

# Impact study of 5 Solidar projects in the area of Participation in Bolivia, Burkina Faso, El Salvador and Mozambique



GLOBAL REPORT

JULY 2023

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## **Disclaimer**

*This report is the result of desk research, in-depth discussions, and workshops conducted with members of Solidar Suisse and their national offices in four countries, as well as numerous project partners and stakeholders. However, it is important to note that the views expressed in this report are those of the evaluation team and may not reflect the opinion of Solidar Suisse or any of their partners.*

# I-INTRODUCTION

## PERIMETER AND OBJECTIVES

### Perimeter

This cross-cutting report is the **final deliverable of a multi-country Impact Evaluation of five Solidar Suisse projects** in the area of **Citizen Participation**, namely:

- Democracy and Participation - Participatory community development in Plateau Central and Boucle du Mouhoun, in Burkina Faso
- Chalatenango without gender-based violence, in El Salvador
- Utsanana – WASH, in Mozambique
- PADEM, in Bolivia
- LanzArte, in Bolivia (fifth project aggregated after the inception meeting and object of an addendum).

This report aims at providing a comprehensive cross-cutting analysis at a global level, encompassing lessons learned and best practices derived from each project. It serves as a complement to the five project feedback reports, which focus on specific projects and offer in-depth findings and concrete recommendations, based on country-specific data collection.

### Objectives

The impact study on citizen participation has the following objectives:

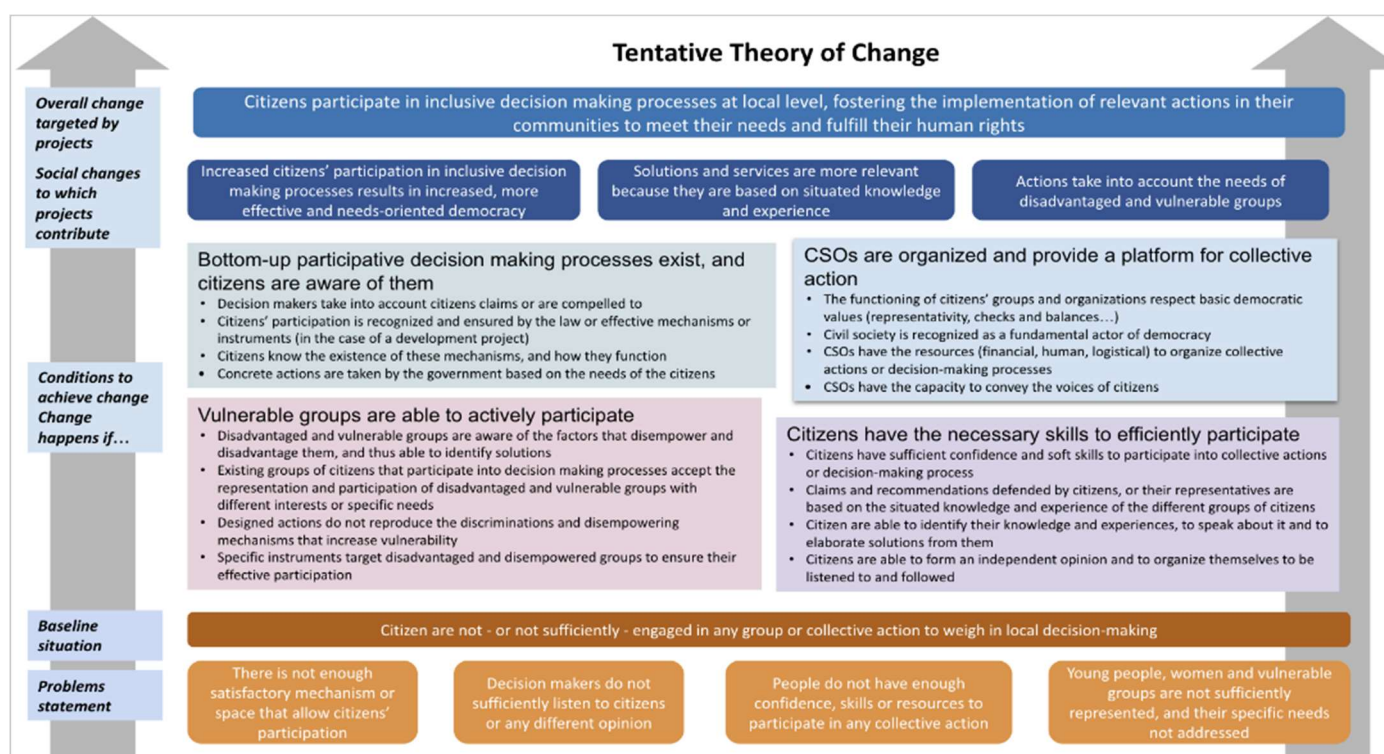
1. **A collective learning objective:** The review process was a learning and team building experience, offering Solidar and its partners a time to reflect and take stock on the actions taken and their impacts and outcomes. Given the nature and mission of Solidar, and the wide range of stakeholders involved, participatory data collection methods were used.
2. **A strategic objective:** The assessment, by looking at what makes the projects impactful and sustainable, aims at feeding into Solidar future operational strategy.
3. **An accountability objective:** The review assesses and highlights the outcomes and impacts of the activities implemented by Solidar within five of its projects, with a specific focus on the long-term effects for the various groups of stakeholders targeted and the communities at large, and an analysis of the contribution of the projects to the identified key changes.

## METHODOLOGICAL APPROACH

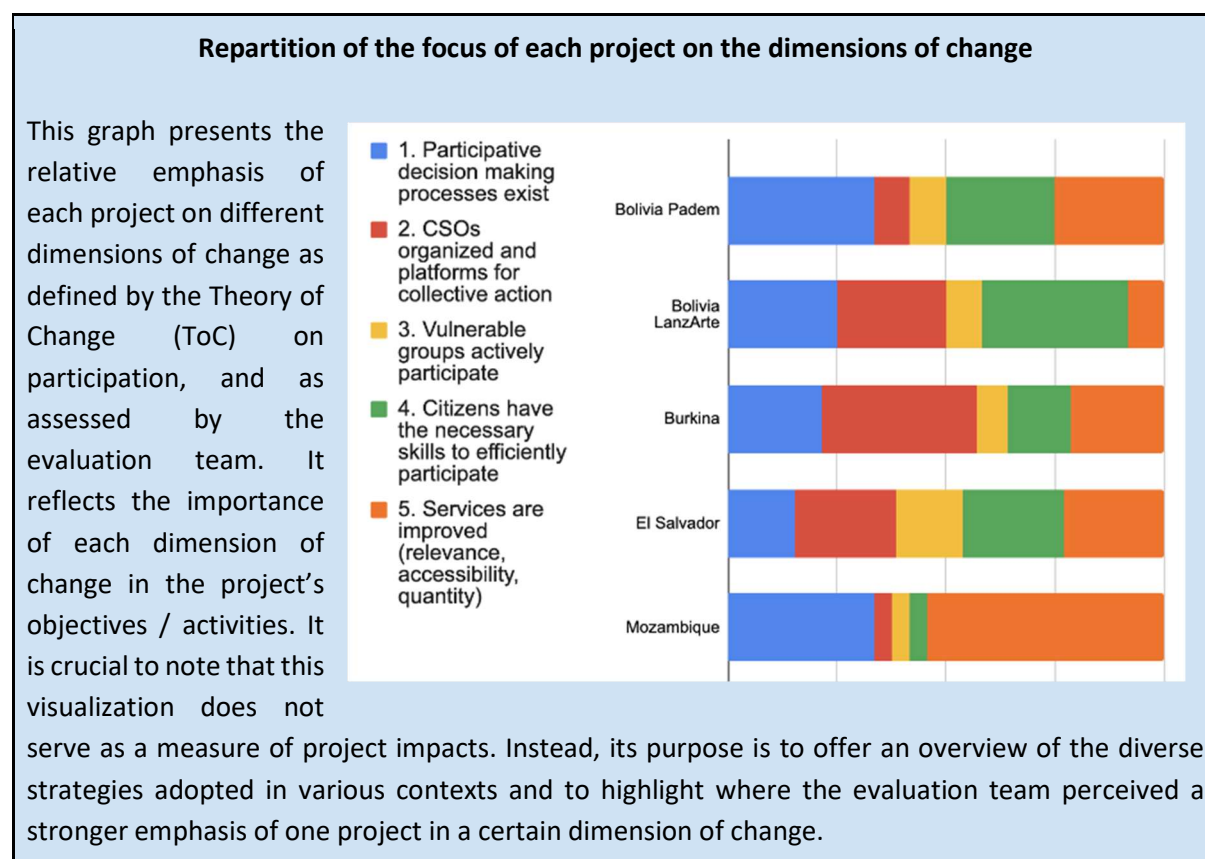
### Theory of change

Based on our comprehension of the five projects, their objectives, and Solidar's vision and underlying principles, as well as previously designed Theories of change by Solidar at global and country level, the consultants designed a tentative ToC on citizen participation. This ToC helped the consultants to better

focus the evaluative questions and the field work. The findings presented in the present report are organized according to the main dimensions of this ToC.



Tentative ToC on citizen participation – Designed by the consultants



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## Data collection tools

The present impact study relies on the triangulation of information collected through the use of the following instruments:



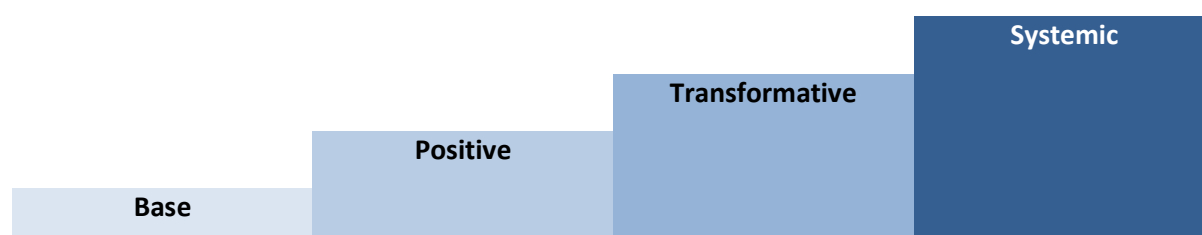
After completing the data collection phase, preparing the Feedback reports for each of the five projects, and collecting feedback from the country offices, the Evaluation team conducted multiple working sessions to compare the findings, identify good practices, and discuss the challenges encountered in each project, to draw cross-cutting conclusions and recommendations. Throughout this process, careful consideration was given to the unique contexts in which the projects were implemented.

*Disclaimer: surveys were also used as a data collection tool but the differences between projects (participants, objectives, activities) are too great to use the data in the crosscutting report. Results are presented in the annexes of the different projects' feedback reports.*

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## Impact assessment

To perform the impact assessment of each project, we defined an assessment grid, based on the dimensions of change in citizen participation identified with Solidar. Thanks to the triangulation of the different data collecting tools used, we assessed the impact level of each project for each dimension of change according to the following scale:



***A more detailed description of the methodology used, and a presentation of the implementation of the evaluation grid can be found in Annex 1.***



## II- CONCLUSIONS OF THE IMPACT EVALUATION STUDY

### IMPACT ON DECISION MAKING PROCESS (DIMENSION 1)

*The hypothesis of the different interventions is that public policy decisions are more relevant and effective when they are based on a multi-stakeholder dialogue in which civil society organizations and citizens are present, active, informed and listened to.*

Despite different objectives and approaches, the 5 projects we analyzed promote multistakeholder dialogue, either by using existing modalities defined by law (such as the consultative councils in Mozambique or the CCCO - Communal Consultation Frameworks in Burkina Faso) or by creating new ad hoc spaces.

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#### Enabling dialogue mechanisms defined by law

In Mozambique and Burkina Faso, local governments are required by law to engage in dialogue with civil society or multi-stakeholder consultative bodies to define their investment workplan or public policies. However, these consultative bodies are not effective due to a lack of resources to pay for transportation and accommodation for participants. Public authorities, both in Mozambique and Burkina Faso, may also not consider these consultative bodies as a priority and have difficulty in foreseeing the possible benefits of such meetings.

Thanks to Solidar's financial support in Burkina Faso and Mozambique, these consultative bodies are to a certain extent<sup>1</sup> effective in the municipalities or districts targeted, allowing dialogue between local authorities and representatives of civil society from various sectors (community leaders, representatives of the private sector, directors of public schools, etc.). In Mozambique, the Utsanana project is a further incentive for effective dialogue between local authorities and consultative councils: Solidar financially supports investments in the WASH sector in several districts when the investment plan is defined together with the consultative councils.

In El Salvador, Solidar's support enables the articulation of different actors, such as justice mediators, women's networks or youth networks, and their effective participation in the Municipal Committees for the Prevention of Violence (CMPV), created within the framework of the National Strategy for the Prevention of Violence in El Salvador. In this way, Solidar facilitated the definition and implementation of the Municipal Plan for the Prevention of Violence.

*"The consultation frameworks (cadres de concertation) have allowed us to understand the needs of citizens."*

Member of the local authorities - Burkina Faso

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<sup>1</sup> Consultative bodies have been created and / or reinforced by the project, but their representativity - especially of women - and their sustainability after the completion of the projects is not yet ensured. For more detailed information, please refer to Country-specific feedback reports, and to the Annex 1 of this report.

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## Inspiring new laws and public policies

In Bolivia especially, past Solidar actions (through PADEM, LanzArte and the Fuerza Joven project) led to the promulgation of the "Youth Law" by the municipality of Viacha, the first municipality to adopt such a law, which ensures that young people are properly targeted by public policies (with a specific share of the budget) and are taken into account in their design. This experience has been shared with other municipalities in the context of PADEM. In 2023, the municipality of Coroico, which participates in both PADEM and LanzArte, is preparing a similar draft law thanks to the activism of a youth group supported by LanzArte. This direct effect of Solidar's support also illustrates the complementarity of Solidar's projects.

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## Improving the relevance of public policy decisions

By enabling citizens to participate in consultative bodies, Solidar helps to improve the relevance of decisions taken by local governments. In Mozambique, the consultative councils help to identify and classify needs at the community level in various areas: water, health, education... This identification work is crucial because the district lacks the resources to do it itself and to visit all the communities. Without it, local governments would have to make decisions without a clear understanding of the needs of each community. By supporting the councils, Solidar helps to ensure that local government decisions are consistent with the needs of the people.

In El Salvador, Solidar's impact in Chalatenango is also clear, for instance thanks to the PUMMCH platform (see the case study in annex 3). In Burkina Faso, the 8 networks of civil society organizations, whose development was supported by the project, allow for a stronger civil society with the necessary skills and knowledge to draw the attention of public authorities to the needs of citizens.

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## Making public policies real

In El Salvador, the Municipal Women's Units, although mandatory, have few resources to carry out their mandate (in a context of high centralization of power and depletion of local government resources). In Mozambique, local governments, especially in rural areas, have almost no investment budget, as state resources have been drastically reduced in the context of a public debt crisis. They are unable to meet even the most basic needs of their own staff (no access to water in local government buildings, no money to pay for fuel...).

In Burkina Faso, the budget for local authorities has been reduced in order to finance security measures, leaving the municipalities with little room for maneuver. In this context, Solidar's support is a "lifeline", which allowed municipalities to implement concertation frameworks despite their lack of budget, and the changes in local level government. Municipalities were therefore able to witness firsthand the importance of such meetings, and some of them already took action to find the budget necessary to continue their implementation.

The limitation, however, is the dependence of these institutions on Solidar's financial support, especially in Mozambique. Any reduction in Solidar's support would have a direct impact on the ability of local governments to invest in much needed and already inadequate basic infrastructure.

In El Salvador, Solidar, through its implementing partner CORDES, makes a clear contribution to the effectiveness of the gender policy in 18 municipalities of the department of Chalatenango through



training (for example, for the police) and the promotion of dialogue between judicial mediators, civil society organizations (led by women and/or young people) and municipal agents.

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### **Reducing political tensions**

In Bolivia, both PADEM and LanzArte use different approaches to promote a democratic culture based on dialogue between citizens and local governments, which is particularly important in a context of high polarization. The promotion and creation of different spaces where citizens and elected representatives can exchange their views reduces tensions.

In Mozambique, for example, the debriefing meetings held in each community after the consultative councils make it possible to explain the choices made (prioritization criteria) and to pacify relations with the authorities or other communities, as is the case in Burkina Faso, where public authorities now have a range of possibilities to communicate on their action to the citizens (through radios, municipal newsletters, and consultation frameworks). However, Solidar's intervention in Mozambique doesn't actively and openly promote democratic values. This would be complicated in a country ruled since the civil war by a single party (FRELIMO) that is present in every single community. Nevertheless, the actions carried out in Burkina Faso, El Salvador or Bolivia could inspire new ones in Mozambique to work within the communities with youth and women - for example, through the water committees - to try to develop a democratic culture.

## IMPACT ON CSOs CAPACITIES TO ORGANIZE AND ACT COLLECTIVELY (DIMENSION 2)

*To effectively represent citizens' voices, CSOs need to operate democratically and inclusively, to prevent the marginalization of certain groups and ensure that all voices are heard. Organizing collectively strengthens CSOs' advocacy efforts, allowing them to amplify citizens' voices, mobilize resources, and push for policy changes.*

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### Creation and consolidation of youth and women networks in Bolivia and El Salvador, and CSOs networks in Burkina Faso.

Solidar support has been key to create new networks or reinforce existing ones in Bolivia (through LanzArte, PADEM and other projects not covered by the evaluation) in El Salvador (through Chalatenango sin violencia and other projects not covered by the evaluation) and in Burkina Faso.

In El Salvador, Solidar' support enabled the action of 19 women associations and/or networks. They promote the creation of new dialogue spaces for women and others with men, to achieve greater empathy and awareness of the need to break with gender roles. They have been playing an important role in promoting policies to fight against gender-based violence in the municipalities.

In Bolivia, through LanzArte, Solidar have been contributing to the creation and consolidation of youth organizations which, through arts, promote democratic values and citizen practices. Through the project, they were able to interact between another and form an informal network.

The project implemented in Burkina Faso placed a strong emphasis on the capacity building of CSOs and especially on the development of networks through which CSOs can carry out collective actions, both in terms of advocacy with public authorities, and awareness raising with citizens. This focus is extremely relevant in a context where local CSOs are very numerous, but poorly trained, organized, and with very limited means. In order to further strengthen the networks legitimacy, the project supported each network in drawing up their statutes and apply for official recognition (so far, 4 out of 8 obtained their certificate, and the 4 others are on-going). According to interviews and surveys, these CSOs now feel more equipped, powerful and committed - very visible and concrete impacts of the project because of numerous advocacy actions in various fields<sup>2</sup>, with notable successes in improving services at the local scale.

*"The idea of getting together came from the initiators of the project. Before, the associations carried out their activities separately, each in its corner. In the associative world, it is very rare to see associations coming together to work."*

*"The project has brought about a change in the governance of the associations; it is no longer just the top people who are always in front of things, all members are involved in the management. Some of the member structures did not hold their General Assembly regularly or did not make management reports, but this is now part of the habits of the member associations. All members are now informed of the actions of the associations of which they are members."*

CSO network members - Burkina Faso

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<sup>2</sup> Such as civil registry, property rights, water and sanitation, health, child protection, assistance to IDPs, road safety.

***Focus on the REDJUDE, a successful youth network in El Salvador.***

In El Salvador, Solidar has also been a supporter of the REDJUDE since its beginning. The REDJUDE is a “network of networks” as it gathers different groups of young men and women of different municipalities covered by Solidar action (Chalatenango but also San Vicente thanks to another program). Led by young people, the REDJUDE implements sexual education training in many communities. Its added value is very important as sexual education has been banned from schools although adolescent pregnancy remains a nationwide problem. Beyond its role in sexual education, the REDJUDE has been empowering young people, putting them in a positive and active position, and to create social relationships between young people both at community and municipal level. This is particularly relevant in a society in which it is difficult to thrive for young people with, on the one hand, the risk of being collected by gangs, and, on the other hand, to be targeted by antigang retaliation actions from communities and authorities.

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**No direct effect of CSOs strengthening in PADEM (Bolivia) and Utsanana (Mozambique)**

Instead of CSOs, in Mozambique (Utsanana) and to a lesser extent Bolivia (PADEM), Solidar’s projects primarily target local governments. In the case of Bolivia, PADEM supports innovative initiatives from local governments which are supposed to contribute to better include citizens in the definition and implementation of public policies. But PADEM doesn’t support specifically CSOs’ strengthening or CSOs’ networking. In fact, PADEM rather supports a network of 30 local governments which share PADEM’s objectives and “spirit” and networks to which citizens and some CSOs may participate (but there are not the only participants).

In the case of Mozambique, there is no direct links between Solidar’s support and the strengthening of CSOs organizations as Solidar only supports local districts’ investments in the WASH sectors when they have previously been defined with consultative councils (which are multistakeholder, not just composed of civil society representatives). However, each water facility has to be managed by a designated water committee. But, as Solidar doesn’t have any direct actions on Water Committee – they are trained by local districts’ technicians without any technical support of Solidar –, it has limited effects on the strengthening of water committees.

***Focus on the water committees in Mozambique: limited capacities but a potential to develop grass roots collective actions***

Each water access infrastructure (such as a hand pump) visited has its own water committee, consisting of 6 to 12 members, according to the interviewees. These committees are defined by law and are effective in all the communities visited. They have three main functions: to maintain the facility, to carry out minor repairs and to collect funds to finance repairs.

The committees we met with are functioning: their members meet and try to fulfill their defined roles. But they also face difficulties in carrying out their tasks. The first is the lack of resources: the monthly contribution per family, set at between 20 MT (0.3 CHF) and 60 MT (0.9 CHF), seems too high for a certain number of families. With the exception of one community visited, the others reported difficulties in collecting these contributions, perhaps aggravated by a lack of confidence in the collective savings systems. The second difficulty relates to technical capacity. Several of the pumps or systems visited were not functioning at the time of the visit, although they continue to be maintained.

Despite these difficulties, the water committees seem to be able to meet and attract volunteers from the community. This is one of the few community structures with a collective character that exists independently of the financial resources provided by the district. They could therefore be structures that Solidar could mobilize more directly to carry out other types of actions: awareness-raising among the population on hygiene, particularly on the prevention of cholera; small agricultural projects around the land irrigated by the water drawn from the hand pumps or wells connected to the water system, which are usually collective; education on nutrition (and the productive diversification that this entails) ...

### IMPACT ON CITIZENS SKILLS AND RESOURCES NECESSARY TO THEIR PARTICIPATION (DIMENSION 3)

*Citizens need the following three conditions in order to effectively participate in public life and carry out advocacy actions towards public authorities:*

- Knowledge of the functioning of public authorities: This knowledge includes understanding the structure, roles, and responsibilities of various government bodies, the legislative process, and the mechanisms for policy formulation and implementation. Without this knowledge, citizens may struggle to identify appropriate channels for advocating their needs, making it difficult to influence public policies and decisions.*
- Knowledge of opportunities for participating in consultations with public authorities: Citizens need to be aware of these opportunities and understand how they can participate. Having knowledge of the consultation mechanisms empowers citizens to express their concerns, provide input, and influence decision-making processes.*
- Self-confidence and social skills: Participating in public life and engaging with public authorities requires effective communication, negotiation, and advocacy skills. Without self-confidence and social skills, citizens may feel intimidated or hesitant to engage with public authorities, limiting their ability to effectively advocate for their interests and influence decision-making processes.*

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#### Empowering youth and women

"LanzArte" in Bolivia and "Chalatenango sin violencia" in El Salvador contributed to the empowerment of youth and women activists. The project "Démocratie et participation - Développement communautaire participatif dans le Plateau Central et la Boucle du Mouhoun" strengthened the members of civil society organizations, which are in some cases women and youth - although they are not specifically targeted by the activities.

The effects are particularly visible in LanzArte, thanks to the project's approach: work on emotions to identify and manage them, and work on communication skills to express them. Many of the young people's comments highlight the importance of the work on emotions, how it has helped them to "heal" some deep wounds and to grow as artists and activists.

In El Salvador and Burkina Faso, activists (mainly feminists and women activists in the case of El Salvador; CSO members in the case of Burkina Faso) participated in various trainings and workshops to improve their advocacy, communication, business or leadership skills. The fact that they included modules on soft skills and that they managed to create a group dynamic contributed to the empowerment of the participants, as reported in the surveys: better self-confidence, better ability to speak in public, new motivation...

In Mozambique, no specific activities to empower people at the individual or collective level were identified in the Utsanana project, except for the support to the water committees via the district (with limited impact). Experiences from other Solidar projects could inspire its actions in Mozambique, especially as Solidar Mozambique is about to change its approach and work more closely with communities.

*“LanzArte has few resources, which is why we try to achieve an alliance with the municipality that provides us with a space for activities, we try to involve the authorities (...) and this is important because with its young people are protagonists and acquire confidence to dialogue with their representatives and authorities”*

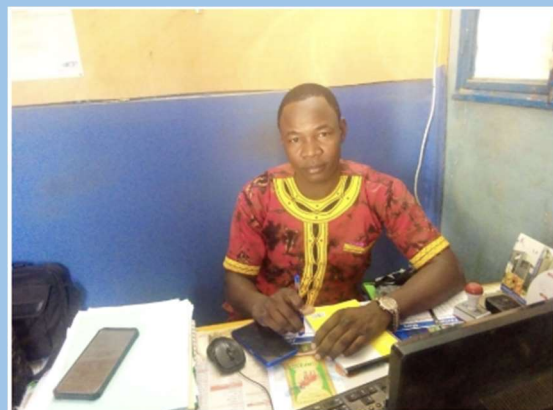
Facilitator of LanzArte - Bolivia

### **Good practice: Local radio, an inclusive tool for citizen participation and accountability of public authorities in Burkina Faso**

Since the rise of rural radio in the 1970s, the popularity of this medium remains very strong in Burkina Faso. Local radio stations are an essential means of communication in many rural areas of Burkina Faso, where access to the Internet and television may be limited and are also very important in terms of inclusiveness for citizens who tend to be excluded, such as internally displaced persons, illiterate people, those who do not speak French, or who cannot travel.

Within the framework of the project, 7 local radio stations in the intervention zones are supported. Thanks to the training received, the members of the radios have felt an increase in skills that allows them to address certain technical subjects (land law and registry, budget, security...) in greater depth, but also to be closer to both the citizens and the authorities and public administration.

Radio Dounia (which covers the entire province of Kourwéogo) has developed interactive thematic programs to encourage citizen participation on social issues, and also works to strengthen the sense of civic responsibility, through awareness-raising messages on the roles of citizens in local development. Aly Sawadogo, head of programs: "Before, it was complicated to reach CSOs to organize a program, access to the various departments of public authorities was difficult. The project has made it easier for them to relate to the radio."



Aly Sawadogo, Radio Dounia

Radio Salaki, which covers the area of Dédougou, has since 2021 (when it joined the project) covered two sessions of the municipal council, as well as the consultation frameworks organized in 2021, 2022 and 2023. This coverage entailed the prior broadcasting of the invitation to citizens, along with the agenda, and a summary of each session and the discussions that took place. Radio Salaki broadcasts both in local languages (especially Dioula), and in French.

Local radio stations have, with the support of the project, become bridges between the authorities, CSOs and the population, for the benefit of all parties. The only downside is that the participation of women in radio stations, as presenters or speakers, is still very low.

### **Emergence of new type of leadership**

In El Salvador and Bolivia (both projects), the activities carried out and their approach contribute to deconstructing the model of leadership based on patriarchy: authoritarian, concentrated in the hand of an isolated strongman, exacerbating competition and polarization in society, bullying some categories of the population...



In El Salvador, the training and workshop activities have contributed to creating a sorority among the participants and a collective leadership based on compassion and mutual help. In Bolivia, both LanzArte and PADEM promote an alternative style of leadership: LanzArte by promoting it from the base, working with youth; PADEM by promoting it at the local government level, promoting the co-construction of public policies and collective action through role models such as Doctora Edilicia.

Clearly, the participants in these projects have embraced this alternative model of leadership, which is much more respectful of human rights and gender equality. However, it is difficult to assess the impact on local leaders.

In Burkina Faso, participants noted a change in the functioning and governance of civil society organizations, which are now more democratic. According to the stakeholders interviewed, the representatives of the CSO have higher standards in terms of governance and are 'leading by example'. In Mozambique, the Utsanana didn't have this approach and therefore didn't have the same impact.

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### Strengthened communication and advocacy skills

In Bolivia (both projects), El Salvador and Burkina Faso, the evaluated projects designed and implemented training activities in communication with different purposes and levels:

- **Training on interpersonal communication:** how to convey a message, speak to an audience... These modules are very effective for participants who generally reported having experienced important or radical changes in their interpersonal communication skills. They also had important effects on their empowerment as explained previously.
- **Training on communication with a professional perspective:** how to produce a video, how to produce a radio program, how to perform interviews, how to make the setup of a theater stage... These training sessions (proposed in Burkina Faso and Bolivia with LanzArte) have two purposes: help young activists / radio presenters to improve their skills in an area for which they have a professional interest; improve the capacity of young activists / radio presenters to make relevant and quality content that impact people of their respective territories and contribute to build a democratic society.
- **Advocacy training:** what are the relevant laws and procedures on specific issues, who are the key actors, how to build a campaign or define advocacy activities... In Bolivia, the training of young activists was effective, as they were able to advocate for and, in some cases, obtain the adoption of a youth law at the municipal level and/or public programs for youth. In El Salvador, the feminist leaders supported were able to carry out campaigns, awareness-raising activities, training of other organizations, and to contribute effectively and relevantly to the dialogue with public authorities. They were clearly able to put into practice what they had learned in the training. In Burkina Faso, networks of CSOs are being supported to develop their action plan, including the advocacy activities they intend to carry out; many successful advocacy and awareness raising activities have been implemented so far. In Mozambique, the project didn't include direct training for advisory councils or water committees. Technical training for water committee members was provided directly by technicians from the district infrastructure services. However, the visits revealed an important need for support to strengthen communities' collective action to build confidence and reduce dependence on insufficient and unreliable external financial assistance or investment.

## Better knowledge about their rights and the mechanisms to make them effective.

In El Salvador, many of the activities carried out by the supported collectives (such as REDJUDE) focus on informing people about their rights: for example, young women and men about their reproductive rights; women about how to denounce a case of gender-based violence... In the case of activities aimed at activists, as in Bolivia (LanzArte) and Burkina Faso, the impact is also tangible: 94% of respondents to a questionnaire in Burkina Faso stated that their knowledge of their rights as citizens had greatly improved. Thanks to the publication of municipal newsletters, publication on the CIVITAC platform, but above all thanks to the communication work carried out by local radio stations, partners in the project, Burkinabès - even in remote areas - are better informed about the role and functioning of the authorities and about their rights and obligations as citizens. The impact of PADEM in Bolivia is more indirect: PADEM itself doesn't carry out any action, but it can support initiatives that improve people's knowledge of their rights as citizens: for example, the Responsible Parents project increases parents' knowledge of their rights and duties as parents and of their children's rights. In Mozambique, this type of activity wasn't included in the logical framework of the project. Another supported initiative, Doctora Edilicia, has also contributed greatly to better informing citizens about their rights and how to express their voice in existing dialogue mechanisms, not only by voting in national or local elections.

*"...sometimes, or rather often, we think we know our rights, but what we know is the version of human rights that we were told (...)"*

Interview extract with a young participant - El Salvador

### Good practice: The use of art as a powerful way to develop youth' participation in Bolivia - Lanzarte project

Through various forms of art such as theatre, dance, music, cinema and painting, the Lanzarte Project offers young people a platform for dialogue without confrontation, allowing for inner reflection and profound social change. It facilitates the building of bridges for dialogue and works for the pacification of the country while promoting democratic values. Art allows young people to express themselves creatively, fostering solidarity, empathy and intellectual richness in dialogues. The project also sees art as a social healer, giving rise to experimentation, knowledge and exploration of ourselves, and contributing to personal development with artistic tools that allow young people, regardless of their artistic abilities, race, gender, beliefs, to build bridges of dialogue by transmitting their own emotions and their demands through a play, a painting, a photograph, etc.

The project therefore begins at a personal level (internal impact) to empower young people to heal their inner selves, which have been wounded by



to go to the blackboard at school, I was scared to death. LanzArte has made me believe in myself, made me feel powerful, and I don't feel that what I think is wrong."

With their increased self-esteem, developed skills and abilities, and equipped with social and artistic tools, the young people have become agents of social change, influencing their immediate environment and their communities. But the impact does not stop

family, social and cultural wounds that have not allowed them to believe in the future. As one LanzArte participant told the evaluation team: "...before I was very shy, I couldn't speak, when I had there, as they have managed to move into the public sphere, achieving great goals such as public-private alliances, support and visibility in their communities, and even the passage of legislation in favor of youth.

## IMPACT ON VULNERABLE GROUPS<sup>1</sup> PARTICIPATION (DIMENSION 4)

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### Giving young people a voice in adult-centered societies

In both Bolivia and El Salvador, projects have contributed to creating opportunities for personal development for young people. Through LanzArte in Bolivia, innovative forms of democratic questioning are emerging from young people who, sensitized by art but limited by adult centrism, are looking for innovative ways to transmit their feelings and question how decision-makers, who are usually much older, bury their feelings or are unable to deal with them. In some communities, they should also propose public policies and influence the decisions made. Looking specifically at the needs of the young population, through the lens of young people gathered in associations and networks, is particularly new in the Bolivian political landscape. PADEM (Bolivia) has also supported multimedia work developed by young people, such as student newspapers, youth radio programs, development of comic strips that try to motivate their peers to question themselves on issues such as sexual violence (including adolescent pregnancy), alcoholism, gangs, insecurity, adolescent suicide...

*"The Network (referring to the Comprehensive Network for the fight against violence) works closely with the AIDA clinics (Comprehensive and Differentiated Care for Adolescents) in the prevention of pregnancy, it also works with the SLIM. (...) in an agro-livestock municipality where work in the fields is very demanding, children and adolescents see schools as their second home, so institutions must be brought closer to families, and we are achieving it. There are changes, you see more complaints and you see less violence."*

Member of the Network from educational sector, Bolivia (PADEM)

In El Salvador, REDJUDE has helped to empower young people and give them a positive view of themselves as agents of social change rather than potential future gang members. It also contributed to healing young participants that came with a difficult background (domestic violence and abuses for instance). In Bolivia also, LanzArte was particularly transformative for young people: it enabled them to heal previous traumas and look into the future.

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### Fight against gender-based violence and for women's rights

In El Salvador, the project focuses on an issue that creates many vulnerabilities: gender-based violence, especially domestic violence and abuse. It does so by targeting both the symptoms and the origins of gender-based violence: the symptoms, as the project works to improve the support and care of survivors of gender-based violence by the entire chain of actors (from police to doctors) and by improving the detection and monitoring of gender-based violence in the community at municipal and departmental level (through the digital platform); the origins, by working on the deconstruction of the patriarchal system and the toxic masculinity models it promotes, both among women and men.

In Bolivia, PADEM has also supported initiatives for the prevention of gender-based violence... In the case of LanzArte, the cultural activists have developed activities to make gender-based violence visible and denounce it. It also promotes an alternative model of leadership capable of recognizing and managing emotions instead of fighting them.

*"...I was a victim of sexual abuse... nobody knows here..., I told my mother, and she didn't believe me, nobody believed me... they told me that I surely wanted to attract attention. At LanzArte I work to make visible sexual violence and combat it, so that women are not re-victimized and what happened to me is not repeated, so that the law is enforced and the guilty receive their sentence...!"*

LanzArte participant

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### **A lack of well-defined gender approach in Burkina Faso and above all in Mozambique**

In Burkina Faso, the project implementers tried to advocate for an increased women participation, and the advocacy messages defended by the supported CSOs considered the specific needs of women and IDPs (mainly women and children). However, these actions were not systematic and still, few women held decision-making positions in CSOs or participate in consultation frameworks (see paragraph below).

In the case of Mozambique, gender issues in the WASH sector are well documented: access to water in communities greatly reduces women's physical burden of fetching water and the time it takes (up to 4 hours per day according to interviews). But what happens to this new "free time"? Does it increase other types of domestic work? Do they have other opportunities to socialize (as they did while fetching water)? An impact study or specific assistance from a gender specialist could help the project ensure that it doesn't have unintended negative side effects.

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### **A lack of involvement of vulnerable groups in decision making**

In Burkina Faso, the needs of vulnerable groups are to some extent addressed by the project, as evidenced by the numerous advocacy initiatives and activities carried out on behalf of these groups (such as pregnant women, young girls at risk of unwanted pregnancies, children at risk of working in mines, and IDPs). However, there is a lack of real integration of these groups within civil society organizations and in the dialogue, frameworks organized with the public authorities. For example, in 2022, within the sub-municipal consultation frameworks, women represented only 56 participants out of a total of 561 participants. Of the 8 CSO networks, only one is represented by a woman.

In Mozambique, despite laws that guarantee a 50% representation of women in the water committee and a 30% representation in the advisory councils (percentages that seem to be respected), during the collective meetings organized for the evaluation, women were absent (except for one woman in Zembe, but who did not speak during the meeting). Moreover, the participation of women in the water committee seems to be limited to cleaning the water pumps. Few holds other positions, such as collecting taxes or repairing infrastructure.

In Bolivia (LanzArte, PADEM) and in El Salvador, young people and women tend to play an important role in the activities (in El Salvador, the activities are mainly carried out by women). However, it is not possible to assess the effective participation of women or young people from low-income families or specific ethnic groups (intersectionality).

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## A need to work on intersectionality

In the different projects, except for "Chalatenango sin violencia" in El Salvador, we didn't find any specific activities or approach to target vulnerable groups that combine several discrimination factors: gender, age, ethnicity, income level, etc.

In Bolivia, supported activists may come from diverse backgrounds. However, the type of activities proposed (e.g. theatrical performances...) de facto excludes people with low literacy levels.

In Burkina Faso, activities can benefit marginalized groups (IDPs and illiterate people can receive information from local public radio stations supported by the project). However, the project's training and capacity building activities, aimed at CSOs representatives, local government employees, and radio hosts, reach individuals who often come from a higher socio-economic background and had the prerequisites to reach these somehow privileged positions.

In El Salvador, on the other hand, sex education activities target rural and peri-urban areas, where economic opportunities for young people are scarce and adolescent pregnancy rates are higher, implementing youth led activities to raise their awareness, work on their prejudices, improve their practical knowledge and invite them to take part into collective action.

In Mozambique, Solidar supports 3 local districts, mainly rural, where extreme poverty is the norm. However, conditions can be even harder for some specific groups: internally displaced people, people from certain ethnic groups, etc. But the lack of a specific approach and the general lack of social statistics in the country don't help to identify these specific groups and the problems they face.



## IMPACT ON ACCESS TO PUBLIC SERVICES (DIMENSION 5)

*The hypothesis is that the improvement of access to public services is both a condition of citizen participation (it's difficult to participate in any political process without access to the most basic services) and a consequence of citizen participation (more relevant and effective investments or public policies).*

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### A "small steps" approach

In Burkina Faso, Bolivia and El Salvador, Solidar's approach is to support (many) concrete initiatives rather than a specific project or infrastructure. These initiatives may be concentrated in specific areas (communities of the Plateau Central and Dédougou in Burkina Faso) and specific sectors (the fight against gender violence or sexual education in El Salvador) or not (in the case of PADEM in Bolivia). This logic, combined with a bottom-up approach (initiatives come from communities/CSOs), tends to produce concrete results in a limited time with very few resources. For example, in Burkina Faso, among the many actions that have had a positive impact on access to services, we can mention an improvement in the issuing of civil status certificates (with waiting times reduced from a few months to a maximum of two weeks) and a reduction in transcription errors on these certificates in several communes; in Boussé, civil society organizations successfully lobbied the commune and landowners to find land for IDPs to cultivate; all communes targeted in Plateau Central have strengthened their capacity to manage drinking water infrastructures, with the participation of 2 AUE (water users associations) per commune; the Zorgho medical center was able to open a second consultation room for pregnant women, build special sanitary facilities for the maternity ward, and install an incinerator for waste management. However, the impact of this "small steps" approach should not be analyzed initiative by initiative, as it remains limited, but with a broader perspective. The added value of this perspective, when support is targeted at CSOs or citizens, is to promote the role of citizens in leading initiatives (in the case of Bolivia, Burkina Faso and El Salvador) and to encourage social innovation. The effects are those described earlier (dialogue with authorities, strengthening of CSOs capacities, strengthening of citizens' capacities...).

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### Improving the relevance and quality of public services

In all projects, dialogue with civil society organizations or representatives is seen as contributing to more relevant decisions. In the case of Mozambique's Utsanana project, because public resources are scarce, without the consultative councils, public services at the district level wouldn't be able to target the communities most in need. In Burkina Faso, CSO networks are now often in a position to bring issues directly to the authorities and work out solutions hand in hand - despite a dire lack of budget of the municipalities. In the case of El Salvador, the project supports capacity-building and better articulation among all actors involved in assisting survivors of gender-based violence, thereby improving the quality of that assistance. This work is crucial because missing basic assistance can deepen the trauma caused by gender-based violence and discourage survivors from seeking help or reporting to the police.

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### Improving transparency

All projects contribute to greater transparency in the use of public funds and the implementation of public policies, either indirectly, by strengthening the capacity of civil society organizations to monitor public actions, or directly, by promoting practices that improve the transparency of local governments. In the case of Mozambique, for example, limiting investments to those decided based on a dialogue with consultative councils has led to greater transparency on the part of local governments about their

actual limited resources and how priorities are set. This transparency helps reduce conflicts with the citizens. In Burkina Faso, despite the turmoil caused by the two coups d'état and the replacement of many public officials, most of the stakeholders met during this evaluation acknowledged the project's efforts and progresses to make public authorities more transparent and accountable through the consultation frameworks, interactive radio programs, and community newsletters.

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### **Access to water and reduction of water-related diseases in the case of Mozambique**

The Utsanana project in Mozambique is the only one of the five projects analyzed in this report to have specific expected results in terms of improving access to public services: access to clean water, access to sanitation and hygiene. In this specific case, by mid-2022, 11,360 people will have benefited from the installation of new water points or the repair of existing ones. 87.5% of the water points are functional (target 80%), but the field visits tend to qualify this observation for the rainy periods in Chibabava. Regarding latrines, there is no basic data or specific data on the school environment. Several communities (at least two) have full coverage of latrines and hand washing systems. The impact on health seems to be important, even radical, according to all the people interviewed, whatever their role in the community. Thanks to access to drinking water through hand pumps or water systems, or through the construction of latrines, they all note the reduction or even elimination (a term often used by those interviewed) of diseases such as diarrhea and cholera, especially among children.

## MAIN LIMITATIONS

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### Lack of public funding to complement or replace Solidar's support

In Mozambique and Burkina Faso, the very limited financial resources of the local authorities (municipalities or districts) are a major obstacle to the sustainability of Solidar's actions: without external support (whether from Solidar or other cooperation agencies) to cover at least transport (public transport or oil) and accommodation, it would be impossible to bring together participants (from communities but also civil servants) for a multistakeholder meeting. This financial constraint on local government budgets is also a limitation in El Salvador and Bolivia, but not to this extent.

*"We launched the consultation frameworks in 2021, but the town hall is unable to hold it regularly as planned due to lack of resources. We still think that these frameworks should be a priority and should be taken truly seriously in communal management."*

Member of the local authorities, Burkina Faso

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### Persistence of authoritarian and patriarchal leadership at local level

In Bolivia and El Salvador, the main limitation is the importance of "caudillismo": a leadership based on a "strongman" over a relatively small territory who concentrates power and takes authoritarian decisions. This figure can transcend the different political groups and is particularly linked to the persistence of a macho system, since the "caudillo" represents a role model of traditional hegemonic masculinity. It is against this style of leadership that LanzArte fights with an approach based on personal development, work on emotions (especially with male artists) and collective action through art.

PADEM also contributes to the deconstruction of this leadership model in order to promote an alternative one based on democratic principles and bottom-up actions. In Burkina Faso, women are traditionally excluded from decision-making and therefore do not have the necessary role models and skills to imagine themselves as leaders, or even as legitimate and fully participating citizens within their communities; special efforts should be made so as not to reinforce this status quo by focusing only on current leaders (officials but also CSO members and radio presenters) - who are overwhelmingly male.

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### Authoritarian regimes at national level and shrinking space for CSOs.

In all countries, Solidar and its implementing partners are confronted with authoritarian regimes or authoritarian-leaning governments at the national level, with consequences at the local level.

In Mozambique, the political landscape is not conducive to democracy, with a single ruling party of Marxist-Leninist origin that emerged from a militarized revolutionary movement, and low confidence from observers in the last general elections in 2019<sup>3</sup>. Solidar is torn between the desire to develop more empowered communities and promote democratic processes, while the party (which controls many municipalities) would prevent any initiative that might end up criticizing the government or FRELIMO. Visits show that FRELIMO is present in every community and that ex-combatants or current party members participate in community leadership. In Burkina Faso, the recent military coup is a blow to civil society. The risk that the country will follow Mali's example of cracking down on civil

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<sup>3</sup> [EU Election Follow-up Mission Mozambique 2022 Final Report | EEAS \(europa.eu\)](#)

society organizations is real, while the conflict with jihadist groups appears to be intensifying, with atrocities also being committed by the national army<sup>4</sup>. Critical civil society organizations risk a backlash from national authorities.

In the case of Bolivia, which experienced a deep political crisis between 2019 and 2021, authoritarianism is more subtle: for example, state investment at the local level may depend on the political leanings of local governments, while critical civil society organizations may suffer administrative harassment because of the implementation of Law 351 on NGOs (2013)<sup>7</sup> and its application decree (2014). This context affects PADEM and LanzArte, as cultural activists have reported their frustration in some municipalities that are closed to any dialogue with civil society organizations, and especially with youth organizations that are not affiliated with the ruling party.

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<sup>4</sup> [Rapport mondial 2023: Burkina Faso | Human Rights Watch \(hrw.org\)](#)

<sup>5</sup> [World Report 2023: El Salvador | Human Rights Watch \(hrw.org\)](#)

<sup>7</sup> <https://presidencia.gob.bo/images/Autonomia/documentos/upi/1NORMATIVA/LEY N° 351.pdf>

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### III-CONCLUSIONS AND RECOMMENDATIONS

#### GOOD PRACTICES

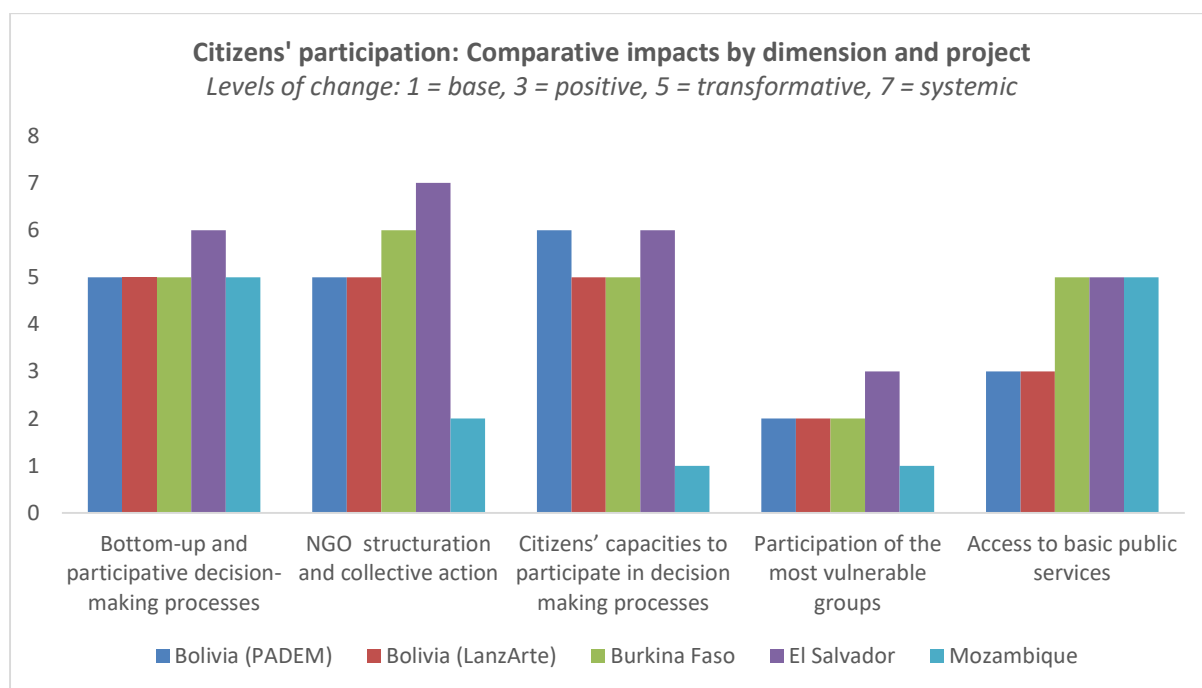
The following table present a selection of the good practices observed in each project that may inspire the action of others.

Countries	Good practices to be replicated in other projects
<b>All countries</b>	<ul style="list-style-type: none"> <li>▪ The coherence and synergies between the different projects supported by Solidar at country level</li> <li>▪ The definition of Theory of Change by Solidar national teams at country level that enable a holistic approach despite implementing different projects, each one with its own logical framework</li> </ul>
<b>Bolivia - PADEM</b>	<ul style="list-style-type: none"> <li>▪ An excellent understanding of citizen needs and the political environment</li> <li>▪ Avoid patronage and reward citizen efforts as a message of co-responsibility in local development.</li> <li>▪ The intensive use of ICTs, understanding that citizenship is also exercised through digital spheres.</li> <li>▪ Work anchored in institutions, multistakeholder, multilevel and multisectoral</li> <li>▪ Knowledge management in all projects, in all activities, and its transfer to other actors.</li> <li>▪ The convergence of PADEM projects and programs (synergies)</li> <li>▪ Promotion of the talents that emerge from the citizen spaces, offering them new opportunities and new challenges</li> <li>▪ Recognize the human being as the center of activity, public, political, social, etc.</li> </ul>
<b>Bolivia - LanzArte</b>	<ul style="list-style-type: none"> <li>▪ Entry and exit monitoring. to clearly show the impacts achieved in not only cognitive areas but also in the feelings of those involved.</li> <li>▪ Communication platform. It is a participatory space where all the actions of the different LanzArte collectives are presented, good practices have been systematized and the true actors, the young, are made visible.</li> <li>▪ Promoting generosity. A value that stands out especially, because it affects the empowerment of the entire ecosystem as a whole.</li> <li>▪ The ability to move people through art and leave a message.</li> <li>▪ Respectful treatment and affection.</li> </ul>
<b>Burkina Faso</b>	<ul style="list-style-type: none"> <li>▪ Strengthening of CSOs capacities in general: they can set up advocacy actions and awareness raising actions adapted to the needs, and are therefore able to adapt to the changes in the context</li> <li>▪ Support to local radio stations, which can reach and inform a wide audience, including people who are usually marginalized (due to illiteracy, lack of internet access, or who don't master French language), and allow citizens to participate</li> <li>▪ Working in parallel with local authorities to increase their accountability</li> <li>▪ Support to the CIVITAC platform, a tool to highlight and share good practices at local level</li> <li>▪ Adaptation to the changes within the political landscape</li> </ul>
<b>El Salvador</b>	<ul style="list-style-type: none"> <li>▪ A multi stakeholders and multilayers approach</li> <li>▪ The development of an informatic platform that helps to take decisions based on facts</li> <li>▪ Psychological support to women made available also to activists and to project facilitators</li> <li>▪ The training of public servants such as the police</li> <li>▪ Consolidation of true support networks, regardless of the party's political position</li> </ul>

<b>Mozambique</b>	<ul style="list-style-type: none"> <li>▪ The complementarity between the projects of Solidar in the region (support in the context of Utsanana is given only if municipalities rely on the consultative councils to make their investment plan, councils which are supported by another project).</li> <li>▪ The promotion of young leaders through the hiring of "activists"</li> </ul>
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## GENERAL CONCLUSIONS

All the 5 projects promote citizen participation and contribute to building a democratic culture in the different countries, territories, and groups they target. But they do so with different approaches, working on different issues with different target groups, and with different results and effects.



Source: consultants' assessment

**Promoting multi stakeholder dialogue** and the creation of effective dialogue bodies seem to be a crosscutting objective of all analyzed projects, from Bolivia and Mozambique to Burkina Faso and El Salvador. The **effects generated seem very positive** as dialogue between civil society representatives and local governments is effective in the 4 countries, leading to more relevant public policies or investments and less conflictual relationships. Effects might be considered **even as transformative in some cases** with the implementation of new laws or public policies that benefit all, not just the projects' participants.

Regarding the **strengthening of CSOs' capacities and ability to interact**, this important driver of change wasn't used in every project. While it is a central objective of Solidar project in Burkina Faso, in Mozambique Solidar doesn't work yet directly with CSOs or community' organizations (at least in the context of the Utsanana project). Given the lessons learned, **effects seem higher when Solidar adopts a multistakeholder approach** within one project or combining various projects targeting different groups (activists, CSOs, local governments...) such as in Bolivia.

**Empowering citizens** is key to ensure their participation in democratic processes. Solidar has been generating over the years **transformative effects at least in Bolivia and El Salvador** through projects and activities that contribute to the empowerment of their target groups (mainly young people and



women). Working on soft skills, personal development, and emotion management was particularly effective in generating long lasting transformations among participants – some of them having to deal with past traumas. This approach could be generalized in other countries, adapting of course the type of activities carried out so as to be relevant given each cultural context.

Projects such as LanzArte or Chalatenango sin violencia **target de facto vulnerable groups**: the youth that are politically and economically marginalized in Bolivia, and survivors of gender-based violence in El Salvador, with transformative effects through empowering activities. In Mozambique, rural areas targeted by the projects are particularly vulnerable, combining a high proportion of absolute poverty, displaced people, and territories vulnerable to climate events. **But within the projects evaluated, there was not a clear approach to specifically work on the most vulnerable among these groups**, or on the articulation of different vulnerabilities / discrimination factors (being young, female, coming from a rural area, belonging to a certain ethnic group).

**Improving the effective access to public services** was either a direct objective of the projects (such as with Utsanana in Mozambique: improving the access to clean water, sanitation and latrines) or an effect produced by the results of the projects (more relevant public policies, development of innovative initiatives to improve public services, better quality in the assistance given by civil servants...). **Effects were positive but not necessarily transformative** as the approach favored many small-scale improvements rather than larger projects which would have a small perimeter as the financial resources are limited.

## CROSS-CUTTING RECOMMENDATIONS

### **Ensure the effective participation of marginalized groups**

In general target groups in the five projects are defined by age, occupation and location with participation's criteria remaining quite large. But being open to the participation of marginalized groups is not sufficient: they need to be fully integrated and represented, provided with the necessary tools, resources, and support to participate actively in the projects' actions and in the decision-making bodies. Possible actions:

- Develop specific strategies to attract people from marginalized groups into the projects' activities: because they are discriminated against, it is likely that the most marginalized groups will not learn about the opportunities offered by Solidar actions through the classic channels.
- Develop modules on empowerment at individual level (to gain self-esteem and soft skills) as the need might be greater among participants from marginalized groups.
- Train Solidar's and implementing partners' staff to avoid reproducing the discriminations these marginalized groups are exposed to.
- Provide psychological support as people from marginalized groups tend to have greater traumas as a product of the discriminations they suffer from.
- Ensure that all targeted CSOs integrate people from marginalized groups into decision making bodies

### **Develop and implement a gender approach**

Cultural obstacles in certain areas often contribute to low participation of women in public life and decision-making processes. To address this, a stronger gender approach is necessary, which involves implementing specific and targeted activities (for instance, for Burkina Faso, it should start at village level). Possible actions:

- **Realize research-action with a gender lens** to make visible the specific challenges women are facing with as a product of the macho system: what are the specific obstacles / risks that women face in the WASH sector? In arts and culture? What additional challenges do women from rural areas or single mothers are facing?
- **Train Solidar and implementing partners' team on gender:** How to foster active women participation in Solidar's actions and decision-making process? How to put into practice in the management of Solidar's and implementing partners' team the values they defend on gender equality? How to tackle possible gender-based violence in the course of the implementation of the projects?
- **Support the emergence of women role models** with dedicated training activities, support to deal with specific trauma linked to gender-based violence and a specific attention to make them visible in the decisions process and in the communication.
- **Analyze the impact of Solidar's actions on women** to identify backlash effects and develop strategies to tackle them: For instance, when access to water in the community reduces by 2 to 4 hours a day the time dedicated by women to fetching water, what happens in this new free time? Is it used for personal development, leisure or rest? For other domestic tasks? Or to discharge men of some of their production work? Does the lost social exchange during fetching water take place in another way?

### **Work with a multistakeholder approach**

As the example of Solidar work in Bolivia shows, it is important to work with local governments, CSOs, grassroots movements, young activists, etc. at the same time, as they all belong to the same ecosystem and chain of change from distinct positions with different resources. Working only with local governments doesn't seem enough to promote a culture of democracy. It also doesn't allow to

work on the self-reliance of communities and people in countries characterized by a lack, instability, and misuse of public resources. On the other hand, working only with CSOs without interacting with local governments can also limit the effects of the actions carried out: they will always stay micro and never be scaled up as a public policy.

### **Embrace a holistic view on impacts**

The present impact study analyzes a cross cutting issue – citizen participation – in 5 different projects. But it might be difficult to distinguish the effects generated by a specific project of Solidar in a country as Solidar's interventions often are complementary. For instance, in Viacha (Bolivia) the effects are indeed a product of the projects PADEM, LanzArte and Cha Ma Wayna. In Mozambique, it was almost impossible to separate the project Utsanana from another project that target consultative councils. This reality is logical as Solidar, and its implementing partners build holistic strategies that embrace more than one project and even go beyond the classical projects' approach (which is a good strategy). It is therefore recommended to **keep doing impact studies on crosscutting issues but to analyze the effects produced by the combination of different projects rather than one** (as stated in the theories of change developed by Solidar and its partners). Many crosscutting issues could be analyzed: empowering youth, fighting against gender-based violence and inequalities, strengthening the capacities of local governments...

### **Build solid ground to ensure the sustainability of the impacts**

Some very tangible and positive - sometimes even transformative - impacts have occurred as direct results of all 5 projects evaluated. However, and especially given the volatility of the contexts of implementation, the exit strategy of each project should be carefully designed and thought through, ideally long before the projects come to an end. To this end, we would recommend that Solidar Suisse:

- **Organizes an exchange of good practices** between projects / countries regarding exit strategies and sustainability, so that projects can benefit from each other's experience
- **Continues its work to strengthen the capacities of CSOs and networks** (especially in terms of inclusiveness, representativeness, governance and fundraising) as well as their legitimacy (e.g. in Bolivia, by institutionalizing the networks and giving PADEM its own formal status; in Burkina Faso, by completing the registration of CSO networks...), so that they can continue to develop and carry out collective actions in the future.
- **Designs a knowledge management system** for each project to ensure that the relevant stakeholders (depending on the project: PADEM, CSOs, water committees, youth organizations...) have the guidelines and training content to recruit new members and build their capacities. These knowledge management systems should be co-created with the relevant stakeholders to increase ownership and user-friendliness.

## IMPACT ASSESSMENT BY PROJECT AND DIMENSION OF CHANGE

The following tables present the level of impact reached by each project for each of the 5 dimensions of change defined in the ToC. They also contain specific recommendations to advance to the next level (when possible). To understand how this assessment was performed, please see annex 1.

### Dimension 1: Bottom-up and participative decision-making processes

Projects	Effect	Why?	Reliability	Recommendations
Bolivia – PADEM	Transformative	<p>PADEM accompanied the administrative decentralization process in Bolivia for almost three decades, going from being a program focused on municipalities to strengthening citizen participation around their rights and obligations as citizens. It also works on municipal management and access to public services.</p> <p>PADEM is a program where multiple projects converge, according to each municipality, each applicant, and each need, in this context, alliances are articulated and the commitment of local authorities is achieved to improve access to public services, strengthen communities and improve the exercise of democratic rights.</p>	2 (relatively high)	<p>PADEM finances initiatives through calls in which ideas compete with each other. In this context, it is unlikely that a project will be funded in more than two consecutive calls, this means that there is little capacity to continue the actions if sustainability is not generated.</p> <p>An important recommendation could be, in addition to the initial conditions of a sustainability plan, to have a person accompany you during the last year of financing to undertake the exit plan with self-sustainability.</p> <p>As for advocacy, keep in mind that advocacy on public policies goes far beyond the promotion of laws.</p>
Bolivia – LanzArte	Transformative	<p>Participation processes arise from the recognition of needs visualized individually and collectively.</p> <p>LanzArte manages to capitalize on the understanding of reality and develop or strengthen skills of, first of all, active listening to move to a proactive attitude of proposing in a positive way. For this they use the arts as a catalyst for creativity as a tool for dialogue in two stages, the reflective and the purposeful.</p>	1 – 2 (high)	<p>Getting to the next level of change doesn't depend on the project but rather on external factors (elections' results and awareness of politicians mainly).</p>

Burkina Faso	Transformative	Despite being mandatory, a majority of local governments do not organize regular consultative meetings with CSO and citizens due to lack of funds, and because they do not see it as a priority. The project supported and funded the organization of consultation frameworks at municipal level in partner municipalities, trained the local authorities on their importance, and is now focusing on developing such activities at village level. Two municipalities are already organizing these meetings without the financial support of the project, and all public authorities' members met during the evaluation declared that they are now convinced of their importance.	2 (relatively high)	To reach systemic change in this area, the project now has to focus on further 1) increasing women and vulnerable groups' participation, 2) raising the skills of the citizens so that they can fully participate and make their voices heard, and 3) ensure that the municipalities set aside specific funds to continue organizing these meetings without the support of the project.
El Salvador	Transformative to Systematic	The project takes as its starting point a long-standing institutional network, there are consolidated public-private partnerships (e.g. Municipal Violence Prevention Committees, whit a multistakeholder institutional composition) There is local ownership built from common objectives. The relevance and power of the project lie in the community (human resources, public and private institutions, citizen participation, volunteers, youth, women, men, etc.) and its local governance. Considering a context of democratic fragility due to the exceptional regime ( <i>régimen de excepción</i> ), important milestones have been achieved regarding female political participation (implementation of gender policies, municipal violence prevention committees still working, presence of women among elected representatives...).	1 -2 (high)	An excellent job has been carried out that is well under way. In order to reach the next level, a longer period of time is required with the good results achieved, which must be supported with systematic empirical evidence. In this sense, the SAIVCH and PUMMCH platforms will be the pillars for demonstrate the need to maintain and deepen the actions carried out.
Mozambique	Transformative	Utsanana supports WASH investments according to plans that were co-constructed with consultative councils. Their point of view is taken into account by public authorities to define investments plans in the WASH sector. Consultative councils are functional when they have Solidar support (or any external support). Civil society is represented	2 (relatively high)	Lack of public funds to support consultative councils depend on external factors (transfer to local governments from the national governments) on which Solidar has little impact.

		by community leaders however the nomination process is not yet clear, as well as how recommendations are made. No CSOs or community-based organization (as a structure, not community leaders) seem to take part in the consultative councils at local and district level (as reported).		
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## Dimension 2: CSO structuration and collective action

Projects	Effect	Why?	Reliability	Recommendations
Bolivia – PADEM	Transformative	Solidar has managed to position its methodology, values and form of intervention through the fight against clientelism (healthy competitiveness). This is reflected by PADEM in its mechanisms for calling, selecting and executing local projects. Due to this participatory approach, which is based on proximity to subnational governments, it achieves important milestones in social, public and political incidence, transforming its environments into more democratic and inclusive spaces.	2 (relatively high)	Greater coherence, which would be reflected in a greater link between the different projects financed by PADEM and greater visibility of the results achieved. Likewise, sustained impacts could be achieved if the projects can be articulated with other Solidar initiatives, other NGOs or public initiatives, transmitting the values of PADEM and the lessons learned in the long process of PADEM's existence.
Bolivia – LanzArte	Transformative	In the same way as PADEM, LanzArte operates with the logic established by Solidar, with the particularity of focusing more on the human being and the development of their potential as agents of change. Thus, young people in LanzArte are capable of creating environments and alliances between peers to influence their immediate surroundings, in their community and achieve skills and competencies to come up with collective solutions. Through LanzArte they exercise their rights and makes them visible through art, as one of the tools that feed his democratic values. LanzArte is in itself a transformative project of being with transcendence towards social well-being.	1- 2 (relatively high)	To reach the following level, LanzArte could further support awareness among institutions (other municipalities, ministries) about the inclusion of youth in public decision-making processes (why it is relevant and what they can bring). However, it will also depend on external factors (openness of political leaders or of civil servants who do not take part into LanzArte).
Burkina Faso	Transformative to Systematic	The project led to massive changes for the participating CSOs. Their own functioning and governance improved, the	1 – 2 (high)	To reach a fully systematic change, the project now has to focus on how to ensure



		members raised their skills, and CSOs who once operated on their own now are able to implement coordinated and collective actions (mainly awareness raising and advocacy) in order to defend citizens' rights. Multiple examples of collective actions led by CSO networks have been highlighted during the evaluation. Moreover, the CSOs gained in legitimacy, both towards the public authorities, and the general population.		that the CSOs networks will be able to 1) expand and integrate new members while building their capacities, 2) fundraise to cover their future actions, 3) fully integrate women and members of vulnerable groups.
El Salvador	Systematic	Organized civil society, with the contribution of Fundación CORDES, a key organization that acts as executor, have achieved social, public and political incidence. Bills on preventing gender-based violence have been drafted, some of them voted, coherence, efficiency and effectiveness in the execution of political actions were achieved thanks to the articulated work -of the department of Chalatenango- which today is a regional reference, where the strength of women stands out.	1 – 2 (high)	The level reached is already systematic. However, there is room to widen the effects of the project, in rural areas among others, if the project had more resources.
Mozambique	Base to Positive	Indirectly, the project contributes to the creation of water committee as, per law, each water pump or system, has to be managed by a water committee. In visited communities, water committee were operational, however with some difficulties to collect financial contributions and to do maintenance (variable according to communities).	1 – 2 (high)	Working on strengthening community agency should be a priority. Water committee could serve as a starting point to develop new actions related to water and sanitation (ex: sensitizing communities, collecting garbage...), led by water committee members. They need direct support, not only to manage waterpumps but also to develop other skills (including soft skills).

### Dimension 3: Citizens' capacities to participate in decision making processes

Projects	Effect	Why?	Reliability	Recommendations
Bolivia – PADEM	Transformative to Systematic	PADEM develops capacities and skills in citizens, strengthens institutions and favors multi-stakeholder dialogue among them. It creates spaces so that citizens can express -in an	2 (relatively high)	At present they already participate in the local decision-making through the proposal or exercising social control in

		<p>organized and justified way- their needs and their proposed solutions.</p> <p>Although the process is limited in time and resources, the exercise of democratic values and rights has an impact on the way of perceiving the complexity of a public policy, achieving greater empathy and purposefulness when expressing a citizen's demand.</p>		<p>various municipalities supported by / through PADEM. However, for this situation to be systematic, it's necessary to have more resources (technical, financial, social, etc.). Without financial resources it is impossible for the actions to be maintained - PADEM's resources are small and many times they only serve to leverage more resources or support which is good - but for it to be sustainable, PADEM would have to maintain its funding for a longer period of time, especially to be able to have a political impact.,</p>
Bolivia LanzArte	– Transformative	<p>Probably for some young people the project offers the first opportunity to actively participate in the exercise of democracy, beyond going to the polls. Thus, it develops civic awareness in youth and develops capacities for the exercise of democratic values with co-responsibility. It promotes political advocacy and advocacy through the reflection and interpellation of public actors.</p>	1 – 2 (high)	<p>Greater recognition of the capacities of youth in relation to the ability of partisan political dialogue is required.</p> <p>Although LanzArte is not and shouldn't be linked to any political party, and its purpose is to interpellate, it's necessary for young people to dialogue and directly interpellate the parties and politicians (face to face). This can be complicated because they are young and there are situations of risk of integrity and risk of political instrumentalization, but to be taken into account, organized representation is necessary.</p>
Burkina Faso	Positive	<p>As per the words of a project manager, the project focused on building the capacities of leaders that are able to carry the voice of citizens. In that respect, CSO members have on average greatly improved their capacities.</p>	2 (relatively high)	<p>To reach a transformative impact, the project would benefit from offering specific soft skills training to women and members of vulnerable groups; the work currently being done at village level is also</p>

		Regarding the general population, the partnering of the project with local radios surely raised the level of understanding of the citizens on the functioning of local authorities and informed them on the existence of consultation frameworks (however this effect is complex to measure and would require a specific study).		a very positive step towards improving the participation of all citizens.
El Salvador	Transformative to Systematic	The characteristics of the institutional network and the long history of inter-institutional relations have allowed citizens to be familiar with the institutions and access them with greater confidence. This has been achieved through the good signals that have been generated by public and private entities, networking with a common objective, citizen well-being. Citizens know their authorities, are able to support or criticize actions, exercise their rights locally. Yet, this same exercise has not yet been achieved at the national level.	1 – 2 (high)	Continue strengthening regional identity and prioritizing local needs over party politics. The strength of the project is in the socio-institutional networking, therefore, the ownership generated based on the department of Chalatenango and the generalized activism, are democratic socio-cultural values that must continue to be strengthened.
Mozambique	Base	Utsanana project doesn't directly target citizens. No activity has been designed to improve their capacities. Community members met seem to have limited knowledge of their right and of the factors that create vulnerability (they identify immediate causes such as the lack of food or lack of production but not the roots of it).	1-2 (high)	Solidar should work within the communities to strengthen citizens basic knowledge of their rights, either directly or through water committee (which would need first to be strengthened). This could complement the action of another project raising awareness about rights through community radios: communities could be more receptive to radios if they also participate to specific activities in their own communities.

#### Dimension 4 - Participation of the most vulnerable groups

Projects	Effect	Why?	Reliability	Recommendations
Bolivia – PADEM	Base to Positive	The participation mechanism is through a public call, therefore, it is a kind of self-selection, since all the participants in the call have the same probability of being	2 (relatively high)	In Bolivia there are different social groups that can be vulnerable populations. In

		<p>chosen. The final selection is made based on criteria such as prioritized sectors (health and education), to improve accessible and quality public services in health and education for the benefit of vulnerable groups.</p> <p>Although vulnerable groups benefit, in the design and execution of the projects a diversity of vulnerable groups is not clearly identified, rather the actions are focused on a target group which can be women, children or a community without any specific categorization of vulnerable groups, where it's inferred that everyone may be in a situation of unspecified vulnerability.</p>		<p>order to put a greater emphasis on vulnerable groups, specific guidelines and methodologies (existing documents or now material to be created) could be made available to better take into action vulnerable groups.</p>
Bolivia LanzArte	– Base to Positive	<p>The project works with a social group, the youth, who can be identified as a vulnerable population due to their lack of political representation.</p> <p>Issues related to education and health, which can also be perceived as vulnerabilities, are worked on. However, vulnerable populations are not identified in the process of construction or execution of the project.</p> <p>There is a majority female participation, with an average of 28 years of age.</p>	1 – 2 (high)	<p>Although youth can be identified as a vulnerable population, it would be interesting to include intersectionality and segmentation variables in the follow-up and monitoring system in order to make visible these impacts that clearly exist but are not quantified for objective assessment.</p>
Burkina Faso	Base to positive	<p>There was not a strong focus on vulnerable groups within the project; however, the needs of these groups have been to some extent naturally taken into account and the project benefited them. For instance, several of the collective actions undertaken by CSOs network supported pregnant women and IDPs; the work with local radios allowed to reach citizens that are usually left out (such as people from remote areas, who do not have access to internet, who do not know how to read, or who do not speak French).</p>	1 – 2 (high)	<p>Next steps could include offering specific training to CSOs network on social inclusion, vulnerability, and how to integrate members of vulnerable groups; the project could also focus on raising the skills of representatives of women and vulnerable groups, to allow them to fully participate in consultation frameworks, and be integrated into management positions within CSOs and CSOs networks.</p>
El Salvador	Positive	<p>Thanks to the demographic characteristics of Chalatenango's CSOs (higher proportion of women), women who do not have</p>	1 (high)	<p>Certainly, the project works in municipalities with economically vulnerable populations, which are rural</p>

		<p>a full access to their rights were identified as a vulnerable population.</p> <p>Although efforts have been made to improve intergenerationally, forced migration due to socioeconomic conditions and political autocracy reduce the chances of a generational change.</p> <p>Despite this, other factors that may present vulnerabilities that are not part of the project design are left out.</p>		<p>and are mostly represented by young women. However, other variables (age, revenues, level of education, single mothers, ...) have not been made visible.</p> <p>It would be an enhancing element to consider the analysis and work better focused on structural and demographic variables (beyond targeting “areas”), to achieve better results or at least have a comparison.</p> <p>An example can be the work with the Youth Network, this work is segmented by age, but specific variables are not worked on according to their demands or needs.</p>
Mozambique	Base	<p>The projects targets localities characterized by a high absolute poverty rate and communities with limited access to water. Their vulnerability is high. However, we did not observe any specific analysis of the needs of women, young people, displaced people... of any group that could present an even higher vulnerability.</p>	1-2 (high)	<p>The project should start by analyzing the effect on women of the reduction of the water burden (Is-it positive? What do they do in their “free” time?).</p> <p>Specific actions targeting women, with the ultimate goal to contribute to their empowerment, could be developed.</p>

#### Dimension 5 - Access to basic public services

Projects	Effect	Why?	Reliability	Recommendations
Bolivia – PADEM	Positive	<p>Access to public services has improved in two sectors, education and health. The understanding of the need for quality services that benefit communities has deepened.</p> <p>Likewise, work has been done on the convergences between health and education in an innovative way with transmedia resources, which reaches many people.</p> <p>The capacities developed in the environment of the program allow them to be sustainable over time. However, working with youth may require more/further support.</p>	2 (relatively high)	<p>PADEM focuses on providing better access to public services such as education and health. In this understanding, making systematized indicators visible, which show the specific contributions to national and local public policies, as part of accountability, can be an element that promotes new alliances and contributions from other cooperations.</p>

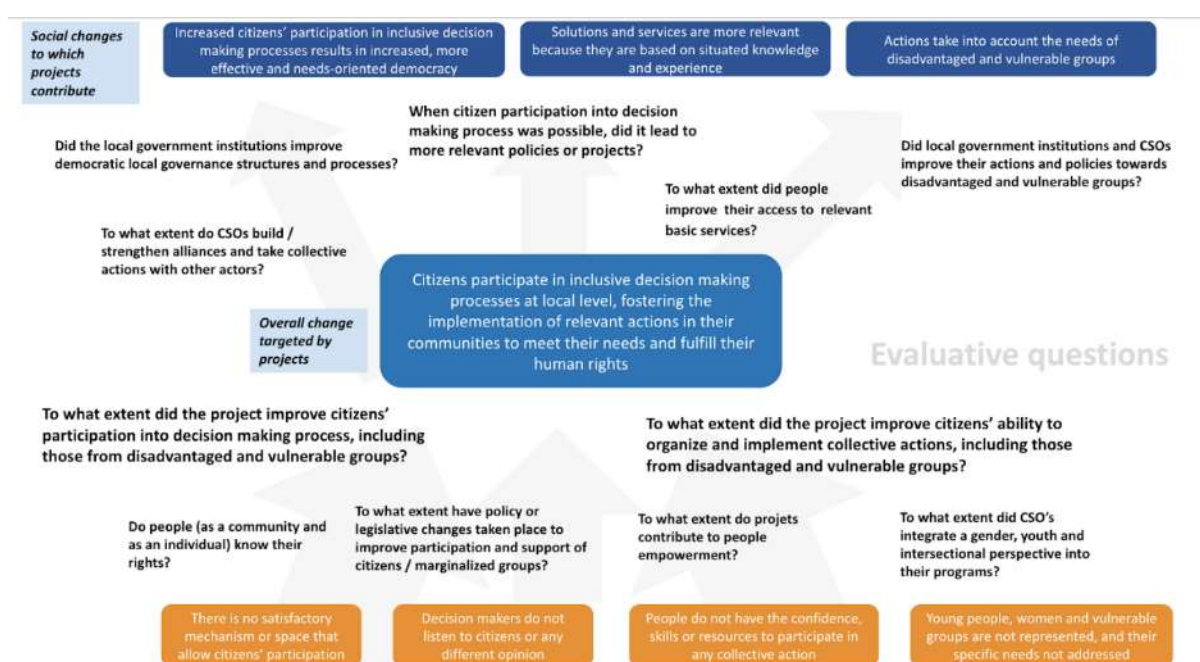
		PADEM is a program that has managed to inspire a group of beneficiaries to seek their programmatic and financial self-sustainability.		
Bolivia LanzArte	– Positive	<p>Access to public services has improved (for instance to cultural services / infrastructure) thanks to the interpellation, monitoring, campaigns and proposals generated by young people that resulted in some municipalities in ensuring a share of the public budget for youth's priorities.</p> <p>Although some proposals have been appropriated by local authorities, they still need to be consolidated with resources, sustainability, greater visibility and, above all, long-term political will.</p> <p>Nevertheless, it's important to emphasize that it's not for lack of activism but because there is still a lot to learn to dismantle adult centrism, added to this, the need for self-care and protection of youth so as not to be politically instrumentalized.</p>	2 (relatively high)	<p>LanzArte achieves better access to education and health services, either directly through training and awareness or through the promotion of a specific demand. However, many times the lack of a kind of formal institutionality diminishes the capacity for representation.</p> <p>However, it is not LanzArte's mission to be a kind of incubator for NGOs or institutions, but there is a responsibility to protect and accompany the young people who are emerging from the process, who should not be neglected. In this sense, a mentoring and accompaniment program for youth in their activism is proposed, especially when they assume socially committed roles or responsibilities.</p>
Burkina Faso	Transformative	The improvement of public services is clear, although complex to measure. Indeed, the project focused on reinforcing CSOs capacities to implement actions that led to the improvement of services, rather than focusing on directly improving the services. This led to numerous 'small scale' actions, with concrete but quite local improvements. This approach is very positive, as it fosters ownership and sustainability: the CSOs can decide what service/issue they want to focus on and adapt their actions depending on the current needs they witness at local level.	2 (relatively high)	To reach a fully transformative level, the project will have to focus on how to ensure the sustainability of CSOs networks in the future and continue raising their skills on advocacy.
El Salvador	Transformative	There has been significant recognition of the need to address violence to improve citizens' well-being. A synergy was achieved between the different stakeholders, public	1 (high)	Results have been achieved through great personal involvement of CORDES and partners team members that often exceed

		resources are committed to guaranteeing its sustainability, although these have been reduced. The authorities are creative in the execution of budgets and organized civil society provides services, even voluntary and without remuneration, because they are convinced of the effectiveness of the project as a social transformer and creator of opportunities.		their labor obligation. Greater resources from SOLIDAR could improve their working conditions (dividing work between more people). Sustainability remains a question mark in these days as the national government is putting into questions policies towards gender equality.
Mozambique	Transformative	<p>By mid-2022, 11,360 people had benefited from the installation of new water points or the repair of existing ones. 87.5% of the water points are functional (objective of 80%), but the field visits tend to qualify this observation for the rainy periods in Chibabava.</p> <p>The drinking water coverage rate has increased significantly (between 32% and 42% increase).</p> <p>No data on latrines. However visited communities tend to show a full coverage of latrines. As a result, all actors report a drastic reduction of water deceases.</p> <p>Local authorities have the necessary skills to do the maintenance, but not the financial resources</p>	1-2 (high)	<p>Nex steps greatly depend on external factors (lack pf public funding).</p> <p>Co-investment by communities is possible but also depend on the communities' capacities to generate surplus in a context of poor agricultural productivity</p>

## ANNEX 1 – METHODOLOGICAL

### Evaluative questions

To better define the evaluative framework, we updated the evaluative questions established in the ToR and in our proposal to ensure coherence with the tentative ToC (available on page 5 of the present document). These questions are placed according to their logical position in the ToC and are coherent with the five dimensions defined in the ToC on the basis of our understanding of the projects. The core analysis of the report is a direct answer to these evaluative questions.



*Tentative ToC on citizen participation – Elaboration Consultants*

### Impact assessment grid

To perform the impact assessment of each project, we defined the following grid, based on the dimensions of change in citizen participation identified with Solidar and highlighted in the tentative TOC. Thanks to the triangulation of the different data collecting tools used, we assessed the impact level of each project. This analysis is complementary to the answers to the evaluative questions.

However, reliability of the conclusions might defer according to the conditions in which field work was carried out. As a consequence, we also defined the following scale of reliability:

- 1.Observations triangulated from different sources, both quantitative and qualitative
- 2.Observations confirmed by interviewees from different perspectives (qualitative triangulation)
- 3.Observations confirmed by some interviewees, belonging to one group
- 4.Hypothesis made by consultants



## Assessment grid:

	Base	Positive	Transformative	Systematic
<b>Bottom-up and participative decision-making processes</b>	Absence of dialogue Existence of dialogue but no influence on decision processes	Multistakeholders dialogue bodies are active. Decision makers listen to participants' analysis and recommendations	Multistakeholders dialogue bodies are active. They make relevant recommendations that decision makers take into account recommendations to define policies / investments.	Multistakeholders dialogue bodies are supported by laws and public funds Planification / Strategies are systematically co-designed with dialogue bodies Public authorities recognize the added value of this dialogue.
<b>CSO structuration and collective action</b>	There are no CSOs or other civil society bodies in the communities Existing CSOs work individually, with little links with other CSOs	CSOs institutional and operational capacities are improved. CSOs defend democratic values CSOs gather in meeting to exchange points of views, learnings	CSOs put into practice democratic values in their own functioning CSOs are able to implement collective actions (projects or advocacy actions) CSOs are able to form coalition and articulate their advocacy.	CSO collective actions lead to changes in public policies and public programs CSOs are recognized by citizens and public authorities as a key actor of democracy.
<b>Citizens' capacities to participate in decision making processes</b>	Citizens have limited knowledge of their basic rights. They are too disempowered to participate in collective groups or public spaces	Citizens know their basic identity, political, economic, and social rights. They can identify their needs and the factors that create disempowerment.	Citizens are capable of expressing an independent opinion. Citizens have the sufficient knowledge and skills to participate in public making process	Citizens are active in CSOs and dialogue bodies. They defend democratic values. They organize themselves at community level to defend their rights.
<b>Participation of the most vulnerable groups</b>	The most vulnerable groups are not identified (project is "blind" to vulnerable groups) Absence of vulnerable groups representation in dialogue bodies	Vulnerable are identified and their specific needs assessed. Specific activities or approaches are implemented for the most vulnerable groups. People from vulnerable groups are aware of the disempowering factors that generate vulnerability.	Representants of the most vulnerable groups participate into dialogue bodies. They are able to formulate specific demands	The participation of the most vulnerable groups' representants lead to changes of policies / laws that reduce vulnerability factors. Their participation is ensured by mechanisms defined by law and a dedicated budget
<b>Access to basic public services</b>	Citizens do not have access to basic public services (water, sanitation, health, education, identity cards...)	Access has improved in some areas. Local authorities or communities' operational capacities are improved	Access has improved in a significative number of localities. Local governments, operators or communities have the necessary skills to ensure maintenance / assistance.	Access is ensured at regional or national level, both in urban and rural areas. Public institutions or private operators have the necessary human and financial resources to guarantee the access over time.

## Field work

	Timeframe and locations	Survey	Methods used	Comments
<b>Bolivia - PADEM</b> (Diana Balderrama)	Mach 29 in La Paz, Bolivia  April 3 - 5 in Sucre, Bolivia	An online questionnaire was completed that was not answered.	3 persons of the PADEM team. 1 focus group of 10 participants form Challapata (50% men, 50% women), including 2 authorities. In Sucre, 3 focus groups of 21 participants including 2 authorities and 1 ex authority. 3 individual interviews. 2 interviews with external people.	The visit to Montero could not be carried out due to the high level of social conflicts. PADEM is a very broad program and requires greater depth in the analysis of each action. In fact, it's a job that is being consolidated thanks to the long existing experience. Regarding the surveys, precisely during the evaluation, they were making the call for new applications, the stakeholders are not limited to participate and all of them were interested in applying again, it's presumed that they prioritized the application.
<b>Bolivia - LanzArte</b> (Diana Balderrama)	Cochabamba, Coroico (remotely)	An online questionnaire was conducted with 100 participants (70% women). However, only 86% of the questionnaires are complete	4 persons of the LanzArte team 1 dance teacher, workshoper Workshop in Cochabamba with 26 persons Online focus group with 8 Youth of CoroicoArt	The visits to Coroico and Montero couldn't be carried out due to the high level of social conflicts. During the days assigned to field work, the national Magisterium (teachers) went on strike with blockades in the cities.
<b>Burkina Faso</b> (Auréli Viard remotely, and Stéphane Titiamo Sanon in Burkina Faso)	March 1-3 in Plateau Central (Boussé, Zorgho, Meguet, Loubila) March 9-10 in Boucle du Mouhoun (Dédougou), March and April for remote interviews	For OSC, representants of OSC networks and local radios, sent via Whatsapp 15 respondents (only 2 women)	40 persons in Focus group discussions (incl. 13 women) 10 individual interviews (incl. 2 women) 6 participants (+ 2 evaluation team members) for the co-creation workshop	The evaluation team included representatives of public authorities that were active previously to the coup, as well as new members of special delegations. Low response to survey, despite numerous reminders from the evaluation team and project team to the CSOs.
<b>El Salvador</b> (Diana Balderrama)	April 17 San Salvador April 18 - 21 Chalatenango district. Visits to Azacualpa, Las Vueltas, Las Flores, Arcatao and Nueva Trinidad, municipalities.	An online questionnaire was conducted that counted 90 participants (84% women), 84 valid responses	Meeting with 6 people from the CWGBV project team. 4 Focus groups of up to 6 people. 8 Individual interviews with authorities. 4 Individual interviews with the beneficiaries. 1 Participation in a Municipal Violence Prevention Committee (CMPV). 1 meeting with the Youth Network (REDJUDE). 1 virtual session with a workshop leader. 2 interviews with people outside the project.	It's a project with many impacts, which works in 22 municipalities, each municipality is a project in itself. It is therefore very difficult to reflect everything that is done and the impacts of several years in a few lines.
<b>Mozambique</b> (Arnaud Laaban)	March 14-18 Districts of Macate and Chibabava	22 questionnaires (hard copies) filled out by community leaders and activists	30 participants in collective meetings with community leaders (including 6 members of advisory councils and 6 members of water committees) 5 individual interviews with families 3 individual and collective interviews with the authorities 2 individual interviews with activists' interviews/meetings with the Solidar team (3 persons), observation of facilities and living spaces (5)	The field visit was disrupted by Hurricane Freddy. The evaluator was unable to visit Zembe on Monday, March 13, as planned, and interviews with the families in Zembe and the traditional authority ("queen") could not be done.  Almost no women participated in the group meetings in the communities organized as part of the evaluation. This creates a gender bias that is partially offset by individual interviews and observation.

## IMPACT ON DECISION MAKING PROCESSES - EXAMPLES FROM THE PROJECTS

"...strengthening national systems for the administration of justice, contributes to preventing crime and violence, promotes a culture of peaceful resolution of conflicts of legal relevance and reduces the judicialization of conflict, but this works because they are very close people and recognized in their community..." - Justice of Peace of the Municipality of "Las Vueltas"



"We rely on the District Advisory Board to set investment priorities. They are the ones who tell us what the communities need. Based on that identification of needs, we develop the district plan for the year and see what we can do with the budget we have. The advisory boards are important because they are the link we have with the communities."

Excerpt from an interview with district authorities, Mozambique



"Is it possible today to generate public policy from the citizens? We are working on this important question at PADEM building responsibility or co-responsibility, vision, approach to inputs from the citizens."

Project manager - PADEM, Bolivia



"The project has given us a plus, we participate in the municipal sessions, we have direct contact with the people of the commune where we can go and plead for the population. Since we started, we have had good cooperation with the commune. We present our problems and try to solve them together."

Zakyalma Brigitte, president of Association pour la Promotion des Femmes de Ziniaré, and member of the CSO network Cadre d'initiative citoyenne (CIC) in Burkina Faso



## IMPACT ON CSOS CAPACITIES TO ORGANIZE AND ACT COLLECTIVELY - EXAMPLES FROM THE PROJECTS



"At the level of the authorities, we have been able to create a bond of cooperation, mutual aid and communication. We saw a lot of changes in our community thanks to the advocacy work that we have done."

Bernard Kagembera., member of the CSO network Comité de Veille Citoyenne in Boussé, Burkina Faso

“ The Utsanana project shows that participation in collectivespaces, and in particular in consultative councils, is usefulbecause it leads to concrete actions that improve living conditions. ”  
Young activist interviewed in Mozambique



Campaign for the International Day of Women rights - 8th of March - in El Salvador

## IMPACT ON CITIZENS SKILLS AND RESOURCES NECESSARY TO THEIR PARTICIPATION - EXAMPLES FROM THE PROJECTS

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"...sometimes, or rather often, we think we know our rights, but what we know is the version of human rights that we were told (...)"

Interview extract with a young participant - El Salvador



"The project has brought us closer to our town halls: before we were afraid; we didn't know we could take part in municipal sessions, for example."

Citizen from a rural commune in Burkina Faso



**Community members gathered by community leaders for the evaluation - Mozambique**



## IMPACT ON VULNERABLE GROUPS' PARTICIPATION - EXAMPLES FROM THE PROJECTS



Gender workshop leader, El Salvador

"...in an experiment, some monkeys were put in a cage and a banana in a tree, everytime a monkey tried to climb, they were given a cold-water jet to make it come down. They replaced a monkey with a new monkey and when the new monkey tried to go up, the old monkeys beat him, so the monkey understood that he shouldn't go up... he didn't know why, but he didn't go (...) that's how it happened with all the other monkeys. It happens to us the same way, they tell us not to do something, but they never give us any reason, they hit us when we want to express ourselves or want to do something, but it's out of fear. But it's not our fear, it's their fear..." Workshop Leader -LanzArte - Bolivia



Donation of school supplies to young and children internally displaced, Burkina Faso



Intergenerational theater - LanzArte project, Bolivia

“

People were really wary of going to the authorities. But today, with this project, with the awareness-raising we've done, the interpellations we've tried to make, people are now ready to go to the authorities.

CSO member in Burkina Faso

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“The commitment of the citizens, and in particular of the women's and community structures, has made our municipality face new development paradigms more centered on women and gender equality.” Interview with the female Mayor of "Las Flores", El Salvador



**Consultation  
framework session -  
Burkina Faso**

PADEM has a 'healthy competitive mechanism', it does not work under a supply approach, that is, we do not go to the municipality with the project, the money, and the solutions.

We create solutions so that those who want to solve their problems competitively can present themselves and we support those, who have made a good proposal (...). So, we try to get our counterparts, the actors, to value their efforts and how important it is to take care of advances, democratic, participatory, and others... it's not easy.

Martin Pérez, Head of Solidar Bolivia

**"The training helped equip us to better manage our task."**

New member of a special delegation in Burkina Faso, who benefited from a capacity building / good practices sessions organized with previous municipal officials



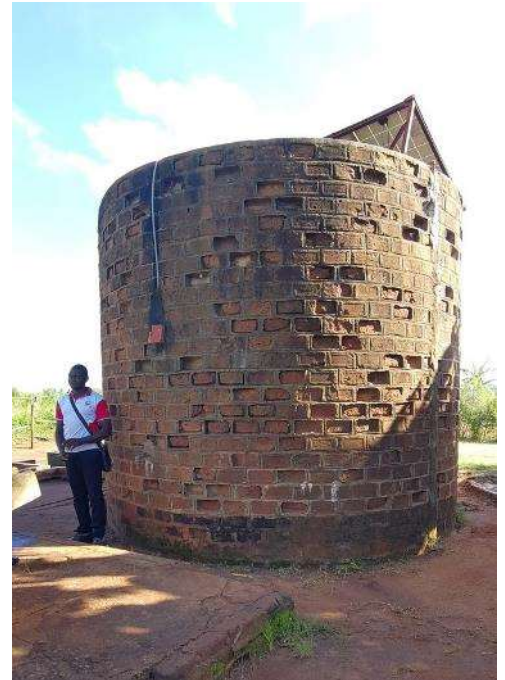
## IMPACT ON ACCESS TO PUBLIC SERVICES - EXAMPLES FROM THE PROJECTS



"Before, we used to fetch water from the river. We also had a well in the river during the dry season, between October and January. Or we would walk 4 km to the town where there is drinking water.

Today, the water practically arrives at the house. There is no more diarrhea like before. The children no longer have to miss school because of diarrhea. The water is very drinkable".

Extract from interview with collective leaders of Mbereaizuique, Mozambique



“

For the various services, thanks to the intervention of the project, the network members have begun to see clearly how the services work and so we're seeing some improvement.

Member of a CSO network in Burkina Faso

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"Each institution makes its own efforts around the common good. The Supreme Court of Justice provides training on violence and works with its Facilitators to improve care for victims. Schools work on early education, the Ministry of Health carries out campaigns, and municipalities when they do not have resources provide spaces for meetings and provide transportation and refreshments.

Municipal officer – El Salvador

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## ANNEX 3 – CASE STUDIES

### Bolivia (PADEM): Creation of the Comprehensive Network for the Fight Against Violence of the Municipality of Challapata

Challapata is a municipality in the Department of Oruro that officially has 28,000 inhabitants, but in practice, more than 50,000 are registered. Economically it depends mainly on two sectors: agriculture and commerce. Culturally, Challapata is a mix between the Aymara (predominant) and Quechua (minority) peoples, as well they have a duality between ordinary and community justice, the same thing that happens with religion, which is essentially syncretistic.



*“Even though we need the ears to hear the words, it’s with the eyes that the heart is heard”*  
- Network slogan

In this context, the “Comprehensive Network for the Fight Against Violence of the Municipality of Challapata” was created a few years ago. The Networks led by the Autonomous Municipal Government of Challapata, through the Municipal Secretariat for Human and Social Development, is composed by several institution such as: the Ombudsman for Children and Adolescents (DNA, in Spanish), the Municipal Comprehensive Legal Service (SLIM, by its acronym in Spanish) and the Gender and Education Commission of the Municipal Council, the District Directorate of Education, the Challapata Health Directorate, the Provincial Police through the Citizen Security Directorate, and the Family Court, which validates the certificate of the Parent School.

*“The School for Parents has been a very important activity in the municipality, after the pandemic the family experienced different crises: divorces, abandoned children, deceased parents, economic problems... and a host of problems that have become latent.*

*Thus, the School for Parents began in a virtual format, in the midst of the pandemic, as a work strategy to serve the population that needed social and psychological support.*

*The Parents School grants guidelines for joint learning for application at home, it’s an andragogic school where family units are empowered through play and integration, creating bonds of trust.”*

Extract from an interview

Please, note that the Parents School is at the same time a result and a response to the needs observed by the Comprehensive Network. It corresponds to an innovative answer to tackle gender-based violence and intrafamily violence, using an unorthodox legal resource in Bolivia: transforming the penalty (prison or fine) into community work. In this case, condemned parents may attend at the Parents School as an alternative to prison or a fine.

At the citizen level, the Challapata Protection Promoters which belongs to the Comprehensive Network for the Fight Against Violence of the Municipality, is made of 3 organizations PDS – Esperanza, Organization of Girls, Boys and Adolescents. Among the media are the Municipal TV channel, Azanaque TV channel, Radio FIDES, Radio Astro, all these organizations work in coordination with “San Juan de Dios” Educational Unit. The Association of Older Adults, the Community of Alcoholics Anonymous and the Association of people with disabilities of Challapata also participate to the Comprehensive Network. The National Confederation of Native Indigenous Peasant Women of Bolivia - Bartolina Sisa and the Juana Azurduy Foundation expressed their interest in forming part of this organization.

The Network is institutionalized and implements its activities through citizen participation, based on the recognition of cultural diversity, generating concurrent participatory spaces training and educational dissemination, particularly directed towards indigenous/peasant organizations. In recent years, thanks to PADEM, it has been developing expertise in social lobbying, citizen monitoring, electoral observation, political advocacy, and generating research processes that allow for a democratic, transparent and effective response to citizen needs, particularly of women and childhood and youth. It has also developed an important process of intercultural dialogue between indigenous and ordinary justice authorities in the municipality of Challapata.

The aim of the Network is to *“articulate actions of promotion, defense and vigilance to contribute to the effective compliance of the norms and public policies of the most vulnerable sectors, girls, boys, adolescents, women, people with disabilities and the elderly”*. Thus, the purposes are: i) to work in coordination through plans and strategies, ii) involvement of institutions and the community in general, iii) implement and strengthen prevention and care mechanisms for vulnerable groups, and iv) formulate public policies at the municipal level.

During 2019, a diagnosis was made to reorganize the Network and define program priorities, achieving the development of important management instruments and toolkits such as care and prevention protocols for gender-based violence, student care, alcoholism prevention, prevention of human trafficking, people and sexual violence, as well as sexual and reproductive health campaigns; with the intention of raising awareness and achieving socially effective solutions to combat unwanted problems.

However, one of the campaigns is the one that attracts the most attention, not only because of the message it carries but also because of the long-term impact it will achieve: the *“Crianza con ternura”* or “Raising with tenderness” campaign, which became a kind of pillar of the project. This campaign works on active listening, which is extremely important for effective communication at all levels of society and for all activities. Another of the fundamental values is empathy, whose scope is not limited to one area but rather permeates cultural and age layers and, of course, affects gender issues, to name a few.



*“Raising with tenderness”* promotes life skills and is transversal to all the other activities carried out on the network, be it the “Parents School”, the courses on new masculinities, the campaign “Don’t throw away your backpack for a baby” or the sexual and reproductive

health campaigns<sup>8</sup>, because nurturing with tenderness begins with the recognition of the human being as the great recipient of love, for himself and for the environment.

**A person raised with empathy and tenderness will be less likely to exercise violence in their peers or family environments.**

Likewise, the change of roles that are worked on in the "Parents School" as well as the other seven modules in which they work, in addition to active listening and empathy, affectivity, accompaniment, feeling and acting; the network and its training have been true engines of social change that are reflected in the SLIM statistics, mainly in the reduction of intra-family violence and gender-based violence, achieving greater awareness among citizens.

*...my dad knows what the cows eat, when to give them food, how to balance their diet, he knows that straw must be combined with balanced food and fresh grass, but he doesn't know if I eat or not...*

However, the challenge is not over yet, **the population is dynamic and requires constant and continuous work.** This is how the Network understands it and for this reason, the **legal personality is being managed** to have a legally established and institutionalized presence, in such a way that it can achieve its self-sustainability and the management of its own resources or donations.

In this sense, although this legal procedure has not yet been achieved, the network is currently participating in a new Solidar program financed by the Swedish Cooperation Agency in Bolivia (Sida), "Life without violence" ("*Proyecto Vida Digna Sin Violencia*")<sup>9</sup> whose objective is to contribute to the integral autonomy of women and the full exercise of their rights, especially the right to a life free of violence, thus taking an important step towards the diversification of funding sources that support problems that are within the scope of the Network's work<sup>10</sup>, being an example of proactivity.

**The Network is a collection of good practices** because it has achieved an impact on problems that are socioculturally complex in populations such as the Aymara or Quechua, where sexism is prevailing. Having achieved reflection and dialogues that were translated into introspective dialogues, mainly in the male population, is already an indicator of social transformation.

*The inter-institutional strengthening of the Network has been carried out, which is a permanent activity. The different institutions meet to make decisions and outline actions, systematizing the work done so far, to identify the priorities and issues that are emerging as necessary problems.*

*Extract from an interview*

In turn, **the Network itself is a good practice of public-private linkage** where all the actors have a role and participate voluntarily, they incorporate educational units and learning centers, associations and volunteers who donate their time and knowledge as a reliable proof of the faith they have in the project, sowing a more positive society. Thus, an initiative that is led by the municipal authorities becomes **a socio-cultural heritage of a municipality** and has an impact on the human and economic development of the municipality.

<sup>8</sup> This activity has been supported by the Intercultural Community Family Health Network SAFCI doctors.

<sup>9</sup> Further references, please see: <https://solidar-suiza.org.bo/wp-content/uploads/2023/01/Convocatoria-VDSV.pdf>

<sup>10</sup> The Network has at least five commissions: Infrastructure, Gender, Education, which is also in charge of the Library, Environment and Health.

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## Bolivia (LanzArte): A socio-emotional approach to political advocacy

The social, economic and health crises that Bolivia has faced in the last decade have been a trigger for the resurgence of a polarization that became more evident after the two changes of government experienced. Although polarization doesn't have a single edge, it's possible to affirm that all of them have an impact on the perception of the future that youth have built, to which they also react in a polarized way, either with apathy and discouragement or with excessive visceral way. Whatever the reaction, none of them channel the potential of youth in a positive way.

**LanzArte makes a proposal that tries to give value to emotionality as a constructive element of proposals and channeling creativity to exercise democratic rights.** However, it's not only about rights but also about the exercise of co-responsibility in the design of proposals that can reach political incidence, through implementation and appropriation by political actors. None of this is simple, since young people experience different temporalities and the predominance of immediate response through social medias plays against a generation impatient for tangible results. Likewise, technology and life behind the screens generate new challenges to face.

LanzArte breaks with the image of youngster as "snowflake" generation who feels offended or who doesn't participate in public activity. On the contrary, the important work on the development of socio-emotional skills promotes personal growth for outstanding performance in any area in which they wish to venture once LanzArte is no longer a present part of their lives.

**Emotionality is important as a learning process, but it's key to know how to discern between positive emotionality and lack of judgement.** For example, if the activity that we are going to carry out doesn't motivate us, it's because it has not excited us enough before deciding to do it or because it has generated negative emotions that demotivate us. In neither case will the performance be optimal. At the other extreme, if an activity excites us too much and we stop rationalizing to make decisions without thinking, the probability of success will also be diminished.

In the same way, it happens when it comes to the interpellation of political agents, since it's necessary to know how to identify and recognize the limits. In 2006 and 2019, the political crises highlighted the need to work on this difference, as the **youth took to the streets to question the government in power, being also part of irrational and destructive violence.** In both cases hopelessness, obfuscation and frustration were the drivers of conflicts.

As a successful response to similar situations, LanzArte guides a healing process for advocacy. Beginning by healing the inner self to achieve strengthening the natural capacities with the learning of new soft skills that will improve their present and future lives, enhancing their leadership.

**A change agent is a leader,** who is identified as a figure with the ability to direct the activities of a group and in turn influence them, through a series of attitudes and actions, where social skills play a leading role in the moment in which interaction with other people is required and becomes vital when it comes to interacting with others effectively and satisfactorily.

Then it is important to be able to transmit a message in the most suitable way so that it's really understood in the sense that it seeks. For this, the use of assertive language (written, verbal and body) is necessary. This is achieved through self-knowledge, self-forgiveness and self-reflection; to be able

move towards the interlocutor, who must be recognized as a human being with values and knowledge, duties and rights, like oneself. Engaging in a dialogue with an interlocutor with problems and a load of emotions and prejudices requires empathy, active listening and creativity so as not to fall into apathy.

However, a change agent is not an impulsive leader, but rather a person who transmits certain desirable values in society, such as respect for human rights, democracy, generosity, and empathy. Pillars of LanzArte, which, added to innovative strategies such as art as a vehicle for channeling emotions and the proposal based on creative elements, are a combination of factors of personal and social transformation.



*Play performed by a theater company invited to the LanzArte's Workshop*

LanzArte's work improves **self-perception** and therefore affects the **self-esteem** of the participants, making them discover their potential linked to social responsibility. The results are evident, in the presentation of the results achieved during the 2022 administration, the young people were able to identify problems that affect them or their environments, they exercised empathy by raising awareness, investigating and proposing solutions or feasible contributions. Thus, they are able to exercise a constructive democratic commitment, through proposals for action and democratic activism. In this process, the rights of other segments aren't violated, something that is a good practice, since the prevailing activism today is one that perceives that it's only through force or violence that they will be heard. **LanzArte proposes true works of art that have an impact on the viewer's psyche, setting up an ethical questioning that must be addressed.**

*"The arts as a pedagogical action, democratize the educational space, restoring its experimental, recreational and creative dimension. The arts-based method can work on a relational and productive level.*

*The arts break with the vertical, oppressive and violent exercise of power, which is the first system of oppression that fractures the community, especially when women acquire a hierarchical role."*

*Extracts from interviews*



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### Case study: Institutionalization of the gender perspective and prevention of violence against women in the department of Chalatenango

On December 15, 2014, the Supreme Court of Justice (CSJ), within the framework of the Special Comprehensive Law for a "Life Free of Violence for Women" (LEIV), inaugurated the Comprehensive Care Unit for Victims of Intrafamily Violence, Sexual Abuse and Child Mistreatment and UNIMUJER-ODAC, in the department of Chalatenango. From this important milestone for the defense of women's rights and a life free of violence, new instances, instruments and mechanisms for comprehensive care for victims were created, one of which is the installation of Comprehensive Care Sections to Victims (SAIV) of Chalatenango<sup>11</sup>.

#### **Article 2.- Right of Women to a Life Free of Violence**

*The right of women to a life free of violence includes being free from all forms of discrimination, being valued and educated free of stereotyped behavior patterns, social and cultural practices based on concepts of inferiority or subordination. Likewise, it refers to the enjoyment, exercise and protection of human rights and freedoms enshrined in the Constitution and in the National and International Instruments on the subject in force, including the right to: 1. That their life and physical integrity be respected, mental and moral. 2. That the inherent dignity of her person be respected and that her family be protected. 3. Freedom and personal security. 4. Not be subjected to torture or humiliating treatment. 5. Equal protection before the law and of the law. 6. A simple and quick appeal before the competent courts that protect her against events that violate her rights. 7. Freedom of association. 8. Profess religion and beliefs. 9. Participate in public affairs including public office.*

*LEIV, promulgated by Decree No. 250 on January 4, 2011.*

A good practice that stands out from this whole process is the creation and implementation of the "Protocol and Roadmap for Specialized Care in Judicial Centers", which constitutes an effort by the CSJ through the Technical Unit for Comprehensive Care for Victims and Gender and the Section for Integral Attention to Victims of Chalatenango, PNC, UNIMUJER-ODAC, CORDES Foundation, MOAMUCH, CCR El Salvador, with financial and technical support from Solidar Suisse.

These steps were essential to improve the quality of life and restore dignity and security to the women of Chalatenango. The importance of SAIVCH and the Women's Units (UNIMUJER) is visible in the number of registered complaints. In 2019 SAIVCH registered 229 complaints, while in 2020 there were 222; similarly, UNIMUJER for the same periods registered 30 and 93 complaints, respectively<sup>12</sup>.

The exercise of complaining has two important objectives: a preventive one, which refers to the need to set a precedent in a case of violence and the second, the security that the institutions offer to the complaining women; added to this, the empowerment that becomes effective when making the decision to report.

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<sup>11</sup> SAIVCH provides the following services: i) General Medical Services, ii) Psychological Care, Legal Advice, iii) Social Work, iv) Shelter for 24 hours, and v) Reception of Complaints.

<sup>12</sup> Attached Document Evaluation and report FOI Annex 3 "Complaints of Violence", 2020

However, the importance of the SAIVCH not only lies in the need to generate spaces for complaints and social protection -which is not easy-, but also has a higher purpose, the design of public policies based on data and evidence.

Faced with the decision to dissolve the General Directorate of Statistics and Censuses (DIGESTYC), in September 2022, one of the key institutions for the collection of sociodemographic data, it became necessary to coordinate proactive inter-institutional work to collect information that allows delineating the municipal and departmental public policies. Although it's impossible to replace the functions of a national statistics institute, in terms of violence prevention, the SAIVCH platform has managed to collect important evidence to support and direct public actions, resources and, above all, communication, prevention campaigns, the visibility of instruments such as care protocols, "the route of care for victims of violence" or the awareness manuals that were submitted for consideration to be implemented in the near future.



### PUMMCH, a complementary platform

A few decades ago, the State of El Salvador, through its Statistical Institute, had a virtual monopoly over national statistical information. Not only because of the magnitude of such a task that could not be assumed by a private entity, but also because of the strategic importance of the result for the governments of the day.

In a situation like the one that El Salvador is experiencing, organizations such as Solidar in coordination with the CORDES Foundation, have taken on the task of complementing the data collection, supplying this role in a sectorialized way, in the municipalities in which they work. This survey, which is carried out with academic and statistical rigor, reflects a reality that is very close to what official data should be. This is especially important because it's showing a paradigm shift in data governance, where the data from NGOs that wasn't considered as credible, today can be the pillar of the construction and evaluation of public policy, as well as the base to measure their own performance and impact indicators.

Although we continue to refer to official data as the most relevant and reliable statistical expression at the national level, technology -as it does in many other fields- has made it possible to cope with the situation, in a context where the costs of generating primary information and systematize it, have also become cheaper. It's within this framework that the PUMMCH, the computer platform of the Chalatenango Municipal Women's Units, is an

important innovation, since it will allow statistical information to be organized and systematized in such a way that it's useful for decision-making.

The SAIVCH currently records the occurrence of cases of violence in different areas and independently (it cannot measure if a single person suffered from different kind of violence and cannot be analyzed along with personal socio-economic data). But the PUMMCH is more advanced and allows the treatment of systematized and organized data in such a way that rigorous statistical information is available that can be codified and used to be crossed with other variables, offering a more in-depth and appropriate analysis.

Although it is true that these are individual cases of victims of violence and that they are sensitive data, their coding and aggregation in statistically representative databases will contribute to making the problem visible -with greater impact than SAIVCH as it allows to focus on population segments.



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### **Burkina Faso (support to the strengthening of local democracy and citizen participation): local radio as a tool for citizen participation and public authority accountability**

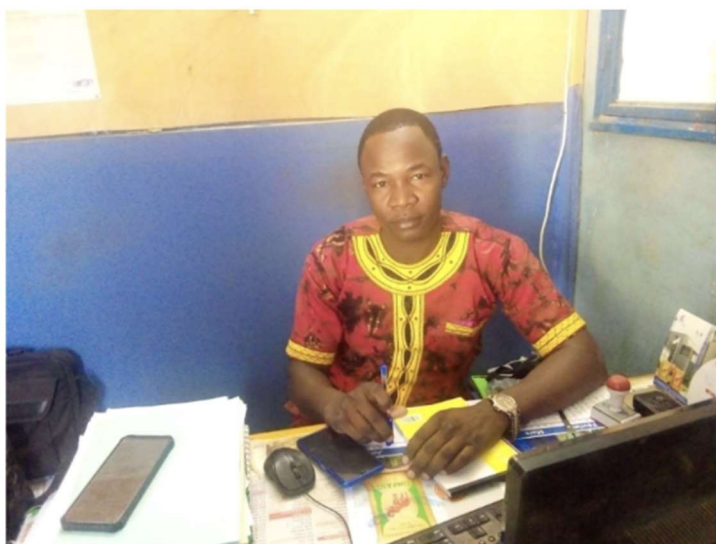
Since the boom in rural radio in the 1970s, the popularity of this medium remains very strong in Burkina Faso. According to the Africascope survey (2019), almost two-thirds of Burkinabè listen to the radio on a daily basis.

Local radio is an essential means of communication in many rural areas of Burkina Faso, where access to the Internet and television can be limited. Local radios are also of great importance in terms of inclusiveness for citizens who generally tend to be excluded from them, such as internally displaced people, illiterate people, those who don't speak French, or those who can't get around.

As part of the "Support for strengthening local democracy and citizen participation" project, an agreement has been signed with 7 local radio stations in the intervention zones (the agreement with one of the stations has not been renewed), in order to support and strengthen the commune's communication activities on their actions (accountability aspect), and to improve the framework for citizen expression on societal issues and interaction with local authorities (participation aspect).

For example, as part of the project, Radio Dounia (created in 2009, and which covers the entire province of Kourwéogo) has developed thematic interactive programs to encourage citizen participation on social issues. The program "La voix des collectivités" (The voice of communities) tackles social issues in the presence of local authority representatives every 1st Sunday of the month. Radio Dounia also works to strengthen civic-mindedness, among other things through awareness-raising messages on the role of citizens in local development.

Aly Sawadogo, head of programs and acting director of Radio Dounia, explains: "Before, it was complicated to reach CSOs to organize a program, and access to the various departments of the public authorities was difficult, but now people have understood. The project has made it easier for people to relate to the radio. Thanks to the agreement signed with the project, certain doors have been easily opened to us, notably in the administration."



**Aly Sawadogo, Radio Dounia**

Since 2021 and its agreement with the project, Radio Salaki, which covers the Dédougou area, has covered 2 sessions of the town council, as well as the consultation frameworks organized

in 2021, 2022 and 2023. In concrete terms, this involved broadcasting the invitation to citizens to take part in these sessions, together with the agenda, followed by a summary of each session and the discussions that took place. Radio Salaki broadcasts both in local languages (Dioula in particular), and in French for more technical subjects.

Thanks to the training given to local radio stations as part of the project, radio station members have felt their skills growing, enabling them to tackle certain technical subjects (land tenure, budget, security, etc.) in greater depth, but also to be closer to both citizens and the authorities and public administration.



**Grégoire Zongo, Radio Salaki**

The various stakeholders met during the project's impact assessment confirmed the relevance of using local radios as bridges between authorities, CSOs and populations, to the benefit of all stakeholders:

- Local authorities can communicate directly with citizens. For example, in the town of Zorgho, local authorities appear live on local radio to respond to citizens' questions and concerns.
- CSOs can publicize their activities among the population, as in the case of the Loumbila CSO network, which invites the local radio station (Radio Venegré) to cover the activities it has implemented. They can also focus on the specific needs of vulnerable groups, such as internally displaced persons. For example, the Comité de Veille Citoyenne de Boussé organized a special program on this subject, following which Radio Dounia now plans to produce a major report on IDPs, their living conditions and their difficulties.

The radio stations themselves have been at the forefront of large-scale citizen mobilizations. Mr. Tarpaga, Director of Radio Laafi in Zorgho, testified to the strong outpouring of solidarity from local people following the appeal for help for IDPs. In just a few days, several tons of food and clothing had been collected, some from villagers in remote areas, who channelled their donations through the village chief to the radio headquarters.

The only downside is that women's participation in radio, whether as presenters or speakers, is still very low. In order to exploit the full potential of local radio in promoting local democracy, action needs to be taken to ensure that women take their rightful place.



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## Mozambique (Utsanana): Solidar's water activists



*Solidar activists in Chibabava and Macate*

To foster change at community level, Solidar Mozambique implemented a new activity in this phase of the Utsanana project: **raising awareness at community level through the mobilization of activists. Solidar selected and trained 10 activists**, in general young (male) people between the ages of 18 and 30 years old, each one based in or near a designated community.

**“Activists” are in fact WASH “promoters”**: their role is to raise awareness the community about good hygienic practices, about the importance of latrines and sanitation installations, about the importance

of clean water. They can also train people from the community in building traditional latrines using local materials. They do not have an advocacy role as the word “activist” could suggest.

To fulfil their role, **they were trained and equipped by Solidar**. According to the two interviewed activists, their remuneration seems to be good enough according to local standards and there are satisfied with the training they got. They do not work full time, which allow them to have some time for agriculture activities (auto production).

Relying on local young promoters seems to be **a good practice** as:

- They are present in the community on the long run, which is better as fostering change is a process that takes time
- They have a greater understanding of the communities they attend to
- They develop confidence bounds with communities and their leaders

They also contribute to build a better consideration of young people in the communities who face several challenges such as economic and political integration into their own communities.

**The visible effect of their intervention, according to the visits we made, is the generalization of the use of traditional latrines.** This generalization had transformative impacts, according to testimonies received from various points of view (activists, community leaders, women met) with a drastic reduction of water deceases reported. They report the following changes:

*“It is not always easy to convince communities. There are some that see the interest, others for whom the interest comes from themselves, and they build the latrines in two days. Others are not interested because of the effort required or the investment needed. In terms of process, first I have to talk to the leaders. Then I do a house-to-house visit with their approval. The leaders generally respect you. When they see you, they come to greet you. But the main challenge is to locate the leaders who may be busy with their land. The change is quite fast. In 2 or 3 days they make the hole [of the latrine]. They can have the latrine ready in a week and they usually use it since then.”*

*“Now, there are latrines all over the community and people apply hygiene rules. The result can be seen in the fact that water deceases have gone down a lot. Now the community is also more united than before. Before, people did not go to the talks and trainings much. When they did go, it was because the secretary forced them to. There was no good method of motivation. But now, with the latrines, they have seen the concrete result of participating in talks and trainings. They see the added value of their participation and come to collective meetings. The challenge now is malaria, which is still present.”*

*Extracts from interviews with Solidar’s activists*

**The experience is also transformative for them.** They improve their soft skills such as speaking in public, they interact with leaders and get socially recognized at community level. They also apply at home what they have learned through the training. They get a remuneration which is enough to get them out of extreme poverty.

*“On a personal level, I feel proud because I have the respect of the communities and I see the changes that my actions have brought about, including with the elderly. I have also improved her public speaking skills.”*

*“On a personal level, the experience was life changing. I was starving at home. Now I am able to support my family: my wife and my 4 children. The training was also very useful because it allowed me to change my practices at home and improve my family's health. I built latrines and applied everything I learned, such as hand washing and household hygiene. It is a very positive experience. In general, the communities, including the elders, receive me very well. They show me respect.”*

*Extracts of interviews with Solidar’s activists*

According to our understanding, the use of activists or promoters **could be strengthened**:

- **Activists could assume a greater role with the youth**: They could carry out specific activities towards kids and young people in the communities to raise their awareness about the importance of water, hygienic practices, sanitation and organize activities where kids and young people are actively building a water culture. This would be complementary with the actions to be implemented by the new project “Blue School” which should take over Utsanana with another perspective.
- **Activists could form a coordinated group** to share their ideas and practices to mutually reinforce their capacities. They also could help Solidar to better assess the needs of the communities and give feedback on Solidar actions and make suggestions.
- **Activists could be trained to assume a monitoring role of social changes**: they could have an observation grid to assess the evolution of hygienic practices among communities and the water systems availability and then report to Solidar. That would allow Solidar to better follow up the changes at community level.

## ANNEX 4 – PROJECTS' BASELINE SITUATION AND EXTERNAL FACTORS

The following table presents the baseline situations in the different projects' countries and areas, as well as external factors that might have an impact on the projects results and effects.

	Bolivia (PADEM)	Bolivia (LanzArte)	Burkina Faso	El Salvador	Mozambique
<b>Baseline situation</b>	Decentralization process at work in Bolivia Lack of dialogue between municipalities Lack of dialogue between municipalities and the civil society Culture of politics based on clientelism, verticality of power, political motivations vs facts Persistence of adult centrism and marginalization of young people in the political and economic spheres	Decentralization process at work in Bolivia Lack of dialogue between municipalities Lack of dialogue between municipalities and the civil society Culture of politics based on clientelism, verticality of power, political motivations vs facts Persistence of adult centrism and marginalization of young people in the political and economic spheres despite the importance of Youth in Bolivian demography: 30% of all population Prevalence of patriarchal model and hegemonic masculinity model	- weak structuring of the (numerous) local civil society organizations through strong groupings capable of influencing local modes of governance - embryonic dynamics of processes of interpellation and citizen control carried by CSOs; - weak functionality of existing consultation spaces and frameworks at the local level - insufficient involvement of local media in the development of civic and political of civic and political education, particularly for young people.	At a national level, seven out of ten women experience sexual or physical violence in their lifetime (DIGESTYC, 2018). The country has one of the highest femicide rates in the world: every 24 hours a woman is killed by a man. Nevertheless, data on GBV is often underreported due to stigma, fear of reprisals, and lack of trust in the justice system. Therefore, the actual number of GBV cases in El Salvador may be much higher than officially reported. Importance of legal and illegal migrations to other countries, first of all to the US. Problem that affects particularly young people. High rates at national level of adolescent pregnancies.	- Poverty is endemic and widespread in all communities and even in the province. - Climatic events (cyclones in particular) that increase the vulnerability of communities by damaging habitats, crops, or access routes, particularly Idai in 2019. - Corruption at the national (hidden debt crisis) or local level that can produce a breakdown of trust in authorities (national, district, or even community). - The armed conflict that still produces latent tensions (reopening of a temporary front in 2019) that can reinforce the lack of interpersonal trust. - The lack of capacity of local authorities to ensure a minimum of investment and maintenance in basic services and to mobilize advisory councils. - A civil society with little structure, no intermediate layers, and no more than a dialogue between government and communities. - Limited democracy at the national level: the FRELIMO liberation front has ruled unchallenged since independence, although several parties exist, and the results of recent national and local elections are considered unreliable.
<b>External factors during projects</b>	2016: President E. Morales lost referendum on reelection possibility 2019: General election with E. Morales being the candidate for MAS. Results are not certified by OAS	2016: President E. Morales lost referendum on reelection possibility 2019: General election with E. Morales being the candidate for MAS. Results are not certified by OAS	- security situation deteriorated significantly in the last years, marked by numerous attacks on civilians and massive population movements.	2020-2021: COVID 2021: national elections. Landslide win for President N. Buykele who concentrates all 3 powers 2022: General Directorate of Statistics and	- Debt crisis, government's money transfer to local authorities stopped.



	<p>which finds irregularities. Riots. Government members leave the country. Political vacuum. J. Añez, vice president of Senate, from the opposition, assumes the transition. 2020-2021: Political crisis, recurrent critics and scandals towards the government. Organization of new elections. Large victory of the MAS. From 2022: economic and financial crisis which is worsening (suspension of USD/peso conversion)</p>	<p>which finds irregularities. Riots. Government members leave the country. Political vacuum. J. Añez, vice president of Senate, from the opposition, assumes the transition. 2020-2021: Political crisis, recurrent critics and scandals towards the government. Organization of new elections. Large victory of the MAS. From 2022: economic and financial crisis which is worsening (suspension of USD/peso conversion)</p>	<p>- military coup in January 2022, which led to the arrival of the Patriotic Movement for Safeguard and Restoration (MPSR) and the dissolution of the local government councils on February 1, 2022, and thus to the non-recognition of the power of local elected officials.</p> <p>- special Delegations of local authorities have been set up to await the next elections, which are currently scheduled for July 2024. At the local level, this has led to an almost total renewal of the various actors with whom the project had collaborated for several years.</p>	<p>Censuses (DIGESTYC) dissolved, one of the key institutions for collecting sociodemographic data</p> <p>2022: Exception regime and a territorial control plan. According to rights defenders, this policy has already led to more than 66.000 arrests (Amnesty International, 2023), most of them arbitrary. Crackdown on CSOs.</p>	
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## ANNEX 5 – PROJECTS' SPECIFIC RECOMMENDATIONS

The following table is a systematization of the recommendations drafted in the feedback reports.

Recommendations	Bolivia (PADEM)	Bolivia (LanzArte)	Burkina Faso	El Salvador	Mozambique
<b>Project objective</b>	<p>Objective 2017 – 2020: Contribute to sectors of the population in a situation of inequality and vulnerability (women, youth) participating in a co-responsible manner in coordination with municipal governments and the media, in improving public services and strengthening democratic governance.</p> <p>Objective 2021 – 2024: Better services emerge from innovative responses that articulate civil society and government (at its different levels) and other entities, under democratic values, that benefit vulnerable groups.</p>	<p>Target 2017 - 2020: The young people of LanzArte participate actively and with proposals in their municipalities, improving municipal public services (education, health, violence, employment, environment) that contribute to reducing social inequalities. (LanzArte, 2017)</p> <p>Target 2021- 2024: Contribute to democratic culture and to reduce social inequalities through the active and co-responsible participation of young people from art and social innovation in their proposals in intervention municipalities. (LanzArte, 2020)</p>	<p>Strengthen the local democratic culture by improving the capacities of CSOs and citizens (M/F) in urban and rural areas to influence and monitor, and by strengthening the capacities of local and sub-local authorities to engage in dialogue and make proposals, with a gender-sensitive approach, in the Plateau Central and Boucle du Mouhoun regions.</p> <p>Focus of the second phase:</p> <ul style="list-style-type: none"> <li>- Contribute to empowering local CSOs in their capacity to monitor and influence local public policies</li> <li>- Strengthen sub-communal mechanisms for citizen participation and accountability</li> <li>- To improve the proposal capacities of local authorities and their influence on governance systems at the regional and national levels</li> </ul>	<p>The project's general objective defined in 2017 is "to help eradicate all forms of gender violence in Chalatenango based on strategies for the empowerment of women and youth and the coordination of efforts between state institutions and civil society."</p> <p>From 2017-2020</p> <p>SO.1. Strengthen the organization of the women of Chalatenango for the reduction of violence against women and respect for their rights.</p> <p>SO.2. Strengthen the institutionalization of the gender approach in the municipalities of Chalatenango</p> <p>SO.3. Promote actions that contribute to reducing adolescent pregnancies and the prevention of sexually transmitted diseases in young people in Chalatenango.</p> <p>From 2021-2023</p> <p>SO.1. Services available at the SAIVCH (psychological, legal, social and medical) for the care of women and young victims of gender violence have improved and work in coordination with municipalities.</p> <p>SO.2. Women and young people strengthened as individual and collective subjects, actively participate in the defense of their</p>	<p>Improve the health status of the population of three rural districts in central Mozambique by ensuring access to safe drinking water, sanitation, and hygiene, and thus contribute to reducing morbidity and mortality caused by water and sanitation related diseases</p>



				right to a life free of violence and discrimination.	
<b>Strategy, approach, targets</b>	The Municipal Development Support Program (PADEM), was created to contribute to the development of the country by contributing to the efficiency of municipal management, promoting the co-responsibility of actors to improve municipal services and reduce inequality gaps. Targets are municipality that propose innovative actions or want to replicate initiatives developed by others with PADEM support	The project targets young people, female and male, from 120 municipalities across Bolivia. The project's approach is to support youth social and political involvement by empowering them through arts.	Work at two main levels: - CSOs levels, to foster networking between them, reinforce their skills, their representativeness, their recognition by the citizens and public authorities - Public authorities level, to make them more accountable and transparent, aware of their responsibilities, and make them create and hold spaces for dialogue with citizens Ultimately, the project aims at benefiting all citizens, including marginalized groups, through the increase and improvement of public services that answer to the needs of the population	The project wants to foster change by strengthening CSOs, raising awareness among the population, public servants and representatives and work on the roots of GBV.	The Utsanana project targets a total of 3 districts (Chibabava, Doa and Macate) in the provinces of Manica and Sofola. The Utsanana project is complementary to another project entitled "3426 Participatory Planning and Local Management of Resources" implemented in the same geographical area which aims to support the capacity building of advisory council members and the meeting of these councils.
<b>Activities</b>	The program supports initiatives presented by networks made up of citizens, municipal and national authorities, educational units, and/or the media to encourage changes and improvements in services in health, education, and the fight against violence in different municipalities of the country.	Training of cultural activists in many areas: speaking in public, communication, audiovisual, project management... Support to youth led initiatives in their respective municipalities Support to networking between youth activists and organizations	Support to the organization, structuring, formalization and empowerment of CSO networks at the local level Train members of local authorities on their responsibilities Support the dynamics of advocacy and questioning carried out by civil society actors (CSOs and radio stations) Facilitate the holding and facilitation of consultation frameworks between public authorities and citizens Support local elected officials in communicating their actions to residents and users of public services (through communal newsletters, the CIVITAC platform, and radio broadcasts) Support for the rehabilitation of access to basic services	Training of institutions (including police) about gender issues, to better assist GBV survivors Training of women activists Support to campaign led by activists Support to the REDJUDE and its actions on sexual education	Support to young activists who implement water and hygiene promotion activities Financial support to invest in manual waterpumps and small water systems
<b>Implementation modalities</b>	Project implemented by Solidar Bolivia. Subventions distributed through calls. Co-funding (money or in kind) required.	Project implemented by Solidar Bolivia.	- project is implemented by Solidar Suisse and its representation in Burkina Faso, mainly through its partner Laboratoire Citoyennetés. - first phase in 2017-2020, focusing on Plateau Central region - second phase 2021-2024, in Plateau Central and Boucle du Mouhoun, for a	Implemented by CORDES, a historical local ally of Solidar Swiss which has a team in El Salvador	Solidar is not at the front: it supports the municipality in its investment strategy in the field of water, sanitation and hygiene. Support to the communities and water committee is ensured by the supported municipalities and their technical services.

			total of 9 municipalities (including 5 rural ones)		
<b>Monitoring, evaluation and learning</b>		Application of survey when entering and exiting an activity or a phase to measure progress at individual level.	Semi-annual and annual reports that include quantitative data, progress on indicators, contextual elements, and activities implemented Attempt to measure improvement in access to services but very complicated to implement Mid-term capitalization report of the first phase in 2018, and external evaluation in 2020	The monitoring of key gender indicators at Chalatenango level thanks to the implementation of PUMMCH, an informatic platform of the Municipal Women's Units of Chalatenango	Monitoring with indicators that target access to water measured by infrastructure services from the municipality.
<b>Gender</b>	PADEM supports various actions that contribute to fight against gender violence such as the program "responsible parents"	LanzArte supports various initiatives to raise awareness on gender violence or gender inequalities. The approach to LanzArte is to deconstruct prejudices towards the youth which come from the dominant patriarchal system. The latter maintains the domination of "adults" in the political and economic spheres and promotes values that despises young people and artists.	Data is most often collected in a gender-disaggregated manner; quantitative targets sometimes include specific targets for women (usually the same as for men in term of access to services) Little participation of women in consultation frameworks (cadres de concertation), and at decision-making position in CSOs due to the fact that women are not very much represented at village level, and lack the self-confidence / community support to do so No specific activities to promote women participation, but the topic is often mainstreamed	Fighting against gender violence and ensuring gender equality are at the center of the project. The projects support the structuring and strengthening of women led CSOs, the empowerment of women, the assistance to survivors of gender violence...	Absence of a gender approach in the project despite gender issues that are classical in the field of access to water.
<b>Good practices</b>	An excellent understanding of citizen needs and the political environment Avoid patronage and reward citizen efforts as a message of co-responsibility in local development. The intensive use of ICTs, understanding that citizenship is also exercised through digital spheres. Work anchored in institutions, multistakeholder, multilevel and multisectoral Knowledge management in all projects, in all activities, and its transfer to other actors. The convergence of PADEM projects and programs (synergies)	Entry and exit monitoring. to clearly show the impacts achieved in not only cognitive areas but also in the feelings of those involved. Communication platform. It is a participatory space where all the actions of the different LanzArte collectives are presented, good practices have been systematized and the true actors, the young, are made visible. Promoting generosity. A value that stands out especially, because it affects	- strengthening of CSOs in general: they can set up advocacy actions adapted to the needs - support to local radio stations, which can reach and inform a wide audience, including people who are usually more marginalized (due to illiteracy, lack of internet access, or who don't master French language), and allow citizens to participate - working in parallel with local authorities to increase their accountability - support to the CIVITAC platform, a tool to highlight and share good practices at local level - adaptation to the changes within the political landscape	A multistakeholders and multilayers approach The development of an informatic platform that helps to take decisions based on facts Psychological support to women made available also to activists and to project facilitators The training of public servants such as the police Consolidation of true support networks, regardless of the party's political position	The complementarity between the projects of Solidar in the region (support in the context of Utsanana is given only if municipalities rely on the consultative councils to make their investment plan, councils which are supported by another project). The promotion of young leaders through the hiring of "activists"

	Promotion of the talents that emerge from the citizen spaces, offering them new opportunities and new challenges Recognize the human being as the center of activity, public, political, social, etc.	the empowerment of the entire ecosystem. The ability to move people through art and leave a message. Respectful treatment and affection.			
<b>Main recommendations</b>	<p>Institutionalize the networks and give to PADEM its own formal status to protect the democratic advances and the values established by PADEM.</p> <p>Ensure continuous training of facilitators, incorporating innovations, to maintain the interest of the involved stakeholders</p> <p>While it is true that the projects supported by PADEM come from citizen demands and proposals, it is also important to mention that PADEM's financial sustainability is not guaranteed. In this context, PADEM should guide an accompaniment process towards the search for new sources of financing or the search for financial and programmatic self-sustainability, while it is present in the territory.</p> <p>It is known to the public that the withdrawal of Swiss cooperation in Bolivia means a reduction in resources for Solidar Suisse. In this context, the exit strategy at the project level is not yet clear, nor have transfer mechanisms to stakeholders been designed.</p>	<p>Transfer of knowledge from PADEM: PADEM has already developed multiple tools on digital issues: they work on related thematic lines, for the future, with the aim of making resource management more efficient. It is suggested to share and co-build these tools.</p> <p>Monitoring and professional accompaniment of young people must be permanent until they acquire a maturity that allows them to act with their own judgment.</p>	<p>- Define and systematize the gender approach: Specific training for women to strengthen their leadership skills, public speaking, and self-confidence; collaboration and capacity building of the Communal Women's Coordination; work at village level on gender mainstreaming; gender-training for radios hosts; make visible the participation of women in the project and its positive effects, through radio programs, posts on social networks...</p> <p>- Strengthening and sustaining CSO networks: Development of guidelines for future network expansion to guide the process of identification, selection and training of future network members; training and support for CSO and radio networks to strengthen their capacity to seek funding; advocacy with municipalities for the provision of space for CSO networks; reflect on how to further integrate IDPs and marginalized groups into CSOs, and ensure that their needs are taken into account.</p>	<p>As the complaints increase and as long as official data does not exist, the use of the PUMMCH Information Platform becomes increasingly relevant. However, its use should not be almost restricted to the UMM, but free to use. The transition to an open database may be an important contribution to national gender policies.</p> <p>It is recommended to deepen the conceptualization of gender-based violence and intrafamily violence, which are related, but are not strictly the same. However, the beneficiaries use the same term to identify both types of violence.</p> <p>It is very important to accompany the networks and the facilitators, those who have been trained during the progress of the project. They are not professionals, they were only trained for a short period, and with limitations, it is very easy without a close guide, they can fall into fanaticism or distortions, far from the main objective.</p> <p>The project is limited by the regulatory framework and the current government party, which not only executes policies based on their religious beliefs but also limits freedoms and the exercise of rights. Therefore, Solidar' headquarter could contribute to raise awareness about</p>	<p>Develop a holistic approach to Solidar's interventions by going further in strengthening collective action and community ties in related areas: waste management, environmental protection, food education and production diversification...</p> <p>Develop the networking of young people by relying on activists to identify and mobilize young people wishing to carry out collective actions and support the organization of these actions.</p> <p>Accompany and support productive initiatives of young people (entrepreneurship) in areas related to the value chain around water, sanitation and hygiene.</p> <p>Strengthen the technical support to the SDPI technicians in order to improve the training for the water committees by considering continuous training (one workshop per year or every other year) and not "one shot".</p> <p>Match the implementation schedules to the agricultural cycles by choosing dates for training and awareness-raising activities that avoid the peak periods of agricultural activity (particularly September).</p> <p>Develop practices of monitoring and evaluation of actions by relying on activists: direct observation of family practices (e.g. via an observation grid used annually), development of written or oral surveys...</p> <p>Integrate gender into the project approach by going well beyond counting male-female participation.</p>

				<p>human right in El Salvador among Swiss cooperation institutions and international institutions and NGOs based in Switzerland.</p>	<p>This includes identifying factors related to patriarchy that may prevent effective participation in decision-making spaces or that may undermine the project's impacts. Integrating gender means first raising awareness and training teams and using approaches that are culturally anchored in the country via locally specialized consultants.</p> <p>"Strengthen Solidar's technical support during project appraisal (prior to infrastructure construction) to better characterize the initial situations of water points and specific needs (e.g. desalination)."</p>
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