

Management response BOSPLUS programma 2017-2021

DEEL 1: GENERAL RECOMMENDATIONS TROPICAL PART

Recommendation evaluator	Response BOSPLUS	Responsible	Timing
<p>1. A comprehensive lobbying and advocacy strategy is needed to rally together relevant agencies (both public and private) to collaborate and pool resources for conservation and agroforestry interventions in the target communities. Regional and local governments should be influenced so that the voice of rural and indigenous communities is heard and considered (more organically), that the participation of young people in organisations is promoted even more, and that the industries of various products that have a market, but which require greater capacity building throughout their value chain, are promoted. Monitor the advocacy and awareness raising activities of local partners and visualise it in the theory of change.</p>	<p>BOS+ agrees with the recommendation as lobby and advocacy is a structural part of program 22-26. The actions are focused on Belgium/Europe, but the themes chosen are directly related to the forest in tropical countries.</p> <p>Even in a difficult situation of budget reduction (compared to the original plans of BOS+ for 2022-26), BOS+ will invest 1 FTE for lobby and advocacy in the next program, including a trajectory for learning and strengthening by a qualitative M&E system for the lobby and advocacy activities and building on the expertise of the lobby activities of BOS+ protecting forest in Belgium.</p>	<p>Country representative Belgium and person responsible for lobby and advocacy within the program in coordination with M&E responsible</p>	<p>2022: design detailed plan and instruments 2023-'26: execution and monitoring</p>
<p>2. Develop and strengthen partnerships and synergies that complement each other and ensure harmonised continuity. This is critical to scale up and to create impact on the environment and the community. However, it is essential that the contributions of different actors are delineated.</p>	<p>BOS+ considers complementary partnerships and synergies as an essential part of the execution of our activities. The approach by BOS+ has - since its beginning - been to focus on high quality partnerships: we are not so much executing ourselves, but we provide the means and context for our partner organizations, who are highly complementary to our competences, to execute. In practice, these partnerships most often consist of local ngo's and local communities (or their federations). An even more detailed strategy will be built up in general and more specifically in the different countries. Examples are already included in the next program (cooperation with Join For Water in African countries, strong synergies in Latin American countries, ...). A closer monitoring will make more information available to strengthen the synergies and partnerships.</p> <p>This monitoring will not only consider partnerships and synergies within the DGD program but will also look for broader opportunities.</p> <p>To strengthen our partners and their impact, BOS+ included at the start of the new program a more systematic monitoring of the sustainability actions planned by our partners.</p>	<p>Country representative in coordination with PME responsible</p>	<p>2022: design and planning 2023-'26': execution and monitoring</p>

<p>3. Provide greater support to research in areas linked to the value chains that the programme works on. Stimulate research and knowledge sharing activities among university partners to generate more knowledge about the context. Develop research proposals and projects on cocoa, bamboo, and other relevant species, with the aim of attracting the attention of international technical cooperation agencies and private companies to complement the programme's funding in other areas of the production chain. Associate academic research, ancestral knowledge for the protection and sustainable use of natural resources.</p>	<p>BOS+ will continue to work on its core business (resilience, restauration, conservation, community monitoring), supported by academic research as BOS+ has a strong link with several universities. To support the strengthening of the values chains, BOS+ will focus on the improvement of the links between research and field interventions, where possible and relevant. BOS+ will also communicate about these results via its own communication channels.</p> <p>As the exchange events in the program 2017-'21 were evaluated very positively, BOS+ wants to build upon that further and intensify these trajectories. This is planned at the level of the program (e.g., JSF-SCORES plans) and will be planned at the level of some countries (number of activities and timing still to decide)</p>	<p>Country representative in coordination with PME responsible and program coordinator</p>	<p>JSF-Scores: permanently during program 2022-'26</p> <p>Countries: still to be planned</p>
<p>4. A sustainability strategy ought to be part of the design of the intervention and embedded in the capacity development activities. Structurally analyse and invest in the organisational development of the organisation itself and local partners. It is important that BOS+ facilitates mutual exchange and seeks complementarities for this capacity development. Building the capacity of local leaders to lobby and advocate for additional support for environment related interventions is critical for deepening and broadening the impact.</p>	<p>Capacity building of the partners is important for BOS+. For program 2022-'26 a more explicit monitoring of the capacity building of the Southern partners is planned and integrated in the M&E system of the program. This system includes an (at least) annual follow up and internal reporting and exchange. BOS+ country responsables are the main actors in these actions as they have strong relationships with all partners.</p>	<p>Country representative in coordination with PME responsible and program coordinator</p>	<p>2022: conversations with partners to clarify and discuss more detailed plans for capacity building</p> <p>2023-'26: monitoring of the plans</p>
<p>5. Importance of the integration of livelihoods strategies (poultry, honey, fodder, beekeeping ...) in a holistic approach to environmental conservation. Short term (economic benefits) can help to convince communities to participate in conservation activities from which the results will only be visible in the medium to long term.</p>	<p>BOS+ agrees to integrate these strategies in its approach. During the execution of the program 2017-21 we identified some good practices (e.g., beekeeping in Ecuador and Bolivia and the exchange of experiences realized in Ecuador in 2021). BOS+ considers integrating an even more systematically approach where possible and relevant. In the design of program 2022-'26 some important elements therefore are already integrated. E.g., the focus of YAKUM in Ecuador on reforestation in food forests with native edible species.</p>	<p>Country representative in coordination with program coordinator</p>	<p>Yearly (internal) monitoring and exchange sessions, yearly partner visits</p>
<p>6. It is essential to demonstrate the relevance and impact of activities by improving the monitoring system within the programme, but also to encourage internal monitoring practices among local partners. This will help them in a corporatisation strategy and in accessing other resources. With BOS+, a learning trajectory on exchange between partners can be organised in this regard.</p>	<p>At the start of the program 2022-'26 BOS+ discussed and redesigned the M&E framework. Next steps, when the program is started (when budgets are available), will be to discuss this framework with the partners and to develop a plan for implementation.</p> <p>BOS+ will invest in its own capacity and in capacity building for the partners implementing the M&E system.</p>	<p>PME responsible in cooperation with country representatives</p>	<p>Parallel with the start and follow up of program 2022-'26</p>

<p>7. Leave no one behind</p> <ul style="list-style-type: none"> - More actively identify and remove barriers for both men and women to participate in activities for all outcomes, and specifically target young people. - Greater impetus should be given to create basic capacities in young people between the ages of 12 and 18, in relation to the concrete needs of their families to produce goods and services that emerge from the protection of the forest. This implies building learning step by step from observation, experimentation, analysis, comparison, socialisation and practical use of knowledge in a learning-by-doing logic. Involve local structures, such as the "community gender leader" (gender chief), in creating a strategy for this. - Adopt a gender and intercultural approach to capacity development - The consolidation of appropriate spaces for the effective participation of women and young people - Develop a strategy that targets local people who have less capacity to use electronic and social media to access development related information. 	<p>In 2022 BOS+ invested in an evaluation and further improvement of the organizations' gender action plan. This resulted in refined action plans at the level of HR policy, communication policy, M&E policy and 2 actions planned (1 in Belgium, 1 in tropical countries) as learning experiences for the whole organization. Mid-term evaluation of the DGD program is considered an interesting tool to learn more about these actions. BOS+ maintains its special attention on the transversal actions about gender, but also takes profit via these actions to improve the accessibility of our activities for vulnerable groups in Belgium and to investigate possible unexpected side effects of our actions in Ecuador with Huaorani women (action in Ecuador still to be confirmed).</p> <p>Apart from these specific actions, BOS+ will continue to monitor its actions in the local communities. E.g., in Bolivia youngsters, vulnerable for migration to big cities nearby, will be included in actions to generate economic resources.</p> <p>Successful experiences focusing on youngsters from the actual program (Yakum reforestation groups and NCI ecoclubs in the local colleges) will be an inspiration for further actions in other countries and partners.</p>	<p>BOS+ gender working group supporting the country representatives</p>	<p>According to rhythm gender working group (annual action plans) and mid-term evaluation</p>
<p>8. Recruiting locally</p> <p>Adapt where possible the strategy of recruiting local people and strengthening/engaging local institutions in the intervention zone.</p> <ul style="list-style-type: none"> - Working with and recruiting members from the communities itself contributes efficiently to the impact of the program, As illustrated by the implementation of outcome 2 in Bolivia. Having better knowledge of the context and customs, it is easier for them to transfer knowledge. In addition, during crises such as Covid-19 and national strikes they remain present in the field and thus make it possible to avoid interruption in following up & monitoring the activities. 	<p>BOS+ agrees with this recommendation and will continue to work with local people, at different levels: selection of our local partners, selection of BOS+ staff and executing actions on the field, as this way of working has contributed in the past to the successful implementation of our actions. We will continue to place this emphasis on local knowledge. The follow up will be part of the M&E system.</p>	<p>Country representatives in coordination with PME responsible</p>	<p>Parallel with the start and follow up of program 2022-'26</p>

SPECIFIC RECOMMENDATIONS FOR EVERY TROPICAL COUNTRY

Recommendation	Response BOSPLUS	Responsible	Timing
Bolivia			

<p>Relevance: Encourage local partners to research the local context, have a local presence where possible, work with local staff, maintain good relationships with beneficiaries and representatives and stimulate the research and knowledge sharing activities between university partners to generate more knowledge about the context. For objective 1, this was already the case. Especially for objective 2, there is still some room for improvement.</p>	<p>BOS+ agrees about the importance of research and local expertise and will continue to build on this strength. As BOS+ in Belgium is closely cooperating with several universities, we want to continue implementing this good practice in the tropical countries. Currently BOS+ is exploring the possibilities for cooperation with VLIR in Bolivia. BOS+ also encourages and supports partners to invest in these contacts and in the program 2022-'26 we are investigating research possibilities for IBIF and APCOB. Selecting our partners, the presence of local expertise and knowledge of local communities is an important criterium for cooperation (part of the partnership strategy).</p>	<p>Country responsible</p>	<p>Together with the start of program 2022-'26</p>
<p>Relevance: Continue to monitor the history of struggle between the local municipality of Lomerio and CICOL Especially with the volatile political context, the roles of local actors can change rapidly. Important to co-construct a strategy with the local partner organizations about this.</p>	<p>BOS+ is developing this strategy more in detail for the next program. Our Bolivian partners (and partners in other countries) play an important role in this. This strategy should be aligned with policy actions in the Belgium part of the program.</p>	<p>Country responsible Bolivia and Belgium</p>	<p>2022 and ongoing</p>
<p>Coherence: Encourage and empower local partners to find other donors and start up collaborations.</p>	<p>We work actively together with our partners to find other donors. Some examples of successful actions:</p> <ul style="list-style-type: none"> - PROBIOMA has a shared donor in next program (11.11.11); - IBIF has shared a donor in next program (Tropenbos Internationaal, TBI) - APCOB with Bosques del Mundo (BDM) - IBIF is cooperating with Global Forest Watch (GFW) - IBIF and PROBIOMA receive funding from Vlaams Internationaal klimaat fonds - IBIF has received funding from VFTB in the past. 	<p>Country responsible in cooperation with the supportteam in Belgium</p>	<p>2022 and ongoing</p>
<p>Effectiveness: Take the fragility of the context and the possibility of occurrence of crisis even more into account in the planning and implementation of activities and the next 5-year program. Develop clearer exit or spin-off strategy within outcome 2, develop and implement strategy around multiplication effect and work with local technicians/institutions for outcome 2 that can then continue to function autonomously after the intervention ends. Structurally analyze and invest in the organizational development of the own organization and local partners. Important for BOS+ to also take up this role with partners where this is not happening, facilitate mutual exchange and look for complementarities for this capacity building. Make a clear analysis of the opportunities for the program and the interest of the mentioned stakeholders for the next program. It may be necessary to adjust ambitions in terms of research and knowledge exchange.</p>	<p>Prior to the selection of our partners for the next program, BOS+ did a risk analysis, including an analysis of the context and analyzing staff expertise and staff trajectories within the teams of our partners. E.g., within Probioma we noted interesting practices to integrate new staff members in some general activities in the local communities which will strengthen them to realize qualitative results but also be helpful to prepare and implement strategies for multiplication and (more) autonomous working within the communities. The further development of the PME strategy of BOS+, also supporting the M&E of the partners is explicitly integrated in the execution of the new program. This will support the organizational development of both BOS+ and the partners.</p>	<p>Country responsible and PME responsible</p>	<p>Yearly monitoring program 2022-'26</p>
<p>Efficiency: Develop for all outcomes the strategy of recruiting local people and strengthening/engaging local institutions in the intervention zone.</p>	<p>See also first part on relevance</p>		

<p>Efficiency: It is essential for demonstrating the relevance and impact of the activities to improve the monitoring system within the program, but also to encourage internal monitoring practices among local partners, this will help them in a corporatization strategy and access other resources. With BOS+, a learning trajectory about exchange between partners can be organized on this. Also, possibilities within the JSF to organize learning activities around this.</p>	<p>We refer to general point 6</p>	<p>PME responsible together with project teams</p>	<p>2021 ongoing</p>
<p>Impact: Identify even more actively and eliminate barriers for both men and women to participate in the activities for both outcomes, and specifically target youth. Involve local structures such as the local 'gender community leader' (cacique de genero) in creating a strategy for this</p>	<p>The work with CICOL and his young leaders in general and in specific the gender responsible, are an inspiration and key regarding this recommendation. Working with APCOB in the new program will also strengthen this theme since they also focus on non-timber forest products with great interest for and from women and they have a strong local volunteer base of youngsters. We also observe that our partners are able to recruit more and more local staff that after studying, wishes to go back to their communities to work (reversed migration). In the new program, we also included more indicators that will specifically monitor gender</p>	<p>Country responsible</p>	<p>Especially during preparation of program 2022-26</p>
<p>Impact: Increase the role of the socioenvironmental monitors in providing information to the community members and raising awareness about sustainable resource management.</p>	<p>In the Chiquitania region there were several institutes interested in establishing a socio-ecological monitoring system with local people. We managed to join forces and fund one team that now forms part of the technical territorial unit of CICOL. We continue to support them in the new program consolidating this process and securing it's long term sustainability (including a clear exit strategy with funding proposals).</p>	<p>Country responsible</p>	<p>Especially during preparation of program 2022-26</p>
<p>Impact: Pay attention to the economic side of sustainable forest management and actively seek complementarities with productive activities that have a link to forest management such as beekeeping. Recommendation to further support IBIF in the economic initiatives around timber production. recommendation to also better record and monitor timber prices and dates around sales. Prices are already being approved by CICOL, but even better price tracking is possible, for example within the monitoring system COCA individual communities can record and report sales figures, this way tracking of prices can happen.</p>	<p>We experimented with small beekeeping experiences in Bolivia, in the new program 2022-26 this will actively form part of our economic strategy. We also planted fruit-trees in the region and indigenous almond trees in the 2017-21 program and once they start producing, they will provide extra income too and will form part of that economic strategy. With our partner IBIF we have (and Will keep) working on forest management including wood extraction an a sustainable way. Very interesting experience in coordination with ABT exist and in the new program coordination with ministries on enabling policies that secure long term forest survival is included.</p>	<p>Country responsible</p>	<p>program 2022-26</p>
<p>Impact: Continue to work on how both interests can be united in a sustainable way and how, for example, and continue to develop and</p>	<p>This is an interesting suggestion. Until now we haven't focused a lot specifically on silvipastoral systems because most cattle activity in the</p>	<p>Country responsible</p>	<p>Look for opportunities</p>

implement strategies where cattle breeding in a forest environment can be carried out in a sustainable way.	region by the local population can be considered as extensive and silvipastoral. Concerning the large-scale cattle farmers, that is a completely different approach focusing on already devastated land. With the limited resources we have, we prefer to focus on existing natural forests and conserve them.		during program 2022-26
Impact: Monitor the policy and advocacy activities of the local partners and visualize this in the theory of change. it is not about activities that are directly financed by BOS+, but the partners are enabled to do this.	Complementary to point 1 of the general recommendations: We have developed several strategies to improve policy work and advocacy activities of BOS+ and local partners: - We have one policy maker responsible for tropical interventions within the team of BOS+ - We have put one of our partners (PROBIOMA) in contact with 11.11.11 (the Flemish federation of NGO's, specialized in policy work), they will fund and monitor their advocacy activities. This way 11.11.11 and BOS+ have a natural synergy, we learn from the policy work of 11.11.11. And they learn from our technical forest activities. - during 17-21 we worked with the MEC on policy strategies, where partners actively participated - In the 22-26 program we included more indicators concerning policy work at several levels.	Country responsible and PME coordinator	program 2022-26
Ecuador			
PERTINENCIA (i) Es fundamental la incorporación de acciones y actores que favorezcan el incremento del valor agregado del vainillo por ejemplo la instalación de una pequeña planta procesadora e información del precio en el mercado internacional, así como las condiciones que permitan reducir el tiempo de traslado desde los domicilios a las plantaciones silvestres y además, reforestar con urgencia las laderas altas adyacentes a las parcelas cultivadas con fines de siembra y cosecha de agua; (ii) es prioritario que los copartes incidan en el gobierno local para que formulen proyectos de inversión pública que amplíen las condiciones para mayores emprendimientos de triple ganancia por ejemplo relacionadas al cacao, bambú y otras especies relevantes.	(i) Ese punto es muy cierto y siempre ha sido la ambición de los involucrados. Dentro del nuevo programa hay contactos con otros países para la factibilidad de una planta procesadora de pequeña escala, pero sigue siendo necesario reunir más volúmenes. Por lo cual la coordinación e inclusión de nuevos grupos que se ha trabajado fuertemente en el programa (15 vs los 5 previstos) y se sigue haciendo en el nuevo programa (ii) Reconocemos que eso no se ha trabajado con todos los socios de manera directa. Con NCI si y se ha visto los resultados (gobierno provincial que aportó al Fondo semilla, por ejemplo). Se hará intercambio para compartir esas estrategias efectivas de NCI con otros socios	Responsable de país con NCI Responsable de país y socios	2022-2023 Nuevo programa
COHERENCIA (i) Que el programa institucionalice las sinergias que realiza con los distintos socios, buscando una mayor complementariedad a partir de sus funciones y habilidades, particularmente con los programas de gobierno que tienen responsabilidades en temas productivos y alimentarios	(i) Entendemos que si es importante buscar complementariedades y mejorar los intercambios (que si teníamos previsto, pero se complicó por la pandemia). Pero al mismo tiempo respetamos los socios como entes independientes y no se puede institucionalizar ese	Responsable de país y socios	Permanente

<p>disponen de recursos y con eso se conseguiría mayores impactos inclusive en actividades pequeñas como la artesanía y el turismo. Es fundamental consolidar los procesos emprendidos en torno a las cadenas productivas señaladas, sin descuidar la consolidación de espacios apropiados para la participación efectiva de las mujeres y los jóvenes, por ejemplo en la producción y comercialización de los productos de las abejas meliponas.</p> <p>(ii) Es necesario fortalecer capacidades para atender apropiadamente la cadena de valor de los productos identificados con el concurso de organizaciones especializadas sin caer en el monocultivo, el uso indiscriminado de agroquímicos y sin abandonar la seguridad alimentaria local. Por ejemplo, para los viveros este fortalecimiento podría hacerse desde la selección de semillas con enfoque de género e interculturalidad donde aprendiendo de los ancestros y su cosmovisión se aproveche la vegetación local apropiada para las camas de los viveros, la protección de las plántulas, la sombra tenue o necesaria para cada especie según su edad, la manipulación de plántulas, los espacios de inter aprendizaje con la academia, la mejora en el cuidado del vivero, entre otras actividades no menos relevantes.</p> <p>(iii) En los territorios de intervención que corresponden al bosque seco es absolutamente necesario insistir en una red más grande de colaboradores para gestionar el agua desde una lógica de siembra y cosecha, enfatizando en el consumo humano, los cultivos y la biodiversidad, es decir se tendrá un paisaje más resiliente. Los actores sugeridos son: Ministerio del Ambiente y Agua, Gobierno local, Instituciones y proyectos de investigación andina del agua, por ejemplo, Imhea, Instituciones educativas con habilidades reconocidas en temas del agua, Organizaciones especialistas en canje en bonos de carbono como Red+. El apoyo a las copartes en la elaboración de propuestas de cooperación para complementar los fondos disponibles, es urgente.</p>	<p>aspecto. Hemos visto también bastante eficiencia en buscar de que forma coordinar con los ministerios sin perderse en tramites burocráticas que no llegan a resultados de manera eficiente y efectiva como los socios. El ejemplo dado de las meliponas si ha sido una cooperación eficiente con entes locales como la mancomunidad. Caba señalar que gracias al programa fortalecemos esa entidad con personal y no al contrario. Referimos al punto general 3</p> <p>(ii)</p> <p>(iii) El tema de agua es un tema de mucha atención. NCI ha sido detrás de diferentes Fidecomisos/fondos de agua y lo abarca de una perspectiva integral con diferentes instituciones. Todo el trabajo con Asoagropisa en la reserva Piscaca inició desde esa preocupación central, incluyendo recuperación de sistemas antiguas de agua y reforestación (en conjunto con el colegio local). Esas intervenciones han tenido éxito en el incremento de la disponibilidad de agua para la ciudad debajo de la reserva. En el nuevo programa fortalece ese punto aún más con una sinergia territorial con Protos/Join for Water en la cuenca binacional Mayo-Chinchipe. NCI también es un socio importante en el país en la captura de fondos REDD+ (ProAmazonía) y podemos ver las posibilidades en fortalecer los otros socios en ese tema a través de la experiencia de NCI.</p>	<p>Representante país</p>	<p>Programa 2022-2026</p>
<p>EFICACIA</p>			

<p>(i) En tanto la flexibilidad y la baja burocracia están íntimamente relacionadas y son valoradas por los copartes, se recomienda que las actividades que sobrecargan la labor de coordinación del Programa país sean encargadas a las copartes, verificando que no comprometan su rol principal de implementación. Por ejemplo, una coparte podría supervisar a otra a manera de interaprendizaje.</p> <p>(ii) Que a las y los jóvenes que no se encuentran dentro de las asociaciones, se los convoque a integrarse de manera que se reconozcan sus expectativas, sus conocimientos sobre sus planes, liderazgos</p> <p>(iii) La comercialización de productos que se obtienen en comunidades que protegen intensamente sus propios bosques y adyacentes, deberían estar exentos al pago de impuesto del IVA (12%) ya que contribuyen en el ingreso de divisas por tanto se justifica su retorno como beneficios concretos para la conservación del bosque seco; asimismo el proceso de almacenamiento y despacho al comprador debería guardar una lógica de optimización del costo de almacenamiento y el riesgo que significa tener guardado un producto terminado</p> <p>(iv) Mayor apoyo en: (i) la cadena de valor desde la obtención de semillas hasta la comercialización generando un proceso de aprendizajes transferibles en la trazabilidad del producto final donde pueda incorporarse inclusive las recomendaciones de los consumidores; (ii) en la búsqueda del financiamiento para el desarrollo de proyectos complementarios para la seguridad alimentaria como el de aceite de morete (<i>Mauritia flexuosa</i>)</p>	<p>(i) Durante este programa hemos sentido esa sobrecarga indicada por los socios y por eso hemos decidido contratar una persona adicional en Ecuador. Consideramos que no podemos pasar más roles de la persona encargada de BOS+ a los socios que ya han puesto esfuerzos grandes en lograr los resultados ambiciosos de este programa. Más bien tenemos que incrementar el tiempo de BOS+ para poder acompañar a todos los procesos con calidad.</p> <p>(ii) Referimos al punto general 7. Con respecto a los jóvenes</p> <p>(iii) Ese tema pertenece al estado y hay que construir un grupo de incidencia política para poder lograr ese tema. No lo tenemos previsto de inmediata, como la comercialización no es el enfoque principal de BOS+.</p> <p>(iv) Fue uno de los aprendizajes más importantes en el programa, como indicado en el documento de lecciones aprendidas EC2, que incluir el tema de comercialización muy fuerte en diferentes intervenciones presentó muchos retos y provocó un desvío también de la misión clave de BOS+ que está basado en los bosques con sus recursos y asegurar su uso de manera sostenible y responsable. Mucho tiempo y energía se invirtió en la comercialización y desarrollar todas las capacidades que conlleva en las asociaciones. Es importante que BOS+ siga enfocándose en la esencia de su trabajo. Entonces en el nuevo programa disminuyó la atención para el aspecto netamente comercial y buscamos alianzas para poder desarrollar los pasos en la cadena de valor desde tener productos base de buena calidad respetando los criterios de sostenibilidad ecológico y social que si son esenciales para BOS+.</p> <p>En particular la comercialización, desarrollo de derivados de buena calidad y acompañamiento a las asociaciones en esos aspectos son especialidad de otras ONGs, por ejemplo, Rikolto y TRIAS.</p>	<p>Equipo de Management en la sede central y representante Ecuador</p>	<p>Primer semestre 2022</p>
<p>EFICIENCIA En un contexto donde muchos jóvenes han retornado de la ciudad a su territorio se recomienda: Se promueva el intercambio de vivencias de identidad cultural y percepciones de la realidad como la migración,</p>	<p>Se trató diferentes puntos de esa recomendación en los puntos anteriores.</p>		

<p>la educación y las oportunidades de negocios, teniendo en consideración la demanda para los productos orgánicos u otros asociados al bosque protegido, evitando actividades vinculadas a cadenas sin fácil acceso al mercado.</p>			
<p>IMPACTO Que se dé mayor impulso a la gobernanza partiendo de crear capacidades básicas en las y los jóvenes entre 12 y 18 años, en relación a las necesidades concretas de sus familias para la producción de bienes y servicios que emergen de la protección del bosque; esto implica construir aprendizajes paso a paso desde la observación experimentación, el análisis, la comparación, socialización y uso práctico de los conocimientos en una lógica de aprender – haciendo; sin dejar de lado la incidencia en los espacios políticos. El acompañamiento de las niñas y niños a sus respectivas madres al campo de cosecha, es importante para el crecimiento y desarrollo infantil, sin embargo no debe descuidarse su asistencia a la escuela o que abandone los espacios de juego a los que tienen derecho. El aporte de las niñas y niños debería considerarse como aprendizaje pero de ninguna manera como mano de obra.</p>	<p>El enfoque de BOS+ en los países tropicales no está en la educación formal como sugerido en esta recomendación. Reconocemos la importancia y hacemos educación ambiental experiencial en casi todas las intervenciones donde los niños y jóvenes participan (junto con sus padres) a diferentes actividades. Eso incluye por supuesto el aprendizaje intergeneracional y el reconocer la sabiduría y el conocimiento de la gente local. La sensibilidad ante evitar la labor infantil que en el sector rural en diferentes ocasiones parece normal en muchos casos, es importante para los responsables en cada país. Lo tomaremos como punto importante también en los diálogos con los socios y beneficiarios durante visitas de campo.</p>	<p>Todos los representantes locales</p>	<p>permanente</p>
<p>SOSTENIBILIDAD</p> <p>(i) Impulsar la renovación de las alianzas con organización civiles, gobiernos locales provinciales y de estos con sus respectivos cantones, instituciones académicas para favorecer la consolidación de los procesos iniciados con miras a la sostenibilidad. Los conocimientos ganados por la prefectura y las municipalidades no deben perderse sino por el contrario, fortalecerse particularmente los referidos al establecimiento de viveros y a los abonos orgánicos.</p> <p>(ii) Brindar mayor apoyo a la investigación en áreas vinculadas a las cadenas de valor que trabaja el programa y a la reforestación y revegetación de espacios colectores de agua a fin de garantizar su distribución para consumo humano, la agricultura y el uso biodiverso</p> <p>(iii) Continuar con el fondo semilla o apoyo para afrontar los peligros que acechan a las cadenas productivas en contextos cambiantes y adversos mientras se consolidan organizacionalmente y se prevé fondos para las contingencias; sugieren también que el fondo</p>	<p>(i) Dentro de cada intervención los socios buscan alianzas y espacios de intercambio de aprendizajes. Es una buena recomendación incluirlo de manera más estructural dentro de cada intervención para reconfirmar las alianzas y sistematizar los procesos y logros alcanzados. Ç</p> <p>(ii) Hemos tenido algunos procesos interesantes e importantes en vinculación con el sector académico. En particular en el tema de restauración en la zona del noroccidente con UGent y EPN apoyado por VLIR. Por otro lado, NCI tienen muchos vínculos con UTPL y UTN que han aportado a diferentes aspectos del programa: investigación de meliponas, estudio de género en el bosque seco, etc.</p> <p>(iii) Previsto en el nuevo programa con una estrategia de exit enfocado en capacidades y sostenibilidad para la asociación</p>	<p>Todos los representantes locales</p>	<p>permanente</p>

<p>rotatorio de la prefectura continúe apoyando la incorporación de nuevas parcelas degradadas al programa BOS+. El acompañamiento en el fortalecimiento de capacidades a cualquier fondo semilla será decisivo para la sostenibilidad.</p>			
Ethiopië			
<p>Relevance: After the escalation of the conflict in 2020 the Programme partners and BOS+ decided to adapt the intervention strategy to accommodate changing priorities of the communities. More resources have been dedicated towards improving food security of the communities while this was an urgent need during the crisis. The flexibility to adapt the intervention approach of the Programme in face of the conflict underlines the relevance of the outcome and can be a lesson for other programme outcomes of BOS+ in fragile settings.</p>	<p>This flexibility is foremost a merit of our partners. We aim to select partners that could show a similar level of flexibility in the face of adversity in the other countries. The situation in Ethiopia learned BOS+ how to allow flexibility for the partners while discussing the possibilities with the funder.</p>	<p>Programme coordinator</p>	
<p>Coherence: One element all Programme partners have in common is the action research approach. Mekelle University plays a vital role in this approach. As specified in the ToC, BOS+ looks proactively together with its partners and stakeholders for synergy and complementarity with research institutions (in Belgium and Ethiopia, Mekelle University) to enhance community driven research and to integrate relevant research results within the Programme activities. The BOS+ programme can serve as an example for other programme outcomes on how to adopt the action research approach.</p>	<p>We do search actively for collaboration with local research institutes in all our partner countries. The existence of a recently finished Vliir-uos funded interuniversity collaboration was highly conducive for the collaboration with universities and is what led us to this intervention area in the first place.</p>	<p>Programme coordinator</p>	
<p>Efficiency: The difficult circumstances in which the programme was implemented highlighted the Importance of information exchange both between programme implementation partners and within communities. According to the programme partners BOS+ played a crucial role to facilitate information exchange between partners. The analytical framework used for the purpose of this evaluation also highlights the importance of information exchange to implement efficient and effective environmental programmes.</p>	<p>In every country and across countries we try to foster exchange via the organization of meetings, exchange visits or events.</p>	<p>Programme coordinator</p>	
<p>Effectiveness: Importance of the integration of livelihoods strategies (poultry, honey, fodder, ...) in a holistic approach to environmental conservation. Short term (economic benefits) can help to convince communities to participate in conservation activities from which the results will only be visible in the medium to long term.</p>	<p>We do agree with this analysis. We often include a component with short term economic benefits to give a sense of direct benefit to the community in a program that focusses rather on long-term advantages.</p>	<p>Programme coordinator</p>	

Impact: The scale of the intervention. With a smaller scale intervention facilitating a more important impact on communities and a larger scale intervention facilitating a more important impact on the environment. The scale of the intervention is an important consideration at the start of the intervention to determine the eventual impact of the Programme.	Most of our interventions will only clearly show the impact in a much later stage indeed. We therefore need to try to measure other elements with our indicators that give us a hint of this long-term impact. We improved our indicators and the level of ambition in the DGD 22-26 program.	Programme coordinator	
Sustainability: In any exit scenario of a development programme financial sustainability is a major concern. A good practice of financial sustainability has been implemented by EthioTrees during the Programme. EthioTrees together with the communities they work with gradually made the switch to Plan Vivo certification. Plan Vivo is a certification standard that certifies projects against the Plan Vivo Standard – a framework for community and smallholder land-use and forestry projects that strive to make a difference for communities on the forefront of the climate crisis. Plan Vivo certification has made it possible for the communities to generate alternative funding. Moreover, 60% of the carbon credits that are generated by the communities are then reinvested in social and ecological initiatives within the communities. The community council decides how these resources will be spent. This is an example of the social sustainability of the Programme.	We included in this program specifically staff time to invest in this sustainability strategy together with our partners.	Programme coordinator	
Recommendation	Response BOSPLUS	Responsible	Timing
Peru			
Pertinencia: Se incide en el consejo regional y gobiernos locales para que la voz de las comunidades rurales e indígenas sean escuchadas y tomadas en cuenta (más orgánicamente), que se promueva aún más la participación de los jóvenes en las organizaciones y que se impulsen las industrias de diversos productos como algarrobinas, harinas de algarrobo, cacao nativo orgánico y otros que tienen mercado, pero que requieren de mayor fortalecimiento de capacidades en toda su cadena de valor	BOS+ reconoce la importancia del nivel local del Distrito que es la estancia del estado más cercana a la comunidad. La diferencia de intereses entre las autoridades y las OSC y el continuo cambio de autoridades dificulta la situación. Justo en octubre 2022 toca las elecciones a este nivel, lo que BOS+ maneja como una oportunidad para tener alguna incidencia.	Socios con apoyo de representante de BOS+ en Peru	2022
Coherencia: Es necesario el análisis de alternativas para afrontar las afectaciones de la minería ilegal y como responder a actividades que mueven mucho dinero y que hacen imprescindible el fortalecimiento de la vigilancia en especial con las comunidades fuertemente comprometidas con la protección del bosque, pero que aún no forman parte del Programa. Desde la mirada de la Evaluación de Medio Término, es necesario continuar con los esfuerzos para	La evaluación menciona una problemática muy compleja e importante, también reconocido por BOS+. BOS+ invertirá en alianzas para hacer frente a esta amenaza grande.	Socios con apoyo de representante de BOS+ en Peru	2023 - 2024

institucionalizar herramientas que avorezcan la integración de las sinergias para el cumplimiento de los objetivos 1 y 2 en una lógica de complementariedad quizás mirando experiencias de Ecuador y Bolivia.			
Eficacia: Mejorar la estructura organizacional para atender las cadenas de valor de la producción con mayor especialización, quizás fortaleciendo las cooperativas, empresas comunales y familiares e interviniendo en la identificación de mejores canales de comercialización.	BOS+ se fija en su “core business” y apoya los socios para orientarse hacia organizaciones idóneas que les podrán ayudar mejor en los temas más comerciales. Por ejemplo las sinergias que se ha previsto en el nuevo programa con Rikolto.	Socios con apoyo de representante de BOS+ en Peru	2022-2026
Eficiencia: Incrementar los intercambios de experiencias, para optimizar procesos que en algunos lugares ya están más avanzados que en otros y quizás encontrar nuevos socios que aporten desde sus saberes, aspectos innovadores para afrontar problemas similares.	De acuerdo con esta recomendación. Ya se ha previsto sinergias entre los socios que en el nuevo programa se cuento con uno más (NCI). También se ha previsto repetir la experiencia de colaboración con Via Don Bosco, para su aporte en el enfoque formación de jóvenes.	Socios con apoyo de representante de BOS+ en Peru	2024
Impacto: Haciendo uso de la legislación contenida en el acuerdo 169 de la OIT y otras ambientales, se recuperen territorios invadidos y se fomente su restauración mediante estrategias ya probadas en el Programa, reforzando la protección de las áreas de conservación y sus zonas de amortiguamiento.	Si, contamos con nuestros socios y su red de otras OSC quienes son más especializados en los temas de derechos humanos y de pueblos originales. También las otras ONG belgas (de la casa belga) en el Perú son una fuente de apoyo en estos temas.	Socios con apoyo de representante de BOS+ en Peru	2023- 2024 - 2025
Sostenibilidad: Se afiance sus relaciones con socios estratégicos para una mirada más integral de lo que ocurre en el bosque, revisando y documentado: ¿por qué resiliencia en los territorios donde viven las comunidades indígenas es alta?, ¿cómo afectan las actividades ilegales y de qué manera se pueden frenar? y ¿cómo desde el Estado se llega con mejores servicios públicos, pero no del nivel nacional, sino desde el local y regional?	Definitivamente, la apuesta sobre el fortalecimiento de las organizaciones locales representativas de las comunidades es la que BOS+ estima ser correcta y que continuara. El desafío es de establecer un modelo de sostenibilidad de estas organizaciones para que puedan continuar haciendo su rol de vigilante de la conservación del territorio. El otro actor que siempre va a estar en el territorio es también el estado al nivel local. Por lo tanto, reafirmamos el comentario en “pertinencia”.	Socios con apoyo de representante de BOS+ en Peru	A lo largo del nuevo programa
Tanzania			
	General remark: BOS+ aimed to continue the cooperation in Tanzania for the period 2022-'26. The reduced budget allocated to BOS+ by DGD, obliged us to reduce the number of countries to work in. Therefor the activities in Tanzania are on hold until new resources are found. The lessons learned for Tanzania will be taken into account for possible future activities in Tanzania but also as part of the internal learning strategy of BOS+ in all other countries.		

Relevance: Undertake intensive and long-term sensitization programs and reassurance of the communities about their rights over the community forests and how to protect those rights.	A right-based approach is one of the pillars of the DGD 22-26 program. We do stress with the partners to be well aware of the sensitivities in a area and specifically address these. BOS+ will continue to take this into account in all countries where programs/projects will be executed	Program coordinator	2022 ongoing
Relevance: Political actors at all levels are sensitized and participate in the sensitization of the communities, as the mistrust is good ground for manipulation of community for political gains.	BOS+ agrees about the importance to involve political actors of all levels. It is however challenging to actively involve people who aspire political functions during an election later in the program. Additional to involving political actors is to involve more directly members of the communities via community meetings or a participatory process. This is part of the DGD 22-26 program approach.	Program coordinator	2022 ongoing
Coherence: A comprehensive lobbying and advocacy strategy is needed to rally together relevant agencies (both public and private) to collaborate and pool resources for conservation and agroforestry interventions in the target communities.	Funds were lacking to develop a decent lobby and advocacy strategy in Tanzania. We did include this lobby and advocacy trajectory in the DGD 22-26 program. We also can build upon the experience from the previous program to develop informed strategies.	Program coordinator	2022 ongoing
Efficiency: A comprehensive base-line study is necessary prior to implementation of interventions to expose location specific peculiarities that are likely to affect implementation of the program. If these are known in advance, strategies can be devised to avoid adverse effects.	BOS+ recognizes the importance of a comprehensive base-line study and included several indicators that give us relevant information on the peculiarities in the different communities in the program 2022-'26. We aim to capture these elements in a cost-effective way.	Program coordinator	2022 ongoing
Effectiveness: Collaboration between BOS+ and the district local government need to be broadened to bring on board other actors such as TANAPA, TPW, PALMS, operating in the sector and areas of intervention. This would aid resource mobilization and intensity of engagement with the different stakeholders.	Our partner Mwiwata was in touch with these different actors in framework of their general work, so key issues and events were detected. Funds were lacking to put effort in maintaining broad networks. Organizing more formal exchange meetings often requires a substantial budget for hiring locations and daily subsistence allowances of the participants.	Program coordinator	2022 ongoing
Effectiveness: Sustained sensitization over a long period of time requires a robust communication strategy and using a variety of channels to reach the masses. The BOS+ program does not have such a strategy that targets the local people who have less capacity to use electronic and social media to access development related information.	Although we believe that such communication strategies are useful and we could improve in this point, BOS+ implemented a communication strategy in the framework of Tanzania. We had direct meetings with the involved communities and attended several times the general assembly that addresses al people. We reached people via the distribution of tree seedlings via the school. Partner Mwiwata participated in several radio broadcasts to spread the concepts and ideas behind our work. Extra attention for qualitative communications strategies will be taken into account in next projects and programs;	Program coordinator	2022 ongoing
Impact: The second phase of the BOS+ program if successful would use the same intervention areas to build on the efforts made and consolidate to create impact that can be appreciated and associated with BOS+	We do agree with this advice. However, we decided to quit working in Tanzania due to the reduced budget that was attributed by DGD to BOS+.	Program coordinator	2022 ongoing

Sustainability: A sustainability strategy ought to be part of the design of the intervention and embedded in the capacity building activities.	The intervention was designed with a sustainability strategy included in the ToC and design of the program. Some of the elements of the strategy (mainly the development of other incoming generating activities) were not achieved within this 5-year period	Program coordinator	2022 ongoing
Uganda			
Relevance: In addition to providing appropriate indigenous tree seedlings for agroforestry, the communities need to be empowered to raise their own seedlings for scaling up and increasing the number of beneficiaries.	BOS+ recognizes this element as an important point of attention as it was included in the execution of program 2017-21. During execution of the new program, this element will be included and followed up in the M&E system.	Country responsible and M&E responsible	2022- '26
Relevance: Partnerships with agencies that can intervene or advocate for policy intervention to minimize negative environmental effects of activities such as limestone mining in Kabarole district, and contamination/siltation of rivers due to human activities including poor farming practices can increase overall benefits from the tree planting activities promoted by BOS+ program.	Investment and close follow up in knowledge and network for a qualitative execution of the program, as it is also formulated in our lessons learned to take into account for program 2022-'26. The active participation of BOS+ and the partner KFF in the FSF for example is an important element to put this into practice.	Country responsible	2022 and ongoing
Coherence: There is need for investigation on the potential of agroforestry in a maize and rice dominated farming system including the compatibility of trees with those crops, farmer perceptions and experience. This will inform the choices of trees and strategies for promoting agroforestry in a maize and rice dominated farming system where sugarcane production is an emerging estate crop	BOS+ agrees that investigation is always necessary on context, local support, crops and possibilities for agroforestry and also that participation is a critical factor for success. KFF is a strong partner working on these elements, HODFA has built up capacity during the 5-year program. BOS+ integrated this element in its partner strategy and the monitoring of the implementation of this strategy will guarantee the follow up.	Country responsible and M&E responsible	2022 and ongoing
Efficiency: Partnerships and collaborations are highly valued and necessary, but it is also essential that the contributions of different actors are delineated, particularly in Hoima district.	We agree about the importance of collaboration and exchange between partners. In the program 2017-'21 it was challenging to implement these exchange activities as planned due to logistic issues, Covid, differences in vision between HODFA and KFF. This is considered as lesson learned for the design of program 2022-26 e.g., by implementing a geografic focus for the outcome in Uganda and will be followed up via the regular program monitoring.	Country responsible and M&E responsible	2022-26, yearly monitoring
Effectiveness: Building the capacity of local leaders to lobby and advocate for additional support for environment related interventions is critical for deepening and broadening of impact.	Lobby and advocacy are interesting elements to strengthen the BOS+ strategy in Uganda and was included in the design of program 2022-26 (including a partner with special expertise on this theme). Due to budget reduction, BOS+ was obliged to delete this part of the program in Uganda and will only have the possibility to monitor this element to identify eventual opportunities for cooperation/synergies.	Country responsible	2022-26, yearly monitoring
Impact and sustainability: Developing and strengthening partnerships that complement each other and ensure harmonized continuity are critical for scaling up and sustainability of agroforestry practices to create impact on the environment and the community.	For the program 2022-'26 BOS+ /KFF invest in cooperation with Iles De Paix based on an analysis executed with different (Belgian) actors active in the region. A broader cooperation was planned to realize, but due to budget reduction, these ambitions had to be downsized. We	Country responsible	2022-26, yearly monitoring

RECOMMENDATIONS EVALUATION BELGIUM

Recommendation evaluator	Response BOSPLUS	Responsible	Timing
<p>Actieve verderzetting van de wisselwerking tussen educatieve en technische ngo's en intermediaire actoren kan de relevantie blijvend versterken:</p> <ul style="list-style-type: none"> - Transversale integratie van het belang van bomen en bossen en de ontbossingsproblematiek binnen wereldburgerschapseducatie in het onderwijs. - Concreet vormgeven aan de wisselwerking en complementariteit tussen het GSK België en het thematische GSK via partnerschappen en sectorspecifieke uitwisselingen 	<p>Verder verfijnen van de positionering van BOS+ in de sector van WBE om de sterkten van BOS+ nog beter in te zetten (inhoudelijke expertise op een bijzonder actueel en relevant thema) en om nog meer complementair te kunnen werken met andere WBE actoren, bijvoorbeeld wat betreft het bereiken van doelgroepen waar momenteel minder aanbod voor is. Voorbeeld: op dit moment is BOS+ België met JFW (partner binnen thematisch GSK) in overleg om samen WBE in Vlaanderen mee vorm te geven met bijvoorbeeld Wereldwaterdag@school.</p>	<p>Programma coördinator</p>	<p>Tijdens het programma 2022-2026</p>
<p>Optimalisering van de interne coherentie door</p> <p>A.2.1. Betere afstemming van de verschillende projecten zodat de specifieke verschillen en de onderlinge complementariteit beter tot uiting gebracht wordt;</p> <p>A.2.2. Betere monitoring van de projecten zodat de opvolging van de beoogde veranderingen beter op elkaar afgestemd kan worden. De aanzet tot Theory of Action kan hierbij als leidraad dienen.</p>	<p>Ondanks de verschillende interventies die lopen gedurende het programma, wordt de M&E bekeken op programma-niveau om nadien de brug te maken naar de M&E van de verschillende interventies.</p> <p>Dit gebeurt in continu overleg met de nieuwe PME-coördinator van BOS+.</p> <p>BOS+ en de programmaverantwoordelijke zal verder inzetten op de procesmatige analyse van de projecten in functie van de uitgeschreven outcome. Zo zal de afstemming tussen de verschillende 'spheres' verfijnd worden.</p>	<p>Programma coördinator & PME-verantwoordelijke</p>	<p>Bijzondere focus van bij de aanvang van het programma 2022-2026</p>
<p>A.3.1. Meerwaarde van de projecten ten opzichte van elkaar duidelijk maken, opdat scholen en andere intermediaire actoren bewust kunnen kiezen in functie van de eigen context en interesses van de doelgroep(en).</p> <p>A.3.2. Rationaliseer het aantal projecten en partners zodat efficiënt ingezet kan worden op de resultaten die redelijkerwijze verwacht kunnen worden van een vijf jaar durend programma.</p>	<p>Verder verbeteren, stroomlijnen en gericht inzetten van de communicatie met de doelgroep zodat deze een steeds beter beeld krijgt van de mogelijkheden voor verdieping aan de hand van één of meerdere 'losse' projecten.</p> <p>Aanbeveling reeds toegepast in het programma 2022-2026 waarbij keuze gemaakt is voor een kleiner aantal projecten én een beperkt aantal partners. Bovendien werd de planning geoptimaliseerd zodat we de projecten maximaal kunnen aanbieden aan de scholen, en dit alles in een groter en meer algemeen logisch kader.</p>	<p>Programma coördinator, in samenspraak met communicatiedienst BOS+ en PME-verantwoordelijke</p>	<p>Eerste stappen reeds gezet bij uitwerken programma 22-26. Verdere aandacht doorheen het hele programma.</p>
<p>A.4.1. Op basis van de analyse die gemaakt werd onder doeltreffendheid en de beperkte analyse van de kwaliteit van de M&E data, dient de Theory of Action verder aangepast te worden</p>	<p>Verfijnen van het M&E systeem om data en informatiebronnen beter toegankelijk te maken (GDPR, systematische verzameling van contactgegevens, gerichtere keuzes maken welke info op welke</p>	<p>Programma coördinator</p>	<p>M&E-systeem wordt grondig geëvalueerd bij de opstart van elk</p>

<p>zodat deze sterker aanleunt bij de realiteit van het programma en toelaat om veranderingen systematischer op te volgen. Op deze basis kan BOS+ eveneens een baselinestudie uitvoeren als startpunt van het nieuwe programma.</p> <p>A.4.2. In de Theory of Action heeft het evaluatieteam getracht om voor elk Project de 3 centrale dimensies van WBE te identificeren, namelijk (1) de kennis, (2) de vaardigheden en (3) het gedrag/handelen. Om kwalitatieve effectindicatoren te formuleren dienen zij rond deze 3 dimensies geformuleerd te worden zodat de meetinstrumenten hier eveneens op kunnen worden ingesteld en kwalitatieve data verzameld kan worden.</p>	<p>manier zal worden verzameld). Bovendien zal de M&E verder verfijnd worden om de veranderingen over de projecten heen steeds systematischer te capteren en ook relevanter te maken voor het verzamelen van informatie op outcome-niveau. Ook het verzamelen van informatie m.b.t. de drie centrale dimensies van WBE zal meegenomen worden in deze oefening.</p>		<p>project binnen het programma 22-26</p>
<p>A.5.1. Ter attentie van de WBE-sector: Afstemming en samenwerking tussen ngo's actief in WBE kan verbeterd worden met het oog op het bijdragen aan een collectieve impact. In die zin strekt een gezamenlijke impactmeting op het vlak van WBE tot aanbeveling zodat de bijdrage van de actoren aan elk van de gemeenschappelijke strategische doelstellingen kan worden beoordeeld.</p>	<p>Actief op zoek gaan naar mogelijkheden voor gezamenlijke impactmetingen en draagvlakmetingen, bvb via GSK België, SECORES e.a. bestaande of nieuw op te zetten samenwerkingen. BOS+ België is reeds betrokken bij de vergaderingen en gesprekken binnen WBE-sector, georganiseerd door 11.11.11.</p>	<p>Programma coördinator, verantwoordelijke België</p>	<p>Verdere uitwerking/afstemming tijdens programma 22-26</p>
<p>A.6.1. BOS+ dient meer in te zetten op verankering van WBE op school en bij andere intermediaire actoren. A.6.2. Verderzetten van het principe "Think Global, act local" die binnen SD2 heel concrete en pragmatische individuele en collectieve handelingsperspectieven voorstelt aan de deelnemers, kan de duurzaamheid potentieel versterken.</p>	<p>In het nieuw programma is er voor bepaalde projecten een speciale focus op de leerkrachten als intermediaire actor, om zo de verankering niet alleen op klasniveau maar ook op schoolniveau te stimuleren, bij andere projecten blijft de ambitie om leerkrachten op klasniveau te bereiken. In het nieuw programma zullen er ook lokale acties worden opgezet met leerlingen lager (doelgroep SD1) om de globale klimaatsverandering aan te pakken.</p>	<p>Programma coördinator samen met projectmedewerkers</p>	<p>Programma 22-26</p>