

EVALUATION BRIEF

INDEPENDENT PROJECT EVALUATION:

INSTITUTIONAL TRANSPARENCY AND CITIZEN PARTICIPATION FOR MUNICIPAL GOVERNANCE (BOLW35)

BACKGROUND AND CONTEXT

Country: Plurinational State of Bolivia

Duración: 01/06/2017 -03/11/2020

Donors: Embassy of Sweden

Evaluation Team: María Isabel Canedo Calderón (Evaluation Expert, team leader); Pedro Luis Soria Galvarro Cox (Substantive Expert)

Full report: URL [Evaluation Reports 2021 \(unodc.org\)](#)

The project focused on strengthening transparency in the administration of public resources and on promoting social oversight and citizen participation. It was collaboratively implemented by UNODC, MJyTI, MMAyA, and the Swedish Embassy (donor), taking into account the Bolivian context of linguistic and cultural diversity. The project objective is to reduce corruption risks and the implementation of mitigation measures in beneficiary Autonomous Municipal Governments (GAMs, by its Spanish acronym). Main project results are: a) GAMs implement corruption risk mitigation and reduction measures; b) civil society trained in social oversight, c) transparency and integrity culture promoted, d) transparent municipal management, and e) visibility of corruption linked to wildlife and forest crimes.

MAIN FINDINGS

The design was relevant, as it responded to national needs and priorities on the subject; was adapted to the context; and promoted and facilitated actions for the implementation and strengthening of regulation and municipal policies on transparency, citizen participation, and access to information. This facilitated that the products delivered by the project were used by GAMs, which strengthened transparency and the fight against corruption.

The project responded to the national plans and policies and strategic lines of the UNDAF, hence contributing to the achievement of the SDGs;

The project met most of its expected results: a) 48 GAMs completed a full cycle (diagnosis of areas vulnerable to corruption risks and development of municipal policies/plans); b) 25 social oversight events were delivered; c) 48 municipalities promoted a culture of transparency and integrity (EU or youth networks); d) 40 people from the Municipal Associative System were trained in transparent municipal management; a measure was implemented to address corruption risks in wildlife and forest crimes.

The project contributed to strengthening attitudes favourable to transparency and civil society roles and practices by contributing to changes in regulation, processes, procedures and institutional practices. The participation of youth networks in this regard is noteworthy.

Specific actions were developed to promote human rights, specifically the rights to: a) information, b) participation and c) the exercise of social oversight. In addition, actions guaranteed the participation of women, youth and indigenous people, which contributed to Gender Equality and to Leaving No One Behind.

LESSONS LEARNED

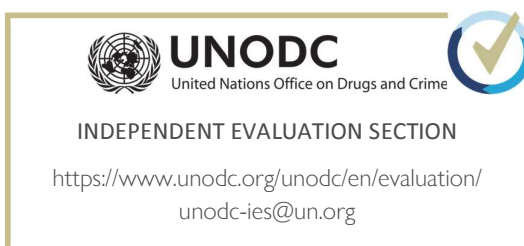
One lesson learned is the importance of aligning project implementation with planning requirements of the State. The SPIE Law 777 defines that State entities prepare mandatory medium-term plans. New actions must be included in these plans. Another lesson learned is the value of combining training tailored to the needs of each type of actor, with joint spaces for interaction between the different actors, as the lack of these shared spaces limits the work between those involved and the possibility of generating joint responses. In this sense, carrying out training for each actor without the participation of the other actors involved can limit the project's potential to achieve greater synergies.

GOOD PRACTICES

The integrated approach made it possible to work with state entities and civil society and to achieve results, HENCE strengthening co-responsibility between the state and civil society. The virtual community, WHICH PROVIDES timely online advice and SUPPORTS collaborative work, is a successful experience that has consolidated a space for peer-to-peer advice (AMONG authorities and municipal technicians). ONE REPLICABLE PRACTICE IS The relevant work CARRIED OUT BY THE PROJECT with youth networks BY APPLYING playful techniques. ANOTHER REPLICABLE PRACTICE IS THE COMBINATION OF training on the Compendium and the Guidelines, AND SUBSEQUENT ACCOMPANIMENT IN THE FIELD, WHICH ALLOWED THE OWNERSHIP of these tools. The ADAPTATION OF activities and products to cultural diversity (translation of the Compendium and workshops in native languages) have added value to the project.

METHODOLOGY

The evaluation methodology focused on identifying the changes and impacts achieved by the project, based on the DAC evaluation criteria. Human Rights, Gender Equality and the principle of Leaving No One Behind were also assessed. Data collection included the collection of both quantitative and qualitative data. The methodology was implemented through a participatory process which involved UNODC management and technical staff, authorities and staff of MJyTI and MMAyA and the GAMs, representatives of civil society and private enterprise participating in the project. The evaluation scope covered 60 municipalities in Bolivia, from the start of the project on 1 June 2017 until 31 December 2020.



RECOMMENDATIONS

1. This year, the UNODC Country Rep. in Bolivia and the Project Management Team (PTM) should undertake coordination actions with beneficiaries and other stakeholders to ensure that the lines of action of the project are worked into medium range plans (municipal PDES, PSDI and PDTI).
2. Over the next six months, it is important that the PMT systematise, share, and deliver to partner entities the products developed for GAMs, given their usefulness and adaptation to the Bolivian context. Sharing and disseminating the Compendium is recommended, given its applicability and appropriation by GAMs.
3. The UNODC Country Rep. in Bolivia and the Project Manager should develop and include strategies to sustain project activities and results in civil society. These strategies should work with social oversight structures and with youth networks to institutionalise and broaden results. In upcoming projects, the PMT should include a strategy to strengthen the incorporation of women in social oversight mechanisms.
4. The Project Manager, in the coming year and in the future, should maintain the digital means of communication, which offer continuity and opportunities to a greater number of actors. The Project Manager and the PMT should consider the difficulties of access to the internet