

"I dream about it, about one day being the President", to change many things.
I want to fight for the children I'll have one day and change the policy."
(After 5 years of being in the Evo Morales government and MAS)

- Freddy Loza Chambi, 25 years old
Vicepresident of the "Youth Municipal Council"



Evaluation for the project

"Incidence political processes for youth in Bolivia"

2009 - 2012

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Executive Summary

SAIH (The Norwegian Funds for Student and Academic Assistance), has worked in Bolivia since 1993 with Labor Day Campaign funds, for Indigenous Education in their own terms. In 2006, SAIH with CEADL (Centre for Studies and Support to Local Development) began the project “National civil society strengthening from a generational perspective” which lasted until 2008. In the 2009-2010 period SAIH continued supporting CEADL on the same terms, while also reinforcing programs, taking into account the reality of Bolivia during the process of change. This was in alignment with the Education Strategy for SAIH Development 2009-2012.

From the external evaluation of CEADL between the years 2006 and 2008, SAIH has made recommendations regarding the strengthening of the institution in order to set in motion the project called “Political incidence processes for Bolivian youth”. This evaluation is focused on the analysis of CEADL’s work regarding human rights, and has the intention of providing feedback to its personnel concerning the strategies of implementation of the project and suggestions for a future period of cooperation. CEADL has three projects with SAIH: Political incidence processes for the Bolivian youth, The Observatory for Natural Resource Control, and “South South”.

Since 1993, SAIH has significantly increased their commitment with Bolivia; their cooperation with CEADL since the year 2000 is an important example of this commitment. SAIH is the main funder to CEADL activities that has brought opportunities to the organizations that were never possible before, in accordance with their work plan and its personnel, based on volunteer work at the outset. The institutional strengthening of CEADL, and the alignment with counterparts, have developed over the years and even improved relations with their base groups and other funding counterparts. On the other hand, the financial dependency has changed certain aspects that were once inherent in the organization, such as instant activism and personal sacrifice. An improvement is seen in the relationship between CEADL and SAIH regarding obligations like: audits, budgets, activity planning, and management routines. This also shows that CEADL promotes critical analysis against the official line of MAS government on various occasions.

CEADL, boosted by its bases, questioning governmental practices and the vision of its role as an organization, has promoted constant dialogues within the organization. CEADL has tried to transform itself into a forum where young people, indigenous in particular, can participate with information maintain themselves informed, allow rational and ethical decisions, and not blindly follow the political events. CEADL was never a operative branch of MAS, but at one time supported the strengthening of MAS leaders, promoting their political option to govern the country.

The activities of CEADL are very much operative, and as an organization, there is a need to develop and establish more counterparts in other departments and municipalities dominated, but also complicated by the ruling classes at various levels. The task is to advocate and build networks that are institutional and functional. Several interviews show that CEADL is a collaborator, guide, mentor, friend and voice for youth, which is a good sign of their work.

A. Results:

In general, serious efforts have been made to apply the recommendations of the 2008 evaluation, and CEADL has tried to implement their trainings and activities within a human rights perspective. There is real demand among youth networks to which the project achieved concrete results from their activities. Given the characteristics of CEADL, the continued support of SAIH is justified.

The relationship with SAIH has enabled CEADL to advance its work with youth on political education, as stipulated by the project:

1. There is an emphasis on youth political participation (especially indigenous youth) by raising awareness through education (formal and through training), as well as concrete links such as bringing together NGO networks for the formulation of law proposals, preliminary plans and strategies.
2. CEADL and SAIH are active organizations with 13 and 50 years of work experience respectively, that have developed mutual respect and trust for one another, enabling CEADL to carry out its line of work and convictions in achieving their goals without impositions of any kind.
3. Although the dynamic trust between SAIH and CEADL is a positive one, CEADL is currently financially dependent of SAIH to ensure their activities and respond to youth demands.
4. The POA templates and reports are not very informative in relation to the reality of the CEADL activities. There is a lot of repetition (copy and paste) within the reports, which is not useful for SAIH or for CEADL. It is important to seek other ways to generate information, and to report about the real situation of the organization and the progress of activities that demands more precision. There is a solid effort made in each funding request, but there is more emphasis in the reports on activities than on results of the projects.
5. Communication within the organization must improve, not just between projects and personnel, but also within the administration, and between regional offices. The lack of communication is a common issue in some organizations, therefore it is important to strengthen this aspect in each of the CEADL offices and between its partners.
6. CEADL must make its political position more explicit. Although it is considered as an organization with leftist values, in the current political situation, CEADL should

emphasize its political independence concerning the government party. Presently, as a result of their questioning and critiques towards the government, CEADL appears on the “blacklist” of the MAS Government, together with other organizations. There is a portion of personnel that continues to reflect MAS trends within CEADL, while others are more critical.

7. The expansion of activities makes CEADL more vulnerable when there is a lack of personnel or sufficient financing. If the number of participants increases from the drop in the quality of their activities, it may be a reason to question the follow-up of the project. CEADL needs to emphasize quality over quantity. CEADL works in collaboration and coordination with networks and organizations to share responsibilities and resources.
8. CEADL is working at its maximum capacities: of personnel, activities and finances. Overload must be corrected as soon as possible defining how, where, what and with who to work.

B. Recommendations

1. CEADL should consider adjustment of their goals to make them coherent with the abilities of the organization.
2. Limit activities and implement improved approaches for activity planning to reduce employee fatigue.
3. Reexamine the work proposal to avoid overdrawing resources, personnel and the energy of the CEADL organization.
4. In the case of Santa Cruz, CEADL will need a strategy for a possible office in this location. (Will they work in the field, in the town center or in Plan 3000?)
5. CEADL should have strategic and participative discussions for planning activities and make them more visible for its personnel.
6. CEADL must take the appropriate decisions as soon as possible.
7. Improve communications and planning within the organization, make these visible (e.g. calendars on the wall) and program weekly morning sessions.
8. Establish clear lines of communication between the three offices about activities and work plans, in order to improve SAIH reports.
9. Continue to strengthen the understanding of administrative procedures among staff, while reaching a workable consensus that allows the office in Sucre to operate, in a way that guarantees greater administrative flexibility.
10. Introduce or modify the manner of producing reports to provide clearer and more precise information.
11. Improve mechanisms for transmitting information in a more precise way between CEADL and SAIH.
12. Establish relationships with other national and international institutions for information exchange and future financial aid.

13. Generate incentives for the volunteers, such as diplomas, in order to motivate and give credentials to youth that provide trainings and courses.
14. More agile combination of the two projects – Youth Incidence for Political Participation and the Natural Resource Observatory.
15. Reexamine if they wish to include cross-cutting subjects like GLBT, which is currently part of their work plan.
16. Accommodate cross-cutting themes relating to GLBT, regarding sexual and reproductive rights. GLBT wants to be introduced in all of the subjects, including the Natural Resource Observatory.
17. Organize seminars like logical framework, or leadership courses or deeper dialogues about GLBT with CEADL personnel and their replicators.
18. Continue with trainings about political participation, while at the same time deepening the knowledge of their replicators about the information to properly convey it to youth.
19. Invite and boost voluntary participation, FK or Norwegian students, and other countries. (e.g. having a gay or lesbian volunteer to mainstream the GLBT subject)
20. Increase the use of technology to facilitate dialogue between youth, such as chat rooms, blogs and Twitter within the organizations with youth groups.
21. Define and discuss the political position of CEADL within the organization so that all staff is able to express their opinions and participate in the discussion. This will greatly help in discussions regarding the content of the organization's bulletins, as well as its programs.
22. Prepare a contingency plan preparing for the potential event of direct conflict with future governments.

1. Context

In 2005, Evo Morales Ayma was elected the first indigenous president in Bolivian history, a result of the emerging social movement that began to question the Bolivian political system. Situations such as the Water War (Guerra del Agua) in the year 2000 in Cochabamba, and the indigenous mobilizations of 2001 showed the fear of the political elite and the position of indigenous and social sectors that subsequently led Evo Morales to gain the presidency, claiming victory with the backing of the majority of the population. Although several advances have been made regarding the acknowledgement of indigenous people's rights, unrest among civil society and indigenous organizations has been common, calling into question the MAS (Socialist Movement) policy and its actions.

During the field work of the evaluation called "Political incidence processes of Bolivian youth" in October 2011, three situations had been presented as examples of

questioning MAS and the government of President Morales Ayma itself, causing conflicts that, in some way, have influenced the development of CEADL, given it is an organization that works with social and popular organizations. In December 2010, the “Gasolinazo” (severe price hike on gasoline) took place, half a year later the TIPNIS conflict developed, and finally the controversial election of Supreme Court judges.

- 1) In December 2010, the increment in gas prices was the first indicator that the process of change had contradictions. The government mentioned the nationalization of hydrocarbons when those that priced gasoline were transnational enterprises. This was rejected and incited the mobilization of the people, and the government was obligated to retract the decreed measure.
- 2) The Indigenous Peoples of the lower regions and the National Park of Isiboro Sécure (TIPNIS) concentrated in a march towards La Paz, to protest against the construction of a road within TIPNIS and the consequences that would later affect the environment and its territories, violating the ILO Convention 169 which obliges the government to consult with indigenous communities. The government is about to fulfill phase 1 and 3 of the road, but has yet to finish phase 2, which would pass through the national park. The Confederation of Indigenous Peoples of Bolivia (CIDOB), joined by other organizations like CONAMAQ (National Council of Ayllus and Markas of Quillasuyu), combined their efforts in order to confront a State that defines itself as defender of indigenous rights. On October 24th 2011, President Evo Morales cancelled part of the project that interfered with TIPNIS, largely considered as a defeat for the government.
- 3) Bolivia is the only country in the world that has decided, by popular vote, to elect the magistrates of the Supreme Court. This marks the risk of politicizing the legal system in the country. The importance of the elections can be expressed in the decisions of prolonging Evo Morales’ presidency, despite the agreement with the political opposition in 2008, of not prolonging it nor exceeding it past 2015. The concern for the legal election results is that the State judiciary can change, or reverse, previous decisions so President Morales extends his mandate. The majority of the electorate sanctioned the elections by casting invalid or blank votes.

All three examples highlight the existing conflict in Bolivia with an unforeseeable future.

2. Project background

The general description of the project was captured in the term document of this evaluation. In short, youth has been traditionally used as agents of racism and violence during clashes between the Bolivian Government and its opposition. Currently, youth has no way of participating in political scenarios, except in confrontations and violence. The fact is that Bolivian democracy still excludes young people (teenagers and adolescents) and disallows their participation in the decision processes for local and national development, least of all considers the conditions affecting their lives. History and culture has been handled by adults and the attitude is that a child is a possession of their parents and not a person with proper rights. Part of the problem is the fact that the Bolivian State and society itself does not recognize youth as subjects of rights.

The Bolivian State does not recognize teenagers and adolescents as actors for integral change in the economic, political and social process. It does not even invest in the development of youth skills and trainings so they can participate in decision making within the society. Youth constitutes a high percentage of able voters in Bolivia, however, they are ignored and muted in so many occasions during their daily lives. Such is the case that on a municipal, regional and departmental level, they are not always in agreement with the Bolivian democratic structures.

The attitude of rejection, intolerance, indifference and resistance that youth encounter by society and how the youth are treated by authorities causes youth to form the same attitude that is very negative. This situation contributes to a negative conceptualization of democracy and general distrust, constantly expressed in relation to geography and territories, ethnicity (among youth organizations, despite saying they work in favor of them), human rights and democracy. The lack of citizen controlled institutions in Bolivia also affects human rights, domestic violence and public subjects, which in turn affect the development of youth.

When President Evo Morales Ayma assumed Executive power in the country, young people had more opportunities to progress in securing rights and manage to have their proposals taken into account. As a result, 26 youth proposals have been incorporated into the new constitution. During this period, young people have made important proposals concerning problems that affect the country, such as violence, racism and marginalization. Young people have been actors in this process of improving through proposals, but are still the main victims of the problems. Despite the advances, youth is still discriminated, due to a culture which does not consider them as citizens with rights of their own.

On August 11 and 12, 2010, youth commissions in the entire country worked out a proposal for a Youth Law. The proposal was however discarded, justifying the continuation of the SAIH funding. The Government had accepted the text (without the

interjection of the young people) prior to August 2010, and this is an example to show that young people do not have the opportunity to influence on subjects that will affect their future. It is clear that they are oblivious to youth comprising the greater majority of the voters in the country. After being revealed that young people were not taken into account, another meeting was organized with the participants, and nearly 80% of the proposal for a Youth Law was changed, this time really in favor of young people.

3. Human Rights approach of the project

Since the World Conference in Vienna in 1993 about Human Rights, the promotion and protection of human rights and the application of the Human Rights Based Approach (HRBA) for development programming, has gained considerable importance in the international work of development of organizations. The report of the United Nations Development Program (Human Rights and Human Development) highlighted the conceptual links between human development and human rights, when establishing that “the promotion of human development and human rights share a common vision. The combination of both perspectives gives us something that each one cannot provide by itself”. The right to the development of human potential is a unique right of the human condition, regardless of economic, social and political conditions. In SAIH, rights have been taken as a base for a defined focus on the *Strategy of Education for the Development of SAIH 2009-2012*.

The strategy later concentrated on working in association with organizations based on rights, in combination with theories of “Education for Liberation” of Paulo Freire, boosting active participation to strengthen political conscience and increasing opportunities to find solutions to its own problems. The strategy also puts emphasis on working with organizations as counterparts, based on democratic values to influence their lives through participation and organization. Respectively, young Bolivians do not enjoy their human rights as it should be, by the mere fact that they are excluded from public forums. Social, political and economic rights are not given to young Bolivians or in other parts of the world. Bolivian youth must reclaim their innate civil rights so that essential services can be achieved.

CEADL activities are very operative, and the organization needs to develop and establish counterparts in other Departments and municipalities that are dominated by economic elites to complement CEADL outreach. The work is to defend and build networks that function and that have been institutionalized and facilitate actions by excluded youth. During various interviews, it was conveyed that CEADL personnel was constituted by collaborators, guides, mentors, friends and voices from their counterparts: networks and organizations.

This evaluation, from a human rights point of view promoted by SAIH, is the point where the consideration of the political role of young people in Bolivia begins with transversal subjects like gender and sexuality. Young Bolivians have been traditionally excluded from the political debate. In 2006, when Bolivia was in the process of formulating a new political constitution through the Constituent Assembly, young people had the opportunity to work in the construction of the Political Constitution of the State. Participation by youth was inspiring and for the first time visible and heard in the “adult world” of Bolivia. The position of a young person is traditionally and culturally seen as secondary to that of an “adult”, given that young people are seen as possession to their parents until they leave home. Youth is still generally excluded from political processes and even worse for young women, or young indigenous women or young gay, lesbian or bisexual people.

The depravity of human rights for the youth justifies that communities and international organizations participate. The fact that SAIH is present, facilitating their activities through CEADL, gives them an opportunity to grow, express, educate and know their rights. Also, in some occasions, defends them in a world dominated by the priorities of the adults in Bolivia. The particular impact of indigenous youth has been strong. In some cases it is the first time they hear about their rights and receive guidelines on how to be constructively active.

The constituent part of CEADL trainings is firm and assures that young people organize themselves in order to tend to their needs as they require, and not as CEADL requirements. The initiation of the “Political lobby processes for Bolivian youth” strengthened the work previously developed by CEADL, and gives the possibility of focusing and executing the work that continuously expands itself, as well as demands. There is one year left of the project and it needs to focus more on transversal subjects, boost the quality of their activities and further extend the development of their inter-agency networks as well as their communications. CEADL is considered one of the most renowned youth organizations in Bolivia, for its seriousness and dedication to Bolivian youth today.

CEADL lacks supply of equipment, personnel and budget, all of which is necessary to develop activities but insufficient to tend to all of the demands. CEADL will soon have to renew their equipment. The office does not have a vehicle. CEADL lacks an office space that responds to their needs. Several of their employees are at the brink of leaving the organizations due to the over-extension of their tasks, trying to attend to youth groups they are being approached by, poor remuneration and the lack of personal time. On the positive side, CEADL personnel are prepping people that will assume responsibilities within the organization in the near future.

Thanks to the financial support of SAIH, CEADL maintains a relative stability with the capacity of becoming more professional as an organization, with an active discussion within the organization that lends itself to improve the understanding within the organization, and clarify the work plan at a national and regional level. One of the main concerns for the organization is that it may be shut down due to ideological conflicts that mark the relationship with the MAS government, by the mere fact that CEADL does not have a party flag as MAS would like.

A few years ago, CEADL introduced several personnel changes related to financial support criteria introduced by Swedish UBV. The personnel were reduced to 20 people from 43 without altering their work plan, yet, adding new projects like the Natural Resource Observatory. This incited the issue of dismissing people that had been with the organization from its start, for financial reasons.

The logical approach would have been that CEADL reduced its activities and goals to meet the human and financial resources. According to this evaluation, CEADL has tried to assume so many tasks during the last two years that it results in additional stress and fatigue on its personnel and funds. It has not been easy to measure the impact with figures and data, since the intangible results cannot be classified as such. The only value that can be emitted by this evaluation is that the CEADL projects work and that youth is shaping according to the project objectives. CEADL is training and opening possibilities so young indigenous people have a voice and electoral participation rights in Bolivian politics.

4. Justification of the evaluation

SAIH suggested, as part of the agreement with CEADL, a half-term evaluation. CEADL expressed the convenience of counting on an external vision to measure the effect and implications of their project with the youth population in a time when the country and the project found themselves in an important phase of development. CEADL's main concern is the capacity to respond to youth organizations in the best way possible, in Bolivia's current situation.

The position of CEADL has since 1998 been identified in line with MAS, but this is still under modification. The redefinition of a critical political position, in relation to the MAS government, is still a process and an active discussion within CEADL. This discussion has not affected the organization from continuing their work with youth networks and organizations on public affairs. It has neither changed the image of CEADL in front of such organizations as defenders of human rights for young people. There was a consensus in all of the interviews that CEADL protects and promotes the exercise of human rights for young people.

The current political situation in Bolivia does not bring satisfactory conditions to basic service access, freedom to information, popular participation, and social control that can help progress the position of youth. Worse still, there is neither access to decision making bodies nor the State structure. Youth does not have full access to identification documents (birth certificates or identification cards) to exert their political rights.

5. Target group

One out of ten teenagers feels excluded. At least one out of four teenagers has felt discriminated by their appearance. The indifference of participating in a group reaches 50%, the main reason being the lack of interest (UNFPA 2009). CEADL chose the target group with the team (9 educators) through a discussion, taking into account the agreements with organizations and their conditions.

CEADL decided to work with young people between the ages of 15 and 30 of popular and indigenous sectors, and of social and youth organizations. CEADL reached a consensus on the subject of women participation. The subject of GLBT was included but its origin is unknown. The work of CEADL consists on actions of educational character – formation that promotes the exercise of Human Rights and Local Development, using educative methods, popular communication, social investigation and training in economic alternatives of public management and social control. Youth that participates with CEADL are part of networks and organizations that share the same ideals and objectives.

6. Mainstreaming subjects

CEADL's mainstreaming subject is a collection of contents aimed at marginalized groups, essential attitude that becomes part of the activities considered in all areas of their objectives. The other two mainstreaming subjects for CEADL are:

6.1. Gender and Women Participation

The SAIH as well as CEADL over the years showed a great sensitivity to gender equity and development, and the empowerment of women through the supported activities and the staff composition of CEADL itself have definitely been strengthened in the meantime. Although there is a tendency of male domination still in the political aspect nationally, municipally and even in CEADL there is a gradual inclusion of women in leadership positions providing more opportunities for women than the traditional Bolivian view on the role of women. The indigenous women's organization "Bartolina Sisa" has had some success in achieving ministerial and other political posts in the Morales

government. There is not a large number of Bolivian NGOs and partners of CEADL that count on female leadership.

During the past years, a Code of Conduct of CEADL has included gender inequities, CEADL has actively promoted the women's rights and that every person that signs the contract agrees to these organization's ideals and ethics. There is definitely a satisfactory consciousness about giving women equal opportunities. CEADL maintains an image of being "less machista" for recognizing female leadership. The decisions regarding the future advancement are often taken in a discussion dominated by the male staff. This evaluation sees no urgent need to suggest additional measures to promote gender equality and development presently, although there is always room for improvement. CEADL has tried and succeeded in giving training to equal numbers of both sexes and encourages their female staff to be more active in the discussions. It proposes favorable actions, for example, allowing female workers to bring their children to the office. CEADL has achieved gender sensitivity to a fare degree among staff and in all activities.

A mainstreaming subject for the Project "Political incidence processes of youth in Bolivia" is the promotion and empowerment of women. The gender subject has always been included in CEADL projects. During the last years in Bolivia, women's rights and the rights of young people have been consolidated in the Constitutional and Legal framework. In 2006, the new Multinational Political Constitution of the State in Bolivia was enacted (CPE). In relation to Gender and cross-culture subjects, constitutional norms include gender and social equity as a value on which the State must based itself on (Art. 8); prohibits and sanctions discrimination on sex, gender, culture, nationality, language, pregnancy, or others (Art. 14, II).

The guideline to be included in this subject is that the female adolescent population is more numerous among the adolescent population than male. Youth and indigenous who migrate have a greater probability of being poor. Evidence shows higher poverty on female youth (47%). The main reasons for young people to abandon their studies is work (37%), lack of money (19%), and pregnancy (17%). The economic barriers constitute a greater limitation to access education upon reaching 15 years of age. Young rural women are dedicated to commerce (20%), domestic work (19%), and finally, to agriculture and livestock (16%). (UNFPA 2009)

6.2. *Gays, Lesbians, Bisexuals and Trans-sexuals GLBT*

Without any doubt, the Political Constitution of the Plurinational State of Bolivia (CPE 2009) has several articles that support the GLBT community. Article 4 – The State is independent from religion. Article 13 Subsection IV – The rights and duties established in this Constitution will be interpreted according to the international Treaties for human rights ratified by Bolivia. Article 14 – The State prohibits and sanctions all forms of

discrimination based on sex, color, age, sexual orientation, gender identity, etc. Article 58. - ...recognized rights in the Constitution, with the limits established by this, and the specified inherent rights to its development process; to its ethnic identity, gender and generation; and the satisfaction of their needs, interests, and aspirations. (CPE 2009)

Article 66 – guarantees men and women the practice of their sexual and reproductive rights. Article 7 – Education will foment civility, intercultural dialogue and moral ethnic values. The values will incorporate gender equity, role indifference, no violence, full validity of human rights. (CPE 2009)

A text has been elaborated for a preliminary plan of Law to present to the Pluri-national Legal Assembly promoting equal and legal union. It proposes the interpretation of CPE articles 63 and 64 which would allow the recognition of the union of gay couples.

This mainstreaming subject has not been strongly promoted within the activities of CEADL with the same emphasis as the gender subject. There are cultural, prejudice, and ignorance of GLBT factors, the self-repression of the gay/lesbian community that suggests caution about the subject to a certain extent. The workload in CEADL has not allowed a deeper attempt to the subject. There are organizations pro rights that work for GLBT collective in Sucre, el Alto, Santa Cruz and La Paz, though these organizations are less articulated in the capitals of Tarija, Cochabamba and Potosí. CEADL has indeed made first contact.

Coordination success between CEADL and pro GLBT organizations depend on the organization's degree of articulation, available time by CEADL and opening towards having an attitude and a vision on how to work together. In the case of CEADL Sucre, the office has been in collaboration with the 44 members of the Disversencia Foundation – 50% gay and 50% lesbian. The relationship began when CEADL worked in 2006 with members of the Constituent Assembly (AC) and met Ronald Barriga Céspedes, Founder and General Director of the Disversencia Foundation, while he was a member of AC. Ronald is young, Quechua and gay, in context to conservatism and excluding to everything this represents.

By solicitation, CEADL included Ronald in their workshops about local development. Ronald began his work in Villa Serrano, with young people acquiring drinking water for the community. From the success of this work, CEADL, with the Disversencia Foundation, have built cooperation and coordination relationships, with new projects that will mainstream the GLBT collective. Ronald has described the relationship with CEADL as horizontal, where there is equal collaboration with both counterparts. During the interview, Disversencia Foundation commented that they coordinated well enough with CEADL, but might have meant that CEADL should deepen their knowledge about the GLBT collective in Bolivia.

The relationship is an example of the road that must be undertaken, should CEADL want to mainstream GLBT in their activities. CEADL can invite the members of GLBT to participate in the work plan, have a meeting where GLBT can explain their sexual orientation, plan to participate in the public sector and how they want to participate in CEADL activities. A direct course of action could be to capacitate its sexual and reproductive right educators so they can be trained to help a young person about their sexual orientation. During the interview, Ronald indicated, very concisely, the desire to work with environmental projects and continue with this project in the future. An additional note for CEADL Sucre is that the Disversencia Foundation counts with ample funding, and can receive technical support on how to collect more funds for activities together or also for CEADL.

7. Indigenous Focus

The situation produced by the crisis related to the Indigenous Territory and the National Park of Isiboro Sécore (TIPNIS) marks serious questioning to the compromise of President Evo Morales with indigenous communities in Bolivia. Since 1994, the Bolivian legislation has made important advances towards the recognition of indigenous peoples' rights, first with the Civil Participation Law, which recognized indigenous organizations and the Agrarian Reform Law, which recognized the collective property of indigenous territories, or Communal Lands of Origin (TCO). Bolivia has also adopted the ILO Convention 169 on indigenous and tribal peoples rights as national law, and has lately adopted as the only country to date the Universal Declaration of United Nations on Indigenous Rights as national law. The new 2009 Political Constitution of the Plurinational State of Bolivia also grants ample rights to its indigenous peoples and communities.

A concurrent subject in the Bolivian legislation, as well as in international conventions and declarations, is the right to prior, informed and free consent on State initiatives that affect indigenous communities. In International forums, President Morales has emphasized the Bolivian compromise concerning these rights. For this reason, the crisis provoked by TIPNIS is a grave and important event, because it breaks with the principles of the government of Evo Morales. During the almost 6 years of government, MAS and President Morales have strongly empowered indigenous communities and organizations in Bolivia. There is a tradition of maintaining strong organizations at a national level, but it is also a characteristic for the main organizations to have different views and even have elements of racism in them, such is the case of the National Ayllus Council and Quillasuyu Markas (CONAMAQ) in representation of the Aymaras and Quechuas communities of the highlands, and the Indigenous Peoples Confederation in Bolivia (CIDOB) which unites 34 peoples in the Amazons and the lowlands.

During the last decades, the migration of Aymara and Quechua families to warm valleys and tropical forests in the Amazons in search of cultivable lands and other economic activities, have caused frictions and serious conflicts between colonizers of the highlands and native peoples of the lowlands. The emphasis on cultivating coca and the necessity to expand the territories for this has provoked an aggressive attitude towards Amazonian and lowland communities, from which the TIPNIS protected area is a part. The coca cultivators feel also supported by the President Morales for being the former leader of their guild.

The crisis in the trust relationship between the indigenous peoples and the government of Evo Morales must be understood in this context. It is important to consider that CONAMAQ – being an organization of the highlands in tune with the colonizers and very close to Evo Morales – decided to support CIDOB and the population of TIPNIS in this conflict. Also, some high ranking government officials in the Morales government opted for leaving their positions in protest against the injustice practiced against the principles of the new Constitution, particularly in compromises with the indigenous peoples and the population of TIPNIS. It will be a hard task to gain that trust back between the Morales government and the indigenous peoples of the lowlands. The opening for indigenous participation in the MAS government and the state structures is still quite modest.

Traditionally, CEADL has worked with indigenous youth. The members of the CEADL office, in its majority, are indigenous and the majority of the networks and organizations have a high rate of indigenous youth. In the evaluation, the majority of the interviews were with indigenous youth, and there is, without a doubt, a summoning power from CEADL for events and activities. The target group description is young, indigenous, middle and low class, gender equity, involved, and politically conscientious. Young people can be spokespeople for the Aymara, Quechua, etc. or not. Nearly all of them, however, identified themselves as indigenous. The word “young” is in reference to the young indigenous in this evaluation.

8. Geographical Area

According CEADL’s project application for 2009-2012, the intended geographical area included 7 of 9 departments in Bolivia, working in specifically 6 municipalities. Cochabamba is the only Department where there is no activity despite being included in the program, because CEADL has worked there during previous years. The selection of the municipalities in 2009 was based on the collaboration with the proposal for youth participation in the Constituent Assembly (Asamblea Constituyente) in 2006. CEADL commented that in part the work in the different municipalities depends on the attitude of the authorities at the municipal and departmental levels. The work of CEADL has

only increased geographically during the 2010-2011 period. The municipalities were initially selected based on contacts and relationships developed since 1998. There have been changes over time and new municipalities have been added while the activities in other municipalities that had experienced political changes were left out. Currently, CEADL works with the following municipalities listed in Table 1, which indicates no signs that CEADL is reducing nor limiting their work in the field.

The only change in approach over the years has been to ask organizations and youth that have been part of CEADL workshops to prepare meetings, and in some cases, implement the workshop itself. However, the quality of presentation has been inferior in those workshops when CEADL personnel are not present. If CEADL choose to work in this manner it is important to reinforce their capacitated youth (replications) with information, speaking skills and group management skills. If CEADL does not make a concentrated effort to work in these areas with the youth, there will not be sufficient concentration on quality but rather on quantity, which in turn will put the organization in a vulnerable state, both with the donors and harming their purpose as an organization.

There are no CEADL offices in Tarija, Cochabamba and Santa Cruz, so the visits by CEADL personnel are scarce. Distances are great in Bolivia, and the limited budget makes it very difficult to mobilize people to even be present at important meetings. Being away from the office, for long periods of time, puts a strain on the CEADL operative capacity. This absence of CEADL personnel is unfortunately a result of the drastic cutbacks of personnel several years ago. CEADL trainings, contemplated in its work plan at a national and departmental level, are very ambitious. Participation definitely depended on the availability of staff and budget.

It was commented in two interviews how trainings were undertaken without CEADL staff – Valle Grande in Santa Cruz and Villa Serrano in Sucre -. In the case of Villa Serrano, the interviewee received prior training with CEADL to work with youth and achieved to start working with youth about drinking water. In Valle Grande, the other interviewee received training on political formation and, by own initiative, organized a youth meeting about “dismembering masculinity for a better life”. CEADL sponsored light refreshments and materials for this meeting. Distances and costs made it impossible for someone of CEADL to arrive and support. On the other hand, a positive point is that CEADL, as an organization, was present via one of their trained people. Another positive point is that CEADL, with its limited funds, shares costs in many occasions with organizations, as well as stable and municipal entities.

This collaboration contributes in a positive way in the development of strategic alliances. If this relation is “donor / beneficiary”, the organizations expect CEADL to be responsible for the entire training. But if it’s considered a relationship “between counterparts”, it is not solely about benefits, but also sharing responsibilities and costs,

as well as the results of the activities. CEADL provides training to organizations that are established with their own structure.

CEADL seeks a way to collaborate and coordinate with organizations and networks to cover the established geographical area. During the month of October 2011, CEADL was part of a conference on political participation in Potosi for 3 days. CEADL contributed with personnel, didactic materials and organizational support, while transportation, locality and food were contributed by the local authorities and other organizations. The cost sharing has been CEADL's tactics to be able to participate in many events, but also establish collaboration with the municipal governments and local organizations as part of a team of agencies. The comments from organizations that collaborate with CEADL also described their attitude and way of working, as very cooperative and respectful. This presents another example, aside from the relationship types "donor – beneficiary" between CEADL and other organizations, when implementing this type of cooperation and the division of expenses.

This Project is composed of organizations and youth networks in the Departments of La Paz (Municipalities of La Paz and El Alto), Oruro (Municipality of Oruro), Potosí (Municipalities of Potosí and Llallagua), Chuquisaca (Municipality of Sucre, Monteagudo and Huacaya) and, to a lesser degree, Tarija (Municipality of Tarija), which are the points of reference of CEADL. The change of ruling classes and the ever-changing political vision, caused CEADL to constantly be absent in selected municipalities and it was deemed necessary to enter other municipalities where work conditions did exist for its development.

The logic of keeping up the work in El Alto has been the fact that this is the youngest indigenous city at a regional and national level. The population pyramid in El Alto shows that 77% of the inhabitants are less than 24 years of age, and 43% less than 17, being the most numerous populations between the ages of 10 and 24 years of age. However, despite being the majority of the population, youth suffers difficulties to cover basic needs in terms of living, education, health, work, food and those fundamental requirements such as participation right, communication and sexual and responsible reproductive practices (UNFPA 2009).

Table 1: CEADL work areas

Department	Municipality	Previous	2009	2010	2011	2012	Direct	Indirect	Type of support
La Paz	La Paz	X	X	X	X	X	X		Personnel/monetary
El Alto	El Alto	X	X	X	X	X	X		Personnel/monetary
Oruro	Oruro	X	X	X	X	X	X		Personnel/monetary
Potosí	Llallagua	X			X	X	X		Personnel
Chuquisaca	<u>Sucre</u>	<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>		<u>Personnel/monetary</u>
	<u>Monteagudo</u>	<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>		<u>Observatory/monetary</u>
	<u>Villa Serrano</u>			<u>X</u>	<u>X</u>	<u>X</u>		<u>X</u>	<u>Via Fundacion.Diverscion</u>
	<u>Huacareta</u>			<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>		<u>Personnel</u>
	<u>Yamparaez: 1. Sojpaya</u>	<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>		<u>Personnel</u>
	<u>2. Mullemayu</u>		<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>		<u>Personnel</u>
	<u>3. Purca Puka</u>		<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>		<u>Personnel</u>
	<u>ICLA: 1. Gutairani</u>		<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>		<u>Personnel</u>
	<u>2. Akhollpa Pampi</u>		<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>		<u>Personnel</u>
<u>Tarabuco: 1. Chunca Ckarcha</u>		<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>		<u>Personnel</u>	
Tarija	<u>Tarija</u>	<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>	<u>X</u>			<u>Replications</u>
	<u>Villamontes</u>					<u>X</u>			<u>Replications</u>
	<u>Yacuiba</u>					<u>X</u>			<u>Replications</u>
Cochabamba	Cochabamba	X	X	X	X	X			
Santa Cruz	Santa Cruz	X	X	X	X	X			Replications
	Camiri					X			Replications

9. Project strategies:

CEADL began in El Alto in 1998, with a group of indigenous peoples that participated in marches, hunger strikes and pro-MAS activism for social, economic and political changes. They did not have an established strategy, nor did they seem to need one. Even the name CEADL was taken because there was an organization that already had a legal status and had ceased to function. From the moment CEADL started, it transformed into an organization that has formal administration, strategies, projects, and personnel although it stays conscientious and with pro-improvement values, especially in youth situations, but also for women and men that do not fully enjoy their human rights. Today, the name CEADL reflects what the organization actually does.

Nearly six years have passed since the Evo Morales government took power, and CEADL has transformed into an organization that teaches indigenous and non-indigenous youth to think for themselves and decide their own political participation. They have reacted against neo-liberalism, as well as policies that worsen the lives of young people. They proudly consider themselves as belonging to the left-wing, always supporting MAS but never being militant party members. The organization stays independent to any political party.

CEADL has clear strategies for the project “Political incidence processes for youth in Bolivia”, which is a municipal focus, with a socio-political formation, organization strengthening for participation and social control, expecting to form “Observatories” for human rights. During the interviews, there was plenty of evidence that CEADL has implemented different strategy scales and in different municipalities, indicated in their support application for the January 2009 – December 2012 period.

Currently, Bolivia is going through a de-centralization phase, in which more power is granted to municipal authorities. This changes the dynamic at a municipal and Departmental level. CEADL has been working with various proposals at a municipal level, trying to boost policies in favor of young people at this level. Through their resources and coordination, as well as collaboration with organizations, their efforts can be seen.

The importance of youth mentoring by CEADL is in their efforts to approach departmental and municipal authorities, constituting the factor, they may determine if there is acceptance to youth proposals by the authorities or not.

10. Municipal Focus

There are three points of reference that were taken into consideration when the application was made to SAIH through CEADL:

10.1 Forming Political Partnerships

During the evaluation, members of 35 organizations confirmed that CEADL has provided courses, as well as facilitated and coordinated efforts in which youth could participate. There is a series of trainings focused on politics, political party practices, analysis and discussion tools that promote the building of their own criteria. No one reported that CEADL promoted any particular party or candidate. This conclusion is extremely important for CEADL's guidelines.

Strengthening awareness among youth, be they indigenous or not, has motivated them to participate in other aspects of the project, such as being replicators in sexual and reproductive rights or in the Natural Resource Observatory. CEADL personnel act as trainers at gathering and meetings, and have become well respected. An important element of the trainings is assuring effective replication of knowledge, ensuring youth themselves can train other youth. CEADL applies a variety of techniques for approaching youth. Still, to reiterate, CEADL has to work more with educators if they truly want trainings to be replicated. The quality of training varies between educators, but as a starting point they must dedicate more resources for deepening knowledge, techniques, and speaking abilities.

The Project responds to the demand of strengthening democratic conducts, political participation, and respect for human and youth rights. To corroborate the observation, there are few public policies aimed at youth, nor hardly any spaces nor representation in government. Edwir Sinani is a special example of the few young people that have achieved a public administration position. A representative of the largest youth activism group in El Alto, he was selected, not formally elected, as their representative to the Mayor's office.

Thanks to the trainings, and the strong presence of CEADL in Oruro, in collaboration with the organization VIVE, enabled youth to express their ideas and projects to local authorities, through the CEADL office. In Sucre, through the CEADL office, and in coordination with support networks, the presence of young people maintains an impact in the mayor's office, though agreements have yet to reach completion for the collaboration with said office. - Potosi, with its youth organizations and together the government of the department of Potosi, are active but only just beginning to work. The remaining of the 334 municipalities in Bolivia should take note of the youth population as a segment of society that can not only contribute to the community, but which also

represents the majority of the Bolivian population and therefore has the potential to block votes.

10.2. Organizational Strengthening for participation and social control

CEADL Works intensively with the Red Virus groups, developing educators in sexual and reproductive rights that can be replicated among new groups of youth. Red Virus is found in the municipalities where CEADL has implemented various activities. The goal of Red Virus in Sucre is for each of the 7 volunteers of 7 different networks and organizations to train 150 young people about their sexual and reproductive rights. One volunteer studying medicine works with children that earn money on the streets. At age eleven she worked with her brother in the graveyard in Sucre. Another testimony is that of a young student who provides prevention training for her classmates at school; the teachers give her a class period so that she can implement the training.

In Santa Cruz there is a Red Virus COSOL that has stopped giving courses on sexual and reproductive rights because student obligations consume all of their time, and there is no existing support. In Santa Cruz, youth interviewed by COSOL said they presented a work plan about sexual and reproductive rights education to the Ministry of Education of the Santa Cruz Departamental Government, but that it was not accepted. COSOL lacked the expertise needed for presenting its plan; they consider that they would have been more successful with their request supported by CEADL.

It was commented in Sucre that the Youth Council, which is comprised of various networks and organizations, requires space in the CEADL offices, to work on their proposals, formalizing Council activities and learning from CEADL. Also, they would like to count on office and computer equipment for CEADL in Sucre. They even have the project of installing small library that they may access useful information and materials for the activities of their organizations.

Oruro youth also seeks to get closer to CEADL personnel so they may provide technical assistance and maintain a dialogue on important subjects. The observation is that CEADL works in El Alto and Sucre, and should count with local personnel, formed by CEADL working in municipalities where it does have a constant presence. Said personnel may have a point of view closer to reality, without imposing ideas or demands that do not correspond to the place, especially in the case of Santa Cruz.

10.3. Building Observatories

Sucre finds itself already in the process of organizing an observatory for human rights with nearly 40 municipal, Departmental, local, national, and international organizations. It would be ideal if an observatory existed in each municipality, however there is insufficient personnel and money for CEADL to implement more activities. Observatories require extensive and labor-intensive work. In the case of counting with a

human rights observatory, work coordination close with the human resource observatory must take place, to avoid job and cost duplication.

This project, as well as the other two projects, attends to the needs identified by CEADL and the interviewees. In the future, a Human Rights Observatory may be necessary; independent from the path Bolivian policy is taking. CEADL has improved several aspects of their administration after the evaluation made in 2008, although there is still room for improvement. The same applies to working with gays, lesbians, bisexuals, and transsexuals (GLBT) in the stage of working and coordinating jointly in favor of youth, without mainstreaming the polemic of being part of GLBT. Other areas, such as municipal and departmental proposals, preliminary Youth Law are effective and excellent.

11. Project Objectives and Observations

CEADL's four objectives could easily be reduced to three. Objective 1 is necessary and a solid investment. Objective 2: Building a respectful culture for human and youth rights could be a sub theme for Objective 3 and definitely be a more realistic description of the project. Objective 4 is part of Objective 2 but because of the concentration of activities carried out by Red Virus it should be left as an independent objective for personal expression – control over one's own body to taking part in political activities.

11.1. CEADL is adequately prepared to assume its work

There have been a lot of efforts invested in the staff of CEADL. This is mainly due to the SUR SUR project, which SAIH and LAG have established along with CEADL. It has been a very fortunate endeavor and there have been both technical training in favor of various staff members and enriching experiences for members of organizations that work with CEADL such as VIVE from Oruro. One of the organizations that collaborate with CEADL sent one of their members to El Salvador to participate in a conference. This experience gave new insights and enthusiasm to develop their work with youth. The project has also provided some youth with the possibility of meeting others within Bolivia as well as internationally. After encounters like the one in El Salvador, there is an emergence of new youth leaders in the organizations, which representative of the indicator on how CEADL is achieving their results, showing that the youth can be a catalyst for change. The international events are excellent incentives for both staff and partners of CEADL.

Concerns arose on whether CEADL had been able to prepare, or not, their volunteers to assume leadership positions in their communities, their organizations, and within

CEADL in the event that one of the staff members decides to leave the organization. The response was positive even though so far there has not been any need to consider this situation. Leadership within CEADL has prolonged itself much too long, and if changes are not made in the near future to alleviate some of the pressures and providing them with breathing and personal spaces, the risk to departures and resignations is high. Presently, CEADL would be affected if there was a change in the leadership, given that there is a need of making a clear and historic vision of their position towards the MAS government. The staff who maintained the continuity since 1998 has made many sacrifices and “grown up” in CEADL, making the organization into what it is today. There are also staff members who have joined CEADL later and who have dedicated themselves to the objectives, however not achieving the agreed time-frame nor the dedication from its main members.

The dedication is reflected in the training activities imparted which express that they are as an organization. Director Juan Carlos Balderama and Coordinator de Areas del Valle Orlando Barrera lent their knowledge, organizational skills, credibility and especially their experience to the purpose of helping youth transmit their position to the “adult” world on topics they are confronted with on a daily basis. Gonzalo Huaranca and Rosemary Quispe among others were very young when they started to work with CEADL and are part of the foundation of the organization. For this reason, investing on technical formation and the learning of new tools for these team members, guarantees their professional growth, positive stimulus to their efforts, and strengthening as leaders.

Relevance: The training activities and international encounters and meetings are highly relevant to equip CEADL with necessary knowledge of human rights and more specifically youth rights. The content of the training courses and the commitment of the staff, points to a high degree of relevance towards achieving the objectives of the project.

Effectiveness: These staff members have been working non-stop for years and are now finding themselves slowing down. There are staff members who have recently become parents, and have required reorganizing the type of work they accomplish for CEADL. This has been a natural transition that has not affected the work plan when it comes to traveling and participating in CEADL events.

Efficiency: These funds are relatively new for CEADL, but they have made it possible to participate in El Salvador and South Africa, which in turn has given feedback to the information and energy in their daily lives. Each event attended by the members includes the obligation to transmit the lessons to the rest of the partner organizations and networks as well as to the rest of the staff at CEADL.

Sustainability: The preparing of future staff is a valuable component of SAIH’s contribution and is well envisioned. This type of investment in capacity building will

definitely generate awareness about Bolivia, their organization, but also spread the knowledge about the situation of young people in other countries, and thereby establishing long term exchange processes on an international level. Promoting education through courses with guaranteed diplomas is an additional asset for the members of the staff and their partners. This also will encourage them to make contacts with other donors to help them have a wider range of donors. As it is now they are quite vulnerable because SAIH is their most important donor.

Impact: The training to staff and partners of CEADL will eventually have a long term impact. There are human rights organizations that work with youth in Bolivia, but perhaps one or two that work at the same level as CEADL. Their work does not limit to “dressing” youth in t-shirts and sending them out on the streets to hand out flyers, but rather works on a grass roots level, dialoging and responding to the requests of the youth. This has brought about critical thinking. The other result is that the youth have been encouraged to participate and CEADL staff is present to help them during their presentations, workshops and responding to the youth with authentic concern.

Recommendation: The support to financial resources should be continued without any doubt. The staff has welcomed the opportunities of being a part of international conferences and working alongside with in tune with their interests. The second recommendation is if CEADL is working in a certain municipality, one person could be identified as the “CEADL person”, a focal point that collaborates in the municipality and maintains close contact with the organizations. For example, a person from CEADL participated in the Constituent Assembly in 2006, and their presence allowed a more fluid and serious conversation about youth proposals, for the new Political Constitution of the Pluri-national State of Bolivia. It would have been very different if it was a conversation by telephone or infrequent visits.

11.2. Building a respectful culture towards human and youth citizen rights

Objective number 2 has been one of the strongest components of the project and has proven its validity for a number of years. The workshops regarding human rights have been part of the various past projects of CEADL and the staff is well versed in those rights. This area is the precursor to Objective 3 and yet still as important to give a basic understanding to raising the political consciousness for youth. This objective is given to larger groups of youth and is integrated also into Objective 3 and 4, as well as the Natural Resource Observatory. It is impossible to only talk about human rights without discussing political participation or sexual and reproductive rights. The Natural Resource Observatory and human rights are also going hand in hand during the workshops and training sessions.

Human rights promotion is an overall objective of CEADL. The two projects: Political incidence processes for youth in Bolivia and the Natural Resources Observatory are

now the concentrated focus of CEADL and are of great priority. Human rights is not treated as a separate topic during the workshops but woven in with the sexual and reproduction rights or environmental issues as well as Objective 3. Objective 2 should perhaps be not a separate objective but rather be integrated better into Objective 3.

Relevance: This is the basic component of the entire project, where it all starts when discussing human rights. The importance of talking out loud about youth rights, how it should be discussed, implemented and realized, is manifested in this component.

Effectiveness: This objective is a good foundation for the discussion of the future and their possibilities for them as young people. The importance for the overall objective of the project proves this component to be an effective one. CEADL has been concentrating more on Objective 3 & 4 and intertwining human rights rather than only talking about human rights.

Efficiency: The need to continue outreach work to youth about basic human rights is important. But also deepen the understanding of what the human rights signify and not just that they are there. The staff would need to make up a more structured learning program to give a solid and maybe even technical understanding of how human rights are being applied. The replicating nature of human rights training provides good value from the initial investment and does facilitate a better understanding about political participation of youth.

Sustainability: The replicating nature of human rights training has a strong element of sustainability. The contribution to raising the consciousness is powerful.

Impact: There were many interviewed youth who responded that it was the first time they heard about these innate human rights. They had never challenged the adults because they had only accepted the interpretation of their parents or elders. This begins to change their world view of how their world can be seen differently.

Recommendation: If CEADL wants to continue the human rights as an individual objective and not to let the other objectives overtake the basic human rights information, it is necessary to:

1. Prepare a **formal plan of training in human rights** to empower the youth with solid information, facts, and materials, and prepare them for any question that can be proposed to them during training.
2. To plan to speak about **human rights first** before taking the topics of political participation or sexual and reproductive rights into the course. It is important to have a solid basic knowledge about human rights and then from that point speak specifically about other rights.

3. **Time and resources be allotted to the workshops.** Human rights are effective and sufficient enough to begin CEADL's work but the youth that have already had a workshop about human rights will want more specific information and depth of understanding.

11.3. Increase active participation, with its own identity, by youth on social and political levels of decisions.

The articles in the Political Constitution of Plurinational State of Bolivia support the rationality of having the CEADL project. Article 15, subsection VII – The State guarantees the incorporation of youth in the productive system, according to their capacity and formation. Likewise, it guarantees active participation in political, social, economic and cultural development of youth without any discrimination, according to the law (Art. 59). (CPA 2009) From the ENAJ survey, taken place in 17 cities around the country in Bolivia, youth population (16 to 26 years of age) represent one third of the total population of these cities. For the year 2008, INE estimates that the total population in all 17 cities is 5,611,843 inhabitants. From that total, 1,822,955 correspond to the adolescent and youth population. The 17 cities are: La Paz, El Alto, Santa Cruz, Montero, Cochabamba, Colcapirhua, Sacaba, Quillacollo, Sucre, Tarija, Yacuiba, Oruro, Trinidad, Riberalta, Guayamerín, Cobija and Potosí. (UNFPA 2009) During the last election in 2011, after the conclusion of the biometric in 2009 for the voting roll and a registration campaign for youth, indigenous and migrants, the youth percentage calculation in the voting roll was more than 50% of the voters.

The 3rd objective is the area where the majority of CEADL's staff works intensely. CEADL also keeps one or two of their staff continuously dialoging with the participants before and after the meetings. CEADL is creating an atmosphere where interaction and conversation, comments and questions between both the workshop trainers and participants are always welcome. This type of transparent and horizontal dynamic gives youth the opportunity to decide intelligently not only how to participate in electoral processes, but also how to get involved in political processes. It is a technique that takes into account the opinions of the youth, allows them to voice their concerns, clears up doubt and come forward with their own proposals. This has proven to be inspiring and productive.

Since the activity centers on the dialogue, the youth keep coming back to CEADL, looking for guidelines. It can be said that it is more of a "youth to youth" approach. It seems to be very effective and creates both a relationship of "mentorship" or friendships where the ideas and questions can always be discussed, even outside the workshop. This observation was confirmed in El Alto, Sucre and in Santa Cruz's Plan 3000 and with the Red Virus (COSOL) in the urban area. There have been youth that have

attended CEADL training workshops and later not only expressed the desire to become active in politics or networks, but even organized their own networks at very early ages.

The impact and the training are ongoing and not just confined to a limited time frame or one specific subject presented in a workshop. The results of the friendship or mentoring between CEADL staff and participants are clearly a solid relationship of long term duration in the opinions of those involved, but it is difficult to measure and quantify. There are cases of youth who have developed a rational or a sequence of thought regarding local politics that is in direct disagreement with their parents and raises challenges that sometimes leads to a feeling of rejection from them. CEADL follows up and also accompany the youth along with their parents to reach a level of tolerance and understanding through discussions. These situations are not being taken lightly and require energy, dedication and belief to advance the project.

Relevance: CEADL has promoted the youth to express their rights to participate and to increase their prospects and opportunities to control and be a change agent for their own lives, which results are very powerful. The demands for this project are growing and will need to offer more than workshops. There will be a need for more access to formal education and to deepen their understanding about what their civil rights signify and how to access and practice them to change and influence public debate, be that as a politician or activist.

Effectiveness: The participation of youth has increased and CEDAL kept up the same pace of activities even though they have less staff compared to a few years ago. This has had an impact on the staff's personal lives and their families. The effectiveness has decreased as the demand over a long period of time has taken a toll on the personnel of CEADL.

Efficiency: The lack of staff and financial resources to attend the events is a very big challenge. CEADL is training their participants with the idea of becoming future trainers, in that way they are able to cover more events although there is a lack of information or full understanding of the topics to propose workshops. This means that the information that is passed on in the workshops where CEADL is not present is at times incomplete.

Recommendation: This fund should be continued without any doubt. The staff has taken advantage of the opportunities of participating in international conferences and working alongside with organizations that are similar to what their interests. The second recommendation is if CEADL is working in a municipality that perhaps one person could be the "CEADL person" that collaborates in the municipality and maintains close contact with the organizations such as in 2006. Thirdly, funds should be assigned to better training of the participants that want to be active workshop trainers.

11.4. Existence of state policies that promote and preserve Sexual and Reproductive Rights

The Political Constitution of the State explicitly recognizes its role to guarantee access to education, health and work (Art. 9). It also assures that women and men can freely exercise their sexual and reproductive rights (Art. 66). (CPA 2006) HIV/AIDS and sexual reproduction are the themes most prevalent in **sexual education** among adolescents and youth: two of every three Bolivian youth and adolescents report having received sexual education about HIV/AIDS (66%) and reproduction (64%). (UNFPA 2009).

The contraceptive methods most known among youth are the condom and the pill. One in five youth do not know any contraceptive methods and one in four do not know about sexually transmitted infections. Among youth with higher levels of education sexual debut occurs later, and the average age at first sex is 17, though it occurs earlier in the cities of Riberalta, Guayamerín and Cobija (15 years of age), all located in the Amazon area. Two in three adolescents and youth report not using condoms at first sex. The lack of protection during sexual initiation is greater among those between 10 and 14 years of age. 57% of young women do not use modern contraceptives (UNFPA 2009).

Approximately three of every five teenage and adolescent pregnancies are unwanted. The greatest rate of unwanted pregnancies is found among young women between 15 and 19 years of age. Female adolescents and youth demonstrate a lack of knowledge about their rights; half do not know their sexual and reproductive rights. Receiving information about the decision to have children is the right most frequently mentioned. Sucre, a city filled with university students, has the highest incidence of illegal abortion in Bolivia and there is very little legislation that helps young women obtain a safe, risk-free abortion, healthy to their lives (UNFPA 2009).

CEADL implements its work in sexual and reproductive rights through women's groups, social and community workers, and Red Virus. The first two types of groups are found principally in El Alto/La Paz, while Red Virus has groups in various municipalities where CEADL works. Red Virus provides prevention courses related to sexual and reproductive rights. The educators speak little about neither sex nor sexual orientation and focus more on exercising the right to make decisions about one's own body.

At least 3% of adolescents and youth have been victims of sexual aggression. The highest prevalence of victims is found in Trinidad (7%), Riberalta (6%), Cobija, El Alto (5%), Tarija (4%), all above the national average. Sexual violence affects women more than men. A greater number of female adolescents and youth have been victims of sexual violence (4%) compared with men (2%). 27% of sexual transgressions were committed by people unknown to the adolescent and youth victims, and 54% of victims do not receive any type of care or support.

Bolivia has a high quantity of cases of violence, sexual abuse and rape against youth in schools. These abuses are committed by teachers or other adults working in the educational institutions. An aggression by a teacher in exchange for a grade is nothing new. No state mechanisms exist to immediately help youth, nor for punishing the culprits. Only 6% of victims of sexual transgressions went to Police to report their case. [4] The victims remain silent, without help or access to justice.

Relevance: In some cases, workshops are the first opportunity to discuss sexual and reproductive rights, and they are able to ask and share, in pairs, any doubts when talking to their parents was not a possibility. The idea of providing training is to have an open environment but more than anything is learning to take control over their minds and bodies, and later learn to be more active concerning other areas of their lives such as political participation.

Effectiveness: Ignorance about Sexual and Reproductive Rights is a major unspoken issue for youth. The fact that they can ask questions in a safe environment is of the utmost importance for the youth. CEADL proposes this type of dialog with youth and gains the confidence of youth. The underlying message is if CEADL can achieve an understanding with youth that they are valued, important and will not be abused sexually, it is good start for the formation of leaders in the future.

Efficiency: The lack of staff & finances available are a challenge for Objective 4. Again, CEADL is training their participants with the idea of becoming future trainers, in that way they are able to cover more events although there is still a lack of information or a broader understanding of the topics given in the workshops. Sometimes the information is incomplete when CEADL is not present. Secondly, Objective 4 had over the years various donors with which CEADL has lost contact. There is a need for more financial resources (not necessarily from SAIH) and the project component could benefit from an additional international volunteer that could carry out a more congruent and directed program. As the program is functioning presently, they are able to carry out workshops. This might not be the full potential of this program. There are still many areas that could be explored.

Sustainability: The replicating nature of sexual and reproductive rights training has a strong element of sustainability. The contribution to raising the consciousness is powerful and can become a much more concrete component for CEADL if there is an active part in drawing up new proposals for laws to protect the victims of violent crimes and legalizing abortions. This could make CEADL an interesting organization where potential donors would be interested in financially supporting CEADL. The same can be said about the GLBT collective subject. If the Red Virus work with GLBT as an important aspect in their understanding and convert them to be real and caring “defenders of GLBT rights” this could be a way to raise funds.

Impact: young people, men and women do not become precocious parents or contract sexually transmitted diseases. More importantly, that sexual abuse be reported, punished and avoided at home, school, and the street.

Recommendation: 1. Improve the quality of trainings given by young people that were trained by CEADL. 2. Invest more on resources and didactic, creative, and motivating materials for Red Virus meetings, and support international trips to contribute information of CEADL staff and the members of the organization. 3. Begin to work with laws that protect young victims of illegal abortions, sexual harassment and rape. 4. Create a manual and establish a network that gives immediate help to victims, in terms of medical treatment, legal counseling, and in some cases, lodging for their protection and physical integrity. 5. GLBT collective awareness with replicators.

12. Institutional Issues and Organizational Development

Among the recommendations made in 2008, several administrative issues related to the internal functioning of CEADL. Most of these recommendations have been considered. Now, CEADL counts on:

- Code of Ethics
- Manual on procedures
- Review of job descriptions
- Systematic training for staff regarding administration, technical and educational support for staff and partners
- Pay and Per diem scale
- Employment contracts

Since 2008, CEADL has introduced a new integrated management tool and accounting system that keeps them up to date on spending which has been highly appreciated. This allows for a transparency and relieves CEADL from overspending. There is a need perhaps to find a system that would allow Sucre (in the future Santa Cruz) to be more decentralized so that they are able to attend more agile and effective to the activities in Sucre but that also satisfy both CEADL headquarters and the Sucre office. The other aspect is that the administration needs to make sure that the staff understands why the following norms and routines regarding their work, limiting the majority for lack of communication. They have implemented a telephone service that enables the whole staff to communicate free of charge.

In general, the communication between the CEADL head quarters and the Sucre office is good. SAIH has expressed their frustration concerning the quality of the information and the reports sent. On the other hand, SAIH is satisfied with the philosophy of work and implemented compromise.

There is a need for discussing the pros and cons of keeping both offices separated by 22 km, when the opening of a new one in Santa Cruz is pending. By combining the two offices they would be able to have a space large enough to accommodate all of their meetings and activities as well as physical work spaces (Offices in El Alto are overwhelmingly fine). They would also be a more fluid communication among the staff and most importantly reduce maintenance costs. Since the workshops are overlapping human rights, political participation and natural resources themes and the organizations bulletin is produced from the La Paz office, this could be very positive to be working physically closer as well. It is of the belief that this would also facilitate some of the more important ongoing discussions regarding the political, organizational and financial direction of CEADL.

13. Assessment of the existing program 2009-2012

Since the 2008 evaluation, there are positive changes in the administration components and the extreme workload that confronts the CEADL staff encounters presently. CEADL had experienced a cut in the staff a few years ago but their activities have increase to almost double including the Natural Resources Observatory which is also financed by SAIH. The two projects represent CEADL's major source of finances. Workshops and courses for the development received USD 30,100 and are part of all four objectives of the project. Objective 3 which is directed towards incrementing active participation, and receives the majority of resources – USD 16,584.68 - while the other three objectives receive the remainder of the funds. The budget for 2011 had a 51% execution rate until October, but there were many of the annual activities programmed for the last months of 2011. The end of the year will culminate many of the activities initiated during the early part of 2011. The administration had made the calculation that the annual budget will be fully implemented by December 2011.

There is no reason to doubt the quality or the need for these services by CEADL, and these in turn are important for Bolivian youth and their communities. The open question remains how long this support is likely to continue. For the time being, the major financial source is SAIH, and the gross budget has been USD 100,000.00 for 2011 just for the Incidence of Participation of Youth. SAIH has two additional projects with CEADL: Natural Resources Observatory -Observatorio de Recurso Naturales for USD123,715.65 and Intercambio Sur Sur for USD 18,980.56 with some lesser funding from Latin Amerika Gruppene, Kirkens Nodhelp (Ayuda de la Iglesia Noruega – AIN), Terre des Hommes (Germany) and the assistance of German volunteer from DED.

The total budget for 2011 was approximately USD 376,325 for all their projects of which two thirds are from SAIH Norway alone. It presents the situation to SAIH where CEADL depends to a large extent on SAIH funding. SAIH has supported an 11 year old job to

CEADL's work, which has been both very substantial and made it possible for a growth in the organization and an ever increasing demand for yet more assistance in youth issues. It would be hard to imagine the future if SAIH ceases to support financially.

CEADL has been able to point out that youth is the focal point where all the important political changes can be addressed and eventually be manifested in the future political scenario in Bolivia. CEADL has utilized their resources efficiently whether it be human resources or monetary support, in its pursue of stated objectives, by direct presence or by way of their volunteers when they are not able to be present. CEADL has been successful in defining their objectives according to human rights and to increment political participation by informing the youth about the political situation in the country in a "neutral" viewpoint by presenting the facts. The conclusions reached by the youth decidedly view that there are violations of human rights in regards to themselves as youth, and they are being denied basic rights that are innate. SAIH now emphasizes the GLBT collective and women along with youth, indigenous groups, education and political participation.

CEADL is focused on the target group, rather than activities, and that by itself is an interesting reorientation. It is important to emphasize that promotion of human rights is not merely the promotion of rights and the claiming of these rights, but also the realization of such rights in the form of services or activities that their country – Bolivia should provide automatically for their youth. Because of the lack of realization of these rights it is no doubt about the SAIH and Norwegian solidarity should definitely support the Bolivian youth. Such a position is an important distinction for SAIH and its politically motivated international actions which are expected by its members and supporters even if the present Bolivian politics become the catalyst for domestic turmoil and discourse.

The program component has been compiling since 2000 when SAIH began its association with CEADL. The projects have been transforming, increasing along with demand. This could have been resolved in an organizational fashion without the need to reduce the staff almost 50% in 2008.

Their sexual and reproductive rights program has also become a very empowering and captivating both of time and resources for CEADL. CEADL have at their Sucre office 7 volunteers from Network Virus (Red Virus) who are giving workshops to at least 150 youth before December 2012. On a national level also arrange to have workshops and activities. The gradual shift towards partnerships between CEADL and Network Virus has happened very positively. The motivation of Network Virus is constantly being supported by CEADL with their staff and monetary assistance for materials and refreshment.

The project design and formats for plans and reports are not particularly informative. The mixture of general information about CEADL projects and their situation in general

with the specific objectives of the projects is not always clear. There is much repetitive information and reports seem to match plans in an almost too perfect manner which needs work to clarify and present a realistic situation. It is not clear who wants to maintain the present formats, since SAIH Oslo and the Ministry of Foreign Affairs all have reservations concerning the formats. Once a format has been agreed upon, recommendations can be made to partner to follow suit.

Changing the attitude of the workshops is necessary, according to the advice delivered by SAIH, as well as to the interviews done in Bolivia. This seems more like an urgent issue in the planning area and has to do with the limit decided for the activities. It was possible to detect the profoundness of this claim from the documentation and after the first meeting with the CEADL staff. It seems also important to ask when and perhaps who should determine the need for changes. This discussion still needs to happen within the CEADL staff and to be determined soon.

Partnership does not need to be the teaching for SAIH of a certain way to relate, but about finding common ground apt for cooperation. CEADL commented that SAIH as an organization has been very respectful and given CEADL the possibility to explore as an organization and make advances as a youth organization towards democratic and participatory inclusion in the political turmoil setting in Bolivia. Part of the operative or service provision tradition is also the clear identification of SAIH as an actor, and not only a facilitator. It is CEADL that takes an active role and maintains own criteria in the field. CEADL brand its own name in the same field as its partners, as in the case of Network Virus. After 11 years in the relationship it can easily turn in a vertical relationship with a superior partner and an inferior one. This type of partnership tends to be part of the cooperation system. SAIH has perhaps not followed this type of partnership completely allowing for a more horizontal relationship between both organizations.

14. Lessons learned

There is no short term solution for Bolivian youth. As long as this situation persists that youth are excluded from decision making about youth, hopefully SAIH will most probably maintain its solidarity position and maintain a willingness to support programs three years as a minimum.

SAIH enjoys a very high level of credibility among the CEADL and their partners. CEADL is a partner with about 60 organizations. It works at a national and municipal level with organizations located in the Municipal capital cantonal, as well as coordinating with institutions such as the Community Social Workers of Bolivia (Trabajadores Sociales Comunitarios de Bolivia), and The National Confederation of Secondary

Students of Bolivia (Confederación Nacional de Estudiantes de Secundaria de Bolivia). It would seem inconceivable to many partners of CEADL that SAIH would conclude its presence.

The legality of SAIH, CEADL and their partners, united in the effort to support youth in their active and conscientious citizen participation; it has eased what up until now has been very difficult to achieve. The youth in Bolivia is very vulnerable to change in their daily existence as students, workers, mothers and single parents. Drastic changes in the relationship between SAIH, its partners and beneficiaries will most likely have profound effect on the stakeholders and the reputation of CEADL.

15. CONCLUSION

CEADL as organization has assumed a determined position towards the preoccupations and frustrations of the youth in an admirable way. However, it is necessary to point out the financial vulnerability and the urgent necessity to introduce some limitations of outreach to the target group in the current work plan. The staff is overwhelmed, and considering the large territorial extension they have to cover, these are challenges that need to be considered. The current evaluation has attempted to present the situation of CEADL as realistic as possible in order to continue its work and the cooperation with SAIH. The following recommendations are meant as constructive support and suggestions. The evaluator wishes CEADL all the best in its activities.

16. Recommendations for the proposal of new directions for the Project

1. CEADL is required to decide and adjust their goals, so they are coherent and with organizational capacity.
2. Limit and Implement improved approaches for activity planning to reduce employee fatigue.
3. Reexamine the work proposal, so as to not overdraw resources, personnel and energy to the CEADL organization.
4. In the case of Santa Cruz, CEADL will be required to have a strategy for a possible office in that locality. (Will they work in the field, in the urban towns or in Plan 3000?)
5. Hold strategic and participatory discussions for activity planning, and make these more visible for personnel.
6. Improve internal planning, including visibility (e.g. planning calendars on the wall) and have weekly morning planning sessions.
7. Establish clear lines of communication between the three offices about activities and work plans to better express it in the SAIH reports.

8. Continue to strengthen the understanding of administrative procedures among staff, while reaching a workable consensus that allows the office in Sucre to operate, in a way that provides greater administrative flexibility.
9. Introduce or modify the manner of producing reports, so as to provide clearer and more precise information.
10. Improve the mechanisms to transmit information in a more precise way between CEADL and SAIH.
11. Establish relationships with other national and international institutions for the exchange of information and financial assistance for the future.
12. Create incentive and value-added mechanisms for volunteers, such as diplomas, in order to motivate youth in providing trainings and courses.
13. More agile combination of the two projects – Youth Incidence of Political Participation with the Natural Resource Observatory.
14. Re-examine the inclusion of transversal subjects like GLBT, who is now part of their work plan.
15. Accommodate cross-cutting themes relating to Gays, Lesbians, Bisexuals and Transsexuals, with respect to sexual and reproductive rights in particular, but also incorporating all themes included within the Natural Resource Observatory.
16. Organize seminars for logical frameworks, for example, or leadership courses, or for promoting a deeper dialogue (e.g. about GLBT) within CEADL and its replicators.
17. Continue with political participation trainings, while at the same time, deepen replicator knowledge about information, in order to properly convey it to youth.
18. Invite and push participation among volunteers, FK or students from Norway or other countries (e.g. identify a gay or lesbian person to facilitate GLBT themes).
19. Use more technology like chats, blogs, twitter, so as to talk with young people and communicate, within the organizations, with youth groups.
20. Define and discuss the political position of CEADL within the organization so that all staff is able to express their opinions and participate in the discussion. This will greatly help in discussions regarding the content of the organization's bulletins, as well as its programs.
21. Prepare a contingency plan preparing for the potential event of direct conflict with the government in the future.

ANNEXES 1 & 2

1. Interviewees

1. Interviewees for the CEADL Team

#	CEADL TEAM	POSITION	TELEPHONE
1	José Adolfo Miranda	Audiovisual Production	67 00 909
2	Margarita Mamani	Facilitator	
3	Celso Mamami	Administration	670 09 100
4	Gonzalo Huaranca	Coordinator Highlands Area	670 09 099
5	Orlando Barrera	Coordinator Valleys Area	670 09 104
6	Marcelino Higuera	Office Assistant Sucre Valleys	761 25 488
7	Eliza Quispe	Sexual Rights Responsible	670 09 103
8	Rosmery Quispe	Responsible for Exchange and Gender Program and PME	670 09 102
9	Sarah Brants	Aid worker – Highlands Team Adviser	732 66 560
10	Adela Medina	Secretary	705 61 031
11	Angélica Saine Salinas	Administrator	730 88 004
12	Juan Carlos Balderama	Executive Director	719 23 602
13	Patricia Ticona	Administrative assistant	670 09 098
14	Victor Alanoca	Accountant	720 24 897

2. List of Interviewees

October 10 – 20

La Paz - Bolivia

DAY Hour	NAME	AGE Years	ORGANIZATION	OCCUPATION	REFERENCES	
10 Oct	EL ALTO					
<i>Interview 1</i> 11:00	Meeting with the entire Team in the CEADL office		CEADL		Zona 12 de Octubre, calle 4 esquina Av. 6 de Marzo #402 ceadl@ceadl.org.bo 282 95 25 Office 258 69 03 Administration	
13:00						
<i>Interview 2</i> 14:30	Sara Brants			Aid worker – GIS Highlands Team advisor		sarahbrants@hotmail.com
16:15						
<i>Interview 3</i> 16:20	Orlando Barrera			Valley Regional Director		
17:30	Marcelino Higuera			Valley Regional Educator		
11 Oct	EL ALTO					

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Interview 4 10:20	Margarita Quispe	22	Youth President for MASD 6 in Santa Cruz	Law Student	Distrito 6, Av. Virgen de Cotoca, la Pascana salma_jiromy@hotmail.com 790 06 017
	Leidy Mamani	17	Member of D6 MAS youth in Santa Cruz	Last year of Secondary school	747 01 414
	Juan Carlos Ballon	28	MAS IPPS D5 National youth President	History Student UPEA	775 68 684
11:55					
Interview 5 12:00 12:20	Edwir Siñani	20	Youth Unit Chief Municipal Autonomy	Political Science Student	772 67 287
Interview 6 12:30 13:00	Gonzalo Huaranca	35	Highland Regional Director		670 09 099
Interview 7 15:30 16:50	Freddy Loza	25	D6 Youth Municipal Council Vice-president	Political Science Student Qualified in Computer Science	freddyloza2@gmail.com 795 66 464
Interview 8 17:00	Alberto Condori	27	Participant	Sociology Student in UPEA	El Alto soc.net@hotmail.com 706 86 949
	Jesús Sanabria	24	Oral Secretary of UPEA	System Engineering Student	jesfer_comando@hotmail.com 673 14 495
	Nelson Choque	19	Secondary students Confederation in Bolivia	Student	nelson_choque@hotmail.com 762 50 122
	Jhonny León	21	Executive Secretary of CEFOPRO Brazil Bolivia		670 66 889
	Maycon Torrez	18	FES Representative	Secondary Student	787 68 370
	José Antonio Camayo	25	Executive Secretary for FUL UPEA	Electronic Engineering Student	725 75 456
	Remberto Cruz	20	Executive Secretary for Secondary Students Federation	Political Science Students	606 62 374
18:30					
12 Oct	ORURO				
Interview 9	Beatriz Mamani	22	Culture Center WAYNA WASI - VIVE	Anthropology Student	betycita@hotmail.com 741 05 843

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11:50					Oruro
	Eliana Ramírez	19	VIVE		724 92 230
	Abigail Quispe	18	MCE	Graduate English Student	abi_ta15@hotmail.com 711 06 306
13:30	Franz Brañez	30	VIVE Administrator	Auditor	denny_316@hotmail.com 771 443 49
	Joselyn Laura	19	VIVE	Industrial Engineering Student	
	Álvaro Roble	30	VIVE	Economics Graduate	723 19 975
	Carlos Iquize	36	VIVE	Economics Graduate	paisvive@hotmail.com 723 71 399
<i>Interview 10</i>	Helen Funaro	21	MCE	Anthropology Student	heltubombon@hotmail.com 704 27 691
15:00	Rocío Bejarano	18	VIVE	Economics Graduate	rous_93.dbsk@hotmail.com 757 19 826
	Boris Orellana	19	Ejecutivo de la Carrera de Ingeniería Comercial	Commercial Engineering Student	boris_boy@hotmail.com 794 15 646
	Aurora Mamani	21	Ejecutiva de la Carrera de Economía	Economics Student	aurora_luz66@hotmail.com 741 03 357
	Daniel Blanco	20	VIVE	Company Management Student	dmba@hotmail.com 724 72 087
	Claudia Heredia	18	VIVE	Economics Student	Clau_man666@hotmail.com 761 33 993
	Joselyn Laura	19	VIVE	Industrial Engineering Student	laura.080992@hotmail.com 724 96 818
	Ronald Pardo	23	VIVE	Economics Student	
	Susy Ramos	26	VIVE	Teacher School Student	
16:15					
	13 Oct			SUCRE	
<i>Interview 11</i>	Diana García	22	Huacaya Project: Development investigation from gas exploration	Sociology Student	768 25 909
14:10 14:30					
<i>Interview 12</i>	Esteban Orellana	25	Red Virus	Sociology Student	stevitan@live.com 761 10 354
14:40 15:15					
<i>Interview 13</i>	Ronald Barriga		Disergencia Foundation's General Director	Philosophy and Political Science Student	ronald.divergencia@gmail.com 7771 26 740 www.divergencia.org
15:30 17:00					
<i>Dinner</i>	Gonzalo Huaranca				

ANNEXES 1 & 2

	Fabiola Omante				
	Marcelo Higuera				
14 Oct	SUCRE				
<i>Interview 14</i> CEADL Team in Sucre	Fabiola Omante	24	Coordination Assistant for the Observatory	Lawyer Sociology Student	744 49 694
9:30 13:00	Marcelino Higuera		Educator	Environmental Engineer	Calle Junín #407 Galería Huici 6458 270 oficina marcelo.higuera@gmail.com 670 09 109
	Orlando Barrera		Valley Regional Director	Psychologist	670 09 104
	Alejandro Landívar		Natural Resource Observatory Director	Auditor	
<i>Interview 15</i> 14:30 15:25	Juan Zarate	31	Tarabuco	Farmer Radio commentator	juanzarate27@hotmail.com 711 66 509
<i>Interview 16</i> 15:30	María Bolívar	24	Namoe Nandereko We rescue our culture	Pedagogue	e_sesther@hotmail.com 771 21 461
	Cliver Pérez	21	Youth Municipal Council President in Sucre	Engineering Student	cliver_perez@hotmail.com 771 19 990
	Susana Aguirre	23	Children and youth Federation worker in Chuquisaca		saguirreg12@hotmail.com 734 13 504
16:45	Beimar Pérez	20	Youth Municipal Council	Sociology Student	beimar_herrera@hotmail.com 603 15 806
<i>Interview 17</i> 17:00 18:30	Juan Carlos Crespo	30	Municipal Council Advisor in Sucre	Lawyer	charly_cv@hotmail.com 744 45 699
<i>Interview Observation 18</i> 18:40 20:00	Esther Chavarría	20	Youth Municipal Council Democracy and Reproductive Rights Workshop for Incidence	Secondary Student	esther_chav@hotmail.com 744 42 273
<i>CENA</i>	Gonzalo Huaranca Marcelo Higuera Fabiola Omontes				
15 Oct	SUCRE				
<i>Interview 19</i> 9:00 11:30	Cristhian Negrete	23	Youth Organization President	Planning and Development Student	Negtor_crisandre@hotmail.com 728 85 504 793 76 027
<i>CENA</i>	Gonzalo Huaranca				

ANNEXES 1 & 2

	Hernan Gonzalez - chofer				
16 Oct	SUCRE				
<i>Interview 20</i> 18:00 20:00	Gonzalo Huaranca	35	Highland Regional Director		670 09 099
<i>CENA</i>	Gonzalo Huaranca Fabiola Omante Marcelo Higuera Orlando Barrera				
17 Oct	SANTA CRUZ				
<i>Interview 21</i> 15:30 17:00	Gerardo Burgos	52	Social organization Coordinator supporting MAS	Observation: Not possible to interview him, dirt road covered in water, cannot move through	708 96 289
<i>Interview 22</i> 19:18	Juan Justiniano	40	Project Planner Women house	Sociologist	juflaco@yahoo.com 713 68 154
18 Oct	SANTA CRUZ				
<i>Interview 23</i> 9:30	Eduardo Loayza	33	Radio Integración FM 102.3	Communicator	726 97 316
10:15	Catalina Rodriguez	45	Colectiva Rebeldia	Communicator	716 71 877
<i>Interview 24</i> 11:30 12:30	Wilver Coca	24	Social Coordinator Red Virus Santa Cruz COSOL	Messenger	749 177 59 wilver_abt@hotmail.com
	Daniel Soto	27	COSOL	International Relations Student	766 42 545 cosol_scz@hotmail.com
	Elier Ijimani	23	COSOL	Commercial Engineering Student	773 879 36 eliecito_18@hotmail.com
<i>Youth meetings 25</i> 13:00 14:00	Margarita Quispe Leidy Mamani Wilber Coca Daniel Soto Elier Ijimani		COSOL MAS Youth President D 6 in Santa Cruz Member of D6 MAS Youth in Santa Cruz	Objective: Develop network with youth in Santa Cruz Facilitate dialogues	
19 Oct	LA PAZ				
<i>Interview 26</i>	Juan Carlos Balderas	52	CEADL Institutional Director	Sociologist	719 23 602 Observatory: Calle Cañada Strongest #1782 Edificio

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Environment Observatory 9:00 11:30					Nápolis Of. 3A 291 46 33 oficina
	Rosmery Quispe	28	Gender Responsible and PM&E	Social Worker	rosmerquispe@gmail.com 670 09 102
	Eliza Quispe	29	Sexual and Reproductive Rights Program Responsible	Social Work Student	elizaquispe@gmail.com 670 09 103
Interview 27 13:00 14:10	Trond Heyerdahl		Councilor and Mission Chief Norwegian Diplomatic Section		trau@mfa.no 229 79 630
Interview 28 14:30 17:15	David Suntura	22	Red VIRUS	Industrial Chemistry Student	davidsuntura@gmail.com 777 41 378
	Armin Flores	22	Red VIRUS	Law and Political Science Student	Armi_mavie@hotmail.com 777 69 666
	Miriam Nina	28	Red VIRUS	Social Work Graduate	Miriam.nairi07@gmail.com 670 70 676
	María Choque	34	Bolivian Micro-Justice	Law Student	mariachoqueajata@hotmail.com 719 17 583
	Ysaura Quispe	24	Red VIRUS	Language and Linguistic Student	linda_ysaura@hotmail.com 788 37 434
	Mónica Alcon	28	Youth Network Women United in Diversity	Social Worker	monicalcon@gmail.com 705 25 568
	Rodrigo Paredes	23	Always latent	Graduate Student	rodry_spick@hotmail.com 772 26 644
	Paola Rodríguez	26	Always latent	Philosophy Student	mar_muerto5@hotmail.com 606 79 360
	Leslie Choque	19	Always latent	Education Science Student	leslielc@hotmail.com 601 24 826
	Rocío Ticona	32	Educational Unit in San Antonio	Primary teacher	Soluna3474488@hotmail.com 701 92 321
	Karina Marconi	28	Communal Social Workers in Bolivia	Social Work Student	Karimm_t@hotmail.com 701 18 688
	Braseida Nina	22	Social Communal Workers of Bolivia	Secondary Teacher	Breseida614@hotmail.com 796 85 086
	20 Oct	EL ALTO			
Feedback meeting 29 9:20 13:00	José Mollinedo	55	Directory member of CEADL		CEADL EI Alto ppmirandaav@hotmail.com 670 09 096
	Angélica Saire	53	Administrator		angelicasaires@hotmail.com 670 09 097

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	Juan Carlos Balderas	52	CEADL Institutional Director	Sociologist	719 23 602
Administration Team meeting 30	Patricia Ticona	31	Administrative Assistance	Audit Graduate	Patty_aao@hotmail.com 705 61 639
13:15	Víctor Alanoca	42	Accountant	Auditor	vicoalanoca@gmail.com
17.30	Angélica Saire	53	Administrator	Auditor	angelicasaires@hotmail.com 670 09 097
	Celso Mamani	28	Office Auxiliary		celsomamany@hotmail.com

INFORMATION on interviews done between the 10th and 20th of October 2011

- 8.10.2011 travel to La Paz, Bolivia (arriving at 1.30 a.m. to the hotel) and 21.10. 2011 travel to Ciudad de Guatemala (at dawn), Guatemala
- 14 days of total travel, 2 days of traveling, 12 days in Bolivia and 2 days to wait for the elections the 16.10.2011.
- 13 nights in a hotel for the consultant
- Travel allowance (accommodations and food) for the assistant and the auxiliary only for days spent away from home.
- 12 midnight from 15.10.2011 until 12 noon 17.10.2011 for lack of transport by the Electoral Law.

79 interviewees
 1 incomplete interview
 30 meetings
 5 departments
 41 Organizations

Día	Visitas	Responsables	Observaciones
13 Jueves	Sucre	Hai Almquist Cecilia Cárdenas Gonzalo Huaranca	Cecilia se queda en La Paz Reunión: Colectivo GLTB Hotel Capital Plaza en Sucre Teléfono 04 642 2999
14 Viernes	<u>Sucre</u>	Hai Almquist Orlando Barrera Marcelo Higuera	Reuniones 1 con jóvenes 1 con indígenas
15 Sábado	Sucre	Hai Almquist Orlando Barrera Marcelo Higuera	Cecilia llega a Sucre 8:45am Reuniones 1 área rural Reunión con Gonzalo Huaranca 1 de jóvenes (a revisar) Oficina Dirección: Junín 407
16 Domingo	Sucre Dormir Sucre	Hai Almquist Cecilia Cárdenas	Redacción Informe
17 Lunes	<u>Santa Cruz</u> 13:45H	Hai Almquist Cecilia Cárdenas Gonzalo Huaranca	Entrevista con Gerardo Burgos Entrevista en la tarde CIDOB?
18 Martes	Santa Cruz La Paz en la noche 7:00 pm	Hai Almquist Cecilia Cárdenas Gonzalo Huaranca	Entrevista en la mañana
19 Miércoles	<u>La Paz</u>	Hai Almquist Cecilia Cárdenas Rosmery Quispe Eliza Quispe	Trabajo en El Alto con Angélica y Juan Carlos Entrevista con Organizaciones de Mujeres Entrevista con Universitarios
20 Jueves	Informe previo de evaluación	Hai Almquist Cecilia Cárdenas Juan Carlos Balderrama Orlando Barrera Gonzalo Huaranca Angélica Administradora	Mañana, trabajo en La Paz Entrevista Embajada de Noruega Almuerzo Tarde, reunión en El Alto 15:00H
21 Viernes			Viaja Hai a casa

4. ABBREVIATIONS

CEADL	Centre of Studies and Support for Local Development
CEFOPRO	Professional Formation Center Brazil - Bolivia
CDJ	District Council for Youth
CIDOB	Confederation of Indigenous People of Bolivia
CMJ	Youth Municipal Council
COR	El Alto Workers' Center
CONAMAQ	National Council of Ayllus and Markas of Quillasuyu
COSOL	Social Coordinator
CPE	State Political Constitution
D	District
ENAJ	National Youth Survey
FEFOM	Student Federation for Teacher Formation
FEJUVE	Federation of Neighborhood organizations in the City of El Alto
FUL UPEA	Local University Federation of UPEA
FES	Secondary Students Federation
GLTB	Gay, Lesbian, Transsexual and Bisexual Collective
UPEA	Public University in the City of El Alto
IDH	Direct Tax to Hydrocarbons
INE	National Statistics Institute
MAS	Socialist Movement
MCE	Women Contributing to Equity
NORAD	Norwegian Agency for Development Cooperation
ONG	Non-Governmental Organization
PNUD	United Nations Development Programme
SAIH	Norwegian Students' and Academics' International Assistance Fund
UMSA	"Mayor" University of San Andrés
TIPNIS	Indigenous Territory and National Park Isidoro Sécure
VIRUS	Integration Sites and Social Union Reasoning
VIVE	Youth Strength

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Proposal for New Formats

In general, this format is very similar to the program presentation and requests. For the reader, it is often confusing, since it is not always clear what were the plans and what are exactly the results. For the generic information, I would send a copy of the country program as reminder of the general information. The reference to the background and expected results should be brief and could even be in a narrative form in order to make a clear distinction between the plans and report formats.

The main part of the report is composed of results and effects, or the advances towards these. A narrative can be offered on the general advance towards expected results, in which analysis of external factors like the political environment and other obstacles or advantages can be described. In this section, explanation of deviation from stated plans should be made. The bulk of the report should be expressed in a table. The current table used in the reports does not lend itself very well since one column is basically wasted and it is difficult for the reader to compare the expected results with the real results. A table which should contain the essence of information, and which would allow us to compare between plans and results should follow. Factors of distortions between plans and results can be obstacles or added value. Lessons learned should be indicted and taken into account for the next request. There should be room for ample narratives in each cell.

Expected results	Achieved results	Factors of distortion	Lessons learned
Result 1			
Result 2			
Result 3.			

This should be followed by a short presentation of perceived follow-up. In this context, there should not be necessity to include the distinct aspects of sustainability.

By striving towards comprehensive reporting and program presentation formats, there should be no need to produce an additional executive summary such as in this evaluation. The request for this summary on the part of MFA should be interpreted as a desire by the donor to receive short

comprehensive reports. If long and detailed reports are required internally in SAIH, it might be the moment to analyze the need as well as the practical consequences for the local staff in Bolivia or the other countries where SAIH works which has to spend considerable time writing reports and requests. Comprehensive reports will also be more user friendly and invites to reading. No more copy and paste on neither evaluations nor annual reports.

The information age we live in provide us with many options to the traditional written report. Many organizations present much creativity in reporting which can be illustrated, audiovisual, web-based or simply electronic. CEADL should have electronic archives available to support reporting and requests. In electronic documents, links can easily be made to additional documents where that is desirable. It should be unnecessary to reproduce this information on each occasion.

So the idea of measuring project impact by the quantity proposals of public politics (i.e. municipal development plans, Youth Law or youth leader meetings should to a lesser degree be emphasized in relation to what is the quality of CEADL's work with these activities are in actuality. The result of if one of the youth that received a workshop eventually achieves a decisive position in the public administration would take years.

An observation is that during the review of the documents given by both SAIH and CEADL has shown the difficulty of reporting the activities of CEADL. Without a doubt CEADL's information for SAIH to report to MFA has not been an easy task for SAIH to extract. The importance of CEADL's work is not reflected in the present format of reporting. Both SAIH and CEALD have expressed their desire to have new way reporting their activities. In the meantime, it is important that the logical framework analysis (LFA) is a starting point for all the personnel to understand and be able to manage. In Sucre, la personnel were able to make a 2011 work plan from the national plan according to the (LFA) analysis with a consensus from their bases – youth networks and organizations though it is an ever changing departmental work plan.

CEADL's major grievance with the LFA is that it portrays a very static view of their activities. LFA does have its' drawbacks and is at times antiquated but it is still a standard with the MFA. That it may be true but there is a need to be in agreement on how to view CEADL's work by the personnel

even if it will change constantly as their activities are ongoing. This will make it easier for the envisioning of their future work and planning and perhaps assure that there is no duplicity of activities or efforts occurring during the execution of the project by the organization or one of the collaborating youth networks or organizations. There are persons in CEADL's organization that can be an excellent resource for transferring the LFA technique within CEADL and at the same time assure that their annual plan for 2012 is carried out in a manner coherent to CEADL and their organizations' desire.

Términos de referencia para evaluación de proyecto

El Fondo de Asistencia de Académicos y Estudiantes Noruegos (SAIH)
Centro de Estudios y Apoyo al Desarrollo Local (CEADL)

I. Antecedentes

1. Contexto del país

Actualmente Bolivia experimenta múltiples transiciones en los ámbitos sociopolítico, económico y cultural. Estas transiciones implican importantes procesos de inserción ciudadana, que se dan en los campos y espacios arriba mencionados.

Estos procesos resultan en una ampliación de la democracia, lo cual significa que los y las ciudadanos y ciudadanas, tienen mayores posibilidades de actuar en la sociedad y la política, construyendo el país que deseamos.

Sin embargo, el tema de la formación para la participación, sigue siendo un reto y un problema a abordar. A pesar de esto, las políticas gubernamentales, no toman en cuenta este tema o no lo priorizan. En este contexto es necesario llevar adelante proyectos que atiendan las necesidades de formación para la participación.

2. Contexto organizacional

La estructura orgánica actual del CEADL es la siguiente:



a. Visión

El Centro de Estudios y Apoyo al Desarrollo Local (CEADL) es una organización educativa crítica y propositiva. El trabajo de la organización se

basa en los principios de la educación popular liberadora, que aporta en la construcción de una sociedad inclusiva y democrática, a través de la transformación de las estructuras de injusticia e inequidad sociopolítica, económica, ambiental y cultural, que generan inequidad, exclusión y pobreza.

b. Misión

Realizar acciones de carácter educativo - formativo, que promuevan el ejercicio de los Derechos Humanos y el Desarrollo Local. Los métodos son educación y comunicación popular, investigación social, asesoramiento y capacitación en alternativas económicas, de gestión pública y de control social.

Crear, participar en y apoyar espacios de articulación de organizaciones y movimientos sociales, a través de redes locales, nacionales e internacionales. El trabajo con estas redes, organizaciones y movimientos, está ligado a la reivindicación, ejercicio y respeto de los derechos políticos, económicos, sociales, de género, culturales y ambientales. Este trabajo se hace en los ámbitos municipales, departamentales y nacionales.

Contribuir al fortalecimiento y profundización de la democracia y la participación sociopolítica de la población en general, particularmente de los/las jóvenes, en los diferentes espacios de toma de decisión.

c. Valores organizacionales

- **Eficiencia:** La capacidad para realizar acciones, tareas actividades, desarrollando todas nuestras capacidades, habilidades y destrezas.
- **Eficacia:** obtener los resultados esperados, optimizando recursos y tiempo.
- **Respeto:** Actitud para reconocer que hay diferentes maneras de actuar, conocer, pensar, valorar la vida y que se puede construir a partir de las mismas.
- **Responsabilidad:** Asumir y cumplir compromisos, ser coherente con lo que se dice y hace.
- **Compromiso:** Coherencia institucional e individual entre el discurso, las actitudes, y las acciones. Las convicciones para trabajar con y por los jóvenes, familias y comunidades empobrecidas en Bolivia.
- **Comunicación efectiva:** Capacidad para expresar libremente opiniones, pensamientos, sentimientos con fluidez en todos los niveles

institucionales. Tener la capacidad de escuchar a los demás y ser escuchado.

- **Solidaridad:** Predisposición y desprendimiento para colaborar, ayudar y trabajar en equipo para el bien común.
- **Confianza:** Creer en la persona, en su valor, su capacidad, su aporte y que puede responder efectivamente ante los desafíos.
- **Liderazgo:** Capacidad para servir a los demás, trabajar desde la pedagogía del ejemplo, ser sensible ante las necesidades de los demás, promover la integración, participación y la superación tanto personal como grupal.
- **Motivación:** transmitir optimismo, promover la superación personal y de equipo.

d. Portafolio de programas

El CEADL posee los siguientes programas:

- Programa de formación y capacitación
- Programa de participación ciudadana y control social
- Programa administrativo – financiero
- Programa de comunicación
- Programa de incidencia en políticas públicas

3. Descripción general del proyecto

Los y las jóvenes están siendo utilizados principalmente como agentes de racismo y violencia, en los duros enfrentamientos en los que están envueltos el Gobierno y la oposición. No tienen, en la actualidad más formas de estar presentes en los escenarios de la política, que a través de la confrontación y la violencia. En este sentido, sería válido afirmar que la democracia boliviana es excluyente para los adolescentes y jóvenes, e impide su participación en los procesos de toma de decisiones para el desarrollo local y nacional. Es probablemente por esto que muchas veces los jóvenes adoptan actitudes de rechazo, intolerancia, indiferencia y resistencia ante la sociedad y el estado.

La sociedad y el Estado boliviano no reconocen a los adolescentes y jóvenes como actores para el cambio integral. Tampoco se fomenta ni se invierte en el desarrollo de las competencias y capacidades juveniles, con identidad propia, para su participación en niveles de toma de decisión en la sociedad.

Las estructuras del estado más cercanas al ciudadano, es decir, los municipios y también las prefecturas, responden a criterios políticos que no siempre están de acuerdo con estructuras democráticas. Estos procesos tampoco están

suficientemente adecuados a las necesidades de los adolescentes y jóvenes, quienes generalmente perciben a los gobiernos locales solamente como instancias de prestación de servicios urbanos, en vez de espacios de decisión política. Esta situación contribuye a una concepción negativa de la democracia.

También existe una desconfianza generalizada, que a menudo se basa en pertenencia geográfica/ territorial o étnica, entre organizaciones de adolescentes y jóvenes, a pesar de que dichas organizaciones dicen trabajar por los derechos humanos y la democracia. Tampoco hay suficientes instancias de participación y control ciudadano, en torno a temas de Derechos Humanos, violencia doméstica y pública, que influyen en el desarrollo de adolescentes y jóvenes. El Estado y la sociedad boliviana, no han reconocido a los y las jóvenes como sujetos de Derecho.

No obstante, desde que el presidente Evo Morales tomó control del poder Ejecutivo del país, los y las jóvenes han tenido más oportunidades de avanzar en la consecución de derechos y en lograr que sus propuestas sean tomadas en cuenta. Esto fue el caso en arenas sociales tan importantes, como la Asamblea Constituyente. Por ejemplo, cabe resaltar que más de 26 propuestas de los y las jóvenes han sido incorporadas en el nuevo texto constitucional. Al mismo tiempo, los y las jóvenes han hecho propuestas importantes con respecto a problemas que actualmente afectan al país, como: violencia, división, atomización, racismo, discriminación y marginalidad. En estos contextos, los y las jóvenes son a menudo los actores y las víctimas principales.

El proyecto titulado “Procesos de incidencia política de los y las jóvenes de Bolivia”, pretende que grupos históricamente vulnerados de Bolivia como son los adolescentes y jóvenes hombres y mujeres mayoritariamente pobres, conozcan y ejerzan sus derechos frente al Estado nacional, y que este, en sus diferentes niveles, y como resultado del trabajo de los jóvenes y el mismo proyecto, promueva y formule políticas públicas favorables a este sector de la población.

Esta propuesta es una continuación del proyecto “Fortalecimiento de la sociedad civil nacional, desde una perspectiva generacional”, el cual significó ganar más derechos, más voz para y más protagonismo, para adolescentes y jóvenes en Bolivia. Este fue un proceso que se inició el 2006, en los departamentos de La Paz, Oruro, Potosí, Chuquisaca y Tarija. Ahora estamos ampliando a Santa Cruz y Cochabamba, con el objetivo de promover el conocimiento y ejercicio de derechos ante el Estado, con elementos transversales y prácticos, en los temas de género y comunicaciones para el desarrollo. El propósito es lograr que el Estado reconozca y dé plena participación a los y las jóvenes, como sujetos de derecho social y político.

a. **Objetivos del proyecto**

- La construcción de una cultura de respeto a los derechos humanos y ciudadanos de adolescentes y jóvenes.

- Incrementar la participación activa, con identidad propia, de los jóvenes en los niveles de decisiones sociales y políticos.
- La población de la ciudad de El Alto en general, y particularmente los y las jóvenes están informados y capacitados para prevenirse del VIH/SIDA y preservar sus derechos sexuales y reproductivos.

b. **Estrategias del proyecto**

- *Enfoque Municipal:* El espacio fundamental de la acción institucional es el de los municipios del país. El CEADL asume que el municipio es:
 - Una de las instituciones más importantes en el proceso autonómico que vive el país.
 - El espacio más cercano entre el Estado y la sociedad civil. Por ello, puede constituirse en área de interacción entre estos actores.
 - Un campo de verificación de contradicciones entre diversas visiones y concepciones sociales/políticas.
 - Escenario de aplicación práctica de la ideología y la política.
 - Un escenario de resolución de conflictos y contradicciones. Porque es un lugar de alianzas y estrategias entre la propia sociedad y entre ésta y el Estado.
 - La arena en la que las aspiraciones, necesidades y demandas vecinales pueden ser objetivadas y convertidas en cuestiones de Estado.
- *Formación Socio-Política:* Este es el instrumento para conocer y ejercer derechos, la ciudadanía y la responsabilidad que ésta implica. El CEADL se define como una instancia educativa que enseña, promueve y capacita en torno a: los Derechos Humanos, la formación sociopolítica, y la participación para el control y la gestión estatal.
- *Fortalecimiento de organizaciones para la participación y el control social:* A través de la dotación de información y metodologías, que son acordes con las necesidades que se vuelven evidentes a través de dicha información. De esta manera, el CEADL pretende posibilitar que las organizaciones, particularmente las de los y las jóvenes, se fortalezcan y puedan ejercer sus posibilidades de control social y participación ciudadana.
- *La conformación de "Observatorios" de los Derechos Humanos, de los y las jóvenes, en cada uno de los municipios de influencia.* Estos observatorios ejercen control ciudadano en relación al cumplimiento de derechos en esos municipios. Los observatorios también producen información sobre qué tanto se respetan estos derechos en los municipios. Al mismo tiempo, contribuyen continuamente a establecer

la agenda de defensa de estos derechos a nivel local, departamental y nacional.

c. **Grupo meta**

El grupo meta del proyecto está compuesto por organizaciones y redes de jóvenes en los departamentos de La Paz (Municipios de La Paz y El Alto), Oruro (Municipio de Oruro), Potosí (Municipio de Llallagua), Chuquisaca (Municipios de Sucre, Monteagudo y Huacaya) y Tarija (Municipio de Tarija).

El grupo meta está organizado a nivel local (municipio), regional y nacional, y es la fuerza protagonista en el proyecto.

d. **Objetivo de desarrollo**

Mujeres y hombres jóvenes tienen competencia para participar en el desarrollo democrático de la sociedad, y son una fuerza democrática real, que trabaja para que los procesos políticos sean abiertos y transparentes.

II. **Justificación, objetivos y alcance de la evaluación**

1. **Justificación**

a. **Medir el impacto del proyecto:**

Es fundamental identificar concretamente los resultados e impactos que ha tenido el proyecto.

b. **Decidir el camino a seguir:**

Una evaluación de lo realizado hasta ahora y los modelos de trabajo/cooperación empleados es pertinente para planificar el camino a seguir. Esta evaluación debe contribuir a establecer cuáles son las mejores formas de organización, para fortalecer la participación de los y las jóvenes, tanto a nivel local como nacional.

2. **Objetivos de la Evaluación**

- a. Interpretar, analizar y evaluar el avance del proyecto “Desarrollo de capacidades para la incidencia política de los líderes juveniles en Bolivia” en su relación con la sociedad civil nacional: Organizaciones de base, instituciones afines, organizaciones de apoyo, etc.
- b. Presentar los logros del proyecto con respecto al grupo meta.
- c. Evaluar la eficiencia y pertinencia de la metodología del trabajo en el proyecto para lograr las metas.
- d. Presentar y evaluar cómo se trabaja con los temas transversales de género, medio ambiente y derechos de los pueblos indígenas.

- e. Evaluar la capacidad administrativa y técnica del CEADL para manejar el proyecto, según los requisitos/lineamientos de la misma organización, los grupos meta y de SAIH.
- f. Evaluar la relevancia de los proyectos a las políticas de SAIH y sus labores de información.
- g. Evaluar la sostenibilidad del proyecto.
- h. Presentar recomendaciones y estrategias con respecto a todos estos puntos anteriores.

3. Ejes Centrales de la Evaluación

a. **Efectividad:**

Este apartado se refiere a la capacidad técnica y administrativa de CEADL para realizar el proyecto. También incluye el rol de SAIH como contraparte para fortalecer el proyecto y los objetivos. Esto implica indagar acerca del cumplimiento de los objetivos fijados en las solicitudes y planes anuales del proyecto, con especial énfasis en los resultados concretos

b. **Eficiencia:**

Analizar, interpretar y evaluar si el trabajo realizado hasta ahora representa un mecanismo eficiente para transparentar la gestión gubernamental. Esto debe hacerse en sus diferentes niveles, y en relación a las políticas de Derechos Humanos, con especial énfasis en temas de juventud.

c. **Impacto:**

Analizar cómo los resultados concretos se traducen en impactos del proyecto para el grupo meta. Indagar acerca de los mecanismos de control social que se han generado a partir del trabajo del proyecto. Medir las capacidades de convocatoria y participación que ha generado el proyecto en la sociedad civil nacional, y sus aportes concretos o potenciales, para mejorar la democracia en el país.

d. **Pertinencia:**

Indagar sobre la pertinencia de los materiales elaborados por el proyecto. Esto debe hacerse en sus dimensiones pedagógicas, didácticas y conceptuales, y en relación al grupo meta. Interpretar, analizar y evaluar la participación de organizaciones de jóvenes y mujeres en el desarrollo del proyecto. En este sentido es también importante evaluar la pertinencia del proyecto para ellos y ellas. Analizar cómo se incluyen los temas transversales medio ambiente y derechos de los pueblos indígenas en el proyecto.

e. **Enfoque de género:**

Indagar acerca de los avances de género en la propuesta misma y en el desarrollo del proyecto. Brindar alternativas conceptuales y prácticas para trabajar la dimensión de género.

f. **Sostenibilidad:**

Evaluar la sostenibilidad del proyecto al terminar el periodo del mismo y el financiamiento de Noruega.

III. Elementos para la Preparación de la Evaluación

1. Líneas de base del proyecto
2. Marco lógico del proyecto
3. Reportes anuales y evaluaciones (ver el Anexo I)

IV. Metodología

1. Revisión de documentos: Políticas de CEADL, políticas de SAIH, solicitudes e informes del proyecto a SAIH, reportes de SAIH, planes operativos anuales y material elaborado en el proyecto.
2. Entrevistas con representantes de CEADL, SAIH, y otros actores relevantes.
3. Entrevistas individuales con informantes claves de organizaciones sociales y del grupo meta.
4. Entrevistas de grupos, con representantes del grupo meta.
5. Observación en actividades y reuniones.

V. Fases, calendario y resultados

1. Fases

La evaluación tendrá las siguientes fases en el período: Junio – septiembre 2011

- a. Selección de la evaluadora/ el evaluador, en acuerdo entre CEADL-SAIH
- b. Preparación (revisión de documentos)
- c. Trabajo de campo
- d. Escribir informe preliminar
- e. Revisión del informe preliminar. Este será comentado por las partes.
- f. Integración de comentarios al informe preliminar
- g. Entrega del informe final en español e inglés

h. Presentación

2. Calendario

Nota: Día = Días hábiles (no incluye feriados ni fines de semana)

Sugerencia de plan de trabajo:

Fecha de entrega	Días de trabajo	Fases
16.9.2011	10 días	Selección de la evaluadora/el evaluador en acuerdo entre CEADL y SAIH
Vacaciones en Noruega. Todo julio		
23.9.2011	5 días	Preparación (revisión de documentos)
7.10.2011	10 días	Trabajo de Campo
14.10.2011	5 días	Escribir informe preliminar
21.10.2011	5 días	Revisión del informe preliminar CEADL y SAIH
19.10.2011	1 día	Integración de comentarios al informe preliminar
25.10.2011		Entrega del informe final en español e inglés
27.10.2011	2 días	Presentación

VI. Requisitos de la evaluadora/el evaluador, en orden de importancia

1. Dominio fluido del español, hablado y escrito.
2. Profesional con experiencia como evaluador/a, con un fuerte enfoque en métodos participativos.
3. Alto conocimiento de la sociedad civil en Bolivia.
4. Conocimiento de la temática de Derechos Humanos en Bolivia, especialmente en los temas de juventud, pueblos indígenas, género, y derechos sexuales/reproductivos.
5. Conocimiento de administración de proyectos y cooperación internacional.
6. El dominio de cualquiera de los idiomas aimara, quechua o noruego es una ventaja que será tomada en consideración.

VII. Ofertas e información de contacto

Por favor, envíe una propuesta para la realización de esta evaluación a la Dirección General de CEADL: direccion@ceadl.org.bo . La persona de contacto es Juan Carlos Balderas: + 591 2 2829525 (El Alto), 591 2 2914633 (La Paz), Cel. + 591 71923602. Por favor enviar copia a alberto.valiente.thoresen@saih.no , tel. + 47 21 06 34 82

La fecha límite para enviar la propuesta es el 31 de agosto de 2011.

Además de la propuesta para realizar la evaluación, la solicitud deberá contener:

1. CV del consultor, con referencias e información de contacto, así como posibles copias de escritos y materiales publicados
2. Cotización de honorarios profesionales y otros gastos
3. Carta de interés, de no más de 2 páginas de extensión

Anexos

Documentos relevantes

Anexo I

Listado de partes interesadas (*stakeholders*)

Anexo II

Reportes y planes operativos anuales

Anexo III