Sixth Operational Phase of the GEF Small Grants Program

(UNDP PIMS ID 5731 GEF ID 9248)

Country:	**Bolivia**
Region:	**Latin America**
Focal Area:	**Multifocal; BD-4 (P. 9); CCM-2 (P. 4); LD-2 (P. 4)**
Implementing Agency:	**UNDP**
Implementing Partner:	**UNOPS**

Terminal Evaluation November-December, 2020

Final Report, February 17th, 2021

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Acknowledgements

The Terminal Evaluation for the GEF Small Grants Programme Operational Phase O6 in Bolivia was carried out in the period November-December 2020 by the Consultant Elena Laura Ferretti. The review was conducted home-based due to the national and international restrictions imposed by the current COVID-19 health crises. The Consultant would like to express her appreciation and gratitude to all those who gave their time and provided invaluable information during the review; their thoughts and opinions have informed the evaluation and contributed to its successful conclusion.

Special thanks go to the Country Programme Team of the GEF Small Grants Programme in Bolivia, including the local consultants for monitoring, gender mainstreaming and resilience strategies; their professional, timely and effective support in the organization of an intense programme of long-distance interviews highly contributed to the success of the evaluation.

The Consultant is aware that Small Grant Programmes require, even more than other projects, field visits and interchanges of views with end-beneficiaries. To counteract the impossibility to travel to the Project's site, the Consultant has reviewed documents, conducted extensive consultations and visioned knowledge management material. Appreciation goes to UNDP staff at headquarters and Country Office level; the members of the National Steering Committee; to the personnel of the five protected areas and finally to the involved Non-Government Organizations which made available their time and resources for both long-distance interviews and for compiling an open-ended questionnaire.

Annexed in a separate file: TE Audit Trail

Acronyms

ACE	School Complementary Food (in Spanish)
BD	Biodiversity
CBOs	Community-based Organizations
CC	Climate Change
CEO	Chief Executive Officer
CO	Country Office
COMDEKS	Community Development and Knowledge Management for the Satoyama Initiative
CPM	Country Program Manager
CPMT	Central Programme Management Team
CPMU	Country Programme Management Unit
CPT	Country Programme Team
FAN	Fundacion Amigos de la Naturaleza
FSP	Full Size Project
GEB	Global Environmental Benefits
GEF	Global Environment Facility
HA	Hectare
LD	Land Degradation
MoMs	Minutes of Meetings
M&E	Monitoring & Evaluation
MTR	Mid-Term Review
NAIM	Natural Area for Integrated Management
NP	National Park
NC	National Coordinator
NGOs	Non-Governmental Organizations
NSC	National Steering Committee
OEA	Organization of American States
OP	Operational Program/Operational Phase
PA	Program Assistant or Protected Area
PIF	Project Identification Form
PIR	Project Implementation Review
PMU	Programme Management Unit
PRF	Project Results Framework
QPR	Quarterly Project Review
RR	Resident Representative
SESP	Social and Environment Screening Process
SDG	Sustainable Development Goals
SERNAP	National Protected Areas Service of Bolivia
SGP	Small Grants Programme
SMART	Specific, Measurable, Attainable, Realistic and Time-bound
SNAP	National Protected Areas System (in Spanish)
TE	Terminal Evaluation
ToR	Terms of Reference
TIOCs	Native Indigenous Territories (in Spanish)
TT	Tracking Tools
UCP	Upgraded Country Programme
UNDAF	UN Development Assistance Framework
UNDP	United Nations Development Programme
UNOPS	United Nations Office for Project Service

1. EXECUTIVE SUMMARY

The present Report constitutes the Terminal Evaluation (TE) of the Sixth Operational Phase (OP) of the GEF Small Grants Programme (SGP) Project in Bolivia, an initiative financed by GEF, executed by the United Nations Office for Project Service (UNOPS) and implemented by the United Nations Development Programme (UNDP). The purpose of the review is to assess the achievement of project results against expectations and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The evaluation took place in November-December 2020, and was remotely conducted; consequently, direct interviews to end-beneficiaries and field observation were not possible and may have limited the capacity to appreciate results or mislead a few judgments; however, the Consultant believes that findings are relatively well substantiated in the extensive interviews conducted and material revised.

Table N.1 Project Information Table

Project Title:	Sixth Operational Phase of the GEF Small Grants Programme in Bolivia		
UNDP Project ID (PIMS #):	5731	**PIF Approval Date:**	Apr 19, 2016
GEF Project ID (PMIS #):	9241	**CEO Endorsement Date:**	Jan 31, 2017
ATLAS Award ID:	99179	**Project Document Signature Date (date project began):**	March 29, 2017
Country(ies):	Bolivia	**Date project manager hired:**	Continued from previous phase
Region:	LAC	**Inception Workshop date:**	April 18, 2017
Focal Area:	Multifocal	**Midterm Review date:**	Oct 2019
GEF-6 Focal Area Strategic Objectives and Programs:	BD-4, Program 9 CCM-2, Program 4 LD-2, Program 4	**Planned closing date:**	29 March 2021
Trust Fund:	GEF TF	**If revised, proposed closing date:**	N/A
Implementing Partner (GEF Executing Agency):	UNOPS		
Other execution partners:	N/A		
Financial Information			
PDF/PPG	**At Approval (USD)**	**At PDF/PPG completion (USD)**	
GEF PDF/PPG grants for project preparation	91,324	91,324	
Co-financing for project preparation	N/A	N/A	
Project Financing:	**Expected at CEO endorsement (USD)**	**At TE (USD)**	
[1] GEF financing (incl. PPG):	3,726,027	3,726,027	
[2] UNDP contribution (in-kind): **UNDP through the private sector**	200,000 -	200,000 394,902.28 (Fundacion Banco Mercantil Santa Cruz)	
[3] Government: **- (State Gov.** **-Local Municipal Governments**	 200,000 (SERNAP) -	 200,000 98,483.43 public investment+ 162,075.69 in-kind	
[4] Other Partners: **-Scientific -universities** **-Donors EU-VMA** **-Bilateral Donors (Swiss and Dutch Cooperation)** **-Civil Society Organizations** **-Grantees (in-cash)** **-Grantees (in-kind)**	11,701,505 - 10,451,505 250,000 1,000,000	 20,486.81 cash+ 113,672.78 in-kind - 8,596.23 cash+ 20,822.32 in-kind 221,165.76 NGOs + 88,428.34 CBOs 508,321.79 NGOs + 376,941.36 CBOs	
[5] Total co-financing [2 + 3+ 4]:	**12,101,505**	**2,413,896.79**	
PROJECT TOTAL COSTS [1 + 5]	**15,827,532**	**6,139,923,79**	

I Project Description

The GEF SGP in Bolivia is implemented since 1993. With OP6, it takes an integrated landscape approach to development and conservation. The Project is designed to empower community organizations to take collective action for socio-ecological resilience of their production landscapes in five protected areas (PAs) of the Gran Chaco, Chiquitanìa and Pantanal, namely: El Palmar, Serranía del Iñao, Kaa Iya, San Matias and Otuquis, through design and implementation of grant projects for global environmental benefits and sustainable development. The objective is to strengthen the capacities of local communities in the Chaco, Chiquitanìa and Pantanal ecoregions to improve their livelihoods by conserving natural habitats, restoring degraded ecosystems, and strengthening sustainable production for socio-ecological resilience. The Project

document was signed on March 29, 2017; while the Project was due to end in March 2021, a three months' extension was granted on December 29th, 2020 until June 29th, 2021. At signature, the Project budget totals US$ 15,827,532 of which US$ 3,726,027 from GEF and US$ 12,101,505 from different co-financing resources. UNDP is the Implementing Agency and UNOPS the Implementing Partner (under the UN Agency execution modality).

II Project Progress Summary

The TE confirms the **Satisfactory rating of implementation** which the Project obtained all along its development; the Project is well managed and executed; notwithstanding a number of external difficulties faced, the Project is expected to complete implementation having reached most of its targets, and in some cases having exceeded them.

Table N.2 Evaluation Ratings Table

1. Monitoring & Evaluation (M&E)	*Rating*[1]	Comment
M&E design at entry	**S**	Articulated at Programme and small grants level, the M&E plan was well designed, with tools identified and a budget estimated. An evaluation of M&E risks is missing. M&E designed within each grant is solid, especially for the resilience projects, and based on a careful reconstruction of the baseline.
M&E Plan Implementation	**S**	M&E is well implemented at all levels, with the M&E expert overseeing small-grants, collecting data and systematizing information towards the PRF and Core Indicators. An additional and more detailed monitoring happens for the Resilience Strategies and resilience projects. Valuable, gender disaggregated information is collected. The major weakness is the absence of a geo-reference system and of a more structured database; at present more information is available than those which can be analyzed. The quality of the monitoring products delivered is outstanding, with clear, factual and appropriate reporting. Community monitoring has been an essential feature of resilience projects.
Overall Quality of M&E	**S**	The monitoring system allows collection of detailed data, early detection of problems in the field, and capturing people's perceptions; sharing of costs and coordination of efforts is effective: between the monitoring and the resilience strategies consultants at Programme level and, among the NGOs implementing resilience projects in each PA at small-grants level. Community monitoring is well conducted. The richness of data collected is undeniable; as data management deserves a more structured system than the simple excel database used and possibly the use of a Geographical Information System a highly satisfactory rating is not provided. The Project well adapted to external difficulties, consistently applying adaptive measures. An adaptive monitoring management plan, identifying mitigation measures could have been drafted.
2. Implementing Agency (IA) Implementation & Executing Agency (EA) Execution	***Rating***	**Comments**
Quality of UNDP Implementation/Oversight	**S**	UNDP provides quality assurance and oversight at both global and country levels, revises PIRs, sustains management with technical and managerial advice and sits on the NSC. Synergy and collaboration between the UNDP CO and the Programme Manager are solid, with reciprocal appreciation. Appreciating SGP capacity to conjugate governance, conservation and generation of livelihoods, UNDP adopts SGP tools and procedures to provide rapid and effective risk mitigation responses for communities impacted by forest fires (*Laboratorio de Recuperacion Temprana*.
Quality of Implementing Partner Execution	**S**	UNOPS provides human resources, legal support, financial and procurement management guidance for the small-grants. No challenges have been identified.

[1] Rating is provided according to the TE Guidance for UNDP-supported GEF-financed Projects, version 2020. The rating scale for monitoring and implementation includes: HS: Highly Satisfactory; S: Satisfactory; MS: Moderately Satisfactory; MU: Moderately Unsatisfactory; U: Unsatisfactory; HU: Highly Unsatisfactory. The rating scale for Sustainability includes: L: Likely; ML: Moderately likely; MU: Moderately Unlikely; U: Unlikely.

Overall Quality of Implementation/Execution	**S**	The Project receives quality support from both UNDP and UNOPS. Consistency of the UNDP environmental portfolio is ensured and collaboration is effective.
3.Assessment of Outcomes	***Rating***	**Comments**
Relevance	**HS**	Project design is **relevant** and **appropriate** and aligned with GEF SGP strategies, UNDAF and UNDP planning, and national policies and plans; it contributes to achieving SDGs and the Biodiversity Convention Aichi Targets. Based on lessons learnt and the innovative, integrated landscape approach, the Project is instrumental for the men and women of communities living in/around PAs who effectively participated in design; gender mainstreaming is incorporated as a specific strategy to address structural inequalities. Relevance is maintained throughout implementation.
Effectiveness	**S**	The Project is effective in reaching its objective, outcomes and targets. 44.079 (93%) hectares are currently under sustainable management, implementing community-based projects for the conservation, restoration and regeneration of forests through forest and sustainable land management practices. Three coordinated projects contribute to the Resilience Strategy in each PA, one focusing on strengthening community organizational processes, and the rest are productive and energy projects. Gender mainstreaming has been reached at exceptional levels, with a solid and genuine approach. The NSC opened the doors to PAs staff and members of the PA's Management Committees, ensuring appropriation and ownership of community members and a transparent approach. Considering the number of projects (3 per PAS, that is 15 over 72 small grants) and funding (about USD 500.000 out of an investment of USD 2.165.203,56, Resilience Strategies stand as pilot landscape exercises. The rest of the small grants have certainly built-in resilience components, but strategically linking all projects to the resilience strategies would have provided a different perception of impact. Activities benefit 143 communities (114 rural; 22 indigenous and 7 intercultural), with an involvement of 4.573 persons, 2.576 men and 1.997 women.
Efficiency	**S**	An efficient implementation, mostly respecting deadlines and in line with programming. The CPM is rewarded with the trust and support of stakeholders; is well known by beneficiaries and maintains good relationships at all levels. Initial delays were promptly recuperated, implementing the First Call for Proposals before the design of the Resilience Strategies. Delays accumulated towards the end of the Project for reasons outside of management control: devasting forest fires; socio-political instability and the COVID-19 pandemic. At the time of the TE, only 13 projects are still under implementation, with expectation to complete activities by EoP. The budget delivery rate has been low during the first year as usual in these projects and then satisfactory all along implementation. The conspicuous amount of EU co-financing did not materialize. The Project could have taken better advantage of the possibilities to finance strategic projects up to USD 150.000 and to finance small-grants up to USD 50.000 as ways to increase chances for impact.
Overall Project Outcome Rating	**S**	The Project is well managed and executed. External difficulties were faced with continuous and consistent adaptive management measures which avoided disruptions to implementation. The Project is expected to end implementation having reached most of its targets, many of which with exceedance.
4. Sustainability	***Rating***	**Comments**
Financial sustainability	**L**	The SGP co-financing system is effective in stimulating ownership and commitment. Positive signs of financial sustainability come from: i) municipalities, which have generally honored their commitments and appear available to continue inscribing projects in their development plans; ii) NGOs, various of which declared available to support communities beyond the Project; and, iii) more importantly, families when innovative economic, productive and services options start to emerge as alternative livelihoods. GEF OP7 resources will be able to sustain only a medium-sized project, targeting two of the five areas of OP6 plus an additional one. Noteworthy, whatever resources materialize, complementarity and alignment with national priorities is ensured as actions in protected areas are always canalized through SERNAP.
Socio-political sustainability	**L**	Socio-economic risk to sustainability is minimal; the methodologies adopted for grant-making and grant-implementation ensure the stakeholders' ownership and commitment, with women-led projects in the frontline. Opportunities for replication are high as projects answer real local needs, are supported by local governments and are conducted in alignment with the policies of the PAs.

		Instead, the articulation of production to the markets requires support. All alternative energies projects appear sustainable, replying to highly felt needs of communities which co-financed from their own sources. The participation of PAs Management Committees is an innovative way to include beneficiaries and legitimate selection and approval of project proposals. The process was totally participative and transparent; in addition, community monitoring in resilience projects is a key element of sustainability. Gender mainstreaming has reached levels rarely appreciated in development projects with an approach respectful of the cultural idiosyncrasy of the family but able to open spaces to reduce the gender gap while contributing to conserving biodiversity.
Institutional framework and governance sustainability	**ML**	The Project has been able to maintain sound and stable relations with SERNAP and municipalities at local level; during interviews, PAs staff showed highly appreciative of results. Municipalities honored co-financing commitments. SGP provide seeds money to start processes which are supposed to find alternative ways to be sustained. Strategic partnerships, second-level organizations and local governance require further strengthening. Various NGOs expressed the intention to keep a presence in the areas.
Environmental sustainability	**ML**	The landscape approach and the pilot resilience strategies highly increased environmental consciousness of the local population. As the approach changed from total prohibition of activities in PAs to supporting sustainable activities which combine conservation with production, the relationship of the local population with PAs staff and with their environment is slowly but undoubtedly positively changing. On the other side, during OP6, political instability and the COVID-19 pandemic combined with one of the worst years of the decade in terms of forestry devastation by fires; although fires have often a transboundary nature, unfortunately the Bolivian law allows fires to expand the agricultural frontier.
Overall Likelihood of Sustainability	**ML**	There are good signs of sustainability in financial and socio-political terms, with evident positive changes in the relation of local people towards their natural resources and towards PAs' authorities. Instead, governance requires further support while environmental sustainability is challenged by the willingness to expand the agricultural frontier.

II Concise Summary of Conclusions

SGP in Bolivia is recognized as a flexible, fast, and effective mechanism to respond directly to the local population, with proven results and impacts on conservation and improvement of livelihoods. Interviews conducted and information collected reveal stakeholders' appreciation not only for results achieved but especially for the methodologies adopted which have guaranteed transparency, participation, empowerment of local communities. The population increasingly identifies with their protected areas and modifies the perception that PAs authorities are there only to prohibit activities on people's ancestral lands to possible partners in conservation and development.

The Project is strongly contributing to the objective of strengthening the capacities of local communities in the ecoregions of Chaco, Chiquitanía and Pantanal, to improve their livelihoods by conserving natural habitats, restoring degraded ecosystems and reinforcing sustainable production for their socio-ecological resilience. The Landscape approach in the targeted protected areas was challenged by the extensiveness of each area; environmental, social and cultural diversity; difficulties of access; and a sparsely living population. Concentrating the activities and actions in a specific geographical area brought visible comparative advantages in terms of results, effects, and impacts, as well as operational efficiency. The Project opted to work with one selected community in areas where usually prohibition of activities prevails over provision of services. The application of truly empowering methodologies immediately indicated that the process to design the resilience strategies was as important, if not more, than their implementation. Effectively, when processes are well conducted and time and resources devoted towards the effective participation of all communities' members, an impact starts to manifest even before the actual implementation of activities. Obtaining the trust of indigenous people is not always easy; SGP was able to gain it through a solid presence in the field, a genuine intention to make people able to participate, especially women and indigenous groups and the capacity to quickly respond to felt needs of communities. An additional noteworthy cultural impact results from the way gender is mainstreamed in all implemented activities with an approach which, starting

from the rights guaranteed by the popular Bolivian Constitution, allows changes in the perspective man and women and young people relate towards each other and towards the environment.

Given the investment of time and resources over a single community, there will certainly be a significant and possibly sustainable impact in the communities targeted within the resilience strategies. The common question in development projects of "attribution" of results is not so much an issue here as most communities had never received before a SGP grant and are rarely the target of assistance as they live within the buffer zones of protected areas, where traditionally activities were either of an investigation or conservation nature but rarely or never of a sustainable development nature. Nonetheless, the possibilities for a wider impact may have been limited by the restricted application of the landscape approach.

The catalytic and replication potentiality of the small-grants can be appreciated by the fact that Directors of other protected areas, nearby communities and indigenous groups are approaching the SGP and/or NGOs for support and that some municipalities expressed the intention to replicate projects. It is unfortunate that the possibilities for upscaling and replication are limited by a consistent cut in resources for OP7. However, lessons learnt from SGP could be utilized to promote a national dialogue to position environmental management in the political agenda with a renovated perspective and maybe with the aim of a possible future strategy for all the system of PAs in the country.

IV Lessons Learnt and Recommendations Summary

The following lesson learnt and recommendations are tailored to improve the sustainability of the SGP as a whole and not of specific grants and to inform decisions on new projects. Monitoring activities have identified a large number of lessons learnt at small-grants level which should be adequately systematized.

- **Effectiveness of the Landscape approach.** Transitioning from implementing SGP nationwide to a territorial concentration, with transparent and participatory design and monitoring processes are susceptible of generating impact.
- **Investing time and resources in project design means setting up for success**. Accurate project design with a detailed and gender disaggregated collection of baseline data provides key inputs for monitoring questions to guide adaptive management.
- **Gender mainstreaming is a process.** It involves collecting data, identifying the right questions, introducing the idea in ways appropriate to the prevailing culture of rural, intercultural and indigenous groups, facilitating participation with innovative modalities so as to avoid increasing women's workloads and finally ensuring modalities to sustain progress once external support retires.
- **The definition of indicators related with the agroecological management of sustainable production at community level should carefully consider the direct influence of the activities**. Community work is carried out at the level of small integral agroecological production gardens which limits the possibility to cover large areas in terms of hectares.
- **Successful monitoring allows to identify lessons learnt during implementation and not only at the end.** The early identification of lessons learnt is a key input of adaptive management; this requires the development of appropriate tools not only to collect information and data but to immediately analyze them and inform decision-making.
- **Continuous information to and coordination with government authorities is essential.** Informing and coordinating with local authorities convert them into real partners and propulsive agents for stimulating planned activities. Information at higher Government level is essential even when involvement is minimal.
- **Carefully analyze the capacity of expected GEF co-financing to effectively materialize**. The most important expected co-financing from the EU was not received. When designing projects, careful attention should be paid to the effective commitments of especially large co-financing which: i) may be a key element of GEF approval and ii) may negatively impact on the project's implementation when it does not materialize.

Table N. 3 Recommendations summary table

N.	Recommendation	Responsible entity	Timeframe
A	**Project Implementation**		
A.1	**Define a larger concept of resilience.** Stakeholders are invited to reflect about the opportunity to include more communities and a larger territory in resilience strategies. The modality of working with three coordinating NGOs is sound if the territory is wide and	CPT, NSC	OP7

	communities diverse; otherwise, impact is inevitable but too circumscribed and the burden over a single community may result excessive. Although all small-grants have a built-in resilience component, all projects should be strategically linked to the resilience strategy in each PA; this would convey a more powerful message of resilience.		
A.2	**Further enrich gender mainstreaming.** The already well-conceived and well-applied gender mainstreaming can be further enriched by: i) assessing how current emergencies linked to forest fires and the COVID-19 pandemic have differently impacted on women and men; ii) identifying the underlying causes which facilitated or worsened gender access to resources and benefits; iii) identifying factors which may ensure the sustainability of benefits received by women once SGP support retires.	CPT, NSC, Consultants	OP7
A.3	**Classify small-grants according to their real content.** Small-grants initiatives should be classified trough a system led by the GEF SGP CPMT to ensure comparability around the world, especially when the multi-focal area applies. The classification of all resilience projects under the biodiversity focal area is misleading. The strengthening of capacities is treated as a separate area although all SGP grants are capacity development projects.	CPMT-CPT-NSC	Next Operational phases
A.4	**Introduce technological innovations.** NSC members should be able to receive proposals and comment online. This does not eliminate the need for presential meetings but can make processes more effective, less time and paper-consuming. An online library may be a useful tool for stakeholders to access documents and guidelines.	CPT, NSC	Next Operational phases
A.5	**Make full use of the financing opportunities offered by SGP.** SGP Bolivia did not take advantage of the possibility offered to implement strategic projects up to USD 150.000. In addition, keeping the small-grants financing ceiling to USD 30.000 is not functional to impact, considering: i) the limited number of operating NGOs which means that this limitation does not go in benefit of a larger number of entities; ii) the high operational costs due to the remoteness and vastness of the areas concerned. Ways to enable CBOs to express innovative ideas which could be directly financed even outside an intermediary NGO and outside the complex bureaucratic legal requirements could be explored.	CPT, NSC	OP7
A.6	**Do not restrict work to Buffer Zones.** Big and small cattle farmers operating inside a NP as in Otuquis should be considered targets; international experiences combining sustainable cattle raising and tourism could be explored.	CPT, NSC	When necessary
B	**Monitoring & Evaluation**		
B.1	**R. Improve the monitoring system.** Social and specifically gender data are conspicuous, especially in resilience projects; data collected is richer than those which is being effectively analyzed and used. Systematizing and analyzing them is time consuming. Data management deserves a more structured system than the simple excel database used; the sophistication of the system should be appropriate to the objectives: i) feeding Core and PRF's Indicators; and ii) informing adaptive management to optimize resources and identifying the most vulnerable groups. Two additional improvements are: i) at least for the resilience strategy, the identification of a non-beneficiary control group for later comparability; and ii) the geo-referencing of projects into a GIS.	NSC, CPT,	Depending on finances availability, possibly OP7
C	**Sustainability**		
C.1	**Design an exit strategy together with NGOs**. Resilience strategies are long processes requiring continuity and oversight. OP7 will not be able to sustain achievements in all areas of OP6; an assessment of the most promising activities requiring further support could be done to at least stimulate NGOs to continue assisting communities to strengthen their capacities to fully operate by themselves or to better articulate producers to the market. An EoP reflection could also stimulate a debate on how to make incidence in public policies to improve productive resources and sustainable management and strengthen the territorial connectivity and coordination within and across territories; this could help in scaling up initiatives and sharing lessons learnt, creating a baseline for discussion and stimulating a dialogue among PAs so that conservation, production, research, and defense of rights' recommendations grow into a strategy for all the PA system of Bolivia.	CPT; NGOs and later PAs staff	First phase ASAP. Second phase during OP7
D	**Knowledge Management**		
D.1	**Invest in Visibility and Communication.** Visibility actions and material produced are often of good quality but they are not coordinated into a communication and knowledge management strategy, identifying formats according to targets and coherently developing different types of knowledge management products, both in Spanish and in English given the relevance each SGP has also for other SGP in the world. The SGP Global Knowledge Management (KM) and Communication strategy, also applicable to UCPs, should be the starting point for the development of a country specific KM and Communication strategy.	CPT, possibly a UNV	OP7 depending on financial resources

2. INTRODUCTION

2.1 Purpose and objective of the Terminal Evaluation

This document is the Terminal Evaluation (TE) report of the **Sixth Operational Phase (OP) of the Global Environment Facility (GEF) Small Grants Program (SGP) in Bolivia**; the Project is financed by the GEF and co-financed by a number of partners, including the government, implementing Non-Government Organizations (NGOs) and beneficiary Community-Based Organizations (CBOs), and the United Nations Development Programme (UNDP). UNDP is the GEF Implementing Agency and the United Nations Office for Project Service (UNOPS) is the Implementing Partner; the Project started operations in March 2017, was expected to end in March 2021 but was then extended for three months up to June 2021. It is part of the long-term strategy of support to community organizations implementing grant projects to produce global environmental and sustainable development benefits. It is a Full-Size Project (FSP), subject to a TE under the GEF Monitoring & Evaluation (M&E) policies and procedures.

Conducted during the period November-December 2020 by the independent consultant Elena Laura Ferretti, the review was completed home-based due to the international COVID-19 situation which restricts both international and national travelling; the TE report was elaborated in accordance with UNDP and GEF guidance, rules and procedures, in particular the Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-financed Projects (version 2020) and the TORs (Annex A).

2.2 Scope and methodology

The purpose of the TE is to assess the achievement of project results against expectations and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP GEF SGP programming. The TE aimed at collecting and analyzing data in, as much as possible, a systematic manner so as to ensure that findings, conclusions and recommendations are substantiated by evidence. As described in the Inception Report, delivered on November 10th, 2020, the approach developed in four phases: Preparation Phase, "Field-Interview" Phase (conducted home-based); Draft Reporting Phase and Final Reporting Phase. The rationale of the Consultant's approach included:

i) A qualitative evaluation based on the analysis of primarily secondary data, documents and information collected (Annex B), including the Project Results Framework (PRF), the M&E system, long-distance interviews with stakeholders (the schedule & people/institutions interviewed is Annex C and the collection of additional data through the use of an open-ended questionnaire;
ii) An analysis based on the evaluation criteria described in the ToRs, in accordance with UNDP-GEF guidance and policies, and the Evaluation Questions (Annex D) with findings articulated under: Project Design/Formulation; Progress Implementation; Project Results and Impacts; Conclusions, Recommendations and Lessons Learnt;
iii) The assessment of gender inclusion in terms of effective participation and of the systematic and instrumental integration of gender disaggregated data in planning and monitoring;
iv) Evaluation findings assessed at landscape level in the 5 targeted National Parks (NPs) and Natural Area for Integrated Management (NAIMs) (El Palmar, Kaa Iya, Serranía del Iñao; San Matias and Otuquis, within 3 large-ecosystems, namely Gran Chaco, Chiquitanìa and Pantanal;
v) An evaluation exclusively based on long-distance interviews (including both focus groups and individual sessions) with stakeholders due to the COVID-19 pandemic which restricts international and national travelling; to counteract these limitations, interviews were complemented with information collected through the use of an open-ended questionnaire to allow stakeholders to express their perspective on how activities are answering real needs and their perceptions about the long-term possibility for impact;
vi) A well-prepared desk phase with sufficient days devoted to the preparation of interviews and study of documents to allow smoother interactions with stakeholders;
vii) An evaluation based on the UNEG Ethical Guidelines for Evaluators; Annex H is the Evaluation Consultant Code of Conduct Agreement form duly signed.

2.2.1 Limitations, opportunities and elements of attention

The process has been participatory, with a large number of people interviewed in all the five PA, both individually or as a focus group and including representatives of the decentralized service of the *Servicio Nacional de Áreas Protegidas* (SERNAP) and NGOs involved in implementation of small grants, either directly or as facilitator of Community Based Organizations (CBOs). Project's management has efficiently organized and facilitated virtual meetings which overall developed without major constraints. Some critical elements should be considered in reading this report:

- the impossibility to visit the Project's site (international travelling restrictions); technological limitations (capacity of stakeholders to use computer-based tools; not widespread, costly and often unstable Internet connections); national transfers difficulties (remoteness of areas, bad road conditions, COVID-19 pandemic and occurrences of forest fires); and language barriers (involvement of various indigenous groups) meant that an exchange of views with end beneficiaries has not been possible; interviews were extensively undertaken with staff of the PAs and NGOs but not with communities' members; the attempt to involve representatives of the Management Committees of the Protected Areas (PAs) failed due to the challenges communities' members faced in reaching the PAs offices;
- political elections and changes in Government limited the possibility to interview government representatives at central level, including the GEF Focal Point who was in the process of being replaced;
- as common practice in SGP, the analysis of achievements and sustainability is not tailored to specific projects (there are 72 small grants implemented or under implementation): the focus is on processes with minimum insight on specific small-grants.

Overall, stakeholders were collaborative and able to contribute to the analysis of the context, confirm data and information and discuss outcomes achieved. Open sessions served also as exchanges opportunities for NGOs to interact and learn from reciprocal experiences. The methodology of the TE was adjusted in response to the travel restrictions associated with the COVID-19 pandemic; to counteract the limitations, the open-ended questionnaire was submitted to 30 entities out of which 17 NGOs replied, thus enriching and/or confirming information collected through interviews; as various NGOs manage more than one project, (either directly or in support of a CBO), answers covered a total of over 40 small-grants, plus a few capacity development or transversal projects. Overall, the collection and triangulation of data and information can be considered appropriate to sustain findings, thus providing a reasonable evidence of progress towards objectives.

2.3 Structure of the Report

The TE draft report was submitted in December 2020, following the format suggested by the UNDP-GEF TE guidelines, with a description of the methodology, a description of the project and findings organized around: i) Project Design/Formulation; ii) Project Implementation; iii) Project Results and Impact. Conclusions, Recommendations and Lessons Learnt complete the report. Consistently with requirements, certain aspects of the Project are rated, according to the rated scale of the Guidelines. Co-financing information is presented in the chapter under financial management; and Core Indicators revised by management is included in Annex G. Based on comments received in February 2021, the final report was completed on February, 2020. Comments addressed have been documented in an Audit Trail, prepared as a separate annex to the TE Report.

3. PROJECT DESCRIPTION

3.1 Development context

Bolivia represents 0.2% of the world's surface and contains about 35-40% of global biodiversity. Its complex topography and geographic location allowed Bolivia recognition as one of the countries with the greatest diversity in ecoregions; there are 12 described ecoregions further subdivided into 23 sub-ecoregions with a wealth of associated species:

- The country is one of eleven countries with the greatest wealth of plant species.
- It is among the top ten countries with the greatest diversity in birds and mammals.
- It is ranked fourth in butterfly species.
- It is included among the thirteen countries with the greatest wealth of amphibian species.
- It is among the eleven countries with the most diverse species of freshwater fish.

Bolivia is also known for its high crop genetic diversity, as one of the seven centers of origin of domesticated plants and their wild relatives (tubers, grains, fruits and vegetables); along with Peru, it is the center of origin of potatoes (over 4,300 varieties of native potatoes). The National Protected Areas System (SNAP, in Spanish) plays an essential role in protecting significant biological richness and ecosystem services (provisioning and regulation of water resources, pollinators, carbon storage, and cultural values considering that about 144 river basins are linked to the 22 PAs nationwide, out of a total of 329 basins) as well as in benefitting about two million people (that is 20% of the population is linked to the PAs). The population living within protected areas is estimated at 116,000 inhabitants. SNAP is administered nationwide by SERNAP, but is operated territorially through directorates located in each PAs and includes technical staff, protection staff or park guards, as well as administrative and support staff. They work together with the Management Committees (that include social representatives) and other stakeholders, such as municipalities and local organizations in their respective areas.

Bolivia recognizes that conservation of biodiversity is essential to ensure the resilience of living systems, a key component of adaptation to climate change. From the integrated and sustainable management of life systems, it is also contributing to climate change mitigation. In this regard, protected areas act as one of the most important means for *in situ* conservation of ecosystems and species. Currently, the system covers 17,004,796 hectares, i.e. 15.5% of the total area of the country. Other territorial units such as Farmers' and Native Indigenous Territories (TIOCs, in Spanish) possess similar features and importance and take into account biodiversity management.

Current changes in land use (deforestation, extensive use of fire for agricultural expansion and cattle raising, and diversion of rivers for irrigation) as well as unsustainable use of resources (overfishing and overhunting), exacerbated by large mining, oil exploration and infrastructure projects on one side and climate change (exacerbating drought, frost, heat, floods and other extreme weather events) on the other side are the cause of progressive degradation of ecosystems and increased vulnerability of communities, who depend directly on goods and services provided by the ecosystems.

The five targeted PAs includes two of the largest NPs in the country among its system of 22 PAs. A characterization of El Palmar, Serranía del Iñao, Kaa Iya, San Matias and Otuquis is provided in Annex E with a concise description of main resources, main threats and opportunities along with other information on the communities and municipalities targeted.

3.2 Problems that the project sought to address: threats and barriers targeted

The collective action needed in Bolivia for adaptive management of resources and ecosystems for sustainable development with global and local benefits is hampered by organizational weaknesses in the communities

that live and work in the affected landscapes in terms of acting strategically and collectively for the construction of social and ecological resilience, with a gender-based approach.

Therefore, the main problem to be addressed during OP6 is the prevalent weakness of rural communities, including indigenous groups, resident in the biomes of global importance of Chaco, Chiquitanía and Pantanal in Bolivia, to take measures for integrated and sustainable landscape management to increase resilience of the ecosystem, socio-economic resilience of populations and to strengthen the various levels of multi-sector governance in these landscapes. Actions for mitigation and adaptation to climate change and optimization of ecosystem services through the conservation of biodiversity and sustainable land management and other resources can only be executed by small farmers' organizations and networks that have both the commitment and capacity to carry out continuous innovation and long-term adaptive management processes. In order to achieve sufficient scale to adequately affect socio-ecological resilience, actions should be adopted and disseminated by these communities across the entire landscape; in addition, small producers' organizations must act within a common strategic framework to generate landscape resilience that integrates ecological, social and economic outcomes with the objective of reaching a tipping point in the adoption and implementation of innovations in individual and collective resource management.

While lessons learnt through the implementation of previous SGP operational phases allowed to upscale successful experiences, further strengthening of strategic partnerships with the State and other partners is necessary to ensure long-term empowerment and capacity building so that CBOs and NGOs maintain and include more beneficiaries while strengthening local governance. This is the reason why activities continue in three of the four areas intervened in GEF5: Kaa-Iya, El Palmar and Serranía del Iñao to consolidate efforts and enable a strategy that contributes to long-term monitoring of the SGP activities by multi-sector bodies. The Project Document identifies five barriers to achieve the solution:

Barrier 1: *Community organizations do not coordinate with key stakeholders, such as local governments, in engaging in collective action for landscape resilience to strengthen social capital and global environmental benefits, or they exert weak participation within the interinstitutional government structures at the landscape level.*

Barrier 2: *Community organizations lack the means to manage and coordinate their landscapes for rural production within a long-term approach to conservation of biodiversity, restoration of land and ecosystems, and risk reduction, including climate resilience in their productive landscapes.*
Barrier 3: *Community organizations lack technical knowledge and skills to improve productivity and diversification of productive landscapes (agro-ecosystems).*
Barrier 4: *Community organizations lack capacity for adaptive management to innovate, diversify, produce on a scaling model, and market goods and services to improve their livelihoods and landscape resilience.*
Barrier 5: *Community organizations lack access to sources of clean and efficient energy to improve their productivity and add value to their products and services.*
Barrier 6*: Many stakeholders in these areas lack knowledge and experience on community-based interventions to restore and improve sustainable livelihoods and landscape resilience.*
Barrier 7*: Community organizations have limited capacities to plan their initiatives and implement and evaluate effectively and systematically practical lessons gained from experience.*

3.3 Objectives, Outcomes, Results and Project's Strategy

The SGP OP6 in Bolivia is implemented over a period of four years from March 2017 to March 2021. The Project original budget totals US$ 15,736,208 out of which US$ 3,634,703 from GEF and US$ 12,101,505 as parallel co-financing from diverse partners, both in-kind and cash.

The long-term objective of the Bolivia SGP OP6 project is to strengthen the capacities of local communities in the Chaco, Chiquitanìa, and Pantanal ecoregions to improve their livelihoods by conserving natural habitats, restoring degraded ecosystems, and strengthening sustainable production for socio-ecological resilience. The Theory of Change can be inferred through the description of the Six Outcomes which are organized around two components and are expected to deliver 18 outputs (described in the PRF matrix reporting progress of implementation):
Component 1: Resilient landscapes for sustainable development and environmental protection of the Gran Chaco, Chiquitanía, and Pantanal ecoregions which have global importance.
Outcome 1.1 Restored and enhanced ecosystem services and biodiversity through replication and scaling up of innovative community-based interventions in the five NP-NAIM in the Chaco, Chiquitanía and Pantanal.
Outcome 1.2 Increased sustainability and productivity of agro-ecosystems on the basis of community interventions in the five prioritized NP-NAIM.
Outcome 1.3 Improved alternative livelihoods in priority landscapes (NP-NAIM) through innovative product development and market access.
Outcome 1.4 Practices to improve energy efficiency and renewable energy to improve livelihoods in five NP NAIM.

Component 2: Capacity building and knowledge management.
Outcome 2.1 Strengthened local governance in the five NP-NAIM for SGP-GEF6
Outcome 2.2 Community and local civil society organizations increase their organizational and technical skills through training and knowledge management.

The solution to the problem is to help organizations of communities in rural landscapes in the prioritized areas of Bolivia – dry forests in Chaco and Chiquitanía, agricultural grasslands and wetlands in Pantanal– to develop and implement adaptive management strategies in landscape management to build social, economic and ecological resilience, with the active participation of women by means of production of benefits for local sustainable development and the global environment.

Global benefits are to be achieved supporting 72 community-based initiatives (this number being the result of the division between the GEF amount available for the period and the average financing traditionally allocated in Bolivia which ranges from USD 25.000 to 35.000) that will collectively contribute to overcome the organizational and individual capacity barriers to enhance conservation and sustainable use of biodiversity in production landscapes, manage land sustainability and mitigate climate change. Among these projects, the expected three strategic projects have become 15 Resilience projects, three for each PAs.

The focus, scope and coverage of activities during the first four phases of GEF SGP in Bolivia was nationwide covering the three main axes of the country (west (highlands), valleys, and east (lowlands) and all nine departments of the country addressing the main GEF focal areas (biodiversity conservation, climate change, and land degradation, and other cross-cutting areas). As Bolivia was part of the first group of GEF Upgraded Country Programs (UPCs)[2] in 2012, with GEF OP5 and the adoption of the landscape approach, the geographical scope went from national to regional targeting, with four NPs and NAIMs in the Gran Chaco: Kaa Iya, El Palmar, Serranía del Aguaragüe, and Serranía del Iñao. GEF OP6 continues to target three of these areas, adding up NAIM San Matias and PA-NAIM Otuquis. As mentioned, a brief characterization of each targeted area, with their key biodiversity values and main threats is included in Annex E.

3.4 Project Key Partners and Implementation Arrangements

The Project is delivered through the GEF SGP Bolivia UCP as part of its long-term strategy of support to community organizations implementing grant projects to produce global environmental and sustainable development benefits. It is implemented by UNDP and executed by UNOPS, through the Country Program Management Unit (CPMU). It observes the SGP Strategic Operational Guidelines and practice where the National Steering Committee (NSC) is responsible for strategic guidance and for making funding decisions on CBOs and NGOs grants while daily management is the responsibility of the Country Program Team (CPT).

The Bolivia NSC is an independent and multi-stakeholder body, with a non-governmental majority; it includes recognized experts on global environment, gender, and sustainable development issues; a representative from SERNAP at central level, and the UNDP permanent representative. NSC members serve without remuneration, rotate periodically and are appointed formally by the UNDP Resident Representative (RR), after clearance by the UCP Global Coordinator/Technical Advisor. In addition, for the current operational phase, representatives from the PAs staff and from the PAs Management Committees participate in the NSC meetings. The NSC contributes to bridging community-level experiences with national policy-making; it determines the criteria for project eligibility in each landscape; it evaluates and selects small-grants and, upon request, oversights monitoring.

CBOs and NGOs respond to calls for proposals submitting their proposals for approval by the NSC, according to the agreed country and landscapes geographical and thematic strategies. Although government organizations cannot receive SGP grants, there is an important effort to coordinate grant implementation with relevant line ministries, decentralized institutions, universities and local government authorities to ensure their support, create opportunities for co-financing, and provide feedback on policy implementation on the ground. Contributions from and cooperation with the private sector is also sought.

The CPT comprises a Country Program Manager (CPM) (also called National Coordinator) and a Program Assistant (PA) hired through competitive processes. The CPT supports the NSC strategic work and grant selection by developing technical papers; undertaking ex-ante technical reviews of project proposals; monitoring the grant portfolio; providing technical assistance to grantees during project design and implementation; mobilizing cash and in-kind resources; preparing reports for UNDP, GEF, UNOPS and other donors; implementing capacity development activities for CBOs and NGOs; and developing a communication and knowledge management strategy to ensure visibility of GEF investments, and disseminating good

[2] Countries fulfilling a certain number of criteria (among others, number of years of SGP implementation, amount of funds delivered) are "upgraded" in the sense that they no longer receive GEF Core funds and are instead managed as GEF FSP under the guidance of the UNDP GEF UCP Global Coordinator. They follow the same programmatic approach as other SGP country programmes to achieve global benefits through local community and civil society action, but place an emphasis on integrated solutions at the landscape level that can address the combination of income, food security, environmental and social issues that confront rural communities. It builds progressively greater levels of coherence, consolidation, and strategic focus to the country program, culminated in the adoption of the current *community-based landscape and seascape approach*, which forms a central feature of OP6.

practices and lessons learnt. The CPM performance is assessed by the UCP Global Coordinator, with inputs from the NSC, the UNDP RR, and UNOPS.

UNDP monitors and supports the project as GEF Implementing Agency; it takes responsibility for standard GEF project cycle management services and oversight of project design and negotiation, including project monitoring, periodic evaluations, troubleshooting, and reporting to the GEF. UNDP provides high-level technical and managerial support through the Low Emissions Climate Resilient Development Strategies cluster, and from the UNDP Global Coordinator for UCP, who is responsible for project oversight for all upgraded country program projects worldwide. The SGP's Central Program Management Team (CPMT) monitors for compliance of UCPs with SGP core policies and procedures, as a GEF Corporate Program. The UNDP Country Office (CO) is the business unit in UNDP for the SGP project and is responsible to ensure the Programme meets its objective and targets. The RR, through his/her delegate, acts as permanent member of the NSC and signs grant agreements with beneficiary organizations on behalf of UNOPS.

UNOPS provides country program implementation services, including human resources management, budgeting, accounting, grant disbursement, auditing, and procurement. It is responsible for SGP's financial management and provides periodic financial reports to UNDP. It operates in accordance with UNOPS' Financial Rules and Regulations (provided these do not contravene the principles established in UNDP's Financial Regulations and Rules) as well as UNOPS SGP Standard Operating Procedures. As Implementing Partner, UNOPS shall comply with the policies, procedures and practices of the United Nations security management system.

3.5 Project timing and milestones

The Project Identification Form (PIF) was approved on April 1st, 2016; the document received the GEF Chief Executive Officer (CEO) Endorsement on January 31, 2017 and was signed on March 29, 2017 which is the Project starting date. The Inception Workshop took place on April 18, 2017, with a delay of a few months over expectations due to the late starting of the Project (for causes outside of management control) but still within the three months period since project's start, as required. The original planned closing date was December 2020 but as the Project officially started in March 2017 and is operated over four years, the closing date was consequently March 2021; yet, the Project was then granted a three months' extension, until June 2021. Notably, notwithstanding the difficulties imposed by socio-political instability in the country, the occurrence of extensive forest fires and last but not least the COVID-19 pandemic, the Project is expected to complete operations within the deadline and probably covering the totality of planned activities. Two Calls for Proposals were implemented, one in May 2017, before the elaboration of the landscape resilience strategies and one in April 2018, within the framework of the elaborated strategies. Three PIRs have been prepared, for 2018, 2019 and 2020.

The Mid-Term Review (MTR) took place in June 2019. The TE is taking place in November-December 2020, as planned, notwithstanding the difficulties of the COVID-19 situation: as international and national travelling is impeded, the TE is conducted remotely.

3.7 Main stakeholders: summary list

The primary stakeholders of SGP in Bolivia are local community organizations and indigenous communities who receive grants directly through their initiatives and actions that generate benefits for local sustainable development and the global environment, thus contributing to resilience in their communities and production landscapes. The program was to be implemented in the landscapes of 13 municipalities located in the PAs' buffer zones and natural areas. Stakeholders and partners are summarized in the table below:

Table N.4 SGP Stakeholders and Partners

Type of Stakeholder	Role/Type of Collaboration
Community Organizations	Community and indigenous peoples' organizations are participants in the elaboration of the resilience strategies; receptors of small-grants initiatives; and partners of the multi-sector partnerships in each landscape (farmers' organizations, forestry and agro-forestry managers, producers of honey and medicinal plants, plant breeders, farmers, sustainable ecotourism entrepreneurs, and associations of biodiversity resource processors).
Second level organizations – Landscape level	Potential partners and stakeholders include smaller networks of organic producers such as the Association of Organizations of Ecological Producers of Bolivia (AOPEB) and the Network of Associations of Local Producers for the Organization of Community-Based Tourism (TUSOCO), community organizations water managers, local electrification committees, Honey Producers Association, PA Management Committees, and others. The primary participants in landscape planning exercises are the main partners in multisector partnerships for each biome.
PA Management Committees	They are interagency platforms, with whom work plans for each PA are developed; they play a key role in identifying projects' ideas, within the resilience strategies; their participation in the NSC's meetings ensured total transparency of the small-grants' selection process; during implementation, they ensured oversight and adherence to communities' needs.
SGP National Steering Committee	The NSC approves landscape strategies; advise on the composition of multi-sector partnerships and ToR; approve eligibility criteria for each landscape project, based on proposals of the multi-stakeholder groups and SGP Operational Guidelines; reviews and approves small-grant projects; reviews annual progress reports and recommends course corrections to the Project as appropriate; also, participates as a representative in national policy platforms.
Program Manager (National Coordinator) and SGP team:	The SGP team implements and operates the program; the Programme Manager acts as Secretary of the NSC; facilitates mobilization of co-financing and organization of strategic partnerships.
NGOs	Receptors of SGP financing, either directly or in support of a CBO, NGOs lead and provide initial baseline assessments; assist in the management of participatory processes and landscape planning. They are partners in multi-sector partnerships for each landscape; signatories to the association agreements at the community level. NGOs provide technical assistance to community organizations for application/presentation of their projects and are potential participants in policy and innovation platforms. Stakeholder NGOs include those with expertise in specific areas of action in each landscape. Due to the difficulties CBOs have to be direct recipients of SGP funds and to the limited number of NGOs with presence and expertise in the Project's sites, various NGOs manage more than one project; i.e. LIDER (7 projects); FUNDESOC (3 projects); FCBD (3 projects); PRODECO (7 projects); CEPAC (6 projects); among others.
Local Governments/ Municipalities	Municipalities participate in baseline assessments and landscape planning processes. They are partners in multisector partnerships in each landscape. They are signatories to association agreements at the community level and are also the main participants in policy platforms. They are the primary source of co-financing for many CBOs.
National institutions, including the Ministries of Environment and Water; Rural Development and Land; Productive Development; Culture and Tourism; National Association of Ecological Producers, and others	Partners in multi-sector partnerships in each landscape, they are the main participants in policy platforms. Where relevant and appropriate, they may provide technical assistance to CBOs for implementing their projects. They include the Ministry of Environment and Water (vice ministry of Environment; Biodiversity and Climate Change; Vice-Ministry of Forestry Management); the Ministry of Land and Rural Development; the Ministry of Culture and Tourism; the Ministry of Productive Development and Plural Economy; the National Institute of Agricultural and Forestry Research (INIAF); the National Association of Ecological Producers. Directors of the PAs belonging to the National Protected Areas Service (SERNAP) participated in the processes of the resilience strategies' definition and in the NSC's meetings for small grants' selection and were direct partner during the entire implementation process.
Private Sector.	Partners in multi-sector partnerships for each landscape; signatories to the association agreements at community level, as appropriate; potential participants in policy platforms. Potential partners include companies with social responsibility components, such as the Destination Management Organization, DMO, for tourism issues, chambers of commerce of micro and small enterprises.

Interested **development partners/donors** with relevant ongoing projects	The Projects partners with the different donors through the NGOs co-financing (i.e. Swiss, Dutch, German cooperation); with the Swiss Cooperation through the Bio-culture National Program developing joint activities in El Palmar and Serranía del Iñao; with UNDP through the Laboratorios de Recuperacion Temprana. Expected cooperation and co-financing with the EU did not materialize.
Academic, public and private institutions	They participate in participatory assessments and landscape planning processes. They are partners in multi-sector partnerships for each landscape and are signatories to association agreements at community level, as appropriate. They also provide technical assistance to community organizations for implementation of their projects and develop and implement applied research initiatives with local participation and potential participants in policy platforms; among others (i.e. Herbario del Sur de Bolivia, under the University of San Francisco Xavier de Chuquisaca; University of Sant Andres in La Paz).

4. FINDINGS

4.1 Project Design/Formulation

Project design is relevant and appropriate; it builds upon precedent experiences of the SGP in Bolivia, widely valued among stakeholders and considers the new requirements of the landscape approach. It supports the generation of global environmental benefits in line with the strategic priorities of the GEF as well as national sustainable development objectives. Chapter 4.4.1.1. Relevance below documents the alignment of the Project with GEF, UNDP as well as with Government priorities and strategies; activities defined contribute to achieve the Sustainable Development Goals (SDGs) and the Aichi Targets (targets defined under the Convention on Biological Diversity).

The Bolivia SGP has been operating since 1993, without pause, supporting community-driven natural resources management activities aimed at alleviating poverty through promotion of local, sustainable livelihoods. During its 25 years of operation, Bolivia's SGP has funded 436 projects, including those of OP6 for a total amount of GEF financing of over USD 12 million. It is estimated to have benefitted about 1.102 communities, 249 NGOs, 94 CBO and four academic entities for the conservation and sustainable use of biodiversity, use of renewable energy resources, energy efficiency initiatives, and restoration of degraded lands, with special attention to improving production and sustainable livelihoods. All GEF Focal Areas are addressed, with a majority of projects in the Biodiversity Conservation (BD) focal area but with an increasingly demand for addressing climate change issues through the use of renewable energies such as photovoltaic systems which are essential for isolated communities. Originally focalized nationwide, during OP5, following a Government request, the action centered in the Gran Chaco region. This rich and valuable experience has contributed to obtaining countless lessons for local, regional, and global development and conservation. As one of the UCPs, SGP Bolivia in its OP6 has adopted the community-based landscape approach to enhance and maintain socio-ecological resilience of targeted landscapes in the ecoregions of Chaco, Chiquitanía and Pantanal through design, implementation and evaluation of grant projects for global environmental benefits and sustainable development; based on lesson learnt from previous SGP operational phases, on the Satoyama Initiative and the tools piloted by the COMDEKS[3] Program as well as from successful experiences of other UCPs, landscape's strategies were designed for the five selected PAs: El Palmar, Serranía del Iñao, and Kaa Iya already targeted in the past, and San Matias and Otuquis recently added. Each protected area represents different types of landscape (see Annex E).

4.1.1 Results Framework Analysis: project logic and strategy, indicators

The Theory of Change can be easily inferred from Project design which adequately lays out the drivers of environmental degradation, the problem to be addressed and its root causes. It recognizes achievements gained during the years while acknowledging remaining organizational, financial and technical capacities' barriers which make communities vulnerable. During precedent operational phases but especially during OP5, Bolivia has developed multi-sector partnerships with local governments, national agencies and ministries, NGOs, and the private sector in a way to foster alignment between community initiatives and Government priorities; building on lessons learnt, the current OP6 strategy proposes a vision to develop innovative, inclusive and equitable projects based on the effective and widespread participation of communities which is essential to reach objectives, either when present inside a specific protected area or when living in the buffer zones.

The PRF (see Annex F) is a well-designed, articulated matrix, which comprises six outcomes within two components, overall expecting to deliver 18 outputs, reasonably well connected through logical linkages. The **first Component** focuses on enhancing the resilience of the landscapes for sustainable development and

[3] COMDEKS (Community Development and Knowledge Management for the Satoyama Initiative) is a unique global programme implemented by UNDP within the International Partnership for the Satoyama Initiative; it is community driven and support local community activities to maintain and rebuild Socio-Ecological Production Landscapes and Seascapes (SEPLS).

environmental protection in the targeted eco-regions: Gran Chaco, Chiquitanìa and Pantanal. In two of the five targeted areas, there were no previous SGP initiatives and all targeted communities are first recipients of SGP grants; replication and upscaling in these areas are based on the strength of the multi-sector partnerships created during the years and the solid alignment between SGP initiatives and Government priorities in rural and remote areas. Interventions are planned considering the Government of Bolivia wishes to implement rural initiatives to increase accessibility of energy, micro-irrigation, proper water management both for human and animal use, reforestation, sustainable agriculture and management of PAs. An integrated and synergistic approach can only be made if these interventions are accompanied by the strengthening of organizations and community networks, individually and collectively; it also requires a specific focus on gender roles and opportunities so that communities' members may prioritize their decisions on sustainable management within the landscapes they live in, and become effective agents of change. Within this first Component, **4 Outcomes** are designed to restore and enhance ecosystem services and biodiversity; increase sustainability and productivity of agro-ecosystems; improve alternative livelihoods through innovative product development and access to markets, and finally improve energy efficiency and renewable energies.

The **Second Component** focuses on Capacity Building and knowledge management. Notwithstanding experience gained in previous operational phases, given the vast territories in these biomes, it is necessary to extend and expand these experiences across the landscapes to catalyze impact and achieve and sustain long-term results. In this regard, knowledge management and formalization of strategic alliances within the landscape approach promoted during OP6 provide a better basis for replication and dissemination of practices within three of the original NPs-NAIMs of OP5 and within the two new areas incorporated. This Component includes **2 Outcomes** which focus on strengthening local governance and on increasing the organizational and technical skills of community and local civil society.

The Project objective and the six outcomes are clearly formulated. There are 7 indicators at outcome level plus one indicator at objective level; various outcome indicators have multiple targets. The SMART analysis (whether indicators are sufficiently Specific, Measurable, Achievable, Relevant and Time-bound) reveals:

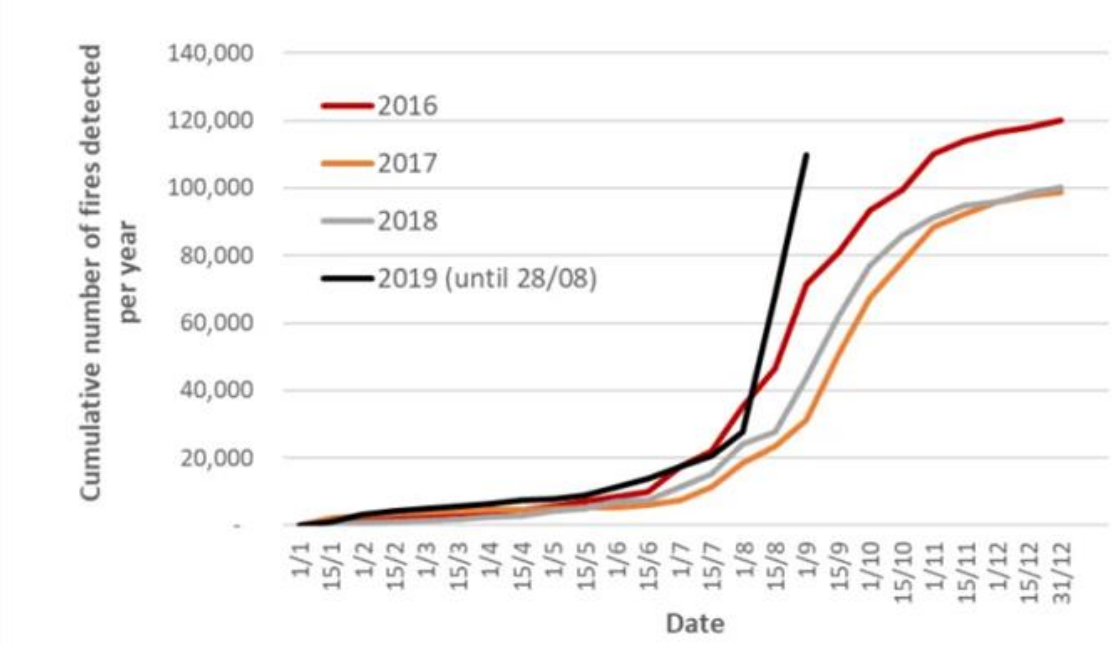
- **Objective level** (**not enough Specific)**: the single indicator formulated is insufficient to fully report on an objective which emphases the strengthening of capacities without reflecting it in the indicators (at least not at objective level). In addition, although the Project includes activities to increase communities' adoption of efficient and renewable energies, no reference is done to CO2 avoidance.
- **Outcome level, Component 1**: **Indicator 1.1.1** is the major contributor to the objective indicator. At first sight **Indicator 1.1.2** appears not logically linked to the outcome and to indicator 1.1.1; however, given the continuous forest fires' emergency either as a national or as a transboundary occurrence, its location at this outcome level provides needed relevance; in fact, the Consultant believes that it could have been given even more importance and be sustained by an appropriate analysis of risk at objective level.
- **Indicator 1.2.1 (Not Achievable):** is not within reach, as evidenced by the MTR. This can be considered a design issue more than a management's shortcoming: when designing this indicator, consideration was not given to the reality that community work is carried out at the level of small integral agroecological production gardens; therefore, direct contribution in terms of hectares covered is limited.
- **Indicator 1.3.1 (not Specific enough, not Measurable enough):** the indicator of 15 new products does not say much unless a target is established for a certain number of communities/families in each PAs; the term "new product" or "new service" should be specified: new in absolute? new for the area? new for the communities/families? *Diversification* of production may be a better definition and it should be considered that in some cases, it may be more strategic to strengthen existing products than to add new ones. Furthermore, an increase in income is of difficult measurement as people are usually reluctant in reporting their incomes (for fear of not receiving additional support); if the product is new, establishing an income baseline is even more difficult and if the family is leaving another product beyond, the loss of income for that product should be considered. A possible way to appreciate (although not quantify) results in a collective more than an individual way may be the quantity/quality of produce sold in markets.

- **At Outcome level, Component 2. Indicator 2.1.1** of Outcome 2.1 (often referred to as Outcome 5) is not clear in defining in which way the technical and organizational capacities of the Management Committees may be measured; it also fails to define in which way the Landscape Strategies and the strengthening of capacities associated with it may be sustainably maintained becoming part of the SERNAP policy and being mainstreamed into the PA Management Plan. This indicator would be more complete if gender disaggregated; while reporting, project management have combined point a) and b) of this indicator.
- **Indicator 2.2.1** It may be beneficial to define the format of the knowledge management products according to the dissemination's targets (Government, families, international community).
- Although not all indicators are gender disaggregated, the logic behind design and actual implementation adequately consider the gender component.

4.1.2 Assumptions and Risks

Assumptions and risks within the PRF present a few shortcomings. While at outcome level, risks identified are pertinent, at objective level, the first risk reported - *low capacity of communities to develop and coordinate projects in general and for the conservation and use of biodiversity in particular* - constitutes the very underlying reason for the existence of the Project and cannot be included among risks.

On the other hand, the occurrence and reoccurrence of internal or transboundary fires is a known risk which should have been identified at this level; extensive and dramatically destructive fires have been a constant during the years and, during OP6 proved worse than in any other period. The following illustration, taken from the web, reports fires detected in Sant Cruz, Bolivia by NASA satellites, in the period 2016-2019.



Source: Authors' calculations based on data from NASA's VIIRS sensor.

The Social and Environmental Screening Process (SESP) was carried out appropriately and concluded that the overall risk for the Project is Low.

4.1.3 Planned stakeholder participation and Gender responsiveness of Project design

Project design included the participation of local actors in the most transparent and extensive way, with workshops held both in the capital city and in each one of the NPs-NAIMs. During design, strict coordination with SERNAP, the responsible entity for PAs and with staff of the Vice-Ministry of the Environment was continuous; concerned municipalities were also involved. A consultant was mobilized to specifically ensure

women participation was favored and women concerns included throughout the activities of the Project. This is confirmed by the analysis of documents and policies as well as by interviews with stakeholders.

SGP has been pioneering and highly recognized in mainstreaming gender equality and women's empowerment in every step of the program cycle. Resources are always devoted to support the most marginalized groups of the population, including women and especially indigenous women which are among the most vulnerable elements of the population. In Bolivia, gender equality and women's empowerment are a critical element of SGP efforts. During Project development for OP6, the already sound approach to gender mainstreaming and notwithstanding the presence of a Gender Focal Point in the NSC has been further strengthened though hiring a consultant to ensure the collection of gender disaggregated data and information. The logic of implementation reflects this analysis, with gender mainstreaming being incorporated as a specific strategy to address structural inequalities, through three types of measures:

i) institutional learning and strengthening of internal information systems (inclusion of gender-sensitive indicators and perspective in the PRF and in M&E; promotion of best practice exchanges in gender mainstreaming; systematization of the mainstreaming process and its results at the completion of OP6); ii) seeking equal access, between women and men, to resources and benefits; iii) seeking empowerment of women and a change towards more equitable gender relations within families and communities.

The local gender consultant ensured that consultations for project design widely included the active participation of women and girls not only as a presence in workshops but as active elements in recommending projects ideas and approaches.

4.1.4 Linkages between project and other interventions within the sector

Project design envisaged collaboration with a number of complementary projects: i) the Bio-culture National Program, a joint initiative of the Ministry of Environment and Water and the Swiss Agency for Development and Cooperation for the sustainable management of biodiversity as a means to conserving ecosystems and contributing to the "Living Well" (poverty reduction) of indigenous people and rural communities in the Andean Region. SGP already collaborated with the Bio-Culture Project during OP5 in NAIM El Palmar and intended to continue during OP6; ii) the GEF Project "SFM Sustainable forest management in the transboundary ecosystem of the Great American Chaco – GEF Chaco", a regional project involving also Argentina and Paraguay to reverse land degradation and mainstreaming Sustainable Forest Management and Sustainable Land Management into polices and legal frameworks; iii) project "Managing environmental liabilities in protected areas and their influence on water resources", addressing issues related to the management of environmental liabilities in mining and hydrocarbon in and around protected areas. The Project is funded by the European Union (UE) and implemented by UNDP Bolivia; and iv) the EU strong collaboration was envisaged as the main co-financing partner.

4.2 Project Implementation

4.2.1 Adaptive Management

Adaptive Management is more than satisfactory. The Project has been implemented during a period of concurrent external difficulties; adaptive management has been applied consistently and, in a way, to avoid major disruptions. Initial delays in starting activities can be considered as business as usual and were well recuperated by quickly implementing the Inception Workshop and taking the decision to implement the first call for proposals before the elaboration of the landscape strategies, but in line and towards the PRF's indicators, therefore being a strategic adaptive measure. By mid-2019, implementation slowed down due to:

- the occurrence of extensive forest fires across all the Amazonia area and which are still ongoing at the time of writing this TE report. For a long period, stakeholders - both end-beneficiaries and local authorities - have been occupied more with facing emergencies than with Project's activities;

-the socio-political crisis - which started after the October 2019 elections which caused an uprise of the population, with occupation of streets, cities and airports making travelling unsafe or even impossible; the transition Government which followed the exile of the previous President was recently replaced, following new elections in October 2020, with a new change of Government interlocutors for the Project;

-this already critical situation was aggravated in 2020 by the health crisis of the COVID-19 pandemic which further limited travelling to the intervention areas and caused the self-isolation of communities for their own protection and in respect of the rules established by local authorities.

Overall, this situation has led to implementation delays, especially of the second call for proposals' small grants, and since March 2020 to a complete stop of monitoring visits; while the first call for proposals' projects were visited at least twice, all other projects will probably be visited only once. Adaptive measures have been gradually and consistently applied: some projects have been granted an extension and in certain cases a double extension; some activities have been rescheduled; remote monitoring implemented as far as feasible and contacts with local authorities ensured all along the period. Recently, there appear to be the conditions to reactivate field visits. An adaptive management plan describing mitigation measures could have been prepared; however, overall, the Project has adapted well, providing technical support and continuous communication with grantees, eventually replacing physical awareness raising and capacity building activities with online sessions and trainings; the interruptions did not heavily impact implementation as most projects were already approved and under implementation.

The most important issue highlighted by the MTR relates with the impossibility for the Project to achieve indicator 1.2.1 (as explained in other sections of this report). This TE shares this indication and suggests this should be regarded as a design and not as an implementation issue.

4.3.2 Actual stakeholder participation and partnership arrangements

Interviews widely revealed that SGP Bolivia is recognized as a highly trusted party and its approach during OP6 has allowed an exceptional participation and empowerment of people. The nature of SGP is such that the participation of stakeholders is never an issue; however, the adoption of the landscape approach through the COMDEKS methodology has promoted a more effective way to involve all concerned parties in the design of the landscape/resilience strategies, opening the path to a continued and effective participation during all phases of the Project's cycle. The SGP in Bolivia has been traditionally virtuous in developing multi-sector, multi- stakeholders' partnerships; during OP6, the NSC opened its meetings to representatives of the local governments, including the decentralized service of SERNAP and the municipalities concerned as well as members of the Management Committees of each PA. This process was so transparent that all stakeholders participated not only in the discussions of the proposals concerning their own PA but, in all sessions.

Management should be exceptionally rewarded for the approach taken especially with the design and implementation of the resilience strategies and resilience projects which provided the occasion for a truly participatory analysis of each area's challenges and opportunities, definition of a baseline, selection of outcomes and indicators and identification of the typology of activities to be implemented. The COMDEKS methodology has been complemented by the adoption of the World Café Method[4] which proved extremely effective in the way local communities have been able to participate and prioritize actions. The participation of women and indigenous people has not only been encouraged but made possible by applying measures (preparation of lunches; provision of children cares' services; translation from Spanish to native languages) to mitigate the possible limitations rural people and especially rural women have to attend a long-day

[4] An interesting methodology based on a set of seven principle, specifically: i) Set the context; ii) Create Hospitable Space; iii) Explore questions that matter; iv) Encourage Everyone's contribution; v) Connect Diverse Perspectives; vi) Listen together for Patterns and Insights; vii) Share Collective Discoveries. http://www.theworldcafe.com/

meeting. Reportedly, 150 communities have been involved in the Project, mostly rural or farmer communities composed of native mestizos, but with over 20 indigenous communities[5], and including intercultural groups[6]. As all activities within a PA or within its BZ must necessarily been canalized through the decentralized service of SERNAP, the involvement of stakeholders at design allowed the creation of new partnerships during implementation with the opening of dialogue spaces between local government representatives, the communities, the Directors of the PA, Heads of Protection and park rangers. As never before, consensus was reached on the priorities of the environment and of the people living within or near a PA slowly changing the way communities look at the PA staff, from "those who are there just to prohibit activities to allies and partners for development and conservation". The involvement of local governments which supported communities in making their needs and project's ideas seen, allowed projects to be inscribed into the municipalities' plans, translating into significant co-financing contributions.

4.3.3 Project Finance and Co-Finance

The total Project budget amounts to USD 15,736,208 out of which USD 3,634,703 from the GEF and USD 10,451,505 as co-financing from different partners. AS GEF co-financing Implementing Agency, UNDP is responsible for the execution of the GEF resources and the cash co-financing transferred to the UNDP bank account. A fee of USD 113,568.11 for the specialized project cycle management service goes to UNDP. As implementing Partner, UNOPS takes responsibility for financial management, charging 6% fees for each transaction plus a fixed amount of USD 12.000 per year. Each quarter, UNOPS submits a cumulative financial report to UNDP, utilizing the One UNOPS system. The budget is translated into the UN ATLAS system used by UNDP and quarterly reconciliated. A Project Annual Report is produced.

The budget is managed by component, with Project management listed under a separate budget line. The GEF amount approved by the GEF Council is fixed; reportedly, there has been no over-expenditure, the eventuality of which would have required to be absorbed through other sources such as UNDP TRAC or cash co-financing. Budget flexibility allows: i) within budget lines for a maximum 10% variance and ii) introducing a new budget item up to a 5% exceedance of the original GEF allocations; outside of this, budget revisions of any sort require the approval of the GEF Council. Activities are strategically and logically linked within the PRF. The four-years workplan/budget attached to the Prodoc is quite simply drafted. Project implementation and expenditures are done in accordance to an annual operational plan, which follows UNDP and ATLAS rules and is not articulated by outcome, which would have been preferable. An external audit was implemented in 2018. Table 5 below provides summaries of expenditures and commitments, as provided by UNOPS:

Table N.5 Budget allocations and expenditures per Component (USD)

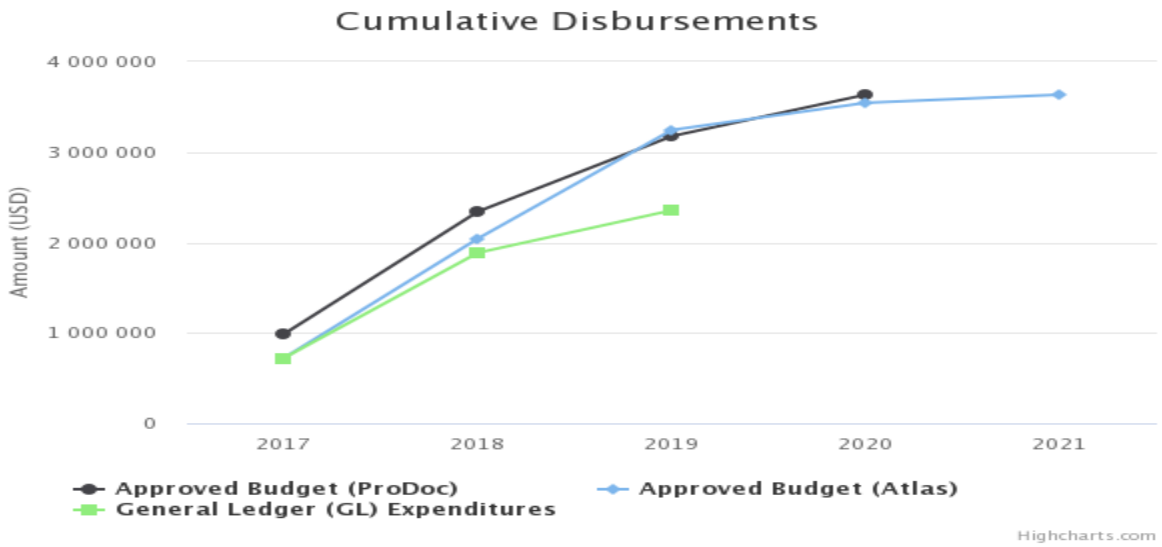
	Budget Allocation per Component and per Outcome as of November 2020		
Budget line/Amounts	**GEF allocation**	**GEF Expenditures to date**	**GEF Commitments to date**
Component 1	3,000,000	2,692,863	111,089
Component 2	461,622	340,251	16,516
Project Management	173,081	165,850	0
Total	3,634,703	3.198,964	27,605

The expenditures and commitments of **Component 1** include GEF small grants initiatives, workshops, printing of audiovisual material and a percentage of the fees of the CPT. According to the last approved budget revisions, the Project will invest 77% of the total budget for grant-making. Calls for Proposals' criteria establish a maximum ceiling of USD 30.000 for proposal. The design of the Resilience Strategies has been financed using a small grant. **Component 2** includes expenses related with the hiring of local (i.e. the monitoring expert) and international (i.e. evaluators) consultants; travel and other trainings and workshops. The **Management Component** includes the fees of the CPT, equipment and supplies.

[5] Indigenous communities include Isoceño-Guaranís, Chiquitanos and Ayoreos en Kaa Iya; Chiquitanos in San Matías and Otuquis; Guaranís in Serranía del Iñao and Yampara in El Palmar.

[6] Intercultural communities are defined as those where Bolivian high valleys' migrants mixed up with native people.

The Programme started in March 2017; the delivery rate, which was rated by the UNDP Regional Technical Advisor and the UNDP Country Office as Moderately Satisfactory during the first year of implementation, growth from 26.89% (June 2018); to 64,8% (June2019); and 84.4% (in June 2020) with relation to the approved amount, with a total cumulative disbursement at November 2020 of USD 3,198,964 which is considered satisfactory.



Small grants projects and landscapes/resilience strategies financing is approved according to the overall SGP strategy and by the NSC; differences are within the accepted variance of 10% and are approved by the Global Coordinator. Funds' transfers to NGOs are made in three tranches (50%-40%-10%), when showing amounts expended. As of November, 2020, 13 projects remain under implementation. The well-established and efficient mechanism of the GEF SGP and the utilization of already effectively proven methodologies (COMDEKS) ensure a competent use of funds and cost-efficiency.

Grant-making budget allocations to the five PAs did not follow established criteria; each PAs was given the same chances to apply for projects; the unequal distribution of projects/resources generally reflects the capacity and the dynamism of the Director of the PA, the Management Committee and consequently of communities to produce sound proposals. As an example, the Director of the NP-NAIM of Otuquis changed three times during the implementation of OP6, slowing the capacity of the PA to mobilize funding; for completeness, it should also be noted that this PA has a smaller number of communities in the municipality selected. The transparency of the process is confirmed by the fact that interviews did not reveal any unconformities or jealousies in this regard.

Table N.6 Grants allocations by landscape/PA/NAIM in USD

Bolivia	El Palmar	Serranía del Iñao	Kaa Iya	San Matias	Otuquis	Resilience Projects	Transversal/ Capacity Development	Total
CBOs/NGOs projects N.	9	18	14	9	2	15 (3 per PA)	5	72
N. of beneficiary's families/communities	498/12	1112/85	559/17	391/22	88/5	372/5	111/4	3,131/150
GEF funding	269,837.82	523,795.27	382,741.40	240,661.37	59,997.83	497,898.56	190,271.84	2,165,203.56
In-kind co-financing	135,467.18	411,987.75	195,677.19	107,132.91	38,808.71	199,158.20	81,215.66	1,169,447.60
Cash co-financing	44,462.20	100,160.36	105,932.46	63,158.21	-	107,026.66	28,818.00	449,557.89
Total	449,767.20	1,035, 943.38	684,351.05	410,952.49	98,806.54	804,083.42	300,305.50	3,784,208.75

Table N. 6 indicates that the budget assigned to small grants is USD 2,165,203.56, with the largest amount of GEF resources being allocated to Serranía del Iñao and the least amount to Otuquis. Out of the total, resilience projects count for a little bit less USD 500.000, and in this case, the distribution of GEF resource is similar for each PA. Although certainly all projects contribute to resilience, this approach both in terms of number of projects and in terms of financing can be considered a pilot landscape action more than a landscape approach for each PA. Capacity Development/Transversal projects include: i) the activity to design resilience projects; 2) the development of capacities for the management of fires; iii) a project for knowledge management; iv) a project for land evaluation; v) a project to strengthen Management Committees.

Table N. 7 Resilience Projects per PA

PA	GEF Financing	Cash co-financing	In-Kind Co-financing
Kaa Iya	94,999.57	35,310.47	19,892.89
Serranía del Iñao	96,701.30	27,950.00	45,295.82
Otuquis	100,000.00	0.00	63,488.26
El Palmar	102,699.43	17,932.33	59,288.18
San Matias	103,497.00	25,833.86	11,193.05
Total	497,897.30	107,026.66	199,158.20

Projects in-kind co-financing contributions are estimated at USD 1,169,448 while cash co-financing amounts to USD 449,558, with the major contributor being Kaa Iya. SGP Bolivia does not require proponents to provide an established co-financing ratio as in other SGPs. Municipal Governments and the PAs have honored their commitments and substantially contributed, this being a clear indication that proposals truly answer local needs and where duly inserted in the municipalities' plans.

The co-financing contribution of the Government and UNDP have been honored as planned. UNDP contributed a larger amount through the *Laboratorio de Recuperacion Temprana,* utilizing the tools and capacities of this project to recuperate living conditions in areas affected by the fires. Funds were canalized through the private *Fundacion del Banco Mercantil Santa Cruz* and the Korean Cooperation. While the Project always maintained a close relationship with authorities at local level, especially with the decentralized service of SERNAP, the instability of the socio-political situation with turnovers of central government staff may have decreased the possibilities for further support.

Table N.8 Co-Financing Table

Co-financing (type/source)	**UNDP financing** (USD m)		**Government (USD m)**		**Partner Agency (USD m)**		**Total (USD m)**	
	Planned	**Actual**	**Planned**	**Actual**	**Planned**	**Actual**	**Planned**	**Actual**
In-Kind support	200.000	594,902.28	200.000	200.000	-		400.000	400.000
Totals	**200.000**	**594,902.28**	**200.000**	**200.000**	**-**		**400.000**	**400.000**

Table N. 9 below reports the confirmed sources of co-financing as of November 2020; at the time of the TE, total co-financing is USD 2,413,896.79. Unfortunately, the expected conspicuous co-financing by the EU through the support to the Vice-Ministry of Environment did not materialize; reportedly, EU funds were mostly directed to support recurrent expenses of the Ministry with minor investments in the field. The solidity of the commitment of the co-financing resources should be validated at design, especially when the amount is key for the entire initiative as it was in this case.

Table N.9 Confirmed sources of co-financing at TE stage (November 2020)

Sources of Co-Financing	Name of Co-financier	Type of Co-Financing	Investment Mobilized	Amount (US$m)
GEF Agency	UNDP	In-kind	Investment mobilized	200.000
UNDP through Private Sector	Fundación del Banco Mercantil Santa Cruz	In-kind		394,902.28
Donor Agency	N/A			

Recipient Country Government	SERNAP	In-kind		200.000
Civil Society Organization (ONG's)	Implementing NGOs	Grant In-Kind		221,165.76 508,321.79
Beneficiaries	Grantee	Grant In-Kind		88,428.34 376,941.36
Local Government	Municipal Governments	Public investment In-Kind		98,483.43 162,075.69
Others	Protected Areas and Universities	Grant In-Kind		20.486.81 113,672.78
Bilateral donors	NGOs through Swiss and Dutch cooperation	Grant In-Kind		8,596.23 20,822.32
Total Co-Financing				**2,413,896.79**

4.3.4 M&E: design at entry, implementation, overall assessment of M&E

Monitoring & Evaluation	Rating
M&E design at entry	Satisfactory
M&E Plan Implementation	Satisfactory
Overall Quality of M&E	Satisfactory

For the purpose of design, the monitoring plan is satisfactory; yet, it could have included an indication of possible risks associated with the different monitoring steps.

The ProDoc includes a detailed M&E Plan with an estimated cost of USD 99.000 at general level, including the mid-term and terminal evaluations (as required for all full-size projects) while excluding the cost of the CPT staff time and UNDP staff and travel expenses. At individual grant level, the estimated cost is USD 134,000, excluding CPT staff time and costs included in the single project grant budget. The M&E Plan is detailed but not comprehensive of possible risks. Amounts budgeted are not reported as a budget line in the general budget. At higher monitoring level, the Bolivia portfolio follows standards for UCPs, with oversight by the UNDP Global Coordinator and the SGP CPMT; detailed monitoring elements are also contained in the CEO endorsement's letter. Project progress is monitored in the UNDP Enhanced Results Based Management Platform; UNDP monitors alignment with the SDGs. The risk log is updated in ATLAS. Risks identified at Project design were low. The risk that forest fires may have affected implementation was wrongly not identified, considering that the occurrence of forest fires has been a constant during the years, with 2016 being one of the worst years of the decade. The MTR was conducted in June 2019, with a slight delay on planning. The TE is occurring in November-December 2020, according to plans.

Monitoring of the Global Environmental Benefits (GEBs) expected for biodiversity, climate change mitigation and adaptation, and sustainable land management is carried out through the Core Indicators Tables (which substitute the Tracking Tools). GEBs result from the synergistic implementation of community-based landscapes management initiatives and their aggregated longer-term impacts. Core Indicators compiled for the MTR have been revised for the TE and are attached in Annex G; they show fulfillment of expected targets when the following interpretation is taken:

- **Core Indicator 3** with the target of 1.000 ha. of land restored relates with **Indicator 1.2.1** in the PRF: at mid-term, it became evident that the target was not within reach; wrongly, it was not reported in the Core Indicators sheet which indicated 723 ha. Currently, the Core Indicator sheet refers to 69 ha. achieved at mid-term and 106 at TE. Limitedly, the number could still increase before the end of the project. The MTR proposed to change the target from 1.000 to 100 ha. As changing an indicator requires the approval of the GEF Council, and the impossibility to reach it is a design issue - community work is developed over small agroecological integrated areas - and not a management failure, the TE suggests to take it as a lesson learnt for both Bolivia and other countries with similar situations.

- **Core Indicator 4 -4.1** including the area of landscape under improved practices to benefit biodiversity with an endorsed number of 46.200 and an achievement of 33.806 at mid-term is now updated to 45.474 with expectations for a further increase to meet the indicator before the end of the project.
- **Core Indicator 6.1** refers to CO2 mitigation. A Consultant has been hired to estimate the contribution of agroforestry, reforestation and conservation projects to this Core Indicator; the assessment was done considering projects promoting the use of solar panel for light, water pumping and cooking as well as shifting from the use of other fuels, mainly diesel and wood. The expert's report explains the methodology adopted; conclusions are reported in the Core Indicators table in Annex G. The expert recommends the preparation of a database to share data with the Bolivian Plurinational Authority of Mother Earth.
- **Core Indicator 11** refers to beneficiaries disaggregated by gender: with no reference at endorsement, at mid-term the total number of beneficiaries was calculated as 1,235 (448 women and 787 men). These figures are now revised upwards with a total of 4.573 beneficiaries (1,997 female and 2,576 men).

At **Programme level,** the main responsibility for monitoring lies with the SGP CPMT using different tools: the PRF, the Monitoring Plan, Core Indicators, Risk Management and the PIR. The CPM and the PA monitor overall performance, respectively from a technical/organizational and financial perspective. The PIR is prepared in the period June-September, each year; it is the main tool to inform higher management and serves as the key input for external evaluations. Three PIRs have been prepared (2018, 2019 and 2020) which were reviewed by the UNDP CO and UNDP UCP Global Coordinator/Technical Advisor New York; the last PIR also included comments from SERNAP.

During the development of the Project baseline, valuable information on each of the five PA was obtained, included ecological, social, and economic factors, as well as other essential data to define possible grant project proposals. Also, information on current national and local government frameworks, institutional programs and projects, as well as the presence and availability of strategic partnership options for the implementation of OP6 was updated. During implementation, data collection starts with the award of a grant; information is collected in a disaggregate form in terms communities/families/organizations, gender and age groups, as far as possible. Data aggregation from individual projects provides the initial indication of the coverage of hectares under management, number of communities/families reached/involved as required by indicators at objective and outcome levels. As mentioned during the analysis of project design, no

reference indicators for the reduction of GHG emissions is included in the PRF; however, Annex 5(a) of the Project Document estimates carbon for agroforestry activities, reforestation and natural regeneration.

Community-based initiatives are monitored by a local consultant who ensures coherence and contribution of projects to the Project's indicators; he visits each initiative at least twice, prepares monitoring reports and final/systematization reports, highlighting findings and lessons learnt and providing recommendations for adaptive management as soon as problems arise in the field. Due to the situation described in chapter 4.3.1 which made travelling difficult, only projects from the first call will be visited twice; all other projects probably once although monitoring continues to happen at distance. Detailed monitoring of the 15 Resilience Projects is also remotely conducted by the local consultant who facilitated the design of the Resilience Strategies and who is also responsible for gender mainstreaming. Special attention has been granted to these resilience projects with careful design, implementation and monitoring to ensure fulfillment of indicators, according to the Satoyama methodology. Hiring an external consultant for monitoring is a sound choice, guaranteeing independence. The quality of the products delivered by both consultants is outstanding, with clear, factual and appropriate reporting. Meetings and trainings are always learning opportunities. The CPM also regularly visits the projects, either alone or accompanying the monitoring expert and encourages members of the NSC to also undertake visits. Although activities never really stopped, a strategy for long-distance monitoring was not formally designed and management has not been visiting projects since March 2020.

At Project level, the main responsibility lies with the implementing NGO either because directly operating the project or as a facilitator for CBOs. During interviews, NGOs have not reported any particular difficulty in performing reporting requirements, either technically or financially; interesting to note that the detailed list of questions and indicators to be considered for gender mainstreaming in the Guide for Project Proposals has not been perceived as an excessively demanding task but as a sound guide where each proponent could utilize what was eventually needed for their purposes. The participatory processes at design according to the COMDEKS and the World Café methodologies allow subsequent effective community participatory monitoring and the collection of detailed gender disaggregated data, specifically for the resilience projects.

Overall, the monitoring system established is satisfactory: it is able to early detect problems in the field and provide adaptive management, capture people's perception and lessons learnt, allow collection of detailed data and provides for an effective way to share costs, ensure coordination and complementarity of efforts: at Programme level between the monitoring consultant and resilience strategies consultant; at Project level among the three implementing NGOs of the three resilience projects per PA. Considering the extensiveness of the areas under concern and travelling costs, community monitoring is an essential element of this system. In addition, PA's authorities periodically gather all NGOs working in their areas to supervise activities.

It remains that, with 8 outcomes and a large number of indicators, many of which with multiple targets, monitoring is a complex activity. The richness of data collected is undeniable; however, a highly satisfactory rating is not provided as data management deserves a more sophisticated system than the simple excel database used and possibly also the geo-referencing of the projects and systematization in a Geographical Information System. It is likely that Project's actors at different levels collect more data than those which are being effectively analyzed and used.

4.3.5 UNDP implementation/oversight; Implementing Partner execution and overall assessment of implementation/oversight and execution.

UNDP Implementation/Oversight & Implementing Partner Execution	Rating
Quality of UNDP Implementation/Oversight	Satisfactory
Quality of Implementing Partner Execution	Satisfactory
Overall Quality of Implementation /Oversight and Execution	Satisfactory

As the GEF Implementing Agency, UNDP provides quality assurance and oversight services for SGP at global and country levels as well as value-added benefits as programme implementation proceeds in synergy with overall UNDP and UNDP CO programming. It provides high level technical and managerial support from the NDP Global Coordinator for SGP UPCs. Both at the level of the Technical Advisor and of the CO, UNDP provides timely and accurate oversight, insights and recommendations within the PIR. As required, UNDP regularly updates the risk log in ATLAS.

Synergy and collaboration between the UNDP CO and the CPT are solid, with great reciprocal appreciation for the collaboration. Fruitful discussions and reflections on sustainable development have led UNDP to utilize SGP methodologies (tools and procedures as well as associated NGOs) to rapidly implement activities under the *Laboratorio de Recuperacion Temprana*, mobilizing additional co-financing resources for SGP, as an answer to the mega forest fires in the Project's areas to recuperate environmental forestry' services and means of life for the local population. The UNDP delegate stably represents the agency on the NSC. The UNDP Territorial Development Program (formerly called ART[7] Gold Program) guides and supports activities to establish multi-actor and multilevel approaches in the territory. Interviews reveal that UNDP is well known among beneficiaries and that the Project's identity is easier to grasp as UNDP than as SGP.

As Implementing Partner, **UNOPS** has been the executing agency of the SGP since its inception. It provides human resources and legal support, and provides financial and procurement management guidance and supervision to SGP staff. Under the SGP, UNOPS is responsible for grants management, following the signature of a grant agreement between the NGO and the UNDP RR (on behalf of UNOPS). UNOPS effectively supports the Programme, efficiently hiring consultants, disbursing funds to grantees on time and solving difficulties when they arise as well as providing training and coaching for budget management and administrative issues. Internal UNOPS rules limit UNDP Individual Contracts to a maximum of three months; this may have occasioned some difficulties for the Monitoring Expert to efficiently provide continuity of service organizing site visits according to external conditions (weather, forest fires, the COVID-19 pandemic) instead than being constrained by the performance requirements of the contract. No additional major challenges have been identified.

Management arrangements and roles and responsibilities of the various parties are described in the SGP Operational Guidelines. The Bolivia CPT is integrated by a CPM and a Programme Assistant (PA), two experienced persons who have been sitting in their posts for years, therefore providing stability, experience and institutional memory. The PA dedicates to financial administration and logistics and participates of monitoring activities. The CPT is responsible for all aspects of project operations, including implementation, management, partnership development, knowledge management; although M&E of the programme is outsourced, management actively participates. Stakeholders recognize and respect the work of the CPT; an atmosphere of collaboration and trust is perceived.

4.3.6 Risk Management and Social and Environmental Standards

The Social and Environmental Screening Process (SESP) developed at Project design concluded that the overall risk for the Project was Low. The 2020 PIR under the SESP section reports the environmental and social risk associated with the extensive forest fires occurred throughout the Amazon region since August 2019, which involved the three large eco-regions of the Project, the Chaco, Chiquitanìa and Pantanal. Notwithstanding the often-transboundary nature of the fires, in August 2019, an estimated 83.000 fires were set up in the Santa Cruz region, often becoming uncontrolled and making the year 2019 worse than 2016 (another extremely bad year for fires). Despite weeks of firefighting, the loss of forest in 2019 was estimated

[7] ART: Programa de Articulación de Redes Territoriales para el Desarrollo Humano, del Programa de las Naciones Unidas para el Desarrollo (PNUD).

in about 5.5 million ha., an area larger than Costa Rica. Forest fires are still ongoing at the time of writing this TE report, with an enormous loss of flora and fauna.

The disruptions and constraints imposed as a result of the COVID-19 pandemic should be considered a critical risk to the successful implementation of the project. All considered, some risks proved significant; yet, adaptive management is implemented in a way to minimize risks and ensure continuity of the actions while maximizing social and environmental opportunities. Forest fires are reported in the PIR under the SESP section; however, social and environmental risks are not associated with project implementation and the low risk has never been revised; instead, poverty alleviation, gender inclusion and access to equal opportunities for all communities including indigenous groups characterize all SGP projects and are maximized in Bolivia during OP6; other sections of this report widely document actions.

4.4 Project Results and Impacts

4.4.1 Progress towards objective and expected outcome

The Project is approaching its end and is well set to reach its outcomes and objective.

As one of the SGP UPCs, SGP Bolivia during OP6 has adopted a community-based landscape approach to enhance and maintain socio-ecological resilience of target landscapes in the ecoregions of Chaco, Chiquitanía and Pantanal through design, implementation and evaluation of grant projects for global environmental benefits and sustainable development. The analysis of the PIRs and information collected through interviews with relevant stakeholders, (SGP Project Team, beneficiaries, UNDP staff and Government representatives) indicate that the Project is achieving planned results, mostly fulfilling the PRF indicators. In terms of progress towards objectives and outcomes, a Satisfactory rating has characterized implementation.

The adoption of the Landscape approach meant a revision of the criteria for small grants approval; in addition to the standard GEF criteria, the main elements are:

- All initiatives must be aligned with the Management Plans of the PA as well as articulated with other existing initiatives contributing to the sustainable use of natural resources.
- Beneficiaries may only be communities living in the PAs buffer zones.
- Proposals must show a verified and effective participation of the local population (men and women) in all project phases.
- Proposals must generate strategic alliances with other local, national or international institutions to ensure support and co-financing and be coordinated with the PAs.
- The proposal should show a *territorial approach* and be part of a larger program or plan at municipal, department, regional or national level.
- Proposals must include a capacity development component of local actors.
- Value is given to innovation and creativity.
- Projects cannot be larger than USD 30.000.
- Each proponent can present only one proposal.

Guidelines for designing project proposals were revised with gender mainstreaming becoming a substantial requirement. During OP6, Bolivia has implemented 72 small initiatives, supporting community organizations and NGOs to develop and implement adaptive resilience activities that build social, economic and ecological resilience based on local sustainable benefits. Four types of small-grants initiatives can be identified: i) projects approved before the design of the resilience strategies; ii) 15 projects designed within the framework of the Resilience Strategies, three for each PA; iii) projects approved during the second call for proposals somehow contributing to resilience but not specifically included in the framework of the resilience strategies; and iv) capacity development or transversal projects.

Interventions are categorized within the broad GEF focal areas, with the greater number classified under the Biodiversity focal area, as shown in Table 10 below. Yet, the classification is sometimes inaccurate as: i) the category of multifocal area is not used although most projects would fall into this type and, ii) the NSC adopts the classification provided by the NGO, with no adjustment to the content of the proposal; in addition, all resilience projects are classified as biodiversity, even when dealing with energy or water provision/efficiency. Consequently, the Biodiversity area has the largest GEF allocation.

Table N.10 Grants allocations by thematic area in USD

Thematic Area	Biodiversity	Climate Change	Land Degradation	Capacity Development	CC/LD
N. of CBOs/NGOs projects	33	20	6	4	9
GEF funding	945.918,48	618.445,57	147.980,62	151.646,84	301.211,75
Cash co-financing	174.675,26	140.803,33	52.848,68	28.818,00	52.412,62
In-kind co-financing	456.220,55	273.534,61	90.322,12	78.139,83	271.229,66
Total	1.576.814,29	1.032.783,51	291.151,42	258.604,67	624.854,03

Thematic lines of intervention are not specifically defined but can be inferred analyzing the typologies of actions: forest conservation/restoration; agroecological practices; efficient irrigation systems; production /marketing of new products; sustainable use of natural resources; economic productive organizations; new technologies for renewable energy/energy efficiency; strengthening the Management Committees of PAs.

Facilitated by a local consultant, the design of the 5 Resilience Strategies followed the Satoyama and the World Café methodologies, which ensured an effective and efficient consultation and participation of both men and women stakeholders during all stages: a) initial fieldwork to assess the baseline and identify representative communities in each landscape, according to the 20 SEPLS Resilience Indicators of the COMDEKS methodology; b) identification of key local socio-economic and environmental challenges; c) determination of the project typologies to tackle these challenges; d) formulation of the 5 landscape strategies to improve resilience, their presentation and socialization with the selected communities for validation; and finally e) implementation. Each Landscape Strategy defines four key landscape outcomes, as

well as a typology of potential projects that community-based initiatives will aim to achieve through collective action, in order to address identified local socio-economic and environmental challenges. Three coordinated projects are meant to contribute to the Resilience Strategy in each PA: one project always focuses on strengthening community organizational processes, being instrumental to dynamize the other two projects which can address productive activities and/or the provision of energy efficiency to provide light or water for human, animal and irrigation consumption. Practice in the El Palmar, which had experience with the SGP during precedent operational phases, has been used to support the development of the resilience strategy and projects in other areas, sharing documents and material; stakeholders report appreciation for the support and guidance received. Resilience Strategies are presented in two types of documents: i) a comprehensive document, containing data collected for the baseline, the approach and the prioritization of activities and ii) power point summaries, accessible to a wider public. The 5 strategies have been approved by the PA's Management Committees, SERNAP and the SGP NSC.

Overall, implementation is rated as Satisfactory, as the following chapters justify. Progress towards outcomes is registered in the Results Framework matrix, with achievements in Annex F, **Results Framework Matrix, with achievements, comments and rating**, based on the Project's six outcomes and indicators, with comments and provision of ratings. Most indicators are on track and fulfilled; a good number of them have exceeded the target.

Assessment of Outcomes	Rating
Relevance	Highly Satisfactory
Effectiveness	Satisfactory
Efficiency	Satisfactory
Overall Project Outcome Rating	Satisfactory

4.4.1.1 Relevance

The relevance of the Project is Highly Satisfactory. Relevance is undoubted both at design and with relation to the strategies of implementation chosen; activities respond to real needs of the population and of the conservation's purposes of PAs. Beneficiaries have been fully involved during all phases of the project's cycle and have directly prioritized actions; this ensures activities contribute to the sustainable use of natural resources, supporting government policies for the management of PAs, local governments' plans as well as providing productive alternatives to involved communities.

The Project is consistent with Bolivia's national development plan and priorities, specifically with: i) the 2009 Constitution of the State which refers that public policy must be oriented towards satisfying the interests of the Plurinational State of Bolivia and care for the needs of Bolivian people, ensuring the maintenance of the regenerative capacity of the life systems; ii) the 2013 Patriotic Agenda 2025 which calls for coordination and integrated approaches between different government levels to ensure development plans are routed under common goals; in this sense, SGP contributed to consolidate the link between the agricultural and forest agenda; iii) the 2012 Law of Mother Earth and Integral Development for Living Well which is aligned with the landscape approach in ensuring compatibility, complementarity and interdependence of human rights, development and Mother Earth; iv) the 2015 Plurinational Climate Change Policy as well as the three mechanisms for adaptation and mitigation for climate change adaptation defined under the Law of Mother Earth; v) the Master Plan for the National System of Protected Areas (SNAP in Spanish) for strengthening capacities for the social participation of communities and social organizations within protected areas: applying models of social inclusion (Policy 4), and generating opportunities for economic development of local populations in harmony with Mother Earth (Policy 3); vi) the Fifth National Report for the Biodiversity Convention; vii) the 2016-2020 Social and Economic Development Plan.

As an UPC, Bolivia SGP is in line with the policy for UPC (G*EF/C.36/4 Small Grants Programme Execution Arrangements and Upgrading Policy for GEF-5; GEF/C.46/13 GEF Small Grants Programme: Implementation Arrangements for GEF-6*, Cancun 2014), with the SGP Strategic Directions for GEF VI (pages 200-206 of *GEF/R.6/20/Rev.04, GEF Programming Directions,* March 2014) and contributes to specific GEF VI corporate

results No. 1, 2 and 4. The project objective is closely aligned with the programming directions and underlying mission of the GEF-SGP. Applicable GEF Focal Areas for this Project are:

- Biodiversity/BD-4 – Program 9: Increased area of production landscapes and seascapes that integrate conservation and sustainable use of biodiversity into management.
- Climate Change/CCM-2 – Program 4: Accelerated adoption of innovative technologies and management practices for GHG emission reduction and carbon sequestration.
- Land Degradation/LD-3 – Program 4: Agroecological intensification.

In terms of UNDP Strategic Plan, the Project contributed to achieving the previous Country Programme Outcomes: Helping to strengthen institutions and build the capacity of relevant entities in the environmental and energy sectors. Component 2: Promote of management, conservation and sustainable and equitable use of natural resources, particularly land use planning processes. Outcome 2.1: Strengthened technical, strategic and territorial planning capacities of the environmental sector. Component 3: Strengthened mechanisms for prevention, adaptation and mitigation of climate change. Outcome 3.1: Improved mechanisms for the prevention, adaptation and mitigation of climate change in all relevant national and local institutions. Component 5: Strengthen capacities for risk management and promote a culture of disaster prevention. Outcome 5.1 Created national and local capacities for disaster risk management. Alignment is maintained with the current UNDAF and UNDP strategies (2018-2022), UNDAF Complementarity Framework with the Bolivia "Living well" and UNDP Country Programme document for the Plurinational State of Bolivia: in particular with the Public Management and inclusive services (national development plan pillars 1, 3 and 11; UNDAF Outcome 3 and 4): as it increases access to quality services in an equitable and sustainable manner and give voice to farmers, indigenous and intercultural groups; and with the Integral Development and plural economy (national development plan pillars 9 and 11; UNDAF Outcome 2): as it strengthens the resilience of productive systems. UNDP in Bolivia formalized alignment between the SDGs, the National Patriotic Agenda and the National Development Plan, under the title of SDG to Live Well. The Project should contribute to the following **SDGs**: SDG7: facilitating access to energy services and renewable energy technologies; SDG12: promoting sustainable consumption and production; SDG13: strengthening community resilience and improving awareness raising on climate change issues; and SDG15: restoring ecosystems, reforesting, combating desertification and biodiversity loss.

The Bolivia SGP contributes to achieve global environmental benefits as a consequence of the synergistic effects of activities that increase communities' governance and technical capacities and skills, and that produce livelihood benefits.

4.4.1.2 Effectiveness

The Project's effectiveness is Satisfactory. At the time of the TE, the Project reports coverage of 44.079 ha. under sustainable management in five NP- NAIMs and BZs against the target of 47,200 ha but with expectations to fulfill the target by EoP, considering that 13 small initiatives are still under implementation. Forest conservation and restoration activities and sustainable agricultural practices involved and benefitted 3.131 families in 150 farmer, indigenous and intercultural communities.

There is strong appreciation from stakeholders about activities conducted which are generally judged as successful. All initiatives contribute to the achievement of the Project's indicators and to the Core Indicators. Correctly, all communities were visited to confirm their willingness to participate and commitment to comply with requirements, that is: 50% of active participation of men and women; generational representativeness (young people are more inclined to migrate); commitment to remain in the collective land of work. Notably, in order to closely work with communities, Project's staff and consultants worked in quite precarious conditions to facilitate the participation of indigenous groups and women. Resilience Strategies are well designed and well monitored; if impact is almost inevitable when targeting a single community and investing conspicuous time and resources, reportedly the burden of three projects on a single community was eventually weighty. The decision to circumscribe the design of the Resilience Strategy for each PA to one selected community and to the territory in which it lives can be challenged. Certainly, Bolivia is applying the

landscape approach for the first time, on a vast territory (i.e. Kaa Iya is the largest area of the entire PA system) and with limited resources; yet, all small-grants could have been articulated into the resilience strategy in each PA. As a pilot exercise is extremely successful but the landscape approach concept as applied by SGP Bolivia during OP6 results too narrow. In addition to those included in Annex F, non-exhaustive examples of the effectiveness in reaching outcomes are provided here below:

i) *Production:* horticulture in Otuquis, El Palmar and Serranía del Iñao; *janchicoco* palm oil in El Palmar (LIDER); sustainable use of *Totai* in Otuquis (FUNDESOC) as a women-led project; honey production in Otuquis and Serranía del Iñao (PASOS), led by women groups. Activities contribute to income but also the family's diet, quite important in periods of emergencies which isolated communities;
ii) *Strengthening women's role and capacities:* everywhere increasing women's leading, administrative and technical-productive abilities and even more in resilience projects;
iii) *Alternative tourism* activities: although highly affected by forest fires, in Motacusito, Otuquis and in El Palmar, successful activities are registered with people trained to provide touristic services, gastronomy, administration and management, interpretation systems;
iv) *Strengthening local producers' organizations:* organizational, management and negotiation capacities to access the ACE market through commercial agreements, i.e., the Asociación de *Regantes Motacusito Nuevo*, in Otuquis*; janchicoco* producers in El Palmar; Women Organization of Meliponiculture Production in various PAs;
v) *Provision of water for human, animal consumption and irrigation:* with a strong impact in areas where the quality and quantity of water is very low (i.e., Serranía del Iñao, where Water Funds were created generating a ten year's administrative and financial commitment for forestry conservation and management of water sources between the municipalities of Villa Vaca Guzmán, Monteagudo, Padilla y Villa Serrano and water cooperatives and the NGO Fundacion Natura Bolivia; in Otuquis, FCBD being able to protect water sources and making its use efficient for irrigation allowing better vegetable production; Water Management in El Palmar with PRODECO dynamizing agro-productive activities through efficient irrigation; in Kaa Iya introduction of new agricultural products according to season and contributing to increase income;
vi) *Generation of clean photovoltaic energy:* improving wellbeing of all the family and decreasing consumption of candles, batteries and use of other fuels in all areas;
vii) *Ancestral knowledge recuperation:* with Herbario del Sur de Bolivia which is now being approached by other indigenous communities who desire to become a target.

All small grants have been awarded to an NGO directly or as a facilitator for a given community. In Bolivia, CBOs have great difficulties in directly receiving funds not only for weaknesses in designing projects and conducting financial and technical reporting as normal in most countries but also due to the bureaucratic and fiscal requirements to present papers and open a bank account. In addition, NGOs with experience in the Project's areas are limited in number: the wideness and remoteness of the territories does not attract NGOs without a local institutional presence due to the associated costs. Consequently, although the rule that an NGO can only present one project proposal applies, various NGOs manage more than one project and, in some cases, up to seven (i.e. LIDER; PRODECO; CEPAC among others) either directly or in support of a specific CBO (Memorandum of Agreements are signed with NGOs on behalf of a CBO). This situation has not affected in any way the capacity of the CBO to prioritize its activities and be fully in charge of implementation and monitoring. The methodologies adopted allowed full involvement of both men and women of participating communities as well as staff of the PA's and municipalities, thus ensuring full adherence to government's policies and plans and to the needs of local communities. Processes have been truly participatory in all phases of the project's cycle: design (selection of the project's ideas and strategies), implementation as well as an effective community monitoring which allowed appropriation of adopted techniques and of the process to purchase material and services. Resilience Projects consist in three coordinated projects for each PAs contributing to achieving the Resilience Strategy; while all SGP projects have a component of capacity development or capacity strengthening, one of the three resilience projects is specifically dedicated to the strengthening of capacities. NGOs recognize that investing time and resources in project design means setting up for success; reportedly the detailed collection of gender disaggregate baseline data has provided key inputs for monitoring questions and therefore guidance for adaptive management; recognizing the soundness of the process, the NGO FUNDESOC has expressed the intention to make this a practice. Overall, identified communities were widely consulted about their willingness to be part of the process and are key designers of the landscape strategies and of the small grant' initiatives identified; the Project registers 4,573 beneficiaries, out of whom 1,997 women and 2,576 men.

4.4.1.3 Efficiency

Management is rated as satisfactory, with a great level of commitment and dedication of staff and an appropriate and professional coaching of CBOs and NGOs, project monitoring and stimulation of the production of outputs. In the PIRs, the Satisfactory rating has been a constant during implementation from all parties; the moderately satisfactory rating is found only once due to the initial moderate financial disbursement, which is absolutely functional of projects in their initial phases and which was promptly recuperated in the second year of implementation. The long-term experience of the CPT allowed a smooth passage between OP5 and OP6; given the external difficulties the Project faced, this is an efficient implementation, mostly respecting deadlines and in line with programming. UNDP as well as NSC members confirm the ability of the CPM in articulating the way in which the various stakeholders meet and agree processes. The CPM is rewarded with the trust and support of stakeholders; is well known by beneficiaries and maintains good relationships at all levels.

As in many GEF projects, initial delay is structural; an element over which management has little control if not the application of countermeasures as soon as practicable. Bolivia makes no exception and the slight initial delay in Project's start was promptly recuperated with the rapid implementation of the Inception Workshop and the decision to implement the First Call for Proposal before the design of the Landscape Strategies. This was not ideal but certainly an adaptative measure to ensure careful design of the Resilience Strategies while not losing momentum for grants implementation. The first Call for Proposal was implemented in March 2018 and assigned the first 27 projects (over 99 proposals received). The second Call, launched in April 2019, selected 29 projects (over 110 received). Overall, most of the GEF grant budget was assigned during the first two years of implementation, financing a total of 72 community-based initiatives, among which 15 resilience projects (three per each PAs) and 5 transversal and capacity development projects which includes the grant to design the resilience strategies.

Delays materialized toward the end of the Project affecting more monitoring activities than the achievement of outcomes as all initiatives were already approved and under implementation. Some NGOs reported challenges in undertaking reforestation activities during periods of dryness and forest fires (i.e., FIDES in the municipality of Pailòn) or in having the attention of stakeholders when people were busy facing emergencies. Management is however not responsible for the delays imputable to a concurrence of external reasons: many communities auto-isolated by not letting external people in to protect themselves from the COVID-19 pandemic; reaching communities was challenging during periods of climate adversities (i.e. San Matias is 900 km away from Santa Cruz, the capital of the department and during the rain period is almost not accessible by road for up to six months), socio-political instability and the devastating forest fires (especially in Otuquis and San Matias). As of November 2020, 13 projects are still under execution but with the expectation that 9 will be completed by December 2020 and 6 by February 2021. Among them, the FUNDESOC project supporting the development of firefighters' capacities which assume special relevance given the context of destructive forest fires. Successful implementation of the Bolivia SGP OP6 is certainly also due to the contribution of the two external consultants hired for monitoring, design and monitoring of the Landscape Strategies and for gender mainstreaming who played a key and irreplaceable role.

SGP Bolivia has a requirements of a USD 30.000 ceiling per grant. Small-grants which obtained larger funding are generally led by NGOs which were invited to participate outside of the calls for proposals. Although the Project included the possibility to prepare strategic projects for up to USD 150.000, this opportunity has not been utilized. The NSC and management believe that USD 30.000 corresponds to the absorptive capacity of the civil society in the area. Most stakeholders consider projects' amounts insufficient to bring about change and impact, given the vastness and remoteness of the territory. Even considering that recipients are structurally looking for additional funding, the TE considers that the SGP could take advantage of the opportunities offered and consider financing larger initiatives.

Financially, Resilience Projects have been treated as any other grant in terms of the maximum amount allowed. In terms of awarding, they did not go through the competitive Call for Proposals process: NGOs were directly invited to present proposals based on their institutional presence, technical experience and geographical and cultural knowledge of the intervention zones as well as their being respected by given communities; subsequently, proposals were carefully revised and approved by the NSC. Interviews reveal good cooperation among partners, with NGOs effectively coordinating their activities either in terms of reaching the objectives of the Resilience Strategy or optimizing fieldwork (savings in transport and diminishing the burden of their presence on the single community selected for each Resilience Strategy.

In adherence to the country-driven nature of the programme, the CPT seeks guidance and support from, and in a sense also reports on progress in programme implementation to the NSC, whose composition has been described in chapter 3.4 above. The rotation rule is honored in the sense that two members have been sitting in their posts for years; the presidency of the NSC has been recently taken by one of them as one member passed away during the current operational phase; and during OP6, meetings of the NSC have been integrated by representatives of: i) the PAs authorities (the Director eventually accompanied by technical staff); ii) the PA's Management Committee, in representation of the communities; and iii) municipalities. The NSC convened 5 times since Project's start. Meetings are usually held in La Paz, with local representatives coming to the capital city. The CPM efficiently organizes meetings, providing printed copies of the projects to be evaluated following a previous revision to ensure coherence with criteria required; each time an entire day is dedicated to the selection. Members provide written commentaries; discussions are lively, providing for learning opportunities; consensus is easily reached. The system is well-functioning but it appears time and paper consuming; virtual modalities could be explored to make the process shorter and easier, at least for the permanent members of the NSC and a computer-based system set up which could also constitute the first step of data collection for monitoring and systematization of documents' purposes. NSC's Minutes of the Meetings (MoMs) are formal documents, usually only stating who were members presents and reporting the list of projects approved; only for resilience projects, exchanges of mails with substantial commentaries have been attached. The format could be improved and standardized. Reportedly, meetings are well

conducted; and communities' representatives adequately briefed so to be able to effectively participate. The wide participation of public authorities ensures alignment of proposals with national policies and plans. The multi-stakeholder NSC assures impartiality and neutrality of decisions for often highly competitive situations.

4.4.2 Sustainability

The SGP landscape approach is based on the principle that global environmental benefits can be produced and maintained through community-based sustainable development projects. Sustainability is built into the Programme's design and approach and in the Resilience Strategies. Previous SGP experience in Bolivia is used to inform small grant project design by adapting, strengthening and replicating win-win opportunities with community initiatives, partly belonging to areas where SGP already worked in the past (El Palmar, Kaa Iya and Serranía del Iñao) and partly in completely new protected areas for SGP (San Matias and Otuquis). During OP6, activities are driven by the effective participation of the national Government through the decentralized services of SERNAP which manage protected areas, local governments through municipalities and communities directly and through their representatives on each PA's Management Committee. Two decades of alliances and partnerships around sector-based initiatives in rural landscapes are a dynamic basis for projects and relationships on which more and better GEF investment will be consolidated.

Sustainability	Rating
Financial Resources	Likely
Socio-Political	Likely
Institutional Framework and governance	Likely
Environmental	Moderately likely
Overall Likelihood of Sustainability	Moderately Likely

4.4.2.1 Financial risks to sustainability

The success of the small grants activities highly relies on the capacity to mobilize funds and leverage co-financing. Strengthening CBOs' capacities is the way to empower and make communities able to advocate on local governments and private donors to finance activities, strategically linked within the landscapes. The SGP co-financing system is effective in stimulating ownership and commitment. There are a number of promising indications for the financial sustainability of the small-grants financed, especially those under the resilience strategies: i) municipalities generally honored their co-financing commitments, inscribing projects into the local government planning; there are indications that various of them will continue supporting activities or even replicate them (i.e. Presto in El Palmar, Kaa Iya for the project on land governance managed by the NGO Tierra); ii) some NGOs have indicated that their presence in the area will remain beyond the SGP and additional funding will be sought (i.e. FUNDESOC; ACLO in El Palmar and Serranía del Iñao, among others; iii) other donors may be interested in financing some activities, either directly or through NGOs (i.e. donors who are currently contributing to the NGOs' co-financing of the small-grants); and more importantly iv) innovative economic, productive, and service options (ecotourism, processing of products, beekeeping, fish breeding, among others) are starting to emerge as alternative livelihoods for local people (see Annex F).

Establishing income increases at family level is complex: the baseline is difficult to reconstruct, people tend to hide incomes on fears of not receiving external support and producing a new product may sometimes means that another one is left behind. Although, the end of Project's systematization of information will be able to be more precise on real increases in income, some evidence is undeniable such as the production and sale of honey, of processed products from the *Janchicoco* endemic palm, of oil and pulp from the non-timber forest species *Totaí*. 10 organizations have been strengthened in their capacities to be suppliers of the Complementary School Feeding (ACE) in their municipalities: selling honey, *janchicoco* products, and vegetables. Articulation of production to the market requires further support and efforts but some linkages have been created and the capacities of organizations to enter markets and even to get certification for their products are being strengthened. An Association of Women has been offered a free space in the market from the municipality of Motacucito, in Otuquis.

There is widespread recognition of the effective work conducted by the SGP in the past and nationwide. Notwithstanding a difficult political period, with turnovers of interlocutors in Government and the environment not ranking very high in the political agenda, SGP Bolivia has recently successfully mobilized OP7 resources, obtaining the OP7 endorsement letter from the GEF CEO for the total amount of USD 2 million for a medium-sized project. SGP interventions are considered seeds money to dynamize innovation processes which should then be sustained and replicated on their own; commitment to continue supporting PAs remains but the geographical targets will include only two of the 5 current PAs and probably other NPs and NAIMs which have often approached the Project asking to replicate successful activities in their areas. However, some projects may need to be sustained and a careful evaluation of each project's strengths and weaknesses, with an exit strategy could inform eventual decisions to continue supporting promising experiences which nevertheless require further support. It is unfortunate that the most consistent and expected co-financing from the EU did not materialize, apparently as the EU intentions did not translated into a project but in addressing recurrent funding in the Ministry of Environment; however, SGP experience represent good practice which may be of interest of donors; in different areas; as everything within a PA go through SERNAP, it would not be difficult to ensure complementarity and alignment with government policies and programmes. Fortunately, even when political biases could prevail, the presence of the Management Committee and the park rangers, usually community members, ensure local people's needs and rights are well represented.

4.4.2.2 Socio-political risks to sustainability

The socio-economic risk to sustainability is minimal: the methodologies adopted for grant-making in general, and even more for the resilience projects ensure the stakeholders' total ownership and commitment; opportunities for replication are high as projects answer real local needs, are supported by local governments and are conducted in alignment with the policies of the PAs. The possibility that communities' members continue managing their productive activities results from full ownership of evident achievements, even more in women-led projects. The articulation of production to the markets instead remains weak and requires support.

The direct integration of community beneficiaries into the NSC through the PAs Management Committees has been an innovative way to include beneficiaries into in the selection and approval of project proposals; they were the people who analyzed, discussed, and prioritized legitimate demands and potential benefits for the communities while verifying consistency with the objectives of each NP-NAIM. The process was totally participative and transparent; the Consultant is impressed that notwithstanding conspicuous differences in the allocation of GEF funds to the different areas, interviews did not reveal jalousies or competition; PAs have different levels of maturity and development and the possibility to access financial resources highly depends on the dynamicity of the PA Director and of the same communities (this is why Otuquis has only 5 projects and was not able to have any project financed during the First Call). Monitoring and communication have been also instrumentally used to convey the right message to the largest number of stakeholders. In addition, resilience projects fully included community monitoring which is a key element of sustainability.

SGP Bolivia is astonishingly effective in promoting social inclusion, with the effective participation of women, young people and indigenous groups. Gender mainstreaming has reached levels rarely appreciated in development projects with an approach which is respectful of the cultural idiosyncrasy of the family and at the same time able to open spaces to reduce the gender gap while contributing to conserving biodiversity (i.e. the Serranía del Iñao apiculture project with the NGO PASOS which also organized Field Schools where women transfer their acquired knowledge to other women of the community). Various associations of producers are led by women, an approach which increases women self-esteem as well as their administrative and financial capacities. All alternative energies projects appear sustainable as they reply to a highly felt need of communities which co-financed from their own sources; as many of these areas are outside of the national grid connection, benefits are enormous: access to light and water for human and animal consumption and irrigation use; food conservation; irrigation; and allowing students to work at night, among others.

The criteria that projects could only benefit communities living in the buffer zones of the PAs may have impeded to work with small communities dedicating to livestock breeding in Otuquis, where both large and small cattle breeders operate within the PA.

4.4.2.3 Institutional framework and governance risks to sustainability

SGP Bolivia has faced political instability during its implementation with the 2019 elections which ended up in social turmoil with occupation of airports, cities, and streets. The Project was certainly impacted by the turmoil, especially for keeping a dialogue at central government level; even representatives of SERNAP alternated various times. However, at local level, PAs' Directors did not always turn over and the Project has been able to maintain sound and stable relations. SERNAP staff showed very appreciative and committed during the interviews. As processes are sustained by the decentralized service of SERNAP and local municipalities, chances of sustainability are concrete. Project staff is well known even at municipal level where nothing has impeded that local governments honor their co-financing support both in-kind and in cash. All stakeholders interviewed confirm that in Bolivia, SGP is appreciated as a complementary partner and fully supported; even if for a lower amount with respect to OP6, this appreciation has certainly contributed to mobilize funding for OP7 from the limited remains of STAR resources.

The SGP approach is to provide funding as seeds money to start processes which after must find alternative ways to continue. Evidently SGP promotes processes which always require further strengthening, especially in terms of strategic partnerships among stakeholders to ensure long-term empowerment and capacity building, therefore strengthening local governance. For this, SGP will continue to work in PAs, with OP7 targeting the two new areas of OP6 - San Matias and Otuquis - and Kaa Iya which is the largest NP-NAIM of the national PA system as an answer to the devastating forest fires which destroyed thousands of hectares of forest during 2019 and 2020. NGOs in Bolivia are reliable partners in development and the choice to involve those with an institutional presence and knowledge of the areas makes possible that various activities will continue to be supported as confirmed by various NGOs during interviews.

The support of second-level organizations and the strengthening of commercial networks is incipient but at least in the framework of the resilience strategies, the three coordinated projects in each area concur to strengthening organizational, technical and productive capacities. *Strategic alliances* have been established with and among different organizations (*Asociación de Comités de Gestión de las Áreas Protegidas del Chaco, Chiquitanía, Pantanal y Amazonia Sur* (CGAPCHCHPA); the institutional network working in the *Charagua Iyambae* (Kaa Iya); *Federacion Regional de Trabajadores Campesinos del Chaco Chuquisaqueño*; La *Asociación de Apicultores Ecológicos de la Serranía del Iñao Monteagudo*; La *Asociación de Apicultores de las comunidades de Itapochi, Montegrande, Entierrillos y Cumandaiti,* municipality of Villa Vaca Guzmán, Serranía del Iñao). Remarkably, the collaboration among the NGOs within the resilience strategies may survive the end of the SGP OP6. The strategic alliance which is being created by FUNDESOC with the NGO Fundación Amigos de la Naturaleza (FAN) is worth mentioning as a contribution to combat forest fires and recuperate livelihoods; FAN valuable experience and good practices are being recuperating to support two communities in Otuquis and two communities in San Matias so that they associate in their common purpose to combat forest fires; within this framework, FUNDESOC also allied with the Central Indigenous Chiquitana German Bush association (grouping indigenous Chiquitano communities and playing a key role in Otuquis) and with the municipalities of Puerto Suarez, Puerto Quijarro and Carmen Rivero Torres.

A key institutional strengthening action is the support provided to communities to *prepare their associations' papers***:** statutes and regulations, making them gender sensitive, preparing land management plans, sensitizing about the communities' rights and duties (i.e., FCDB in Otuquis; and PRODECO among others). This work is slowly but surely changing local attitudes, with many community members now feeling committed to protect their resources (i.e., prohibiting hunting) as a value for tourism.

4.4.2.4 Environmental risks to sustainability

During OP6, the challenges represented by the mentioned political instability and the COVID-19 pandemic which impacts at all levels due to the restrictions that slow down development and monitoring activities, combined with one of the worst years of the decade in terms of forestry devastation by fires. As the news report, a perfect storm of factors, from an unusually dry year linked to climate change to the new law allowing burning of forest lands to increase the agricultural frontier dramatically combined to make the last two years, the worst in the century impacting these megadiverse areas. Unofficial data indicate that fires have charred more than 1.3 million acres, burning dangerously close to several towns and causing widespread damage to crops and grazing lands. In Santa Cruz and Chuquisaca, fires have collectively destroyed more than 45,000 ha. of crops, 27,000 ha. of grazing land, and 800 head of cattle. UNDP and SGP quickly mobilized funding through the *Laboratorio de Recuperacion Temprana*. Currently, in the Santa Cruz region, there are two projects for fire management: i) the Department of Santa Cruz project focused on training firefighters; and ii) the NGO FAN project, which is recognized for its high level of expertise. Activities managed by the NGO FUNDESOC with SGP financing have not yet started any form of coordination with the project managed by the Department of Santa Cruz but the NGO is planning to do as soon as their activities are more advanced; instead, coordination is strict with FAN with which an interinstitutional alliance has been signed. The *Amazonia Sin Fuego* Project referred to in the PIR and in the PRF is no longer available. As mentioned, the fire risk was not included as a variable in the risk management plan of the Project; given the experience of the last years, this should be present in OP7.

The CIDES-UMSA – University of Sant Andres project implements activities to strengthen resilience and livelihoods' capacities in the 5 PAs. The training program which includes 5 modules (sustainable management of PA, biodiversity, protection and use of forestry resources, climate change, alternative and renewable energies, economy and resources mobilization, and resilience) was supposed to be presential; given travelling limitations, it is provided online, using WhatsApp, a technology-based platform and a long-distance tutoring system (i.e. https://view.genial.ly/5fb57e78304f6d28c3722ab1). Participants include NGOs, communities' members, indigenous groups and also PAs representatives. The system adopted make the project easily replicable.

The landscape approach and the construction of pilot resilience strategies have highly increased environmental consciousness of the local population. AS the approach changed from total prohibition of activities in PAs to supporting sustainable activities which combine conservation with production, the relationship of the local population with PAs staff and with their environment is slowly but undoubtedly changing; community people, including a large number of indigenous groups are increasingly willing to protect their natural resources and the establishment of alternative tourism services are supported both as profitable community businesses and for environmental protection and conservation.

4.4.3 Country Ownership

Country ownership has been extensively described in chapters above describing alignment of the Project activities with national development policies and plans and the total coincidence of grant making with the needs of the local population, with municipalities development plans and PAs policies. There is perfect alignment between gender requirements in the SGP GEF Project and the Constitution of the Plurinational State of Bolivia. Although the integral application of the laws remain insufficient, different laws recognize gender equity, the economic value of domestic work, the right of the rural and indigenous populations and a number of laws fighting domestic violence.

4.4.4 Gender equality and women's empowerment

Integration of the gender dimension in the SGP Bolivia has been a constant during the years. With the start of OP6, the Project has taken an integral approach which started with hiring a gender consultant during Project design and retaining her during implementation. Women and girls effectively participated in the consultations to build the Project's baseline, the gender dimension is mainstreamed in the Project's Guidelines for the preparation of community-based initiatives and Resilience Strategies/Resilience projects are fully gender-sensitive. A gender analysis is mandatory for each small grant proposal; this is appropriate as it has been shown by the differences found in gender roles between the different PAs, depending on the prevailing culture of the indigenous groups. At first site, the detailed guidelines appear excessively demanding; yet, they should be regarded as guiding questions to be adapted to the reality of each single initiative. NGOs interviewed have all confirmed the utility of this document both for the design of proposals and the subsequent monitoring of the implementation. The NSC Gender Focal Point reviewed and confirmed the soundness of the gender guidelines. All projects are requested to consider ways for the effective participation of women, on an equal basis, with dedicated projects/activities, carefully avoiding to increase women's workload (providing lunches and baby care), providing appropriate translation (including the gender terminology for indigenous women), and ensuring women were trained so to be able to become leaders of their projects. Of the small grants implemented, 12 are women-led projects. Resilience Projects are even more dedicated to reduce gender inequities and generational gaps; the approach is respectful of families and especially indigenous families' culture and religion, carefully avoiding reference to gender roles and gender issues; instead the rights granted by the Bolivian Constitution, which is very popular and well known, are utilized to promote a re-thinking of gender roles in agriculture. This makes the all process sustainable and effective in providing a different perspective on how man, women and young people relate towards each other and towards the environment and their own resources (i.e., reportedly, in some cases, men came forward asking to provide women with the leadership of productive projects).

An ad-hoc monitoring system has been set up by the gender consultant, with operating NGOs reporting directly towards the resilience strategy. Gender data are collected also to report on the Project's indicators, although not all of them are gender disaggregated. Overall, management reports to have benefitted/involved 1,997 women over a total of 4,573 people. Overall, activities implemented during the reporting period empowered 196 women entrepreneurs and producers to raise their income through production of various ecosystem items while conserving the native forest (in Otuquis, oil and pulp from the non-timber *Totaì* forest resource (17 women entrepreneurs generating incomes between USD 43-57/month); in Otuquis and in Serranía del Iñao apiculture which was traditionally operated by men (groups of 108 women in each PA, generating incomes between USD 43-377/month using native stingless bees); in Otuquis, processed production from the native *janchicoco* palm is almost entirely managed by women. In Otuquis, El Palmar and Serranía del Iñao, horticulture developed through the setting up of irrigation systems contributing to family nutrition. Food security and marketing of surpluses. In San Matias and Kaa Iya, the installation of photovoltaic pumping systems allowed permanent household access to water; the administrative operation of the system is in charge of local communities with an active participation of women. In Otuquis, a Community Tourism Association made up of 13 women and 5 men valued a natural tourist attraction in the Motacusito community contributing to the generation of family economic income and the conservation of local biodiversity. As a new activity, it is still difficult to quantify income.

Overall, not only women were able to participate actively and on an equitable basis in prioritizing and selecting communities' projects but where also able to strengthen their organizational capacities, increase their levels of appropriation of the actions proposed and their self-esteem gradually being more outspoken during meetings and workshops. Although still a minority, the participation of women in the PAs Management Committees has increased; some associations are modifying their statutes and organizational regulations to ensure greater women participation (i.e., AIFO El Che and APIMEC). Actions contribute to empower women and increasing their decision-making power, actively participating also in activities often managed only by men, such as the operation of water and electrification systems; at the same time, the commitment and dedication of women and their key role in the education of children represents a strong contribution to the conservation, management and use of local natural resources as well as to recuperate or maintain ancestral knowledge.

4.4.5 Cross-cutting issues

SGP is well integrated in the UNDP environment portfolio, generating added value to other projects and actively contributing to the national policy discussion on sustainable and integrated forest management. Conceptual internal discussions with UNDP contributed to the design of the five resilience strategies; the UNDP ART Project – no longer in existence – favored similar multi-actor, multi-sector approaches improving the territorial focus and effectively targeting the SDGs, i.e., supporting the PAs' Management Committees and the *Gran Comité* which is formed by representatives of various management committees, a target of the upcoming OP7. The enthusiastic support of the UNDP CO concerns not only SGP results in the field but also a collaboration which sees UNDP utilizing SGP criteria, procedures and formats; the mobilization of private funds through the *Laboratorio de Recuperacion Temprana* represents a rapid and effective risk mitigation response towards communities strongly impacted by forest fires. UNDP is strongly interested in findings links within the UNDP projects' portfolio and appreciates SGP capacities to conjugate governance, conservation and generation of livelihoods. SGP experience was also used by UNDP to generate a reflection within the Amazonia panel over environmental management concerns in Bolivia. The GEF financed Gran Chaco Project has also utilized SGP modalities of work as well as associated NGOs to implement sustainable forestry practices at pilot sites in the Gran Chaco communities. Collaboration and coordination with stakeholders involved in the local platforms established by SGP (PAs authorities and staff, municipalities, Management Committees) was offered to Project "Managing environmental liabilities in protected areas and their influence on water resources". During certain political period, SGP has maintained a low profile; its overall experience, especially with the resilience approach could be brought up at a national scale.

SGP Bolivia has been involved in a number of South-South collaboration efforts that enabled countries to learn from one another and leverage knowledge and skills for replication and upscaling of community-based landscape planning and management approaches and practices. The Project consolidated the existing strategic alignment with the National Biocultura Program financed by the Swiss Cooperation, through the Ministry of Rural Development and Lands; joint and complementary activities were undertaken in NAIMs El Palmar and Serranía del Iñao, mobilizing an important amount of co-financing resources from municipalities and partly from the departmental governments that contributed to the execution of two projects supporting economic-productive organizations.

In terms of GEF's Additionality, results are straightforward as most of the communities targeted rarely or even never received external support. Greater food security and/or generation of employment and income for resource-dependent communities from sustainable management of ecosystem processes provide the primary economic incentive to communities, individually and collectively, to conserve biodiversity and optimize ecosystem services. The Project is certainly contributing to improve the livelihood of local communities through the promotion of innovative products and services and the removal of some of the financial, technical and institutional barriers which make the sustainable use of natural resources a hard task. The term innovative should be understood in a broad sense, either because the product or service is new in absolute terms or new for the area and/or community. In doing so, GEF funded activities contribute to improve the relationship between communities living in the buffer zones of PAs and the PAs authorities.

Although management could have made better use of the opportunity to finance larger strategic projects up to USD 150,000 as allowed by Project design, the Project implements five capacity development/transversal projects to strengthen the capacities of the PAs Management Committees, the capacities to combat forest fires and answer to the devastations occurred in the recent years. Some of these activities are delayed but management is confident that they will be completed by the end of the Project.

4.4.6 Catalytic/Replication Effect

The catalytic and replication potentiality of the small-grants can be appreciated by a number of promising elements: i) Directors of PAs beyond the five involved in the Project have approached the CPM requesting support based on the evidence of results in the communities targeted; ii) NGOs have been approached by nearby communities for support; iii) the municipality of Presto in El Palmar has expressed the desire to include the entire municipality in the PA and replicate with its own funds some of the projects implemented; iv) indigenous groups have approached the Herbario del Sur for support in recuperating and value their ancestral environmental knowledge; v) given travelling restriction, the University of Sant Andres is utilizing an innovative platform to provide their educational modules using basic technology, today accessible almost everywhere (WhatsApp groups). It is unfortunate that the possibilities for upscaling and replication are limited by a consistent cut in resources for OP7.

Systematization of lessons learnt and knowledge management is a key element to reduce socio-political and socio-economic risks for sustainability. Innovative and successful activities may materialize as often community members do not have the capacity to visualize the causality between actions and results. Sharing knowledge through brochures, printed material, and the organization of exchange events, fairs and forums is key to allow people to learn from experience and decide to scale up and/or replicate successful activities. A number of knowledge exchange events have been carried out about honey production, irrigation systems, community tourism and Totaí oil production. Most initiatives consider and have included capacity development and knowledge management actions: i) disseminating information about the state of the art in terms of resources management in the PAs' BZs; ii) conservation of cultural heritage of the use of wild flora (food and medicine plants) by the Herbario del Sur in El Palmar and Serranía del Iñao which has systematized and devolved information to local communities, in academic *foras* and during international congresses. The experience of projects is being systematized and videos produced documenting the experience of the resilience strategies (there is already one video ready for El Palmar and two other videos are under production). Although these actions are all potentially contributing to disseminate lessons learnt, the Project lacks a communication and knowledge management strategy to systematically produce high quality material

to increase the overall visibility of the SGP achievements. Reportedly, OP7 will address some of these shortcomings. A UN Volunteer or a Consultant may be needed to support management. The GEF SGP web site is not well constructed, with poor and mostly unattractive information; management reports that other social network systems such as Facebook are more utilized. Given the importance knowledge management has for other countries and not only for Bolivia, more efforts in producing material in English should be done.

4.4.7 Progress to Impact

The Project is strongly contributing to the objective of strengthening the capacities of local communities in the ecoregions of Chaco, Chiquitanía and Pantanal, to improve their livelihoods by conserving natural habitats, restoring degraded ecosystems and reinforcing sustainable production for their socio-ecological resilience. Bolivia is a very large country; the decision to adopt the Landscape approach in the targeted protected areas was challenged by the extensiveness of each area; environmental, social and cultural diversity; difficulties of access; and a sparsely living population. The Project opted to work with one selected community in areas where usually prohibition of activities prevails over provision of services. The application of the Satoyama and the World Café methodologies immediately indicated that the process to design the resilience strategies was as important, if not more, than their implementation. Effectively, when processes are well conducted and time and resources devoted towards the effective participation of all communities' members, an impact starts to manifest even before the actual implementation of activities.

Small grants, and in particular Resilience Projects, are implemented in an area where the collective use of land, with its specific norms, customs and traditions is recognized within the Bolivian Constitution. Indigenous communities with a strong and diverse cultural identity cohabit with farmers communities and intercultural communities where native people have mixed up with migrants, mostly from the high Bolivian valleys; in these area, customs and traditions of the migrants' native places may prevail or in any case mix up with native uses and traditions. The Resilience Strategies were disseminated through power point documents and shared during participatory activities which allowed validation of results by stakeholders, thus overcoming languages and educational barriers. Obtaining the trust of indigenous people is not always easy; SGP was able to gain it through a solid presence in the field and the capacity to quickly respond to felt needs of communities.

The dedication and commitment of the local consultant in facilitating the design of the strategies and in mainstreaming the gender approach allowed a quite precise map of threats and opportunities, enabled effective community monitoring and set the basis for success. Communities practice resilience even when the resilience concept as such remains of difficult comprehension for local people. NGOs, especially the solider ones, with an institutional presence in the areas, are considered effective partners in sustaining resilience processes and in ensuring the full empowerment of communities' members over their own development problems and opportunities to solve them. Municipalities are strong allies, having honored their co-financing commitments and inserted activities in their development plans.

The greatest impact may be found in the revolutionary change of attitude of community people with respect to the sustainable management of natural resources and towards PAs staff, now seen more as a partner in development than as those prohibiting any form of activities on their ancestral lands; PAs are no longer only places of prohibition but becomes places where livelihoods opportunities may arise when resources are used sustainably. This represents a significant cultural change, with people empowered to take responsibility to protect their own resources and protected areas. An additional noteworthy cultural impact results from the way gender is mainstreamed in all implemented activities with an approach which, starting from the rights guaranteed by the popular Bolivian Constitution, allows changes in the way man and women and young people relate towards each other and towards the environment and their own resources.

Given the investment of time and resources over a single community, there will certainly be a significant and possibly sustainable impact in the communities targeted within the resilience strategies. Interviews reveal a vivid collaboration among the three NGOs working for the resilience strategy in each PAs, facilitating monitoring and partly reducing the burden of work over a single community. The effective involvement of

women in decision-making is widely reported as well as their often-becoming leaders of productive and/or energy activities, traditionally operated by men. Notwithstanding, the possibilities for a wider impact may have been limited by the restricted application of the landscape approach. Although it is understood that the PA area was too large to be considered in its totality, the definition of the landscape at the level of one community (each one ranging between 70 to 100 families) in each PA, using three projects as direct contributors may have restricted excessively the area of operation, leaving the largest majority of small-grants outside the specific resilience strategy. This is not to say that all other small-grants do not contribute to resilience but the Project may have taken a too conservative approach. In addition, the Project does not make use of the possibilities to finance strategic projects up to USD 150.000 and further limits the SGP ceiling of USD 50.000 to USD 30.000 for single grants. Given the extensiveness of the areas and associated operational costs and that CBOs have no opportunities to directly manage funds which are always canalized through NGOs, more budget flexibility could increase chances for impact. Resilience strategies have at least a decade horizon; within the limitations of funding in OP7, efforts to sustain and enlarge processes started should be considered.

The question of "attribution" of results which is generally difficult in SGP as in many countries CBOs and NGOs are often in the second or even in the third reception of grants from SGP and/or from other donors, is of easier appreciation: a large number of communities had never received before a SGP grant and are rarely the target of assistance as they live within the BZs of PAs where traditionally activities were either of an investigation or conservation nature but rarely or never of a sustainable development nature. SGP builds on synergetic activities with great capacity for both reaching communities in the most remote areas as well as for strengthening capacities and supporting innovation of existing experiences.

5. CONCLUSIONS, LESSONS LEARNT AND RECOMMENDATIONS

5.1 Conclusions

The Project is **relevant** in relation to GEF SGP strategies, aligned with UNDP and national policies and plans and instrumental for CBOs living in the area as well as for the management of the protected areas.

SGP in Bolivia is recognized as a facilitating mechanism rather than as exclusive stand-alone initiative, its action being considered transparent, representative, innovative and effective. **Implementation** is rated as **satisfactory,** the Project having been well managed, well monitored with an impact being already appreciable, especially in the communities selected for the Resilience Strategy, thanks to an exceptional capacity to make the approach truly participatory, including women, men, young people and farmers, indigenous groups and intercultural groups. Gender mainstreaming has been applied in the most genuine way with results which are manifesting both in productive activities as well as in changes of cultural attitudes. Members of communities may still not understand resilience as a concept but are certainly becoming aware of how their effective involvement in activities produce changes in their wellbeing, when attention is paid to both conservation and sustainable use of natural resources. Overall, stakeholders interviewed show great appreciation for the entire process.

Achievements are **effective** and the Project will be able to reach all its targets by EoP, in many cases exceeding them. **Impact** started to manifest since the design of the resilience strategies. A number of factors facilitated impact: i) many CBOs were receiving assistance for the first time which also reduces usual concerns of development projects in terms of "attribution"; ii) targeting a single community and providing time and resources in a dedicated way; and iii) taking an approach which facilitates participation in a genuine way with measures to relieve women from their daily tasks making them able to attend meetings and to reduce language and cultural barriers. On the other hand, even with comprehension of the difficulties of applying the landscape approach for the first time, in vast and remote areas, impact may have been limited by a too narrow definition of the landscape, especially in terms of communities targeted. As mentioned only 15 out of 72 projects are specifically tailored towards the resilience strategies, with an amount which is a relatively small part of financing available.

Sustainability is **moderately likely** as people are finding livelihood alternatives, with their projects inscribed into the municipalities planning and various NGOs committed to sustain them beyond the Project's timeframe. The possibility that communities' members continue managing their productive activities is proportionate to their full appropriation of results, even more in women-led projects. PA's management authorities appreciate achievements and Directors of other PAs are approaching the Project for support. The transparency of the process, with the NSC which opened the doors to local stakeholders and in particular PAs and municipalities' authorities as well as members of the PAs Management Committees, ensured that an unequal distribution of resources resulted from the dynamicity of stakeholders to mobilize funds without causing jealousies or disconformities.

In the framework of the resilience strategies, the three coordinated projects in each area concur to strengthening organizational, technical and productive capacities. However, the strengthening of second-level organizations and of commercial networks is incipient; an evaluation of promising situations should be done and considered for further support. Unfortunately, SGP provide sees money to start processes which after must find alternative ways to continue; funding for OP7 has been secured but with a reduced amount and possibly targeting only three of the five current PAs. Environmentally, the positive change of attitude of community people towards the management of natural resources and PAs authorities is counterbalanced by a year especially destructive in terms of forest fires, often being of a transboundary nature but without forgetting the application of the laws which aim at enlarging the agricultural frontier.

Interviews reveal great appreciation for the work done and results achieved. Efforts to scale this up to national level would provide a new and stronger visibility to SGP and UNDP. If well systematized, lessons

learnt from SGP OP6 and even from previous operational phases could be utilized to promote a national dialogue to position environmental management in the Bolivian political agenda within a renovated perspective to reduce poverty, sustaining livelihoods and conserving resources and maybe aiming to a possible future strategy encompassing all the PAs system of the country.

5.2 Lessons Learnt

SGP implementation in Bolivia has resulted in countless valuable experiences throughout the different operational phases which contribute to generate lessons for local, regional, and global development and conservation. Specific lessons learnt from OP6 are:

L. **Effectiveness of the Landscape approach.** Transitioning from implementing SGP nationwide to a territorial concentration, with transparent and participatory design and monitoring processes are susceptible of generating impact.

L. **Investing time and resources in project design means setting up for success**. Accurate project design with a detailed and gender disaggregated collection of baseline data provides key inputs for monitoring questions to guide adaptive management.

L. **Gender mainstreaming is a process.** It involves collecting data, identifying the right questions, introducing the idea in ways appropriate to the prevailing culture of rural, intercultural and indigenous groups, facilitating participation with innovative modalities so as to avoid increasing women's workloads and finally ensuring modalities to sustain progress once external support retires.

L. **The definition of indicators related with the agroecological management of sustainable production at community level should carefully consider the direct influence of the activities**. Community work is carried out at the level of small integral agroecological production gardens which limits the possibility to cover large areas in terms of hectares.

L. Successful monitoring allows to identify lessons learnt during implementation and not only at the end. The early identification of lessons learnt is a key input of adaptive management; this requires the development of appropriate tools not only to collect information and data but to immediately analyze them and inform decision-making.

L. Continuous information to and coordination with government authorities is essential. Informing and coordinating with local authorities convert them into real partners and propulsive agents for stimulating planned activities. Information at higher Government level is essential even when involvement is minimal.

L. Carefully analyze the capacity of expected GEF co-financing to effectively materialize. The most important expected co-financing from the EU was not received. When designing projects, careful attention should be paid to the effective commitments of especially large co-financing which: i) may be a key element of GEF approval and ii) may negatively impact on the project's implementation when it does not materialize.

5.2 Recommendations

The following recommendations are tailored to improve the sustainability of the SGP as a whole and not of specific grants and inform the design of new projects. It should be noted that monitoring activities have identified a large number of valuable lessons learnt at projects level which should not be systematized.

Table N.11 Recommendations

N.	Recommendation	Responsible entity	Timeframe
A	**Project Implementation**		

A.1	**Define a larger concept of resilience.** Stakeholders are invited to reflect about the opportunity to include more communities and a larger territory in resilience strategies. The modality of working with three coordinating NGOs is sound if the territory is wide and communities diverse; otherwise, impact is inevitable but too circumscribed and the burden over a single community may result excessive. Although all small-grants have a built-in resilience component, all projects should be strategically linked to the resilience strategy in each PA; this would convey a more powerful message of resilience.	CPT, NSC	OP7
A.2	**Further enrich gender mainstreaming.** The already well-conceived and well-applied gender mainstreaming can be further enriched by: i) assessing how current emergencies linked to forest fires and the COVID-19 pandemic have differently impacted on women and men; ii) identifying the underlying causes which facilitated or worsened gender access to resources and benefits; iii) identifying factors which may ensure the sustainability of benefits received by women once SGP support retires.	CPT, NSC, Consultants	OP7
A.3	**Classify small-grants according to their real content.** Small-grants initiatives should be classified trough a system led by the GEF SGP CPMT to ensure comparability around the world, especially when the multi-focal area applies. The classification of all resilience projects under the biodiversity focal area is misleading. The strengthening of capacities is treated as a separate area although all SGP grants are capacity development projects.	CPMT-CPT-NSC	Next Operational phases
A.4	**Introduce technological innovations.** NSC members should be able to receive proposals and comment online. This does not eliminate the need for presential meetings but can make processes more effective, less time and paper-consuming. An online library may be a useful tool for stakeholders to access documents and guidelines.	CPT, NSC	Next Operational phases
A.5	**Make full use of the financing opportunities offered by SGP.** SGP Bolivia did not take advantage of the possibility offered to implement strategic projects up to USD 150.000. In addition, keeping the small-grants financing ceiling to USD 30.000 is not functional to impact, considering: i) the limited number of operating NGOs which means that this limitation does not go in benefit of a larger number of entities; ii) the high operational costs due to the remoteness and vastness of the areas concerned. Ways to enable CBOs to express innovative ideas which could be directly financed even outside an intermediary NGO and outside the complex bureaucratic legal requirements could be explored.	CPT, NSC	OP7
A.6	**Do not restrict work to Buffer Zones.** Big and small cattle farmers operating inside a NP as in Otuquis should be considered targets; international experiences combining sustainable cattle raising and tourism could be explored.	CPT, NSC	When necessary
B	**Monitoring & Evaluation**		
B.1	**Improve the monitoring system.** Social and specifically gender data are conspicuous, especially in resilience projects; data collected is richer than those which is being effectively analyzed and used. Systematizing and analyzing them is time consuming. Data management deserves a more structured system than the simple excel database used; the sophistication of the system should be appropriate to the objectives: i) feeding Core and PRF's Indicators; and ii) informing adaptive management to optimize resources and identifying the most vulnerable groups. Two additional improvements are: i) at least for the resilience strategy, the identification of a non-beneficiary control group for later comparability; and ii) the geo-referencing of projects into a GIS.	NSC, CPT,	Depending on finances availability, possibly OP7
C	**Sustainability**		
C.1	**Design an exit strategy together with NGOs**. Resilience strategies are long processes requiring continuity and oversight. OP7 will not be able to sustain achievements in all areas of OP6; an assessment of the most promising activities requiring further support could be done to at least stimulate NGOs to continue assisting communities to strengthen their capacities to fully operate by themselves or to better articulate producers to the market. An EoP reflection could also stimulate a debate on how to make incidence in public policies to improve productive resources and sustainable management and strengthen the territorial connectivity and coordination within and across territories; this could help in scaling up initiatives and sharing lessons learnt, creating a baseline for discussion and stimulating a dialogue among PAs so that conservation, production, research, and defense of rights' recommendations grow into a strategy for all the PA system of Bolivia.	CPT; NGOs and later PAs staff	First phase ASAP. Second phase during OP7
D	**Knowledge Management**		
D.1	**Invest in Visibility and Communication.** Visibility actions and material produced are often of good quality but they are not coordinated into a communication and knowledge management strategy, identifying formats according to targets and coherently developing different types of knowledge management products, both in Spanish and in English given the relevance each SGP has also for other SGP in the world. The SGP Global Knowledge Management (KM) and Communication strategy, also applicable to UCPs, should be the starting point for the development of a country specific KM and Communication strategy.	CPT, possibly a UNV	OP7 depending on financial resources

Annex A – Terms of Reference,

Annex B – Documents consulted/available for consultation

General documents

- TORs for the Terminal Evaluation
- UNDP GEF Guidance for Conducting Terminal Evaluation of UNDP-Supported, GEF-Financed Projects (2020)
- Marco de Complementariedad de Naciones Unidas para el Vivir Bien en Bolivia 2018-2022
- Estratégico de Cooperación de las Naciones Unidas para el Desarrollo en Bolivia (UNDAF), 2014-2019
- UNDP Country Programme Document for the Plurinational State of Bolivia 2018-2022
- Data collection, remote interviews, and use of national consultants. Evaluations during COVID-19. Evaluation Guidelines, UNDP Independent Evaluation Office, June 2020

Project documents

- Project Document: Sixth Operational Phase of the GEF Small Grants Program in Bolivia, with annexes
- Project Implementation Review (PIR): 2018 -2019 and 2020, with annexes
- CEO Endorsement
- Matriz Indicadores PIR, updated at October 2020
- Guia Proyectos con Genero
- Gender Action Plan
- Core Indicators at Mid-Term
- Core Indicators for the TE
- First and Second Call's documents
- Resilience (Landscape) Strategies documents for the 5 areas
- Reporte Taller Inicio PPD April 2017
- Mid-Term Review, GEF SGP OP6 Bolivia
- Systematization document OP6-Year 1
- List of Projects of the second Call
- Co-financing letters: SERNAP dated 5/12/2016
- Financial Management documents
- National Steering Committee Minutes of the Meetings (Actas Reunion)
- Document on the Rules for the functioning of the NSC
- Samples of Monitoring reports for the projects
- Informe Final Tecnico Servicio M&E OP6 – Year 1
- Samples of two projects for each PA
- Sistema de Monitoreo y Evaluacion. Kapeatindi
- Documentation and Power Point for 5 Resilience Strategies: El Palmar, Otuquis, Kapiatindi, Santo Corazon; San Pedro del Zapallar
- Questionnaires filled in by NGOs
- SGP Bolivia Successful Case Studies, systematization documents and videos
- Link to the Web page: http://ppdbolivia.org/
- Link to Facebook: https://www.facebook.com/ppdbolivia
- Case Study: https://www.bo.undp.org/content/bolivia/es/home/projects/programa-de-las-pequenas-donaciones---6-op.html

Annex C – Schedule, and Institutions/People interviewed: November-December 2020

(*Rome timing is expressed when home-based*)

Task/Interview	Date – Time	Location	Contact
Preparation	November	Home based	
Presentation of Inception Report	Delivered on November 10	Home-based	
Long-distance Interviews with UNDP/GEF/SGP			
Diana Salvemini, SGP UCP Coordinator, GEF/UNDP	02 November and 8 December	Zoom	diana.salvemini@undp.org
Ruben Salas, SGP Programme Manager, National Coordinator	Various times in November/December	Skype and Zoom	ruben.salas@undp.org
María Inés Santos, SGP Project Assistant	16 November	Skype/Zoom	marines.santos@undp.org
Mario Tapia, SGP M&E Consultant	6 November 16 November	Zoom	mataplo@hotmail.com
Patricia Loayza, SGP Gender Consultant and Resilience Strategy Consultant	11 November 16:00	Zoom	plmbol@hotmail.com
Rosanna De Luca, Associate Portfolio Manager	November	Mail/Skype	rosannadl@unops.org
Members of NSC: - Oscar Aguilar R., Rural Development Expert and Alternative Energies, NGO Ayuda en Acción) - Beatriz Zapata F.; Biodiversity and Genetic Resources Expert (Advisor, Ministerio de Desarrollo Productivo y Economía Plural) - Ximena Aramayo – Gender Expert (NGO HELVETAS) - Cesar Altamirano, SERNAP (Director de Planificación, Servicio Nacional de Áreas Protegidas)	16 November 15:00	Zoom	osaguibol@yahoo.es beatrizzapataferru@gmail.com xmnaramayo@gmail.com
UNDP CO -Rocio Chain, Oficial de Programas -Mónica Pacheco, Especialista en M&E y Gestión del Conocimiento and member of the NSC	02 December 16:30	Zoom	rocio.chain@undp.org monica.pacheco@undp.org
Luciana Mermet, Resident Representative, UNDP CO	02 December 16:30	Zoom	maria.luciana.mermet@undp.org
Maria José Montero, FUNDESOC, Proyecto gestión y prevención de riesgos de incendios	24 November, 15:00	Zoom	direccion.ejecutiva@fundesoc.org.bo.
Alberto Mollinedo, Christian Cadena and Claudia Saavedra, CIDES, Universidad Autónoma de Sant Andrés, Proyecto de desarrollo y fortalecimiento capacidades en las 5 áreas protegidas	24 November, 19:30	Zoom	mollinedoalberto@gmail.com c.cadena.l@gmail.com claudette.saavedra.sa@gmail.com
Government Representatives			
Cesar Altamirano, Director Planificación, SERNAP Servicio Nacional Áreas Protegidas and former member of the NSC	05 November, 16:00	Zoom	cesar.altabus@gmail.com
Beneficiaries in El Palmar PA-NAIM			
Director ANMI El Palmar, Miguel Angel Sardán	12 November 15:00	Zoom	miguelsardan@hotmail.com
Group of implementing NGOs -LIDER: Martha Leyton and Jhenny Alborta -PRODECO, Zulema Torres and Yeri Gallardo -ACLO Chuiquisaca, Walter Carvallo	12 November 16:00	Zoom	leyton_martha@yahoo.com; lidersucre@gmail.com; jhennyalborta@gmail.com ztorres@prodeco.org.bo; ygallardo@prodeco.org.bo wac_men@hotmail.com;
Beneficiaries in Serranía del Iñao PA-NAIM			
Director PN ANMI Serranía del Iñao Guido García+ Bernardino Apata, (Head of Protection)	12 November 19:30	Zoom	ggarciac26@hotmail.com
Group of implementing NGOs: -PASOS, Antonio Aramayo -NOR SUD, Gregorio Aysa and Mario Mamani, Juan Sardan - Herbario del Sur de Bolivia, Julia Gutierrez	12 November 21:00	Zoom	aaramayo@pasosbolivia.org); greaysa18@gmail.com yuliagut.24@gmail.com; nona.tarija@gmail.com
Beneficiaries in Kaa Iya PA-NAIM			
PA NMAI Kaa Iya Froilan Peña (Head of Protection) + Richard Rivera, Technical staff;	17 November 19:30	Zoom	rjrc216@gmail.com katia.garrido.suarez@gmail.com tupinambi66@hotmail.com

Katia Garrido, Communication			
Group of Implementing NGOs Carmen Miranda, SAVIA; Jorge Valverde, CEPAC; Natalia Araujo, F. Natura	17 November 17, 2020 20:30	Zoom	carmen.miranda@saviabolivia.org jvalverde@cepac.org.bo nataliaaraujo@naturabolivia.org
Beneficiaries in San Matias NAIM			
Jorge Landivar, Director ANMI San Matías+ Danner Flores (Head of Protection)	17 November 14:00	Zoom	jlabruja@gmail.com dannerflores2005@hotmail.com
Group of implementing NGOs: Marioly Villarroel, Fundación Ceraí; Rosa Leny Cuellar, Fundación para la Conservación del Bosque Chiquitano (FCBC)	17 November 16:30	Zoom	dannerflores2005@hotmail.com rosalenycuellar@fcbc.org.bo
Beneficiaries in Otuquis PA-NAIM			
Alberto Bazan Director PN ANMI Otuquis+Jorge Banegas (Head of Protection) + Ranger	November 13, 14:00	Zoom	albertoalexbazan@gmail.com jorgek.iya@hotmail.com
Group of implementing NGOs: -FCDB, Martha Bernabet -HUELLAS, Marcelo Arze - FUNDESOC, Maria José Montero	November 13, 15:00		mbernabet@gmail.com; marcelo.arze@planetahuellas.org ; dirección.ejecutiva@fundesoc.org.bo

Annex D – Evaluation Questions

Evaluative Criteria Questions	Indicators	Sources	Methodology
PROJECT STRATEGY (Relevance): Project Design: How appropriate is the strategy and project design?			
• Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document. • Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design? • Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country? • Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes? • Review the extent to which relevant gender issues were raised in the project design. • If there are major areas of concern, recommend areas for improvement.	• Existence of a clear relationship between project objectives and GEF/SGP policies and strategies • Degree of coherence between the project proposals and the strategic framework of the GEF SGP • Degree of coherence between the problems addressed and underlying assumptions • Degree of coherence between project strategy and most effective route to achieving results • Degree of coherence of the project proposals with national environmental and development priorities • Appreciation from national stakeholders with respect to adequacy of project design and implementation to national realities and existing capacities: evidence of incorporation of their perspective • Degree of involvement of stakeholders in project design and implementation • Evidence of lessons learnt incorporated in project design	• Project documents • UNDP/GEF/SGP policies and strategies • National policies and strategies • Key project partners and stakeholders	•Documents analyses •UNDP website •GEF SGP website •Interviews with UNDP, GEF/SGP, project staff and participating national stakeholders •Guidance for Conducting TE of UNDP-Supported, GEF-Financed Projects •UNDP Guidance for conducting evaluations during COVID-19 •Interviews with relevant stakeholders
PROJECT STRATEGY: Results Framework/Logframe			
• Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary. • Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?	• Level of coherence between project expected results and project design internal logic • Level of coherence between project expected results and individual CBOs/NGOs proposals	• Project documents • CBOs/NGOs proposals • Results Framework • Key project stakeholders	• Document analysis • Key interviews

• Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis. • Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits.	• Adequacy of Indicators (SMART) • Evidence of gender monitoring		
PROGRESS TOWARDS RESULTS: Progress towards outcome analysis			
• Review the logframe indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix and following the Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects; colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as "Not on target to be achieved" (red). • Compare and analyse the GEF Tracking Tool at the Baseline with the one completed right before the Midterm Review. • Identify remaining barriers to achieving the project objective in the remainder of the project. • By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.	• Indicators in Project Document/Results Framework • GEF Tracking Tool information • Examples of supported partnerships • Evidence that particular partnerships/linkages will be sustained • Appreciation by stakeholders • Identification of risks and assumptions • Quality of risk mitigations strategies developed and followed	• Project documents • PIR • Project team and relevant stakeholders	• Documents analysis • Interviews with project team • Interviews with relevant stakeholders
PROJECT IMPLEMENTATION AND ADAPTIVE MANAGEMENT: Management Arrangements			
• Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement. • Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement. • Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.	• Management Arrangements • Evidence of efficiency of management procedures • Analysis of delays and respect of timeline	• Project documents • UNDP/GEF-SGP • Project team	• Document analysis • Review of files • Key interviews
PROJECT IMPLEMENTATION AND ADAPTIVE MANAGEMENT: Work Planning			

• Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved. • Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results? • Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.	• Timeliness and adequacy of work planning • Evidence of efficiency of management tools	• Project documents • UNDP and Project team	• Document analysis • Interviews
PROJECT IMPLEMENTATION AND ADAPTIVE MANAGEMENT: Finance and Co-finance			
• Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions. • Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions. • Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds? • Informed by the co-financing monitoring table to be filled out, provide commentary on cofinancing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?	• Availability and quality of financial and progress reports • Level of discrepancy between planned and utilized financial expenditures • Cost in view of results achieved • Cash or in-kind co-financing funds committed and effectively delivered and level of its strategic use	• Project documents • UNDP/GEF-SGP • Project team	• Document analysis • Review of files • Key interviews
PROJECT IMPLEMENTATION AND ADAPTIVE MANAGEMENT: Project-level M&E Systems			
• Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive? • Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?	• Quality of results-based management • Occurrence of change in project design/ implementation approach (i.e. restructuring) when needed to improve project efficiency • Participatory monitoring	• Project documents • UNDP/GEF-SGP • Project team	• Document analysis • Review of files • Key interviews
PROJECT IMPLEMENTATION AND ADAPTIVE MANAGEMENT: Stakeholders Engagement			
• Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders? • Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they	• Appreciation from national stakeholders with respect to adequacy of project design and implementation to national realities and existing capacities	• Project documents • UNDP/GEF-SGP • Project team	• Document analysis • Review of files • Key interviews

continue to have an active role in project decision-making that supports efficient and effective project implementation? • Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?	• Degree of involvement of stakeholders in project design and implementation •		
PROJECT IMPLEMENTATION AND ADAPTIVE MANAGEMENT: Reporting			
• Assess how adaptive management changes have been reported by the project management and shared with the Project Board. • Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?) • Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.	• Quality of results-based management reporting (progress reporting, M&E) • Timeliness and adequacy of reporting provided	• Project documents • UNDP/GEF-SGP • Project team	• Document analysis • Review of files • Key interviews
PROJECT IMPLEMENTATION AND ADAPTIVE MANAGEMENT: Communication			
• Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results? • Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?) • For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.	• Level of Project's communication efforts • Quantity and Quality of knowledge management material	• Project documents • UNDP/GEF-SGP • Project team	• Document analysis • Review of files • Key interviews
SUSTAINABILITY:			
• Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.	• Identification of risks and assumptions • Quality of risk mitigations strategies developed • Evidence / quality of sustainability strategy	• Project documents and reporting • Project Case Studies	• Document analysis • Interviews • Beneficiaries

Financial risks to sustainability: • What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)? Socio-economic risks to sustainability: • Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future? Institutional Framework and Governance risks to sustainability: • Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place. Environmental risks to sustainability: • Are there any environmental risks that may jeopardize sustenance of project outcomes?	• Evidence / quality of steps taken to ensure sustainability • Level and source of future financial support and commitments following project ends • Level of recurrent costs after completion of project and funding sources for those recurrent costs if any • Degree to which project activities and results have been taken over by local counterparts or institutions/organizations • Level of financial support available to continue activities • Degree of relevance for future projects	• UNDP/GEF-SGP, project staff and partners • Beneficiaries	

Annex E – NP-NAIMS Characterization, Summary Table

Subject/Landscape-Eco-regions	CHACO			CHIQUITANIA - PANTANAL	PANTANAL
	Transboundary ecological region shared by Argentina, Brazil and Bolivia, with Bolivia covering 15%. It houses the largest forest in South America after the Amazon region. Impressive wealth of plant and animal diversity, many of which endemic. Sparsely populated, with 57% of population being urban. Several settlements of indigenous people: Ayoreo, Chiquitano, Weenhayek, Guarani. Agricultural development, hunting and gathering are main activites. Some small- and large-scale farmers and ranchers.			Southeast of Bolivia. Rich in flora and fauna. One of the largest certified forest in Bolivia. Traditional extensive farming. Forestry. Small communities practicing subsistence farming, hunting.	Bordering Brazil and Paraguay, Mato Grosso region. One of the largest world's wetlands, extremely rich in aquatic flora. 90% of Bolivian part is under some form of legal protection. Mostly inaccessible for lack of access infrastructure. Cattle ranches, agriculture, mining and tourism are main activities.
PA-NAIM	**EL PALMAR**	**SERRANIA DEL INAO**	**KAA IYA**	**SAN MATIAS**	**OTUQUIS**
Department/Extension /Altitude	Chuquisaca 595km. 1000 to 3200 msl. Created in 1997	Chuquisaca 2.631 km. 600-2.800 msl. Created 2004	Santa Cruz 34.411 km. 200-400 msl. Created in 1995	Santa Cruz 29.185 km. 108-1.210 msl. Created 1997	Santa Cruz 10.060 km. 80-180 msl. Created 1997
Inhabitants	Largely dispersed population. 9,853 inhabitants, in 2005. 9 communities within and 10 surrounding the area.	42 communities in the PA and 9 in the BZs.	Most settlements outside of the PA with incursion of people in search of resources. Mostly indigenous people (Chiquitano, GuaraniAyoreo) maintaining languages and traditions.	26 communities: 17 Chiquitano, 4 Ayoreo and 1 evangelical mission. 6 communities in the BZ.	No communities inside the PA and 22 communities in the BZ. Mainly Ayoreo and Chiquitano.
Importance of resources	Dry forest. High diversity of plant species. Endemic palms (*janchicoco*) forests. Rich wildlife with 24 species of mammals and 112 of birds registered (condors, deer, jucumaris, cougars, wild cats, foxes, parabas, and Dusky-legged guan, among others). Strong adaptation to dryness, with a wide variety of foods produced/consumed locally.	High plant diversity. 31 species of mammals. 140 species of birds. 40 species of freshwater fish	Dry forest. Two RAMSAR sites. Largest PA in Bolivia. Largest expanse of well-preserved tropical xeric forest left in the world. Extraordinary diversity of wildlife and genetic resources of wild and cultivated plants. Endemic plant and animal species.	Dry tropical forest. Set of lakes, ponds, swamps and rivers. Feeding and reproduction center of waterbirds species.	Partly RAMSAR site. Largest and best-preserved wetland in the world. Very diverse ecosystems. Rich flora and fauna, under strict permanent protection.
Municipalities focused	Presto	Monteagudo; Padilla; Villa Serrano, Villa Vaca Guzman	Charagua; Pailon; San José de Chiquitos	San Matías; Roboré; El Carmen Rivero Torrez; Puerto Suarez; Puerto Quijarro; San José de Chiquitos; San Rafael.	Puerto Suarez; Puerto Quijarro, Charagua
Communities (Municipalities) selected	Presto, (Presto) 8,795 h. with 83 families	San Pedro del Zapallar, (Monteagudo) 150 families	Kapiatindi (Charagua), part of Isosò Indigenous Peasant Native Territory (TIOC). ~ 13,026 ha. - shared with 2 other communities - of which (~7,000 suitable for production) 450 families -77 in Kapiatindi	Santo Corazon, (San Matias). 130 families	Motacucito, (Puerto Suarez). 40 families.
Main threats	Deforestation, soil erosion and forest degradation due to poor	Extensive and semi-extensive farming.	Mining (uranium) and oil exploitation and seismic prospecting. Intensive	Degradation of forest cover. Exploitation of wood, flora and fauna	Uncontrolled expansion of agricultural frontier. Mining

	management, scarcity of water, over exploitation of timber and agricultural activities on slopes for lack of land to develop extensive agriculture. Firewood. Droughts. Hunting (turkeys and pigs). Extensive cattle raising and extensive agriculture.	Livestock activities. Misuse of agrochemicals. Dynamite fishing. Risk of drought. High migration rates. Pressure for opening roads. Erosion, floods and river overflows. Oil exploration; climate issues with drought, increase in temperature, and of torrential rains.	/semi-intensive farming. Water scarcity, erosion, river pollution, pests, poaching. Extensive livestock grazing. Illegal logging and hunting. Uncontrolled commercial fishing and illegal alligators' harvesting. Widespread fires. Highway projects.	and forest fruits with endemic threatened species. Drought. Fires and floods, caused by clearing of flora. Mining. Agriculture. Livestock.	megaprojects. Mega road projects. Cattle raising. Widespread fires. Hunting. Subsistence agricultural production combined with jobs in the service sector.
Opportunities	Emerging ecotourism. Agricultural production and horticulture. Beekeeping. Handicrafts. Processing of *janchicoco* palm fruit. Restoration of soil, native forest species.	The community plays an important role in the conservation of the micro basin through the control of livestock and agricultural activities within its jurisdiction. Reducing overhunting pressure. Restoring soils. Promoting exchange of knowledge and education.	-Possibility to become part of the indigenous autonomous territory of Charangua Iyambae which would allow issuing regulations for sustainable management. -Reducing pressure from overhunting; restoring soils and native reforestation species; promoting conservation of traditional knowledge; cultural tourism.	Soil restoration. Reducing overhunting pressure. Promoting sustainable fishing. Tourism. Rights to land and natural resources recognized by internal norms, although the sanitation of the Community Land of Origin (TCO) is in process and is one of the main concerns.	Scientific research. Ecotourism. Possibilities to share good practices with nearby communities. Reducing pressure from hunting, overfishing and illegal logging. Promoting sustainable fisheries. Restoration of soils.
Resilience Strategy priorities	Strengthening institutional capacities; improving access to water; sustainable managing of janchicoco; improving family income while sustainable using resources; improving women participation.	Strengthening institutional capacities; improving agricultural productivity for own consumption and improving access to markets; improving family income while sustainable using resources; improving women participation.	Strengthening institutional capacities; recuperating traditional knowledge while introducing innovations to sustainably managing resources; recuperating and sustainably managing forestry areas; improving family income while sustainable using resources; improving women participation.	Strengthening institutional capacities; improving forestry conservation; improving family income while sustainable using resources; improving women participation.	Strengthening institutional capacities; improving sustainable tourism; improving access to water; improving family income while sustainable using resources; improving women participation.
Previous experience	Already included in OP5	Already included in OP5	Already included in OP5	New area in OP6	New area in OP6

Annex F – PRF Matrix with rating and comments

Coloring Legenda

Green: Completed, indicator shows successful achievements	Yellow: Indicator shows expected completion by the EOP	Red: Indicator shows poor achievement – unlikely to be completed by project closure

Objective: Strengthening the capacities of local communities in the Chaco, Chiquitanìa, and Pantanal ecoregions to improve their livelihoods by conserving natural habitats, restoring degraded ecosystem, and strengthening sustainable production for socio-ecological resilience.				
Description of Indicator	**Baseline Level**	**End of project target level**	**Progress as of November 2020**	**Rating & Comment:**
A. Surface area (in ha) sustainably managed in PA landscapes or buffer zones (BZ) resulting from local initiatives supported by the program.	615,495 ha of landscapes managed sustainably	47,200 additional ha. under sustainable management in five PAs and Buffer Zones (BZs).	- 44.079 (or 93%) (17.038 ha at Mid-Term) of landscapes under sustainable management in the 5 PAs and BZs through implementation of community-based projects for the conservation, restoration and regeneration of forests through: i) diverse sustainable practices of forest management; and ii) sustainable land management projects through sustainable agricultural practices. -Two calls for proposals (one in 2017 and one in 2018); 72 projects approved (about 20 outside the competitive process. Most projects are completed with 13 still in implementation (partly expected to end in December and partly in February). -Projects benefits 143 communities (114 rural; 22 indigenous and 7 intercultural). -4.573 persons involved, 2.576 men and 1.997 women.	-On track; expected to be achieved by EoP. Efficiently, SGP Bolivia approved almost the entire planned portfolio within the second year of execution. Three capacities strengthening projects started only in the last year of project execution: i) PA Serranía del Iñao organizational strengthening; ii) Fire Brigades trainings to manage forestry fires; iii) Capacities strengthening of local leaders (transversal project). -Delays of implementation are due to concurrent obstacles, namely: i) transboundary fires occurred in the Chiquitania region since August 2019 which led to loss of over 5 million ha. of forest; ii) the country's political and social instability in 2019; iii) the world health crisis due to COVID-19.
Component 1: Resilient landscapes for sustainable development and environmental protection of the Gran Chaco, Chiquitania, and Pantanal ecoregions with global importance. **GEF budget: US$ 3,000,000** **Outcome 1.1** Restored and enhanced ecosystem services and biodiversity through replication and scaling up of innovative community-based interventions in the five NP-NAIMs in the Chaco, Chiquitania and Pantanal ecoregions.				
Output 1.1.1 Grant projects implemented for BD conservation, water management, sustainable land management and mitigation of CC. **Output 1.1.2** Fire risk prevention strategies developed and under implementation in NP-NAIM.				
Description of Indicator	**Baseline Level**	**End of project target level**	**Progress as of November 2020**	**Comment & Rating: On Track**

1.1.1 Number of ha. of forest in the process of conservation and/or restoration that promote the maintenance and/or enhancement of ecological corridors and connectivity areas within the NP-NAIMs and/or EBZ.	7,159 ha. of forest with sustainable management practices conserved and/or restored	46,200 ha of forest under sustainable management to potentially include farmer managed natural regeneration, community conservation areas, fire management, agroforestry and sylvopastoral systems, and/or NTFPs.	-43,974 ha. of forest brought under sustainable management through 23 projects in the 5 PAs implemented for the conservation and restoration of forest areas distributed across 48 communities (36 rural; 10 indigenous and 2 intercultural communities): El Palmar: 6.513 ha with 2 projects, benefitting 2 communities/166 families Serranía del Iñao: 22.912 ha (14.710 ha+ 5.658+2.545 Resilience) with 10 projects, benefitting 29 communities/574 families. Kaa Iya: 10.898 ha (961+9.937) with 6 projects, benefitting 7 communities/189 families. San Matias: 1.776 ha with 3 projects, benefitting 8 communities/117 families. Otuquis: 1.874 ha (366+1.508 ha of Resilience Projects) with 2 projects, benefitting 2 communities/30 families. The typology of forest conservation projects includes: forest plantations/management; aquifer recharge zones; use of non-timber forest products; beekeeping supporting honeybee species; enclosure practices (natural regeneration) of forest areas; ecotourism; water collection for productive use; banks of watercourses; establishment of sylvo-pastoral systems, among others.	-1.1.1 On track. Target almost fulfilled, with expectations of total coverage by EoP. Monitoring stopped since March 2020 due to COVID-19. Management trusts that implementation activities will confirm sustainable management. -Indigenous communities include: Isoceño-Guaranís, Chiquitanos and Ayoreos en Kaa Iya; Chiquitanos in San Matías and Otuquis; Guaranís in Serranía del Iñao and Yampara in El Palmar. Rural or farmer communities include native mestizos of the area. Intercultural are communities where indigenous people mixed up with migrants from high Bolivian valleys.
1.1.2 Number of Brigades for preventing and fighting forest fires organized in NP-NAIMs and EBZ communities.	There are no forest firefighter brigades (or similar) that work in the NP-NAIMs and BZ communities.	a) Two forest fire brigades per NPNAIM trained in fire prevention and control (San Matias, Otuquis, and Kaa Iya) b) At least 60 members of six schools trained in fire prevention c) Forest fire prevention strategies formulated and approved for each of the 3 NP-NAIM (San Matias, Otuquis, and Kaa Iya)	The DGP Project (designed in line with the methodology of Project “Amazonía sin Fuego”) intended to achieve targets a and c is approved by the NSC: preparatory work done, as organizations with experience in fire prevention and fighting are identified and municipalities and communities are prioritized.	1.1.2 Off track. Project just started. Delays are due to causes outside management control. The Amazonia sin Fuego project is no longer a reference methodology which is instead the successful practices of the NGO FAN (Amigos de la Naturaleza). Management trusts activities will complete by EoP.
Outcome 1.2 Increased sustainability and productivity of agro-ecosystems on the basis of community interventions in five prioritized NP-NAIM.				

Output 1.2.1 Grant projects implemented for agro-ecological management for sustainable production **Output 1.2.2** Micro-irrigation systems installed for adaptive management				
1.2.1 Number of ha. of cultivated land under sustainable management practices, disaggregated by sex of head of benefited household.	a) 69 ha. under agroecological management for sustainable production	a) 1,000 ha. under agroecological management for conservation of crop genetic resources, increased productivity through soil conservation and agroforesty systems, and potential value-added products.	a) 106 ha. brought under agroecological management, distributed as follows: -18.1 ha. with diversified or biointensive production: 7 projects, participating 9 communities/178 families -11.5 ha. of land with an in-situ conservation process of genetic resources: 2 projects participating 8 communities/69 families -2 ha. with demonstrative practices and actions of soil conservation/recovery: 2 projects benefiting 2 communities/46 families. -11 ha. of forest plantations in deforested areas and/or areas in the process of degradation: 4 projects, participating 6 communities/211 families.	1.2.1 a) Target not within reach, due to a design overestimation: as community work is carried out in small integral agroecological production gardens, figures are evidently smaller; by EoP, a further smaller increase still expected. -The MTR (June 2019) proposed 100 ha as EoP target; the NSC agrees. If this is the target, the Project has achieved it. -However, as targets at outcome level cannot be changed without higher management approval; this TE proposes to take it as a lesson learnt for future design.
	b) 12 communities have 21 micro-irrigation systems resulting from SGP intervention in GEF5.	b) At least 10 additional communities have at least 30 micro-irrigation systems.	b) 87 micro-irrigation systems established through 11 projects (290% compliance) covering a total area of 28.2 ha. for the production of annual crops (i.e. corn, onion, potatoes, oreganos, vegetables) benefitting 16 communities/365 families (136 female heads of households and 287 men).	1.2.1 b) On track with target covered and exceeded and possibilities to still increase before EoP. -The total number of man and women head of household is greater than the number of families as in some projects both spouses are registered as entitled persons for irrigation. - A highly appreciated intervention, prioritized during the development of the landscape strategies as a consequence of the growing demand for access to water for irrigation through efficient irrigation systems.
Outcome 1.3: Improved alternative livelihoods in priority landscapes (NP-NAIM) through innovative product development and market access.				
Output 1.3.1 Grant project implemented that develop additional innovative economic, productive, and service products (production of nursery plants, beekeeping, processing of products, ecotourism, fish breeding, etc.) contribute to improving the livelihoods of local people. **Output 1.3.2** Linkages with differentiated markets in OCS (IFIAM market analysis, potential marketing channels). **Output 1.3.3** Four smallholder organizations with developed or strengthened capacities in marketing and who know the regulations on SENASAG certification, Participatory Guarantee Systems (PGS), and the rules to apply for the status of ACE suppliers. **Output 1.3.4** 15 smallholder organizations from five NP-NAIMs have participated in local fairs and have promoted their products, disaggregated by sex/gender				
Description of Indicator	**Baseline Level**	**End of project target level**	**Progress as of November 2020**	**Comment and Rating**

1.3.1 a) Number of new products and innovative services that sustainably use and take advantage of natural resources, by sex and age of the initiative promoter.	a) 22 supported initiatives to develop innovative products and services in GEF5.	a) At least 15 additional innovative economic, productive, and service products (production of nursery plants, beekeeping, processing of products, ecotourism, fish breeding, etc.) contribute to improving the livelihoods of local people.	1.3.1. a) Through 20 projects, 42 new products (267%) and services promoted contributing both to a sustainable use of resources and to improving livelihoods, benefitting 809 families in 407 communities (460 women and 522 men) of which: El Palmar: 8 products (1 community tourism benefitting one community/83; 6 processed products benefitting 83 families; 1 new product – oregano – benefitting one community/23 families) Serranía del Iñao: 25 products (10 honey and honey processed products from apis bees and native stingless bees, benefiting 24 communities/237 families; 3 new fish products, benefitting 4 communities/117 families; 5 native fruits and 5 agro-biodiversity local seeds benefitting, 5 communities/29 families; 1 new chicken egg product, benefitting 3 communities/40 families; 1 new balanced feed for livestock and fish product, benefitting one community/27 families). NP NAIM Kaa Iya*: 2* products (1 community tourism product, for 10 families; 1 honey product, for 2 communities/70 families). NAIM San Matias*: 2* products (essential oil from palm, benefitting 11 families and 1 honey product, benefitting one community/10 families). NP NAIM Otuquis*:* 5 products (1 community tourism product benefitting 18 families; 2 lizard Cayman Yacare (meat and sausages) products, benefitting 15 families; 2 sustainable use of a non-timber forest species (Totaí) products for 17 families.	-1.3.1. a) Fulfilled, with target covered and exceeded and possibilities for further increase before EoP (as visits to sites stopped in March 2020, some data are still missing). -To be noted that the number of families may increase or decrease as some families could decide not to join the project during implementation. -It is advisable to clarify what does it mean *new product* (i.e. new for the area, for the family*?).*

b) Change in income for smallholder participants, disaggregated by sex/gender	b) Baseline income level for smallholder participants to be determined at time of grant project design	b) Average 10% increase in income for smallholder participants	1.3.1.b) Four types of initiatives identified contributing to the generation of an income: •*Non-timber forest resources (Totai)*: the production of oil and pulp is a new activity; US$ 50/month is the estimated incremental income for 17 beneficiary families. • *Production of honey from native bees*: average income increases of US$40-60/ per harvest for 108 beneficiary families (income depends of the number of hives in their meliponarios and the price they can get). • *Community tourism:* generated a total income of USD 2,192 with 347 tourists paying tickets, lodging, food and guidance. • V*egetable production*: estimates of USD 45-172 per month, selling produce a couple of times per week (income depends on: i) extension of area which is variable among families; ii) surplus available to be sold in the market considering an estimate of 5-20% of family consumption; iii) productivity of the land (depending of soil quality); iv) market conditions (i.e. family living near a urban area getting better prices or obliged to sell only to nearby families, often for non-money incomes but in exchange for other products or labor. In addition, about 4 months per year production is retained due to: climate conditions, need to prepare soil and/or rotate the use of the land.	- 1.3.1.b) On track. -The calculation of the income increase is a difficult task due to: i) absence of a baseline as most of these activities are new either for the product or for the producer; ii) people reluctant to reveal their incomes for fear of not getting support; iii) some producers may leave behind a certain production to embrace a new one, therefore it should also be calculated the loss for the product left behind. -To be noted that estimates provided here consider gross income without calculating production costs. -The incremental cost can be better appreciated by interviewing both producers and buyers in the market, according to their overall better conditions perceived, although without the possibility to quantify the income. -An additional element to be considered is that pre-electrification projects which use photovoltaic systems with renewable energy usually represent a saving for the family in terms of fossil fuels, candles and batteries saved.
c) Number or percentage of municipalities acquiring products of NP-NAIM and BZ communities for ACE	c) Two municipalities (out of 11) acquire products from NPNAIM or BZ communities aimed at ACE.	c) At least 25% of the municipalities (out of 14) acquire products of communities in NP-NAIMs and BZ for ACE.	1.3.1 c) Agreements with 3 municipalities taken to acquire vegetables for complementary school feeding. Products commercialized include: *Janchicoco* palm biscuits for ACE (Complementary School Feeding) in municipalities of Presto and Sucre -El Palmar); honey bees in Villa Serrano (Serranía del Iñao). -Additional negotiations ongoing with other municipalities to market the tourist offer.	-1.3.1 c) Fulfilled. -In the last period of project implementation, negotiations are mostly virtually conducted due to the forest fires events, the country's political and social conflict as well as the COVID-19 pandemic.

d) Number of smallholder organizations with the capacities to apply for the status of ACE suppliers.	d) Two smallholder organizations market their production in their municipalities for ACE	d) At least four smallholder organizations trained and have developed or strengthened their capacities in marketing and know the regulations on SENASAG certification, Participatory Guarantee Systems (PGS), and the rules to apply for the status of ACE suppliers.	1.3.1. d) 10 organizations strengthened (150% compliance) in their capacities to be suppliers of the ACE in their municipalities: -4 organizations of honey producers: AEPSIMS, AEIFO El Che, APIMEC and AIPA El Valle in Serranía del Iñao. -the *Janchicoco* Association of Collectors and Transformers (AATJCEP) in El Palmar -1 organization of honey producers in San Matias (still in process to comply with legal requirements to be able to market their product to the ACE). -2 honey producer organizations in Kaa Iya: APACMO y APIMEC (still in process to comply with legal requirements to be able to market their product to the ACE). -1 vegetable producer association in Serranía del Iñao is quantifying production volumes to permanently offer to the ACE of Padilla Municipality -1 bee honey producer organization in Serranía del Iñao: AEPSIMS developing new products (savor honey) for ACE -The Motacusito Irrigation Association producing vegetables was trained in the use of the installed efficient irrigation system; in leadership and normative, organizational and administrative management, which overall strengthened the association's negotiation and market access capacities.	1.3.1 d) On track with target exceeded
e) Number of smallholder organizations offering products at local fairs	e) 11 smallholder organizations in three NP-NAIMs (El Palmar, Iñao and Kaa Iya) offer their products at local fairs	e) At least 15 smallholder organizations from five NPNAIMs have participated in local fairs and have promoted their products, disaggregated by sex/gender	1.3.1 e) 21 small producer organizations are offering their products at local fairs (140% of target): with 749 participant families (430 women and 520 men). -4 organizations of honey producers (1 in Serranía del Iñao and 1 in San Matias) -3 organizations of vegetable producers (one each in Serranía del Iñao, El Palmar and Kaa Iya) - 1 association of collectors/transformers of *janchicoco* in El Palmar - 1 organization of fish producers in Serranía del Iñao -2 organizations of integrated producers (1 in Serranía del Iñao offering honey, eggs	1.3.1 e) On track with target exceeded

			and vegetables, and 1 in Kaa Iya offering fish meat, vegetables and dairy products) - 6 new producer organizations participated in 12 local and regional fairs (3 for each of the 4 protected areas: 3 Organizations of vegetable producers - one in El Palmar, one in Serranía del Iñao and one in Otuquis; one organization of seed producers in Serranía del Iñao; one organization of beekeepers in Kaa Iya and finally one organization of producers in Totaí (a non-timber forest resource) in Otuquis.	
Outcome 1.4: Practices to improve energy efficiency and renewable energy to improve livelihoods in five NP-NAIM.				
Output 1.4.1 Grant projects are implemented that apply renewable energy and energy efficient technologies (photovoltaic systems of water pumping for human and animal consumption, micro-irrigation, water supply for health care and education facilities, energy-efficient stoves) to support development of productive uses in five NPNAIM.				
Description of Indicator	**Baseline Level**	**End of project target level**	**Progress as of March 2019**	**Comment and Rating**
1.4.1 Increased use of renewable energy and energy efficiency technologies at community level, by sex and age of head of household. Number of new technology applications disaggregated by application, sex and age of household head.	21 initiatives implemented with renewable energy technologies and energy efficiency (photovoltaic systems for pre-electrification, water pumping, electric fences, solar dryers, efficient stoves) in GEF5. As a result of SGP support in GEF5: a) 781 RE systems for lighting, cooling, water pumping, etc. b) 19 energy efficient stoves in operation	At least 10 additional energy efficiency and renewable energy initiatives (photovoltaic systems, pumping water for human and animal consumption, pre-electrification, energy-saving stoves, etc.) in at least 20 communities, disaggregated by gender, resulting in a) at least 100 energy efficient cook stoves in operation b) at least 450 photovoltaic systems for lighting, cooling and water pumping	1.4.1 22 renewable energy and energy efficiency initiatives implemented in 42 communities, benefitting a total of 825 families (719 men and 445 women). -Overall, they allowed installation of 601 photovoltaic systems for electrification and water pumping (134% of target); 106 energy efficiency stoves (106% of target); 18 solar dryers for drying pepper and oregano respectively in Serranía of Iñao and El Palmar; a total of 80 (of which 42 additional) efficient kitchens in 5 communities.	- Target achieved and exceeded. Strongly appreciated initiatives, providing energy and benefitting the capacities for irrigation, for shifting from the use of polluting fuels and reducing costs associated with purchases of candles, batteries or other fuels, for students to study at night, among others.
Component 2: Capacity building and knowledge management **GEF Budget: US$ 461,622** **Outcome 2.1 Strengthened local governance in the five priority NP-NAIM for SGP-GEF6.**				
Output 2.1.1 Five landscape management strategies and plans, including monitoring plans, prepared and then approved by the National Steering Committee and SERNAP **Output 2.1.2** One comprehensive socio-ecological baseline assessment for each of the five landscapes				

Output 2.1.3 Landscape specific typologies of community level projects and eligibility criteria formulated by multi-stakeholder groups in each landscape **Output 2.1.4** At least ten signed formal agreements between community organizations and other partners in each landscape to pursue the outcomes of each strategy through community and landscape level projects **Output 2.1.5** Innovation platforms and policies established for the discussion of experiences and lessons from communities, NGOs, local governments, governments, national and sub-national institutions and other stakeholders.				
2.1.1 a) The Multi-stakeholder Management Committee (MC) in each NP-NAIM has the organizational and technical capacities to develop, implement and monitor adaptive landscape strategies and management plans in the five NP-NAIMs b) A strategy to achieve greater social and ecological resilience for each landscape (NP-NAIM and BZ)	Five Management Committees fulfill only in part their responsibilities for adaptive landscape planning and management	a) Five landscape management strategies and plans, based on comprehensive socio-ecological baseline assessments, including monitoring plans, prepared and then approved by the National Steering Committee and SERNAP	2.1.1 a and b) 5 landscape management strategies also called Resilience Strategies (one for each PAs) approved, promoting social, economic and productive resilience of the landscape, designed following the Satoyama Initiative approach. -5 Resilience Strategies under implementation through 15 Resilience Projects (3 for each PA, prioritized and designed in a largely participatory manner with communities, municipalities, PAs' Management Committees, NGOs, CBOs. -One project implemented to strengthen the 3 Management Committees of the 3 PAs of the department of Santa Cruz, (Kaa Iya, San Matias and Otuquis) through information, dissemination and socialization of activities, of the legal basis for the management of PAs, the roles and functions of the members of the Management Committees, the ecosystem functions that the PAs have, the ecosystem approach for territorial management and also the dynamic interaction of the 3 management committees with the local communities in each PAs.	2.1.1. a and b) - Target achieved. -The elaboration of the strategies has been an effective participatory project combining the Satoyama and the World Café methodologies which proved to be well received and appreciated by stakeholders. -Strategies are contained in simple documents, easy to read and complemented by a power point document for dissemination. -Resilience projects did not go through the competitive process of calls for proposals -The target is achieved formally but clearly these are long processes that require continued support. -The resilience strategy applies to a limited target in terms of territory and including only one community for each PA. -Processes support the functioning of multi-stakeholders' platforms.
2.1.1 c) A typology of community level initiatives is developed and agreed by local stakeholder for each landscape to achieve landscape outcomes		b) Landscape specific typologies of community level projects and eligibility criteria formulated by multi-stakeholder groups in each landscape	2.1.1.c) Projects were defined with the large participation of all local actors: 57 communities' initiatives approved plus 15 resilience projects (3 for each PAs): NAIM El Palmar. 1) Improvement of productive resilience and micro-irrigation; 2) Permanent provision of water for human consumption and micro-irrigation; 3) Community strengthening for management and conservation of natural resources.	2.1.1.c) On track, with a few projects still ongoing. -Interviews confirm that all initiatives respond to the prioritized demands of the communities as expressed during the development of the landscape resilience strategies. -Stakeholders appreciate SGP OP6 interventions which are positively changing relations and interactions between communities and staff of PAs: people feel their needs are taken

			NP NAIM Serrania Iñao. 1) Improvement of social, economic and ecological resilience; 2) Bases for social, ecological and productive resilience; 3) Intensive and staggered vegetable production systems. NP NAIM Kaa Iya. 1) Recovery of degraded areas and sustainable forest management; 2) Food security and sustainable use of natural resources: 3) Community strengthening for the management and conservation of natural resources. NAIM San Matias.1) Valuation of local seed varieties; 2) Use of non-timber forest resources; 3) Community strengthening for protection and conservation of natural resources. NP NAIM Otuquis. 1) Improvement and expansion of water access for irrigation; 2) Ecotourism in the caves of Motacucito; 3) Strengthening of community for the management and conservation of natural resources.	into consideration, they are offered opportunities and show ownership of their territories and natural resources.
2.1.1. d) Number of formal cooperative agreements between community organizations and other partners in each landscape to pursue the outcomes of each strategy through community and landscape level projects.	There are no formal agreements among communities in regard to landscape level resilience outcomes	c) At least ten signed formal agreements between community organizations and other partners in each landscape to pursue the outcomes of each strategy through community and landscape level project.	2.1.1 d) Target achieved and exceeded. 15 agreements signed (150% compliance): 3 for each of the five PAs developed, 15 initiatives (3 per community-PA) prioritized to be implemented through projects.	2.1.1 d) On track and fulfilled.
2.1.1. e) Number of innovation platforms established for the discussion of experiences and lessons from communities, NGOs, local governments, governments, national and sub-national institutions and other stakeholders.	Lessons learned from community project experience are not discussed systematically with policy makers and other actors	d) At least one innovation and policy dialogue platform in each of the NP-NAIM	2.1.1. d) One innovation and policy dialogue platform established in each of the PAs. -The Association of Management Committees of 3 PAs – Chaco, Chiquitanìa and Pantanal and transition zones to the Amazon consolidated, made up of representatives from 9 national, departmental and municipal PAs in the department of Santa Cruz. This was achieved through the implementation of the Capacity Building Project of Management Committees. It forms an innovative platform for policy dialogue and management,	2.1.1. d) On track. The formation of the policy platform is the starting point of a process which requires careful and continuous consolidation, even beyond the current SGP phase. Reportedly the process for dialogue and policy recommendations are at the top of the Association of Management Committees' priorities. -This initiative has the support and guidance of the UNDP Territorial Development Program (formerly called ART Gold Program), which

			bringing together territorial stakeholders, including local authorities, to regularly promote exchanges and coordination. No new platform was established for PAs Serranía del Iñao and El Palmar) because municipalities already coordinate working on development and environmental issues.	works under the multi-actor and multilevel approach in the territory. The process involves PAs' Directors and technical team as well as PA's Management Committees, representing social and indigenous economic-productive organizations.
Outcome 2.2 Community and local civil society organizations increase their organizational and technical skills through training and knowledge management.				
Output 2.2.1 Successful experiences and best practices for adaptive landscape management identified, systematized and shared at the level of community organizations, OCB at the level of management committees in each NP-NAIM and local and departmental governments. **Output 2.2.2** Traditional knowledge on genetic diversity of native BD, including wild relatives of domesticated species (e.g. corn, peanuts, chili, wild fruits, and medicinal plants), recovered, documented and disseminated **Output 2.2.3** Smallholder organizations trained on Farmers' Rights vis a vis the International Treaty for Plant Genetic Resources for Food and Agriculture **Output 2.2.4** Dissemination of results of applied research in five prioritized NP-NAIM and expanded sectors.				
2.2.1 a) Number of case studies summarizing lessons learned and best practices of participatory adaptive landscape planning and management, based on evaluation of implementation results at the landscape level.	a) Currently there are no studies of participatory adaptive landscape management experiences in the region.	a) Five case studies – one per target landscape – systematizing knowledge gained from landscape planning and management in the five NP-NAIM are developed and disseminated.	-a) Completion of 5 case studies for each Resilience Strategy ongoing to be then disseminated and shared with the local population, PAs' management committees and municipalities. -A video on the experience of El Palmar produced; 3 additional videos are under production.	2.21.a) Off track but with expectation to complete by EoP. The video on Otuquis focused on gender participation; and one in Kaa Iya focused on the participation of an indigenous groups and recuperation of ancestral knowledge.
2.2.1 b) Number of publications documenting traditional knowledge and adaptive practices differentiated by gender.	b) Successful experiences and best practices in adaptive management and resilience have not been systematically documented or widely disseminated.	b) At least eight portfolio systematization documents that recover successful experiences, best practice, and traditional practices across projects are developed and disseminated	2.2.1 b) 25 projects systematized (projects of the First Call) in a document developed and disseminated through internet (website and reports (PIR) and in some cases, in physical form to local actors (communities, management committees and PAs). Examples of documents produced are: i) a "Guide to forage plants in communities of the NAIM San Matías"; ii) An Herbario del Sur de Bolivia medicinal plant document. -A Memory Document of projects and lessons learned is under preparation with the support of an external consultant for the rest of projects.	2.2.1 b) On track for projects of year one and on-going for the rest of the small-grants. Resilience projects will be systematized on its one. Activities are delayed but will be completed by EoP.
2.2.1. c) Number of events promoting and disseminating knowledge of best practices to community organizations,	c) No knowledge sharing events have been carried out in the five NP-NAIM	c) Ten NP-NAIM knowledge fairs are carried out as well as one regional fair	2.2.1 c) 11 knowledge exchange events carried out (110% of target) involving different actors, ex.: • A horizontal exchange of seed producers between 4 communities with participation of	2.2.1 c) On track with target achieved for year one but this could not be done for all mentioned limitations for projects of year 2.

CSOs, NP/NAIM Management Committees, municipal and departmental governments.			10 women producers of honey of native bees of Serranía del IÑAO. • An internship for 5 women oil producers from Totaí, with a visit to an oil plant in Otuquis. • Visits to exchange horizontal experiences between fish producers from communities of Serranía del IÑAO • One visit to exchange experiences of agricultural producers to irrigation systems in neighboring communities El Palmar with the participation 15 men and 8 women	
2.2.1 d) Number of training workshops for application of specific best management practices or technologies	d) Training in best resource management practices has been ad hoc and unsystematically executed.	d) One capacity building program on sustainable management of natural resources directed to at least 100 key stakeholders in five PAs, with a gender approach (park rangers, producers, promoters, and local leaders). At least 20% of the participants are qualified to replicate the best practice modules of the program.	2.2.1 d) The capacity building program is ready for implementation including material, content, methodology, and procedures as developed at the end of 2019 by the executing entity responsible for the Project, the academic entity CIDES / UMSA (Center for Research and Development of Higher Studies - Universidad Mayor de San Andrés). This is one of the 15 Resilience Project and will be virtually implemented in all the 5 PAs.	2.2.1 d) Off track but expected to be concluded before the end of 2020. The Programme is ready but its implementation is delayed by current complications due to forest fires in Chiquitanìa, socio-political instability and COVID-19. -The program will be developed virtually, through easily accessible platforms for the local population (Google Meet, WSP, others). The participation of between 20-30 people is expected, including men, women and young people representing the 5 PAs with characteristics of leadership, proactivity and interest, with the certification of the participants.
e) Number of applied research studies on sustainable use of biodiversity in the NPNAIM.	e) Applied research on biodiversity has been rarely useful to local communities.	e) At least five research projects on BD applied in five PAs, with systematized results and publications made.	2.2.1 e) 5 applied research studies available. 2 of them have already been published while the other 3 are in the implementation stage in two PAs (NP NAIM Otuquis and NAIM San Matias); results will be systematized and made ready for publication as soon as implementation is completed.	2.2.1 e) On track with expectation to be completed by EoP.

Annex G – GEF Core Indicators

UNDP PIMS 5731 Bolivia (GEFID 9248)
FY19 / TE
GEF 7 Core Indicator Worksheet

Core Indicator 1	Terrestrial protected areas created or under improved management for conservation and sustainable use					*(Hectares)*
			Hectares (1.1+1.2)			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 1.1	Terrestrial protected areas newly created					
Name of Protected Area	WDPA ID	IUCN category	Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		(select)				
		(select)				
		Sum				
Indicator 1.2	Terrestrial protected areas under improved management effectiveness					
Name of Protected Area	WDPA ID	IUCN category	Hectares	METT Score		
				Baseline		Achieved
					Endorsement	MTR	TE
		(select)					
		(select)					
		Sum					
Core Indicator 2	Marine protected areas created or under improved management for conservation and sustainable use					*(Hectares)*
			Hectares (2.1+2.2)			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	*TE*
Indicator 2.1	Marine protected areas newly created					
Name of Protected Area	WDPA ID	IUCN category	Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		(select)				
		(select)				
		Sum				
Indicator 2.2	Marine protected areas under improved management effectiveness					
Name of Protected Area	WDPA ID	IUCN category	Hectares	METT Score		
				Baseline		Achieved
				PIF stage	Endorsement	MTR	TE
		(select)					
		(select)					
		Sum					
Core Indicator 3	Area of land restored					*(Hectares)*
			Hectares (3.1+3.2+3.3+3.4)			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
				1,000	*69*	*106*
Indicator 3.1	Area of degraded agricultural land restored					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
				1,000	*69*	*106*

Indicator 3.2	Area of forest and forest land restored					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 3.3	Area of natural grass and shrublands restored					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 3.4	Area of wetlands (including estuaries, mangroves) restored					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Core Indicator 4	Area of landscapes under improved practices (hectares; excluding protected areas)					*(Hectares)*
PN ANMI Kaa Iya			Hectares (4.1+4.2+4.3+4.4)			
PN ANMI Otuquis			Expected		Achieved	
ANMI San Matias			PIF stage	Endorsement	MTR	TE
PN ANMI Iñao			n/a	*46,200*	*33,806*	*45,474*
ANMI El Palmar						
Indicator 4.1	Area of landscapes under improved management to benefit biodiversity					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
			n/a	*46,200*	*33,806*	45,474
Indicator 4.2	Area of landscapes that meet national or international third-party certification that incorporates biodiversity considerations					
Third party certification(s):			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 4.3	Area of landscapes under sustainable land management in production systems					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 4.4	Area of High Conservation Value Forest (HCVF) loss avoided					
Include documentation that justifies HCVF			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Core Indicator 5	Area of marine habitat under improved practices to benefit biodiversity					*(Hectares)*
Indicator 5.1	Number of fisheries that meet national or international third-party certification that incorporates biodiversity considerations					
Third party certification(s):			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 5.2	Number of large marine ecosystems (LMEs) with reduced pollution and hypoxial					
			Number			
			Expected		Achieved	

			PIF stage	Endorsement	MTR	TE
Indicator 5.3	Amount of Marine Litter Avoided					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Core Indicator 6	Greenhouse gas emission mitigated					*(Metric tons of CO_2e)*
			Expected metric tons of CO_2e (6.1+6.2)			
			PIF stage	Endorsement	MTR	TE
	Expected CO2e (direct)			*23,841,150 tons of CO2e*	*n/a*	*20,902,666*
	Expected CO2e (indirect)					
Indicator 6.1	Carbon sequestered or emissions avoided in the AFOLU sector					
			Expected metric tons of CO_2e			
			PIF stage	Endorsement	MTR	TE
	Expected CO2e (direct)					
	Expected CO2e (indirect)		*n/a*	*23,839,670 tCO2e*	*n/a*	*20,392,342*
	Anticipated start year of accounting					
	Duration of accounting					
Indicator 6.2	Emissions avoided Outside AFOLU					
			Expected metric tons of CO_2e			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
	Expected CO2e (direct)					
	Expected CO2e (indirect)		*n/a*	*1,480 TCO2e*	*n/a*	*510,324*
	Anticipated start year of accounting					
	Duration of accounting					
Indicator 6.3	Energy saved					
			MJ			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 6.4	Increase in installed renewable energy capacity per technology					
		Technology	Capacity (MW)			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		Energy efficient cook stoves				
		Photovoltaic (PV) system				
Core Indicator 7	Number of shared water ecosystems (fresh or marine) under new or improved cooperative management					*(Number)*
Indicator 7.1	Level of Transboundary Diagnostic Analysis and Strategic Action Program (TDA/SAP) formulation and implementation					
		Shared water ecosystem	Rating (scale 1-4)			
			PIF stage	Endorsement	MTR	TE
Indicator 7.2	Level of Regional Legal Agreements and Regional Management Institutions to support its implementation					
		Shared water ecosystem	Rating (scale 1-4)			
			PIF stage	Endorsement	MTR	TE
Indicator 7.3	Level of National/Local reforms and active participation of Inter-Ministerial Committees					

		Shared water ecosystem	Rating (scale 1-4)			
			PIF stage	Endorsement	MTR	TE
Indicator 7.4	Level of engagement in IWLEARN through participation and delivery of key products					
		Shared water ecosystem	Rating (scale 1-4)			
			Rating		Rating	
			PIF stage	Endorsement	MTR	TE
Core Indicator 8	Globally over-exploited marine fisheries Moved to more sustainable levels					*(Metric Tons)*
Fishery Details			Metric Tons			
			PIF stage	Endorsement	MTR	TE
Core Indicator 9	Reduction, disposal/destruction, phase out, elimination and avoidance of chemicals of global concern and their waste in the environment and in processes, materials and products					*(Metric Tons)*
			Metric Tons (9.1+9.2+9.3)			
			Expected		Achieved	
			PIF stage	PIF stage	MTR	TE
Indicator 9.1	Solid and liquid Persistent Organic Pollutants (POPs) removed or disposed (POPs type)					
POPs type			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
(select)	(select)	(select)				
(select)	(select)	(select)				
(select)	(select)	(select)				
Indicator 9.2	Quantity of mercury reduced					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.3	Hydrochloroflurocarbons (HCFC) Reduced/Phased out					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.4	Number of countries with legislation and policy implemented to control chemicals and waste					
			Number of Countries			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.5	Number of low-chemical/non-chemical systems implemented particularly in food production, manufacturing and cities					
		Technology	Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.6	Quantity of POPs/Mercury containing materials and products directly avoided					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	PIF stage	Endorsement
Core Indicator 10	Reduction, avoidance of emissions of POPs to air from point and non-point sources					*(grams of toxic equivalent gTEQ)*

Indicator 10.1	Number of countries with legislation and policy implemented to control emissions of POPs to air					
			Number of Countries			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 10.2	Number of emission control technologies/practices implemented					
			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Core Indicator 11	Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment					*(Number)*
			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		Female	*n/a*	*n/a*	*448*	1,997
		Male	*n/a*	*n/a*	*787*	*2,576*
		Total	*n/a*	*n/a*	*1,235*	*4,573*

Annex H - Evaluation Consultant Agreement Form

Evaluator 1:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form[8]

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Elena Laura Ferretti

Name of Consultancy Organization (where relevant)**:** _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed in Florence, Italy on 01 November 2020

[8] www.unevaluation.org/unegcodeofconduct