

## ***Solidar Suisse Programme BOLIVIA 2021 – 2024***



Young musicians opening the exchange of good practices to improve public health services and fight against gender-based violence, PADEM project, Pailón Municipality. Photo: V. Anastasov

### **Solidar Suisse**

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#### **Status**

*Adopted 15.10.2020*

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## 1. SUMMARY

In the Bolivia program, Solidar focusses on the two Domains Economy and Work, and Democracy and Civil Society. The overall program goal is to contribute to the development of a democratic society and institutions that guarantee human rights and equal opportunities for all, with social justice, decent work and active citizen participation, particularly of youth and women.

Solidar is open to intervene in the third Domain of the Solidar Strategy – Disasters and Crisis – if and when there is need, demand and an added value of such an intervention. In this case, Solidar will actively apply a Nexus approach (i.e., linking humanitarian aid to development cooperation). In the Domain Democracy and Civil Society, Solidar will address issues such as resilience, disaster prevention and risk reduction (DRR), especially in local / municipal contexts.

The geographical coverage of Solidar Suisse in Bolivia is national, i.e., the program potentially covers all *Departamentos*. As a new element in the phase 2021 - 2024, Solidar will actively seek opportunities for liaison and cooperation with regional initiatives, organizations and/or projects, especially in the Andean region (Ecuador, Perú, Paraguay).

Preferred partners are civil society organizations (grassroots organizations and their associative structures, NGOs, etc.) that are active in Solidar core domains. Another important partner are the media, i.e., networks of local journalists, radio and TV stations at local, departmental and national level. Furthermore, Solidar cooperates with public entities at different administrative levels, predominantly (but not exclusively) at local level, and with the private sector. Solidar Suisse also seeks exchange and cooperation in Bolivia within the European network SOLIDAR and its member organizations.

Solidar implements a multi-stakeholder approach. It participates in and strengthens cooperation networks (local, departmental, national, and regional in South-South cooperation). Solidar facilitates dialogue and processes of negotiation and consultation between multiple actors. Solidar integrates communication for development and knowledge management in all its projects, to scale-up the outreach and to promote synergies. Therefore, traditional media as well as electronic social media channels will be used.

In the Strategy phase 2021-2024, the overall financial turnover of the Solidar Suisse Bolivia program is estimated to be around CHF 3'000'000. Two thirds of this sum belong to SDC mandates which will progressively be phased out between mid-2022 and end-2023, following the rationale of phase-out of SDC from Bolivia until 2024 (decision by the Swiss government). One third is financed by the SDC Program Contribution or by non-SDC third parties. In the light of SDC withdrawal from Bolivia, there is a pressing need to diversify the portfolio of donors. Solidar Suisse will proactively address new financing partners within bilateral cooperation agencies as well as present itself to Calls for Proposals, searching new (co-) financing especially in its thematic strongholds in which Solidar has been building up a strong institutional expertise and reputation, i.e., local governance / democratic participation, gender-based violence, and youth employability.

## 2. BACKGROUND AND CONTEXT

Intended fraud in the general elections in October 2019, massive citizen mobilizations and manifestations, and the forced resignation of Ex-President Evo Morales and other authorities of the former MAS government plunged Bolivia into a profound political and social crisis, provoked massive violence and revealed deep cleavages in the country: between supporters of Morales and numerous political opponents, between MAS and the opposition parties, between urban and rural areas, between classes, social strata and ethnic groups. The transition government led by President Jeanine Añez has not limited itself to administratively manage the transition period until new elections, but has taken significant political decisions of conservative, entrepreneur-friendly characteristics, and wants to stay in power. Seemingly, this has negatively affected the reputation of the interim President. In the Bolivian population, a sense of disillusionment has gained momentum, with the new political actors rising during October and November 2019 again being displaced by traditional party politicians. In the wake of the Corona crisis, new elections that were originally scheduled for May 3<sup>rd</sup> 2020, have been postponed to October 18<sup>th</sup>, 2020.

Integration of indigenous and peasant groups into public politics has seen lot of progress with the MAS government since 2006<sup>1</sup>, and ethnic discrimination has been reduced. Nonetheless, the recent crisis also has shown that racism – while being denied – is still widespread, and that there are profound cleavages in Bolivian politics and society. Consequently, a major challenge consists in permanently banishing violence as a means of political conflict and promoting a culture and practice of peace and democracy to lay the basis for a new social contract – which, in turn, is a necessary prerequisite for sustainable development.

In the last one and a half decades, Bolivia has made important progress in reducing poverty, based on solid GDP growth (between 4% and 6% annually since 2004) fuelled by excellent terms of trade for its main export products (gas and minerals), and redistributive policies via state subsidies and wage increases. The percentage of people living on less than the international poverty line (USD 1.90 PPP) fell from 19.3% (2005) to 5.8% (2017). Considering the national poverty line which defines moderate poverty, the ratio fell from 59.6% (2005) to 34.6% (2018). Inclusive growth saw inequality decreasing from 58.5 (2005) to 44 (2017) (Gini Coefficient). Nonetheless, inequality in the access to goods and public services while also reduced, has persisted, and affects primarily women and youths / young adults.

Bolivia will face the short- and medium-term structural effects of three different crises: 1) the political crisis after the 2019 elections, 2) the irruption of COVID-19 and 3) the process of climate change. Among the most significant consequences are the following: a) a crisis of values, b) a possible further deterioration of the political system, c) a collapse of the economy and loss of jobs, d) a greater incidence/influence of traditional groups of power in decisions of national impact

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<sup>1</sup> The MAS government post-2006 marked a kind of third wave of political integration of indigenous groups and peasants, after the first wave (Revolution of 1952, introducing universal suffrage) and the second wave (*Participación Popular* in 1994, amplifying municipalization with broad citizen participation).

(i.e., agro-industrial complex), such as the expansion of the agricultural frontier or the use of transgenic seeds, and e) an increase in social conflictivity.

For this reason, the Solidar Suisse Strategy 2021-2024 will focus on and reinforce democratic values like solidarity and non-discrimination, among others. It will further strengthen processes of responsible citizen participation and transparent and effective public management. Likewise, new lines of cooperation will be included, such as an employment programme, from which trade unions will be supported to advocate for the rights of workers that face the risk to be ignored in the face of the economic crisis, and at the same time, based on the tripartite and/or multi-stakeholder dialogue in municipal and national spaces, a contribution will be made to the design and implementation of state policies to rescue employment.

The main lessons learnt in the previous strategic phase 2017-2020 are:

In the domain Economy and Work:

- Enhanced youth employability is by far not only promoted by Vocational Education and Training (VET) but needs multi-stakeholder commitment. Local governments can and should play a leading role in bringing together different actors to discuss, define and implement norms and policies conducive to labour market integration of young adults. VET needs a technical and a political approach.
- While direct support for workers' organisations (trade unions or others) continues to be important, most precarious forms of work and worst forms of labour exploitation need to be addressed also by means of broad campaigning to put topics on the public agenda of discussions and to exert pressure.
- Bolivia ranks first among the countries in Latin America in terms of teenage pregnancy. Young mothers are exposed to the worst working conditions and other forms of discrimination and violence. A comprehensive approach is needed that articulates training and job opportunities, political empowerment and rebuilding young women's self-esteem and social skills.

In the domain of Democracy and Civil Society:

- To level the persistent gaps in access to quality public services, it is imperative to promote articulation, participation, and voice of the affected social groups (i.e., women, youths) in local governance processes.
- Critical citizenship has two dimensions: rights and responsibilities. While all citizens are rights-holders, they also need to assume responsibilities. Citizens can contribute with concrete proposals and active engagement to democratic governance. Better public service provision works well in settings where public institutions, civil society (i.e., the citizens), and media join forces (triangle of cooperation).
- An effective fight against gender-based violence needs a comprehensive combination of prevention, care, protection, and sanctions. Local networks based on the commitment and participation of all relevant stakeholders, and learning from best practices, are key to reduce incidence of violence.
- The crisis in 2019 showed the need to reinforce democratic values and practices among young people, to strengthen spaces for pluralistic intra and inter-generational dialogue. The backbone of the democratic system is the



young generation, but it is this generation that feels less confident about democracy.

Key recommendations (from evaluations and self-evaluations):

In the domain Economy and Work:

- It is relevant and imperative to especially focus on adolescent / young mothers and pregnant women because of the vulnerability of this group.
- Trade unions must continue to promote democratic values in their operations and – additionally to improving working conditions and fighting for labour rights – continue to work to improve living conditions, like health, education, and a life free of violence.
- Campaigning, advocacy, and sensitization of a broader public is an important complementary tool in the fight for labour rights.

In the domain of Democracy and Civil Society:

- The fight against gender-based violence requires long-term processes, integrated approaches, and strong interaction with men to change the patriarchal and macho culture.
- It is imperative to deepen the belief in and putting in practice of democratic values and human rights, as well as the critical and transforming potential of young people. Arts and culture offer excellent methodologies to promote these changes.

### 3. GEOGRAPHICAL FOCUS AND PRIORITY REGIONS

The geographical coverage of Solidar Suisse in Bolivia is national, i.e., the program potentially covers all *departamentos*. As a new element in the phase 2021 - 2024, Solidar will actively seek opportunities for liaison and cooperation with regional initiatives, organizations and/or projects, especially in the Andean region (Ecuador, Perú, Paraguay). This regional cooperation will be pursued with partners and in topics that are congruent with Solidar Suisse's vision, mission, and thematic foci.



### 4. PROGRAMME GOALS AND OBJECTIVES 2020-2024

## **REFERENCE TO SOLIDAR STRATEGY 2020-2024**

In Bolivia, Solidar focusses on the two Domains Economy and Work, and Democracy and Civil Society, as outlined below. Additionally, Solidar is open to intervene in the third Domain of the Solidar Strategy – Disasters and Crisis – if and when there is need, demand and an added value of such an intervention. In this case, Solidar will actively apply a Nexus approach (i.e., linking humanitarian aid to development cooperation). In the Domain Democracy and Civil Society, Solidar will address issues such as resilience, disaster prevention and risk reduction (DRR), especially in local / municipal contexts.

In campaigning and advocacy, Solidar will support the lobbying and advocacy of its partners in Bolivia and implement nationwide campaigns in its two domains of intervention. Solidar will also use opportunities for campaigns with a linkage to Switzerland if opportunities arise.

Solidar will implement projects from the Solidar Bolivia Program portfolio as well as mandates from third parties. Solidar will present itself to calls for proposals and/or tenders from third parties touching topics relevant to the two domains of intervention.

## **PROGRAMME GOALS**

Contribute to the development of a democratic society and institutions that guarantee human rights and equal opportunities for all, with social justice, decent work, and active citizen participation, particularly of youth and women.

## **PROGRAMME OBJECTIVES AND OUTCOMES**

Domain Economy and Work:

1. Improvement in working and living conditions, especially those of precarious and informal workers that are suffering exploitation.
2. Labour market integration of youths as self-employed or employed, benefitting from decent work, with special emphasis on women and young mothers.
3. Promotion of labour rights and decent work via knowledge management and campaigns.

In this domain, the focus is twofold. On the one hand, Solidar continues to promote labour rights of those employed in precarious and informal conditions. In Bolivia, 70% to 80% of the workforce are informally employed. Guaranteeing basic labour rights is especially challenging in sectors like domestic work, agriculture, and mining. It is also in this issue that possible decent work campaigns with links to Switzerland may be exploited by Solidar. On the other hand, labour market integration of youths has become an important pillar of the Solidar program, with encouraging good practices – especially multi-stakeholder dialogue and cooperation – promoted by Solidar in the last year on municipal level. These experiences have become a showcase also for other organizations (i.e., Swisscontact, FAUTAPO), and in the Strategy phase 2021-2024 Solidar will actively disseminate them more broadly.

## Domain Democracy and Civil Society:

1. Democratic institutions and local governance are strengthened, and public services in rural and urban municipalities — especially in education and health — are improved, with special focus on vulnerable social groups like women and youths.
2. State institutions, civil society and private sector do address key development issues in a co-responsible manner.
3. Gender-based violence is reduced and women are guaranteed a life free of violence, respecting their human rights and enabling them to fully exercise their political rights as citizens.
4. Promoting a culture of democracy, respect for human rights and peaceful conflict resolution.
5. Knowledge management, transformative arts and campaigns strengthen democratic values and institutions, human rights, and a violence-free political culture.

In this domain, one of the main foci is on the strengthening of democratic local governance and – related to that – better service delivery to the population, especially the most vulnerable. This will not only strengthen Bolivia's democracy, but also contribute to reduce poverty and socioeconomic inequality. For this, it is essential to promote open dialogue between non-state and state actors (civil society, private sector, and public institutions). Another focus is on the fight on gender-based violence that is a widespread problem in Bolivian society. Solidar engages in prevention of gender-based violence and better service delivery for victims of violence (attention and care), thus safeguarding fundamental human rights of women and strengthening the exercise of their democratic rights as citizens. Furthermore, in the social and political context characterized by conflict and cleavages, Solidar will play a role as facilitator of dialogue to overcome these cleavages by a) offering forums and platforms for mutual exchange and learning; b) promoting multi-stakeholder dialogue to identify common interests and objectives of different actors; c) actively promoting a culture of democracy, respect for human rights and peace building, among others via arts and culture as space for (self) reflection.

## **5. INTERVENTION STRATEGY**

### **IMPLEMENTING PARTNERS**

Preferred partners are civil society organizations (grassroots organizations and their associative structures, NGOs, etc.) that are active in the Solidar core domains Economy and Work, and Democracy and Civil Society. Another important partner are the media, i.e., networks of local journalists, radio and TV stations at local, departmental and national level. Furthermore, Solidar cooperates with public bodies at different administrative levels, predominantly (but not exclusively) at local level, and with the private sector.

The rationale or partner selection is based on two main criteria:

- Empowerment: Strengthen and empower collective organizations of vulnerable and/or discriminated groups of the population (i.e., women, youths, precarious workers), promoting their abilities and capacities to aggregate, articulate and to negotiate the interests and demands of the groups they represent in democratic decision-making processes.
- Multi-stakeholder dialogue: Facilitate and convene multi-stakeholder fora of dialogue, discussion, and decision-making (here included: local networks, i.e., to fight gender-based violence, promote youth employability, and to improve public service delivery). All relevant stakeholders should be represented in these fora. Solidar is playing the role of an intermediary and facilitator of this process.

The selection of partners follows a process of due diligence based on these aspects:

- Strategic orientation: The partner and Solidar do coincide in thematic topics and related objectives.
- Values: Respect for the principles of democracy, human rights, and transparency / accountability
- Capacities: Institutional and organizational capacities of the partner proven in previous years or assessed as high potential by Solidar.

Solidar Suisse also seeks exchange and cooperation in Bolivia within the European network SOLIDAR and its member organizations.

## APPROACHES AND INSTRUMENTS

Solidar implements a multi-stakeholder approach. It participates in and strengthens cooperation networks (local, departmental, national, and regional in South-South cooperation). Solidar strengthens the capacities of civil society as well as public actors regarding processes of dialogue and negotiation and generates incentives to promote a culture of cooperation and co-responsibility.

Solidar sees itself as a facilitator of democratic, participatory, and inclusive development processes, as a facilitator of dialogue between public institutions, civil society and – especially in the Domain Economy and Work – the private sector, and as a promoter of innovative ideas for development. Solidar will position itself as a promotor of innovations (*Nuevas ideas para el Desarrollo*) based on a systematic process of knowledge management and innovation labs in the organization itself, in its projects and with its partners. Positive innovation examples on which Solidar will build in the future are: 1) multi-stakeholder policy dialogue in vocational education and training (VET), 2) use of mobile apps, i.e., to prevent GBV, promote economic empowerment of women, detect fake news – especially at present during COVID-19, 3) Solidar promotes new ideas emerging from partners and stakeholders themselves to solve their problems. To this end, Solidar offers horizontal learning platforms, trainings, generation of alliances and links with international experiences, among others.

Solidar integrates communication for development and knowledge management (KM) in all its projects, to scale-up the outreach and to promote synergies. Solidar promotes the systematization of good / best practices (including testimonials and



life stories) and disseminates them at national level taking advantage of its network of more than 200 journalists, media activists and communicators, seeking to inspire other actors and generating incentives for replication. Solidar will make use of traditional media as well as electronic social media channels, the latter specially to address the younger beneficiary groups.

Solidar integrates in its projects and activities arts for social transformation. Arts and culture provide spaces for horizontal and plural dialogue on realities / problems / issues and enable critical thinking and the articulation of concrete proposals to tackle the problems identified. Arts and culture also promote social interpellation as well as active and participatory citizenship to contribute to social change. Solidar runs a training program to strengthen the capacities of artists, activists, and managers of cultural spaces as well as citizens in Human Rights and Art, and promotes local alliances linking thematic networks (e.g., Fight against Violence, Employment) with cultural movements.

## **6. MONITORING, EVALUATION AND LEARNING**

### **FOCUS ON OUTCOME AND IMPACT (FOI)**

Solidar applies the FOI approach over the whole PCM process, in project identification and planning, the monitoring and evaluation and in the reporting of results (achievement of outputs and outcomes, and contribution to impact). This approach is enabling a systematic monitoring and analysis of the changes promoted by the projects and programme (results chain), the development of knowledge management on the issues addressed by Solidar, and horizontal and synergetic learning.

On the project level, this implies: 1) evaluation and monitoring of the context and systems in which they operate, 2) definition and implementation of effective strategies based on co-responsibility among the actors involved (public, private, civil society) and social innovation, among other approaches, 3) legitimate and active participation of partners and other stakeholders (with clear roles and responsibilities), 4) accountability, and 5) a culture of learning.

### **MONITORING SYSTEMS**

Solidar applies its MONEVA system (Monitoring and Evaluation) which was developed by the COOF Bolivia, to have reliable and timely information on the progress and achievements of the projects, thus facilitating strategic decision-making and institutional learning.

MONEVA focusses on the following areas: 1) Monitoring and evaluation of results (outputs, outcomes, impact): baseline surveys, updating information on the system of indicators, progress and achievement of goals (in digital or non-digital form); 2) Participatory evaluation: to get the perspective of direct partners and beneficiaries on the changes achieved and the assessment of the contribution of the Solidar projects; this information feeds back into strategies and processes; 3) Cost-effectiveness analysis, to evaluate the results in terms of the resources used, 4) Monitoring and evaluation of transversal issues: with information on their integration into the projects and report on progress.

MONEVA allows for the generation of result-orientated reports, provides for the development of internal and partner capacities on M&E, and provides inputs for external evaluations of projects.

## **EVALUATION, LEARNING AND KNOWLEDGE MANAGEMENT**

For Solidar, evaluations, horizontal learning and knowledge management are essential tools to enhance the capacity for social innovation through collaboration. To strengthen a culture of learning and knowledge management, Solidar will implement the following measures:

- Internally, i.e., with own staff, promote mutual learning and capacity development (individually and team-based).
- In the projects, encourage social innovation, using the initiatives and proposals of our partners as starting points.
- Regional exchanges, opportunities will be sought with the Solidar Suisse COOF in El Salvador and their partners in Central America, and with partners, organizations and/or institutions in Ecuador, Peru, Paraguay, on core topics of Solidar's strategy, especially Gender based violence, youth employability, local democratic governance, and tools of communication & knowledge management.

Furthermore, Solidar is promoting processes of self-evaluation and evaluation that strive to foster Solidar-internal as well as partner-oriented learning processes and synergies, and accountability towards beneficiaries, donors, and stakeholders.

- Periodical internal self-evaluations and learning processes within the Solidar team in Bolivia (bi-monthly).
- Annual self-evaluations with partner organizations, at the end of the year.
- External evaluations commanded by donors and/or mandatories (i.e., SDC).
- Externally assisted (self) evaluations at the end of the Strategy period, i.e., in 2024.

## **7. PROGRAMME MANAGEMENT**

In the Strategy period 2021 - 2024, the Solidar Coordination Office (COOF) will have a core team of three staff: The Coordinator, the Head of Admin & Finance and the Head of Monitoring, Evaluation and Knowledge Management. This core team oversees overall coordination and representation of Solidar Suisse in Bolivia, strategic management and further development, financial management, monitoring, and organization of processes of evaluation and self-evaluation, as well as organizational learning processes. This team will develop its functions from the COOF located in the city of La Paz.

Furthermore, Solidar will count on an implementation team integrated by professionals with proven skills in thematic areas, processes and in inter-personal skills. This team will be integrated by approximately 15 people (depending on the number of projects in the portfolio) and will reflect Solidar values and policies with regards to gender, generational equity, and promotion of diversity.

The COOF receives strategic advice from the Desk Officer responsible for the Bolivia Programme at Solidar HQ in Zurich, Switzerland, as well as accompaniment and technical support in financial management by the responsible accountant in the Finance Department at Solidar HQ.

## **RISK MANAGEMENT ON THE PROGRAMME LEVEL**

<b>Risk</b>	<b>Risk level</b>	<b>Risk mitigation</b>
Increase of social cleavages and high level of conflictivity	Medium	<ul style="list-style-type: none"> <li>• Strengthen a democratic political culture</li> <li>• Strengthen democratic institutions, starting at the local (municipal) level</li> <li>• Facilitate / promote platforms for pluralistic dialogue conducive to social cohesion</li> </ul>
Setback in the exercise of labor rights, and decrease of income for workers and young adults	High	<ul style="list-style-type: none"> <li>• Strengthen trade unions and workers' organizations, and promote tripartite social dialogue</li> <li>• Advocate for public policies favoring SMEs that create jobs and self-employment</li> <li>• Strengthen resilience of women / young mothers – and workers in general – to confront the economic crisis</li> </ul>
Dis-institutionalization of public services	High	<ul style="list-style-type: none"> <li>• Promote mechanisms of citizens' co-responsibility in public service delivery (rights and duties)</li> <li>• Strengthen transparency and efficiency in public administration</li> <li>• Facilitate innovative approaches in public service delivery</li> </ul>

## 8. RESOURCES AND FINANCING

### BUDGET

Domain	Project Focus	%
Economy and Work	Fuerza Jóven	25%
	Programa laboral / campañas	
	Formación Técnica (Swisscontact)	
Democracy and Civil Society	Diálogo y Apoyo Colaborativo (until end-2023)	75%
	Vida sin Violencia (Fase II, until mid-2022)	
	Vida libre de Violencia (Swiss Red Cross, until end-2022)	
	Fondo Cultura (Fase III, until end-2023)	
	Acceso a Justicia (UNIR, until end-2021)	
	PADEM	
	LanzArte	

As far as the project portfolio – SDC mandates, projects financed by third parties and projects within the SDC Program Contribution – can be planned at this stage, the budget distribution between the two domains is clearly inclined towards Democracy and Civil Society. This is due to the fact that SDC mandates which constitute a substantial portion of the overall budget, are located mainly in this domain. A 25% / 75% distribution seems to be a reasonable calculation, but percentages may shift based on opportunities of tenders and calls for proposals, in Bolivia and in the surrounding countries.

### RESOURCES

In the Strategy phase 2021-2024, the overall financial turnover of the Solidar Suisse Bolivia program is estimated to be around CHF 3'000'000. Two thirds of this sum belong to SDC mandates which will progressively be phased out between mid-2022 and end-2023, following the phase-out of SDC from Bolivia until 2024 (decision by the Swiss government). One third is financed by the SDC Program Contribution or by non-SDC third parties. As stated below, a diversification of income sources is necessary.

With regards to human resources, the Solidar Bolivia team will consist of about 15 – 20 persons, depending on the project portfolio. Solidar counts with one COOF in La Paz (there are no other offices in sub-national levels) including an external deposit for project material. Both spaces are rented.

### FINANCING STRATEGY

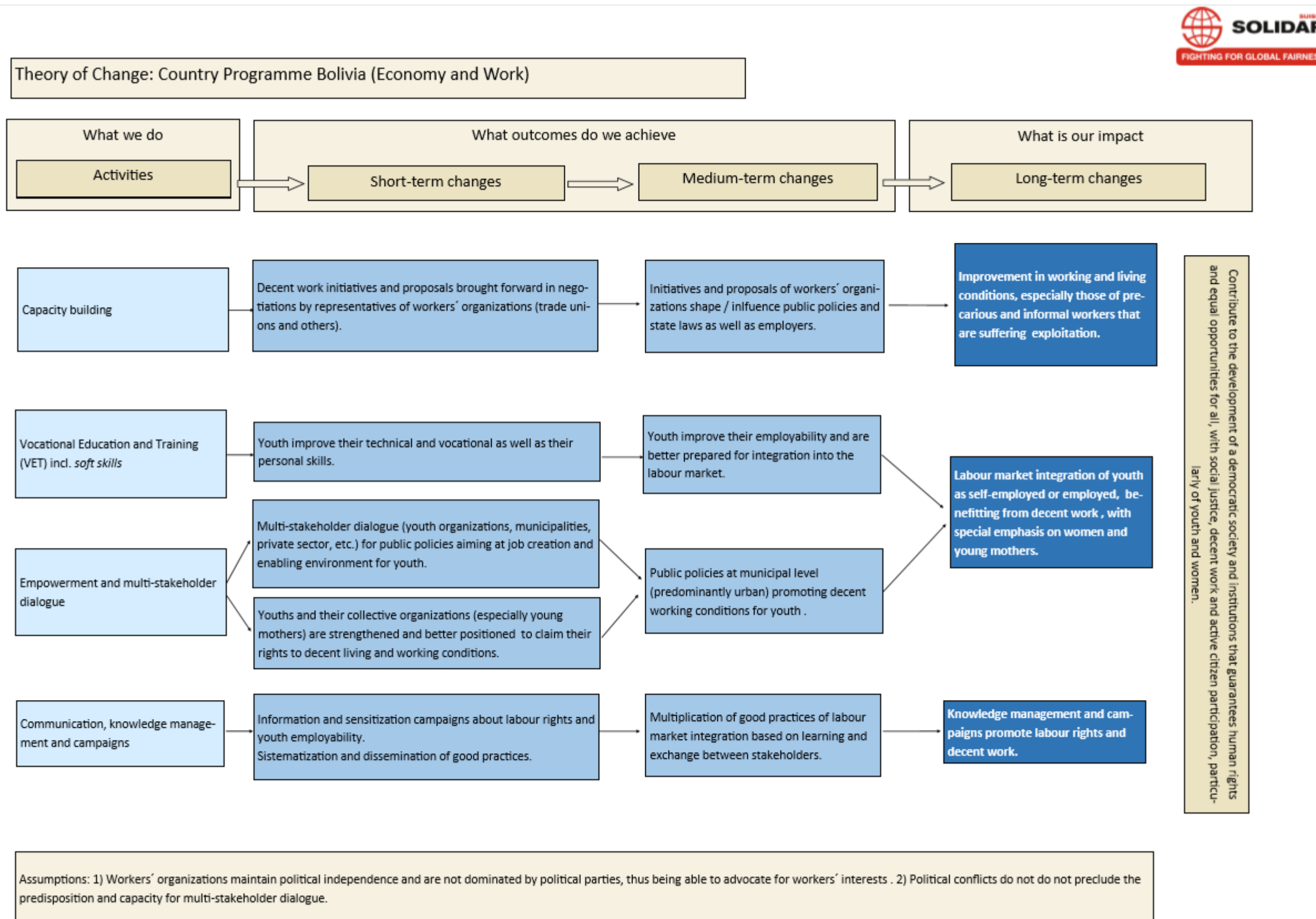
Solidar Suisse's Bolivia program will be financed by the SDC Programme Contribution and by third parties. In the light of the fact that the main back donor SDC is phasing out its bilateral cooperation with Bolivia until 2024 – which means that there will be no more mandates financed 100% by SDC – there is a pressing

need to diversify the portfolio of donors. Solidar Suisse will proactively address new financing partners within bilateral and/or multilateral cooperation agencies present in Bolivia (like Sweden or Liechtenstein, and others), as well as present itself to Calls for Proposals by other parties (i.e., international foundations that are operational in Latin America). Solidar Suisse will seek new financing partners especially in its thematic strongholds in which Solidar has been building up a strong institutional expertise and reputation, i.e., local governance / democratic participation, gender-based violence, and youth employability.

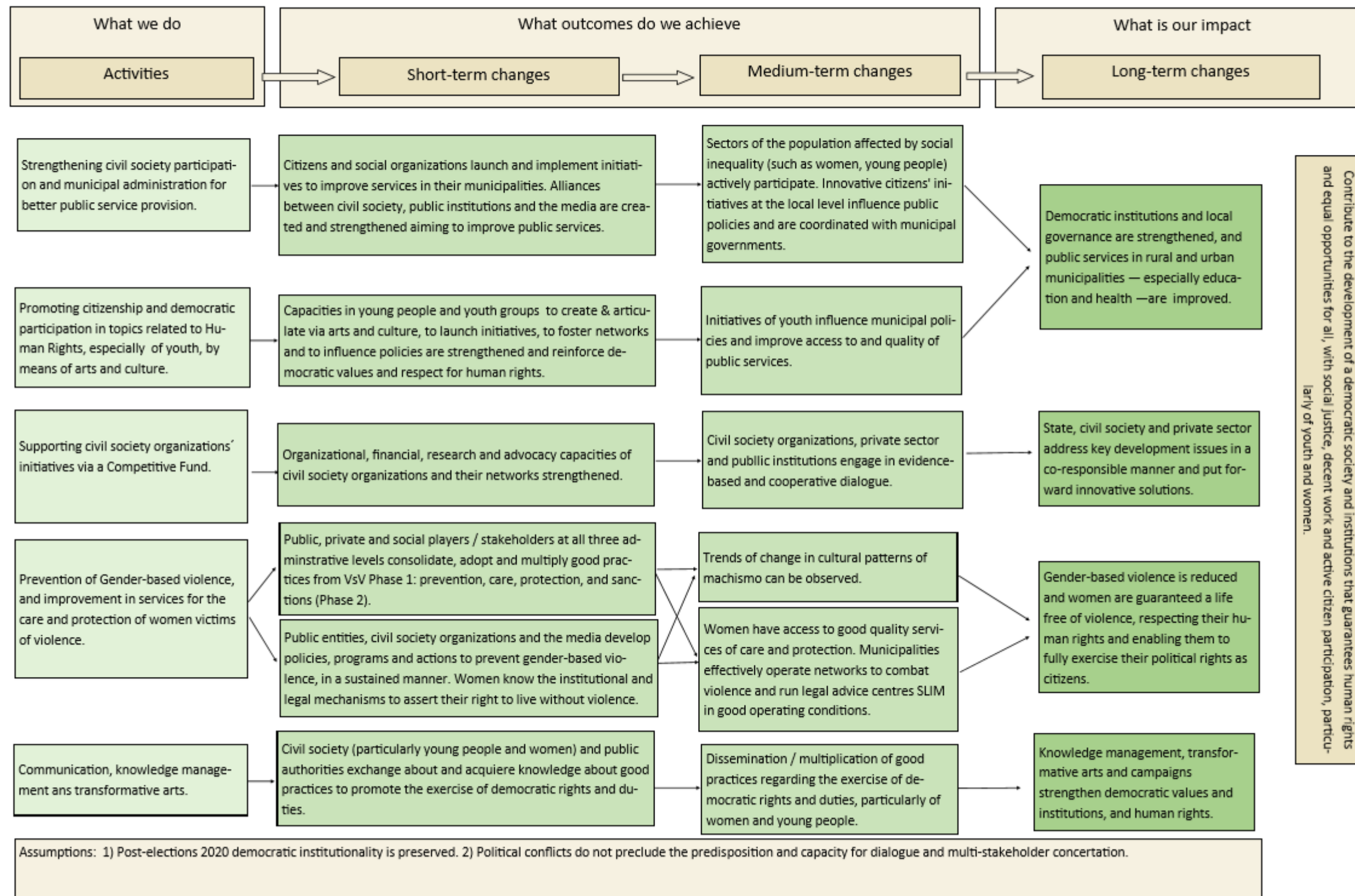


## ANNEXES

### ANNEX 1: THEORIES OF CHANGE



## Theory of Change: Country Programme Bolivia (Democracy and civil society)



## ANNEX 2: KEY INDICATORS

Global Key Indicators Economy and Work	Reference in Programme Bolivia
DWO 1: Number of initiatives and proposals in decent work	Strategies and policies in selected urban municipalities aiming at improving youth employability and integration into labour market
DWO 2: Number of initiatives and proposals in decent work which are adopted	Percentage of youth that integrate into the formal labour market and/or launch business start-ups; Adoption and implementation of policies focusing on youth;
DWO 3: Number of people in need experiencing significant improvement in social and labour protection	Informally and precariously employed workers benefitting from laws / regulations, and enforcement in practice
DWO 4: Number of entities (organizations, enterprises and government units) taking action and promoting workers' rights, focusing on the elimination of all types of work that should be abolished (child labour, forced labour)	
DWO 5: Number of people having a significant improvement in their income	Number of youth finding jobs in formal economy and/or via SME's (self-employment); Number of informal and precarious workers receiving higher income because of enforcement of labour law entitlements
DWO 6: Number of persons at the margins, integrated in the labour market	Number of youth with on-the-job trainings, internships and/or in municipal programs integrating into the labour market, as employees or small entrepreneurs
DWO 7: Number of women with access to information on their labour rights and access to mechanisms to protect their rights	Number of women and young mothers in on-the-job trainings, internships and/or in municipal programs; number of informally and precariously employed women benefitting from laws / regulations, and enforcement in practice

Global Key Indicators Democracy and Civil Society	Reference in Programme Bolivia
DAP 1: Number of initiatives and proposals brought forward in local policy and planning processes	Number of initiatives launched by citizens and their organisations to improve public service in education, health, environment, and gender-based violence
DAP 2: Number of initiatives and proposals which are endorsed by Governments	Percentage of increase of budget allocation in rural and urban municipalities for education, health, environment and fight against gender-based violence
DAP 3: Number of municipalities which live a standard in transparency and accountability to their citizens	Number of municipalities with democratic, transparent and participatory planning and budgeting processes; responsiveness of rural and urban municipalities to citizens' initiatives and demands; institutionalized processes of financial accountability
DAP 4: Number of people with better access to information, participation, and decision making at local level	Outreach of communication & information campaigns; consolidation / extension of network of community journalists; MoU with media (i.e. local, regional, national radio stations; national and local newspapers; TV stations); number of social media user groups and followers
DAP 5: Number of people with a relevant improvement in access to public services	Number of people with access to better education and health services and legal advice; reduction of inequality gap in access to public services for marginalized population, especially women and young people
DAP 6: Number of entities (organizations and government units) taking action and promoting women's rights, focusing on the eradication of all forms of violence against women	Number of functional local multi-stakeholder networks to prevent and fight gender-based violence; number of municipal SLIM offering quality services (legal, psychological, social)