Movia.
ÁREA DE TRABAJO	La Fundación InternetBolivia.org es una organización boliviana establecida que defiende y promueve los derechos digitales en Bolivia. Se concentran en cinco áreas en Bolivia: Protección de datos personales (PD). Democracia y participación digital (DEMO). Economía digital (ECO). Equidad y brecha digital (EQ). Seguridad digital (SEG).
FORMAS DE INTERVENCIÓN	Elaboración de documentos de análisis de políticas públicas que se ponen en debate con especialistas, personas interesadas e instituciones públicas. Talleres de capacitación como apoyo a procesos de digitalización, seguridad digital u otro aspecto de derechos digitales. Asesoramiento personalizado, sobre todo en el caso de seguridad digital para mujeres. Eventos de debate para elaboración normativa participativa a nivel municipal y nacional. Elaboración de guías de procedimientos para la defensa de derechos en Internet. Desarrollo de dashboards y apps de análisis de datos.
TITULARES DE DERECHOS	Tienen una mirada general y otra más específica. En la mirada general están los usuarios y las usuarias de servicios de Internet, y a quienes no se conectan ya que se les niega un derecho constitucional de acceso al servicio de Internet. De manera más específica, con las mujeres líderes, políticas, periodistas, activistas y cualquiera que esté en riesgo o sea víctima de violencia digital;

	también para pobladores de municipios, autoridades municipales y nacionales; y niños, niñas y adolescentes. Reciben demandas de tratamiento de temas tanto en los eventos que hacen por Internet, a partir de eso, priorizan proyectos y buscan fondos.
DESCRIPCION DE LA APLICACIÓN DE LA PERSPECTIVA DE GENERO, DDHH Y ANALISIS DE CONFLICTOS	Trabajan en Derechos Humanos en Internet con una fuerte perspectiva de género. Tienen proyectos que están orientados completamente a mujeres como es el caso del proyecto Seguridad digital para mujeres políticas y, en los proyectos que no son específicos de género, incluyen siempre una perspectiva de género. Para las intervenciones territoriales, implementan metodologías de análisis de conflictos y elaboran análisis prospectivos de la política pública de telecomunicaciones y derechos en Internet.
COORDINACION CON OTRAS ORGANIZACIONES O REDES DE LA SOCIEDAD CIVIL	Por un lado, tienen una sociedad con Asociación Aguayo en la ejecución de los dos principales proyectos de este año: Seguridad digital para mujeres y Desarrollo de marcos legislativos municipales en Acceso a Internet y en Protección de datos personales. Por otro lado, co-organizan actividades con otras organizaciones de corte tecnológico. La principal es el Foro de Gobernanza de Internet de Internet Society (ISOC) que incluye a alrededor de 20 instituciones. Con otras organizaciones más de base como la Comunidad de Software Libre, se involucran en acciones activistas relativas a políticas públicas de Internet en Bolivia. Tienen un nivel incipiente de coordinación con organizaciones defensa de Derechos Humanos. Han coordinado con la Federación de Asociaciones Municipales (FAM), Asociación de Concejalas de Bolivia (ACOBOL)
TRABAJO DE INCIDENCIA	Los proyectos más sobresalientes de incidencia hasta el momento han sido los siguientes: Elaboración y presentación a la Asamblea legislativa de un Anteproyecto de Ley de Protección de datos personales. Conformación con el grupo de ciberbrigadistas SOS Digital que brindaron capacitación presencial a 500 mujeres de 4 ciudades de Bolivia en privacidad y seguridad digital holística. Asimismo, asesoraron a 200 mujeres y asistieron a 24 casos de violencia digital con mitigación directa en contención psicoemocional, asesoramiento tecnológico y legal. A partir de esta experiencia se publicó la <i>Guía para ciberbrigadistas, acciones de acompañamiento ante violencias digitales contra mujeres</i> con el apoyo del Fondo de Mujeres Apathi y Digital Defenders Partnership de Hivos Ahora, están asesorando a la Dirección de trata y tráfico de personas del Ministerio de la Presidencia y vamos a ejecutar las capacitaciones a candidatas con la Asociación de Concejalas de Bolivia (ACOBOL) y el Servicio Plurinacional de la Mujer. La Fundación elaboró un Informe sombra para el proceso de evaluación periódica de la situación de derechos humanos que Naciones Unidas realizó en Bolivia en el año 2019 y otro informe para la Corte Interamericana de Derechos Humanos (CIDH) acerca de violaciones y abusos de derechos humanos en Internet durante la crisis política de finales del 2019. Análisis de Reconfiguración del espacio político en Internet en la crisis política de finales del 2019 y la pandemia de COVID-19 que incluye análisis de dinámicas en Facebook, Twitter y Whatsapp, con especial enfoque en la ciudad de El Alto. Formará parte de un libro de la Fundación Friedrich Ebert acerca de la reconfiguración del espacio político en general. Están participando en dos investigaciones regionales que pretenden documentar casos de abuso de derechos digitales, una acerca de CoronaApps y la otra acerca de mecanismos de interoperabilidad en políticas sociales. Ambas son financiadas y coordinadas por el consorcio AISur y Derechos Digitales.
DIALOGO CON AUTORIDADES/	Han coordinado acciones en el nivel central con la Agencia de Gobierno Electrónico y Tecnologías de Información y Comunicación (AGETIC),

INSTITUCIONES DE GOBIERNO LOCALES, DEPARTAMENTALES/ NACIONALES	Ministerio de Justicia, Viceministerio de Telecomunicaciones, Autoridad de Fiscalización de Telecomunicaciones y Transportes (ATT), Servicio Plurinacional de la Mujer, Tribunal Supremo Electoral, Dirección de Trata y Tráfico del Ministerio de la Presidencia, Dirección de trata y tráfico de personas del Ministerio de la Presidencia, y el Gobierno Autónomo Municipal de La Paz. En 2018, hacen actividades conjuntamente con la Gobernación de Cochabamba y actualmente, trabajamos con Irupana y Coroico.
SEGUIMIENTO DE INSTRUMENTOS DE RENDICIÓN DE CUENTAS	Asisten a las reuniones de rendición de cuentas convocadas por instituciones nacionales.
RELACIONES CON ACADEMIA, THINK TANKS, ETC.	Son partners de la Fundación Friedrich Eber (FES) con quienes realizan investigaciones. También, han organizado un diplomado con el CESU de la UMSS de Cochabamba el 2018.
RELACIONES CON OSC INTERNACIONALES	Derechos Digitales en Chile, Access Now (global), Karisma en Colombia y la red latinoamericana de organizaciones que trabajan en derechos digitales donde están incluidas instituciones de todos los países latinoamericanos y a través de RightsCon con similares pero en el mundo y Civicus.
RELACIONES CON DONANTES	Trabajan con: Internews, Derechos Digitales, Ford Foundation, Open Society Foundation, FES, Access Now, Avina, Luminare, Civicus, Hivos y UNESCO.
COOPERACIÓN OSC DE SUECIA/EoS	Financiamiento de beca para Eliana Quiroz (Directora) para participar en el Stockholm Internet Freedom en 2019.
CONCLUSIONES/PERCEPCION SOBRE LA ORGANIZACIÓN	
Para el 2021, ejecutaran tres proyectos principalmente siguiendo el trabajo en sus líneas estratégicas ya que cada vez llegan a mas usuarios/uruarios y hay más espacios digitales: Proyecto <i>Marcos multiculturales de derechos digitales para comunidades indígenas y afrodescendientes en Bolivia: análisis comparativo e incidencia en políticas públicas</i>. Con Fundación Aguayo Proyecto <i>Seguridad digital para mujeres políticas durante las elecciones nacionales y subnacionales</i>. Proyecto <i>¿Dónde están? ciberpatrullaje y persecución política durante la pandemia</i>. La contienda política electoral y la pandemia han acelerado procesos de vulneración de derechos humanos en Bolivia.	

Fundación INESAD - Instituto de Estudios Avanzados en Desarrollo Fecha: 25.11.2020 Redes: https://www.inesad.edu.bo/	
TIPO DE ORGANIZACIÓN	Think Tank - investigación científica y aplicada para el desarrollo. Centro de investigación para proponer soluciones efectivas hacia la superación de los obstáculos críticos del desarrollo socioeconómico sostenible. INESAD busca que las investigaciones sean difundidas y transferidas a la sociedad y promuevan un diálogo constructivo basado en ciencia y evidencia: los estudios científicos son traducidos a boletines de políticas y educación de fácil lectura y los miembros participan activamente en la enseñanza. Los resultados y las recomendaciones de políticas son propuestos y debatidos con los hacedores de políticas y grupos sociales de interés en la búsqueda del intercambio y la construcción conjunta de directrices hacia medidas y acciones con mayor efectividad en términos de desarrollo. INESAD desea contar con jóvenes investigadores que encuentren una oportunidad, con los recursos necesarios, en Bolivia para llevar a cabo estudios científicos y aplicados de alto nivel y relevancia para el desarrollo.
ÁREA DE TRABAJO	Centro de investigación socioeconómica: Economía Ambiental; Economía Laboral; Economía del Bienestar Macroeconomía. Centro de Capacitación.

FORMAS DE INTERVENCIÓN	Misión: Generar, difundir y transferir conocimientos orientados a superar los obstáculos críticos al desarrollo socioeconómico sostenible, buscando incidir en políticas públicas. Visión: Ser un centro de investigación líder en desarrollo socioeconómico sostenible, reconocido nacional e internacionalmente por la calidad y relevancia de las investigaciones realizadas, con incidencia en políticas públicas.
TITULARES DE DERECHOS	Han puesto énfasis en desarrollar medios virtuales y presenciales para alcanzar a una población lo más diversa posible, es decir; de diferentes lugares, condiciones económicas e intereses. Por ejemplo, hicieron acuerdos con gremios empresariales, productivos, sociales y académicos para poder alcanzar a sus socios y a su población objetivo, trabajando una agenda de interés común, desarrollando análisis accesibles, cursos de capacitación y artículos breves con temas de su interés. El último año INESAD ha invertido mucho en medios tecnológicos y físicos que nos faciliten esto.
DESCRIPCION DE LA APLICACIÓN DE LA PERSPECTIVA DE GENERO, DDHH Y ANALISIS DE CONFLICTOS	Enfoque en transparencia. Genera conocimiento, no tiene posición política. Enfoque en estudios con una perspectiva de largo plazo. Los estatutos y la gobernación basados en principios democráticos (toda la información accesible en la página web.) Código de conducta y de calidad, DDHH, diversidad. La directiva es dirigida por mujeres y el tema de género es parte de las discusiones internas y como debe influenciar el trabajo. Se ha trabajado masculinidades y trata de siempre tener una perspectiva de género. Sin embargo no hay mucha demanda por estudios económicos con el enfoque de género por parte de los financiadores. Por lo general falta interés por estudios más profundos que desarrolla nuevos conocimientos, demasiado enfoque en evaluaciones de resultados a mediano plazo.
COORDINACION CON OTRAS ORGANIZACIONES O REDES DE LA SOCIEDAD CIVIL	Parte de la sociedad civil, ha apoyado estudios de líneas de base (Santa Cruz) para organizaciones sociales. Desarrolla estudios más para el sector privado y el sector público. La situación financiera dificulta cooperación con otros centros de estudio, y otras OSC, no hay recursos para este tipo de trabajo. Falta fondos para un trabajo de coordinación estratégica entre Think Tanks. Ha desarrollado folletos informativos sobre temas laborales, sobre principios de acceso de información, etc. para ser de uso para OSC. Lo ven como un trabajo educativo popular.
DIALOGO CON AUTORIDADES/ INSTITUCIONES DE GOBIERNO LOCALES, DEPARTAMENTALES/ NACIONALES	Los estudios se realizan en todos los niveles, como el diálogo con las instituciones estatales. Mantiene diálogo con actores del Estado abiertos para discutir los temas económicos. También se dirige a los medios de comunicación.
SEGUIMIENTO DE INSTRUMENTOS DE RENDICIÓN DE CUENTAS	Los estudios pueden servir como base para rendición de cuentas, incidencia realizada por otros actores. Toda la información/los publicaciones accesibles en la página web.
RELACIONES CON ACADEMIA, THINK TANKS, ETC.	Apoyo anterior de Canadá para la Iniciativa Think Tank (TTI), en América Latina ha generado varias relaciones interesantes en el continente, destacando centros de investigación de Colombia y México. Ahora la red se maneja por sí sola, sin fondos externos. Respecto a la capacitación, por unos años, hicieron el esfuerzo de salir de un círculo académico un poco elitista asociado a las universidades más prestigiosas del país. Así buscaron organizar cursos de capacitación y pequeños trabajos de investigación con otros centros de estudios de pequeños en diferentes ciudades del país.
RELACIONES CON DONANTES	Anteriormente Canadá.
COOPERACIÓN OSC DE SUECIA/EoS	Algunas investigaciones/intercambio de instituciones/empresas suecas que han realizado misiones en Bolivia sobre iniciativas de negocios (2017 y 2018), explorando mercado y socios. Tuvieron un intercambio bajo el auspicio de Asdi con RISE, fueron a Estocolmo. Han tenido pasantes junior (sobre agua y saneamiento.=

REDCICLA BOLIVIA Fecha: 29/11/2020 Redes: https://www.facebook.com/REDcicla-Bolivia-117748492970580	
TIPO DE ORGANIZACIÓN	Son una iniciativa ciudadana, activistas sin personería jurídica.
ÁREA DE TRABAJO	Surge por los temas de los desastres ambientales que se han dado en La Paz, Alpacoma y LLojeta, hay un problema con la recolección de residuos porque es indiferenciada. Entonces han visto la necesidad de trabajar en lo que es el “Reciclaje Inclusivo”, porque hay personajes demasiado importantes que no se están considerando, que son las recicladores y los recicladores urbanos, que son aymara hablantes, adultos mayores que recorren diferentes partes de la ciudad como medio de vida. Quieren hacer visible su contribución social.
FORMAS DE INTERVENCIÓN	Ellos buscan conectar a los actores del reciclaje para hacer acciones que favorezcan a los más vulnerables que son los recicladores/as de base (mapean a los 4 actores del reciclaje). Están trabajando en una aplicación que ligue a los actores, los mapee y publicite a los más vulnerables. También reparten víveres y abogan por sus derechos y buscan luego hacer con ellas actividades de transformación.
TITULARES DE DERECHOS	Mujeres y varones que son “recicladores de base” (la mayoría de la tercera edad y la mayoría mujeres 80%), con mayor énfasis en las mujeres, aymarahablantes, en situación extremadamente vulnerable, que hacen trabajo de calle, que no están sindicalizados ni asociados, que son vulnerables a la violencia, que han sido aún más vulnerables durante el COVID.
DESCRIPCION DE LA APLICACIÓN DE LA PERSPECTIVA DE GENERO, DDHH Y ANALISIS DE CONFLICTOS	Trabajan por los derechos humanos de este colectivo, también por sus derechos laborales, luego quieren abordar el empoderamiento de este colectivo, en especial de las mujeres para que puedan exigir sus derechos. Por las características de este grupo trabajan como transversal el género y la justicia económica.
COORDINACION CON OTRAS ORGANIZACIONES O REDES DE LA SOCIEDAD CIVIL	Con Fundación Imagen.
SEGUIMIENTO DE INSTRUMENTOS DE RENDICIÓN DE CUENTAS	No, solo de rendición de cuentas del micro fondo que recibieron.
RELACIONES CON DONANTES	Han recibido un fondo para ecoemprendimientos de “Micros para avanzar” de Fundación Imagen y Miserior.
CONCLUSIONES/PERCEPCION SOBRE LA ORGANIZACIÓN	
No hay ninguna institución que trabaje directamente con las “recicladoras/es de base”, que valore su trabajo, que paleen su vulnerabilidad y el contexto social y político es tan sorpresivo que este sector es siempre muy golpeado muy afectado, fallecieron varias durante la pandemia, entonces hay que seguir trabajando con ellas para visibilizarlas, porque hacen trabajo de calle.	

Annex 5 – Programme information

Programme Theory of Change

Figure 1 Strategy for Change “Apoyando a la sociedad civil: Hacia el ejercicio pleno de los derechos humanos y la igualdad de género para el Vivir Bien”⁶²

Estrategias		Productos	Efecto Inmediato o de Corto Plazo (ECP)	Efecto Intermedio o de Mediano Plazo	Efecto de Largo Plazo (ELP) - Impacto
Transversales					
Investigación		Producto 1: Copartes, organizaciones de mujeres y mixtas fortalecidas en sus capacidades técnicas, de gestión organizativa/administrativa y de incidencia.			
Desarrollo de capacidades		Producto 2: Organizaciones de mujeres y mixtas inciden para la implementación de políticas públicas nacionales y/o locales que contribuyen a la autonomía económica de las mujeres			
Incidencia política y social		Producto 3: Organizaciones de mujeres y mixtas desarrollan emprendedurismo, gestión de sus medios de vida y generación de ingresos			
Articulación y de construcción alianzas		Producto 4: Organizaciones de mujeres y mixtas fortalecidas para la resiliencia a los efectos del cambio climático y otros riesgos inherentes a sus medios de vida.			
Específicos					
Inversión y tecnología					
Comercialización y mercadeo					

⁶² The Programme TOC will be translated to English in the Evaluation Report.

Small grant fund partners

Youth organisations	Location
FUNDACION BAKER	BENI
SUBCENTRAL DE CABILDOS INDIGENALES DEL TERRITORIO MOJEÑO IGNACIANO (TIMI)	BENI - AMAZONÍA SUR
CENTRAL INDÍGENA DE COMUNIDAD ORIGINARIAS DE LOMERÍO	SANTA CRUZ – LOMERÍO
VOCES INDÍGENAS URBANAS	SANTA CRUZ
CENTRO SAN ISIDRO	SANTA CRUZ
ARTERIAS URBANAS/SUR AURAL	SANTA CRUZ
MARICA MARGINAL	SANTA CRUZ
JOVENES LIDERES	SANTA CRUZ
MANODIVERSA	SANTA CRUZ- LA PAZ
OTRAF BOLIVIA LA ORGANIZACIÓN DE TRAVESTIS, TRANSGÉNEROS Y TRANSEXUALES FEMENINAS DE BOLIVIA (OTRAF BOLIVIA)	LA PAZ
G MEN V	TARIJA
ASOCIACION EQUIDAD	ORURO
RED-RAP-ALIG (RED DE ADOLESCENTES PREPARADOS Y ADOLESCENTES LUCHANDO POR LA IGUALDAD DE GÉNERO)	SUCRE
COLECTIVO TLGB	LA PAZ
WAKE UP	LA PAZ
DIVERSA	LA PAZ
PICA/NICOBIS	NACIONAL: LA PAZ- TARIJA-SUCRE-SANTA CRUZ
LABINTEC	LA PAZ - EL ALTO
CSO working with youth organisations	
CEADL-CENTRO DE ESTUDIOS DE APOYO AL DESARROLLO LOCAL	NACIONAL: SUCRE-LA PAZ- TARIJA-EL ALTO-COCHABAMBA
ECAM	TARIJA
CONBOJUV (CONSORCIO BOLIVIANO DE JUVENTUDES)	SUCRE
FUNDACION COMPA	EL ALTO
ASOCIACION AGUAYO	LA PAZ - EL ALTO

Programmeme costs

Programmeme cost and disbursements to partner per Financial report 2019 (TSEK)

Type of cost		Budget	2017	2018	2019	Total exec. 31.12.2019
Progr. administration, incl. Overhead RO (2%) and HO (5%)		5.138.148	558.674	1.196.423	1.358.953	3.114.050
Programme costs		35.361.852	5.335.787	9.366.789	6.937.632	21.640.208
	UNITAS	13.565.000	2.919.434	4.599.938	3.050.517	10.569.889
	Coordindora Mujer	5.225.000	1.194.907	2.046.038	803.597	4.044.542
	Colectivo Rebeldia	4.385.000	876.678	853.560	951.549	2.681.787

ANNEX 5 – PROGRAMME INFORMATION

	<i>CIPCA</i>	<i>4.025.000</i>	<i>0</i>	<i>943.749</i>	<i>368.461</i>	<i>1.312.210</i>
<i>Techn. Support/direct programme costs</i>		<i>3.780.765</i>	<i>195.315</i>	<i>378.823</i>	<i>1.282.785</i>	<i>1.856.923</i>
<i>Capacity development</i>		<i>2.788.000</i>	<i>117.797</i>	<i>142.343</i>	<i>145.832</i>	<i>405.972</i>
<i>Planning and monitoring</i>		<i>625.587</i>	<i>31.655</i>	<i>42.458</i>	<i>86.604</i>	<i>160.717</i>
<i>Programme audit</i>		<i>967.500</i>	<i>0</i>	<i>359.880</i>	<i>248,287</i>	<i>608.167</i>
Total		40.500.000	5.894.461	10.563.212	8.296.585	24.754.258

Numbers in italics are part of the overall programme costs.

Annex 6 – Evaluation Matrix

Questions raised in ToRs	Indicators to be used in Evaluation	Methods	Sources	Availability and Reliability of Data /comments
Relevance				
How relevant have the contributions of the supported CSOs been to the overall situation and needs in the sector and in relation to the support to civil society by other donors?	Evidence of - CSO strengthening⁶³ - focus on prioritized rights issues - increased dialogue with and impact on duty-bearers - response to needs and demands raised by rights-holders (RH) - Level of overlap in vs exclusive CSO support compared to other CS initiatives	Desk review KII with programme and external stakeholders Interviews with donors	Contextual analysis of Diakonia programmeme, and in latest annual report EoS context analysis KII with Diakonia, platforms, EoS, CSO experts, donors and other external stakeholders	Relevance will be assessed against the contextual analysis of the situation of the civil society during the strategy period.
How relevant is Diakonia's choice of partners given the needs and possibilities of civil society in the area?	As 1-4 indicators above - Aspects raised in partner assessments by Diakonia - Degree of mandate, representativeness of partner CSO in relation to RH/constituencies - Degree of coordination/ alliance building with other CSO	Desk review KII with programme and external stakeholders CSO mapping	As above Diakonia partner policy and selection criteria Partner assessments prior and during the programme Evaluations and studies on civil society	Relevance needs to be related both to the contextual analysis developed prior to the programme and to the current situation. Relevance is also related to the needs and priorities raised by civil society

⁶³ Criteria for what strengthening entails are: increased capacities in promoting democracy and human rights, including HRBA principles, gender equality, young people's rights, indigenous rights, Afro-descendants' rights, LGBTQI rights, among other rights in focus, within their own organisations and within civil society, in advocacy targeting local and national duty-bearers, including constructive and peaceful dialogue, and use of national and international human rights complaint mechanisms, as well as in information outreach to the public. Strengthening also includes technical and administrative programme management capacities as voice and representatives of rights-holders.

ANNEX 6 – EVALUATION MATRIX

			CSO Mapping	working for human rights, democracy and gender equality at the start of the programme.
Which counterparts in the programme have been most relevant in regard to the promotion of human rights, democracy and gender equality? Could relevance have been enhanced?		Desk review KII with programme and external stakeholders CSO mapping Survey	Current context analysis KII CSO experts and external stakeholders CSO Mapping	Limited to the CSOs in the sample.
For a possible future phase, what additions and reductions in terms of counterparts and focuses should be considered to respond to the overall goals of the strategy? Which organisations should be interesting to continue to support in view of their effectiveness and relevance?	Relevance of CSO - based on mandate and legitimacy from RH - representing discriminated RH - in relation to SE strategy priorities - geographical representation	Desk review KII with programme and external stakeholders CSO mapping Survey Assessment of project results, their potential impact and reach related to relevance of partners for SE future strategy priorities		The EQ relates to Sweden's current and draft bilateral strategy.
To what extent has Diakonia addressed the following aspects in its choice of partners and implementation of the programme: a) Whether Diakonia has applied a Human Rights-Based Approach and conflict, gender and environmental and climate perspectives of Sida, as a part of the selection criteria for partnership? b) Whether HRBA and the other perspectives, have been integrated into the programme implementation? c) To what extent Diakonia's partners working on gender equality have achieved their objectives and in turn contributed to the programme goals?	Evidence of HRBA principles (transparency, accountability, participation, non-discrimination), Gender mainstreaming (GM), conflict and environmental perspective - in partner selection criteria. - programme and project design - in programme monitoring and partner dialogue, and - in reports - Partner statements on HRBA practices. - Partner statements on GE/GM - RH statements on HRBA practices - RH statements on GE - DB statements on CSOs addressing their accountability and/or demand on transparency, participation, non-discrimination - DB statements on demands on GE policies/implementation	Desk review KII with programme and external stakeholders FGD Survey	Programme documents, reports, guidelines, templates, KII with Diakonia and CSO KII with duty-bearers FGD/KII with rights-holders/members	

ANNEX 6 – EVALUATION MATRIX

Are there new challenges or priorities identified by civil society in the area of human rights, democracy and gender equality that a new support to civil society would need to focus on?	- Statements in reports - Statements in KII with programme stakeholders - Statements from RH - Statements from other CSOs - Observations during interview on gender, HRBA, conflict and/or environmental awareness	Desk review KII with programme and external stakeholders FGD Survey CSO mapping	KII with Diakonia and partner CSO FGD/KII with rights-holders/members CSO mapping CSO experts	
Effectiveness				
What is the general degree of progress in achieving the expected results of the programme?	- Reported results - Validated and triangulated results by RH, DB and staff in other CSOs - Non-reported results - Management of identified risks - Identified enablers - Contribution of other actors	Desk review Semi-structured interviews a) on achieved results, expected and non-expected, challenge b) on stakeholders analysis of results framework and TOC Survey	Programme proposal, results framework and ToC Annual programme reports, project reports KII with Diakonia and partner CSOs Local duty-bearers External stakeholders	Evidenced progress from reports and interviews will be assessed against the programme results framework. The results will be viewed in relation to allocated resources and how risks have affected the transformation process at different levels of the logic chain, and how the risks have been managed/mitigated to achieve the results.
Which partner CSOs have been the most effective to achieve their intended goals and to respond to needs in the sector of human rights and gender	As above - Degree of reported achievement against project indicators - Evidence of adaptation to the current context - Evidence of revisions based on new demands/critical issues	As above	As above	Evidenced achievements of the CSOs in the sample will be assessed against project results framework of the supported CSOs and how their achieved results correlate with the programme results framework.
Efficiency, coherence and consistency				
What problems and obstacles (internal and external) have affected the development and/or performance of the implemented support?	- Reported challenges at programme and project levels - Partner statements - RH statements	Desk review Semi-structured KII	Contextual analysis Project and programme reports KII with programme stakeholders	Limited to the projects in the sample.
Lessons learned				

ANNEX 6 – EVALUATION MATRIX

What are the lessons learned, good practices and difficulties encountered during the execution of the programme?	- Reported lessons learned - Diakonia statements - Partner statements - RH statements - EoS statements - Management of risks and challenges - Identified/lack of enablers for the results	Desk review Semi-structured KII Survey	All above	
What has been the added value of Diakonia as a partner and its support provided to the Bolivian CSOs?	- Partner statements - RH statements - EoS statements - Other CSO statements	Semi-structured KII, with partners and other CSOs, with duty-bearers Survey	All above	
To what extent has the implementation and activities performed through the programme been free from biases towards political parties?	- Assessment by other CSOs - Assessment by CSO experts	- Semi-structured KII - CSO mapping	- KII with CSO non-partners, CSO experts, ICSOs, and donors	

Annex 7 – Data collecting tools

INTERVIEW GUIDES

The interview guides were generic to different groups of stakeholders and were contextualised and adapted to the respondents. The different categories of stakeholders were:

1. The Embassy of Sweden
2. Diakonia management and programme staff in Bolivia, as well as key staff at the regional office in Bogotá and head office in Stockholm
3. The four administrative platforms
4. Implementing partners: management, programme staff, financial management/staff and monitoring, evaluation and learning (MEL) staff
5. Members and other rights-holders engaged in the projects
6. External stakeholders: ICSO and donors
7. Civil society experts
8. Civil society organisations for the mapping

All interviews started with information on the purpose of the evaluation and how the information will be used. All respondents were informed that they would not be quoted in the report and that their response will be anonymous. All interview reports (internal to the evaluation team) included the following information:

Datos generales:	
Nombre:	
Cargo/papel:	
Organización/Institución:	
Lugar:	Fecha:
Autorización para grabar: Si No	

The Embassy of Sweden

1. How does the EoS see the coherence between the TOC of the Diakonia programme and the current Swedish strategy?
2. How does the EoS assess Diakonia's added value to the strategy area of democracy, human rights and gender equality?
3. What is your overall assessment of the programme (so far)? What is your assessment of its relevance?
4. How does the EoS assess the quality of narrative and financial reporting?
5. Has the EoS been able to follow-up on any of the support projects/implementing partners? If so, please share your observations.
6. How has Diakonia and the partners managed the crises during the programme period?
7. What are the lessons learned, good practices and difficulties encountered during the execution of the programme that the EoS has identified?
8. Other issues.

Diakonia

Oficina Central;

1. El programme de Bolivia y cómo encuadra en la Teoría de Cambio de Diakonia
2. Nivel de apoyo técnico y estratégico, pedir ejemplos.
3. Prioridades estratégicas futuras para la cooperación en Bolivia.

Oficina Regional Bogotá

1. El programme de Bolivia y cómo encuadra en la Teoría de Cambio de Diakonia
2. Nivel de apoyo técnico y estratégico, pedir ejemplos.
3. Análisis actual del progreso del programme, en relación con el contexto actual (último año)
4. Prioridades estratégicas futuras para la cooperación en Bolivia

Director país

1. Confirmar interpretación Teoría de cambio, inclusive riesgos, recursos y la contribución de otros actores

2. Selección organizaciones

Director país y oficiales de programa**EFFECTIVIDAD**

1. Cuáles diría han sido los principales resultados del Programmea en términos relacionados con los tres objetivos específicos del Programmea? En lo posible llenar la tabla por cada socio:

SOCIO/PROYECTO	EMPODERAMIENTO DE LA SOCIEDAD CIVIL EN DERECHOS DEMOCRÁTICOS	EMPODERAMIENTO PARA LA EQUIDAD DE GÉNERO, DERECHOS SEXUALES Y REPRODUCTIVOS, CONTRA LA VIOLENCIA	EMPODERAMIENTO PARA JUSTICIA SOCIAL Y ECONÓMICA

SOCIO/PROYECTO	ACCESO A LA INFORMACIÓN		

Relevance

1. How well have the implementing partners been in their response to rights-holder demands?
2. Please describe the dialogue implemented by partners with and impact on duty-bearers
3. Level of overlap in vs exclusive CSO support compared to other CS initiatives
4. Aspects raised in partner assessments by Diakonia (pedir documentación).
5. How would you describe the mandate, representativeness of partner CSO in relation to RH/constituencies?
6. How would you describe the coordination/ alliance building by Diakonia partners with other CSO
7. Please describe how HRBA been applied in relation to your partners, including the platforms.
8. Please describe how you have supported partner CSO in HRBA, and how your support and their application has been monitored.
9. Please describe how gender perspective been applied in relation to your partners, including the platforms.
10. Please describe how you have supported partner CSO in gender mainstreaming, and how your support and their application has been monitored.
11. How has a conflict perspective been applied in the programme?
12. How have you considered environmental perspective in the programme?
13. Are there new challenges or priorities identified by civil society in the area of human rights, democracy and gender equality that a new support to civil society would need to focus on?

Efficiency, coherence and consistency

1. What do you see as the main internal challenges to the programme management?
2. What do you see as the main challenges in the partnership relations?
3. What external challenges have made a major impact on the programme implementation?
4. How have you managed expected and non-expected challenges and risks?

Lessons learned

1. What are the lessons learned, good practices and difficulties encountered during the execution of the programme?
2. Management of risks and challenges?
3. Identified/lack of enablers for the results?
4. How would you describe Diakonia's added value to your partners/to the strategy area of democracy/human rights and/or gender/to the overall support to civil society by the Embassy of Sweden?

SOCIOS DE DIAKONIA

NOMBRE	
ORGANIZACIÓN Y CARGO	
NOMBRE DEL PROYECTO/PROYECTOS	

TIEMPO EN EL PROYECTO	
RESPONSABILIDAD EN EL PROYECTO	

1. Cuáles son las principales áreas de trabajo de la organización?
2. Cómo se enmarca el trabajo de su organización en el objetivo del Programmea de Apoyo a la Sociedad Civil para el Ejercicio de los Derechos Humanos, Equidad de Género y Justicia Social y Económica para “Vivir Bien” en Bolivia?
3. Es el proyecto que su organización lleva a cabo en el marco de este programmea un proyecto independiente? O es más bien una parte de un proyecto más grande? En el caso de ser parte de un proyecto más grande:
 - (i) podría explicar a qué objetivo mayor aporta y cuán relevante es el apoyo del Programmea de Diakonia para el logro de este objetivo? Explique por favor en términos de alcance, logros a la fecha y presupuesto parcial
 - (ii) cuáles son los otros componentes del proyecto y a través de qué fondos se financian?
4. Es el proyecto que su organización lleva a cabo en el marco del Programmea de Diakonia realizado solo por ustedes? O intervienen otros socios o aliados? Podría nombrarlos?
5. Por favor describe el acompañamiento de Diakonia y el plataforma XX.

EFFECTIVIDAD-RESULTADOS

1. Cuál es la teoría de cambio a la que responde el proyecto implementado por su organización en el marco del apoyo y objetivos del programmea de Diakonia?
2. Cuál(es) diría usted que fue(ron) el/los resultados más relevante(s) del proyecto realizado por su organización en el marco del apoyo y objetivos del programmea de Diakonia en función de lo planificado?
3. Cuáles diría (si alguno) fueron los resultados no esperados (positivos o negativos) de la implementación del proyecto?
4. Qué resultados positivos podría mencionar de la implementación del proyecto en términos del fortalecimiento de capacidades de su organización?
5. Bajo qué criterios fueron seleccionados los sujetos de derecho de las distintas intervenciones del proyecto?

RELEVANCIA

1. Bajo qué criterios fueron seleccionados los sujetos de derecho de las distintas intervenciones del proyecto?
- F. Para las organizaciones que han implementado procesos de capacitación (solicitar en lo posible el material utilizado para la capacitación):**
2. Bajo qué criterios fueron seleccionados los participantes de los eventos de capacitación?
- G. Para las organizaciones que implementaron procesos de educación, sensibilización:**
3. Cuál fue la estrategia de comunicación empleada por el proyecto?
4. Por favor describe su aplicación de la perspectiva de género.
5. Por faor describe su aplicación del Enfoque basado en DDHH.
6. Cómo se han transversalizado las perspectivas de conflicto y de medio ambiente?

EFICIENCIA (Solicitar presupuesto programmeado versus ejecutado (lo más desglosado posible por producto realizado)

1. Bajo qué estructura organizativa se llevó a cabo el proyecto? (recursos humanos y organización)
2. Cuáles diría han sido las principales fortalezas del esquema de implementación del proyecto?
3. Cuáles diría han sido las principales dificultades (internas y externas) en la implementación del proyecto y qué estrategias se utilizaron para superarlas?
4. Cuál es el valor del trabajo en red con otras organizaciones socias de la plataforma a la que usted pertenece? Por ejemplo en términos de alianzas, trabajo colaborativo, orientación y asistencia técnica, recursos, etc?
5. Qué redes y alianzas en las que participa la organización se han consolidado como resultado del proyecto?

SOSTENIBILIDAD

1. Cuáles percibe podrían ser las principales oportunidades que el contexto político, económico y social ofrecen a la organización para el cumplimiento de sus objetivos?
2. Cuáles percibe podrían ser los principales riesgos (políticos, económicos, sociales o de otra naturaleza) que pueden afectar al trabajo de la organización y el cumplimiento de sus objetivos?
3. Qué temas cree que serían interesantes de apoyar dado el nuevo contexto político del país en términos de derechos humanos, democracia y equidad de género?
4. Qué medidas está tomando la organización para mitigar estos riesgos?
5. Cuál es la estrategia de la organización para dar sostenibilidad a las acciones del proyecto?
6. Cuál es su visión sobre el estado de derechos humanos en Bolivia

H.

LECCIONES APRENDIDAS

1. Qué buenas prácticas y lecciones aprendidas podría extraer de las etapas de diseño e implementación del proyecto?
2. Qué buenas prácticas y lecciones aprendidas podría mencionar en relación con la cooperación con Diakonia? Cómo se podría describir el valor agregado de Diakonia según usted/es?

Rights-holders/members/ participants in programme initiatives /Titulares de derechos y líderes comunitarios (en relación con el programmea Diakonia)

1. Descripción de su organización/grupo (si pertenece a una), temáticas que trabaja, relación y vinculamiento con temas del programmea?
2. ¿En qué forma usted o su organización/grupo han participado de este programmea (descripción de tareas y actividades)?
3. ¿Desde cuándo (fechas) y hasta cuando esta o estuvo involucrado usted o su organización/grupo con la implementación del programmea?
4. *Specific questions related to each project.*

Local duty-bearers Garantes de deberes / proveedores de servicios locales

1. Introducción sobre el programme y el proyecto específico
2. ¿Está familiarizado con el programmea..... de Diakonia y de la organización XX (socia)? (breve descripción)
3. ¿En qué forma y desde cuándo usted o su institución han participado/tenido contacto con este programmea?
4. ¿Cómo ha sido informado sobre los progresos del programmea/proyecto? ¿Qué tipos de diálogo existe entre su institución y la OSC?
5. ¿Qué tipo de cambios/resultados ha podido notar como consecuencia del proyecto?
6. ¿Considera que este tipo de intervenciones desde la sociedad civil es efectiva para la intervención en temas de DDHH, género o derechos de los pueblos indígenas?
7. Adaptar al contexto local y del tema del proyecto: ¿Los objetivos y resultados del programmea están alineados a los objetivos del Estado en torno al abordaje de los DDHH, Equidad de Género y Derechos de los Pueblos Indígenas? (Planes, programmeas, políticas, normas, etc.)
8. ¿Los objetivos y resultados del programmea están alineados a los objetivos de trabajo de su organización/ instituciones, en cuanto al tratamiento de estos temas?
9. ¿Que podría comentar sobre el enfoque del programmea para el abordaje de temas de género, DDHH o pueblos indígenas?
10. Considera importante la contribución del programmea para el tratamiento de la situación general (de los DDHH, equidad de género y derechos de los pueblos indígenas) en el marco de trabajo de las instituciones del Estado, la normativa o las políticas actuales?
11. ¿Cómo calificaría el trabajo de la sociedad civil y de este programmea en específico en el último quinquenio respecto del contexto político?
12. Para una posible fase futura, ¿Qué cambios o correcciones deberían considerarse para darle más relevancia al programmea?
13. ¿Existen nuevos desafíos o prioridades que usted o su institución identifica en el área de derechos humanos, democracia e igualdad de género o derechos de los pueblos indígenas en los que la sociedad civil debería enfocarse?

ICSO/Donors - Miembros de las OSC y donantes internacionales

- | |
|---|
| 1. Descripción de su organización, temáticas que trabaja, relación y vinculamiento con temas de DDHH, género y pueblos indígenas |
| 2. ¿Está familiarizado con el programmea..... de Diakonia? |
| 3. ¿Cómo se realizó el acercamiento entre Diakonia y su organización? |
| 4. ¿En qué forma usted o su organización se han relacionado a este programmea (objetivos de la colaboración, descripción de tareas, presupuestos asignados)? |
| 5. ¿Desde cuándo (fechas) y hasta cuando esta o estuvo programmeada la colaboración de su organización con el programmea? |
| 6. ¿Que podría comentar sobre el enfoque del programmea en la priorización de temas de género, DDHH o pueblos indígenas? |
| 7. ¿Considera importante la contribución del programmea para el tratamiento de la situación general (de los DDHH, equidad de género y derechos de los pueblos indígenas).Según su conocimiento: ¿Cuál es el grado general de progreso en el logro de los resultados esperados del programmea? |
| 8. Según su conocimiento/experiencia de las organizaciones copartes del programmea de Diakonia, cómo valora su relevancia como OSC, como portavoces de diferentes grupos de la sociedad Boliviana? ¿Cómo calificaría la elección de socios que ha hecho o hace Diakonia para colaborar con sus programmeas? (en términos de relevancia social, de efectividad en el trabajo que realizan, de prestigio en el medio, etc.) |
| 9. ¿Existen nuevos desafíos o prioridades identificados por su organización en el área de derechos humanos, democracia e igualdad de género en los que un nuevo apoyo a la sociedad civil debería enfocarse? |
| 10. Según su conocimiento sobre el trabajo de Diakonia, cómo define el valor agregado de Diakonia como IOSC? |
| 11. Otros asuntos. |

I.

Civil society experts

1. Análisis sobre la situación de la sociedad civil Boliviana en el contexto actual?
2. Análisis sobre organizaciones y movimientos que trabajan con la promoción de los DDHH, género, derechos específicos (dentro de las prioridades de Suecia)
3. Desafíos particulares
4. Nuevos actores interesantes
5. El papel de donantes (agencias y IOSC)

J.

Civil society organisations for the mapping

1. Breve descripción de la estructura de la organización, registro, núm. de personal, datos sobre posible directiva, etc., iniciativas y apoyos actuales.
2. Visión y misión de la organización.
3. Visión de la sociedad civil.
4. Descripción del área de trabajo de la organización (pedir también documentación general sobre la organización), enfoque geográfica.
5. Cómo trabaja con los temas principales de la organización?
6. Cuáles son los titulares de derecho principales para la organización?
7. Cómo están involucrados los titulares de derecho/miembros en la definición de políticas/prioridades de la organización?
8. Cómo están involucrados los titulares de derecho/miembros en la implementación de iniciativas?
9. Cuáles son los métodos/estrategias de cambio principales de la organización?
10. Descripción aplicación perspectiva de género; enfoque DDHH, y análisis de conflictos, temas medio ambiente, y/u otros.
11. Cómo coordina con otras organizaciones/redes de la sociedad civil?
12. Descripción de su trabajo de incidencia?
13. Nivel de diálogo con autoridades/instituciones de gobierno locales, departamento y/o nacionales.
14. Experiencia de seguimiento de instrumentos de rendición de cuentas (locales, nacionales, regionales y/o internacionales).
15. Relaciones con academia, think tanks, etc.
16. Relaciones con OSC internacionales (América Latina inclusive).
17. Relaciones con donantes.
18. Experiencia previa o actual de cooperación OSC de Suecia/Embajada de Suecia?
19. Otros relevantes.

SURVEY

ENCUESTA A OSC SOCIAS DE DIAKONIA – EVALUACION PROGRAMMEA DE DIAKONIA

Noviembre 2020

La presente encuesta contribuirá a la evaluación final independiente del *Programmea de Apoyo la Sociedad Civil para el Cumplimiento de los Derechos Humanos, Igualdad de Género y Justicia Social y Económica para Vivir Bien* (2017-2020), implementado por DIAKONIA con recursos de la Agencia Sueca de Desarrollo Internacional (ASDI) y la estrategia de cooperación bilateral de Suecia con Bolivia, manejada por la Embajada de Suecia en La Paz. La evaluación es ejecutada por la empresa consultora NIRAS.

La encuesta tiene tres partes. La primera enfoca el acompañamiento de Diakonia y apoyo técnico para el desarrollo institucional y de capacidades de su organización. La segunda se dirige al cumplimiento de objetivos a partir de la implementación del Programmea. La tercera, se dirige a recibir sus aportes para el análisis sobre la optimización del diseño de una eventual siguiente fase. Las respuestas serán mantenidas en estricta confidencialidad y serán compiladas con las de otras organizaciones socias para la obtención de conclusiones y recomendaciones generales. Le agradeceremos completar las respuestas a la brevedad que le sea posible. Por favor enviar su respuesta al líder de equipo de la evaluación, Annica Holmberg, a la siguiente dirección: annica.holmberg@bredband.net Desde ya muchas gracias por su tiempo!

Nombre:
Cargo e Institución:
Fecha:
Período de implementación de su proyecto (parte del Programmea):

Enfoque temático en el proyecto apoyado por el Programmea y Diakonia (posible marcar varias opciones):

Derechos humanos		Igualdad de género		Justicia económica y social		Otro	
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En el caso de que haya marcado la opción “otro”, por favor definir el área:

El proyecto trabaja con/para los y las siguientes titulares de derecho:

PARTE I. ACOMPAÑAMIENTO DE DIAKONIA Y DESARROLLO CAPACIDADES/INSTITUCIONAL

1. Por favor describe el acompañamiento de Diakonia a su organización durante los últimos tres años, en qué ha consistido?:

2. El ser parte del programmea ha significado fortalecimiento de algunas capacidades de su organización? En el caso que si, por favor mencionar en qué áreas/temas:

3. Qué buenas prácticas y lecciones aprendidas podría mencionar en relación con la cooperación con Diakonia? Cómo se podría describir el valor agregado de Diakonia según ustedes?

PARTE II. CUMPLIMIENTO DE OBJETIVOS

1. Cuál diría que ha sido su principal contribución a los derechos humanos, igualdad de género y/o justicia social y económica en Bolivia en el marco de la implementación del Programmea durante el período 2017 a 2020?

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2. Cuáles son los principales factores internos y externos a su organización que han posibilitado los logros de su proyecto bajo el apoyo del Programmea y por qué?

INTERNOS

a)
b)
c)
d)

EXTERNOS

a)
b)
c)
d)

3. Cuáles son los principales factores internos y externos a su organización que han dificultado los logros de su proyecto bajo el apoyo del Programmea y por qué?

INTERNOS

a)
b)
c)
d)

K.

EXTERNOS

a)
b)
c)
d)

PARTE III. DESAFÍOS

4. Cuáles considera que serán los principales

a) temas de trabajo para apoyar los derechos humanos, igualdad de género y/o justicia social y económica en Bolivia en un marco democrático y dado el contexto económico, político y económico?

a)
b)
c)
d)

b) grupos de la sociedad en relación a los temas mencionados

a)
b)
c)
d)

5. Cuáles considera que podrían ser los principales desafíos para su organización trabajar en estos temas?

a)
b)
c)
d)

6. Considera que la pertenencia de su organización a una plataforma en el marco del Programmea ha sido [*favor marcar con una cruz*]:

L.

. Muy beneficioso

☐

Beneficioso
Indiferente
No tuvo ningún valor
añadido

Por favor podría indicar justificar su respuesta?

--

7. El apoyo financiero del Programmea representa para su organización [*favor marcar con una cruz*]:

La única fuente de recursos
Menos del 50% de los fondos con que contamos
Igual o más del 50 de los fondos con que contamos

8. Si volviera a recibir apoyo financiero del Programmea, ¿qué haría igual de lo que hizo en esta fase y por qué?

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9. Si volviera a recibir apoyo financiero del Programmea, ¿qué haría diferente que lo que hizo en esta fase y por qué?

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Muchas gracias por el apoyo!



Evaluation of the support to civil society in Bolivia implemented by Diakonia and civil society mapping

This evaluation commissioned by the Embassy of Sweden in Bolivia presents an end of programme assessment of *“Supporting civil society for the fulfilment of human rights, gender equality, and social and economic justice to ‘Live well’ in Bolivia” 2017-2020*, implemented by Diakonia and partner civil society organisations. The main focus of the evaluation was on the relevance of the Diakonia support to the Bolivian civil society. Based on this emphasis, an overall analysis of the current civil society context and situation is also included.

The programme was implemented in a challenging context with a divided civil society, and was found to be relevant to the local and national contexts due to its strong focus on specific human rights and rights-holder groups living in multidimensional poverty and discrimination. The report provides recommendations to Diakonia and the Embassy of Sweden for future support to civil society in Bolivia. It stresses the importance to continue to promote a transformative gender perspective, human rights-based approach and support to discriminated and marginalised rights-holders through their own organisations, as well as evidence-based research on the situation of rights-holder groups

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