



FINAL EVALUATION

“Biodiversity Conservation through Sustainable Management of Forests by Local Actors”

Programme Information and Management System (PIMS) 4197

UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

FINAL REPORT

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The English version of this document was produced in collaboration with Luis Delgado, Nicole Rosenberg, Roberto Duplat, Xaviera Elorza and Nieves Perdiguero (editing and proofreading) UN Online Volunteers mobilized through www.onlinevolunteering.org.

i. Basic Project information

Project Name	Biodiversity Conservation through Sustainable Management of Forests by Local Actors
Executing Agency PIMS Number / Global Environment Facility ID	79912/4197
EF Executing period	From July, 01 to August, 15 2019
Report Date	August 2019
Region and country included in the project	Plurinational State of Bolivia
Action Area / GEF Strategic Programme	BD-SO2; SP4 y SP5
Executing Agency	UNDP
Executing partner	Vice-Ministry of Environment, Biodiversity, Climate Change and Forest Management.
Acknowledgements	The evaluator would like to thank the entire team of the Project Unit under the umbrella of the VME Forestry Directorate and the technical staff of UNDP Bolivia who have facilitated the full evaluation process in the country and ensured that the planned goals were achieved. Likewise, we are very grateful for the time of all the people interviewed during the visit to Bolivia and the time invested by many actors during the preparation of this report.

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Vice-Ministry of Environment, Biodiversity, Climate Change and Forest Management.

ii. Executive summary

Project summary table

Project Name			
UNDP project ID (PIMS#):	79912	Project Identification Form (PIF) Approval date:	April 17, 2009
GEF project ID (PIMS#):	4197	Chief Executive Office (CEO) Approval date:	August 11, 2011
ATLAS Business Unit, File #; Project ID (Award # Project ID)		Project Document Signature Date (project beginning) date:	April 11, 2011
Country	Plurinational State of Bolivia	Project Coordinator contract date	March 2013
Region	Latin America and the Caribbean (LAC)	Initiation workshop date:	July 18, 2013 (La Paz) August 31, 2013
Field of action	Biodiversity (BD)	Final Evaluation conclusion date:	August 17, 2019
Strategic Objective of the GEF area:	BD-SO2; SP4 y SP5	Planned completion date:	July 31, 2019
Trust Fund (specify GEF TF; LDCF; SCCF; NPIF)	GEF Trust Fund	In case of revision, expected completion new date:	NA
Executing Agency / Executing Partner:	VMEBCCFM		
Other Executing Partners:			
Project financing	<u>As of the authorization date by the CEO (USD\$)</u>		<u>As of the Final Evaluation date (US\$)*</u>
(1) GEF funding	5,500,000		5,402,157.3
(2) UNDP contribution	0		
(3) Government:			

(4) Other partners:	10,885,000	731,112
(5) Total co-financed (2+3+4)	10,885,000	731,112
TOTAL PROJECT COST (1+5):	16,385,000	6,113,269

Brief project description

The "Biodiversity Conservation through Sustainable Management of Forests by Local Actors" project is an initiative carried out by the Plurinational State of Bolivia, co-financed by the GEF with USD 5.5 million and the Government with USD 8,5 million in kind and USD 2,385 million in cash. The overall project objective is to improve the protection and conservation of biodiversity in the Amboró Madidi corridor through sustainable forest management, based on increasing local incomes and encouraging markets development for certified forest products. The project was designed to last 4 years, signed on April 11, 2012 and has been extended for 3 years and 3 months, achieving an execution of 7 years and 3 months. The project has been implemented by UNDP and executed by the VMEBDCCFM in accordance with the National Implementation (NIM) modality. The conclusion of the project is planned for July 30, 2019. The project has the following components:

1. Mechanisms are generated for institutional support to promote biodiversity (BD) conservation, through sustainable management and forest certification;
2. Communities with strengthened capacities in Integrated Forest Management to obtain and maintain forests certification and management in a sustainable and respectful way with BD and;
3. Economic incentives exist to engage and sustain community forestry operations with sustainable forestry and BD management practices.

Initially, the project proposed two areas of action:

- A. Area of Action number 1. It comprises the northern zone of the AMC that borders Madidi National Park to the northeast of the buffer zone of the Ixiamas and San Buenaventura municipalities. In this area the main partner is *Centro de Información y Planificación Territorial Aidesep* (CITPA, by its initials in Spanish). In this area, priority has been given to timber management and
- B. Area of Action number 2. It includes the central area of the AMC that corresponds to the Yungas de la Paz. In this area the main partner is *Pueblos Indígenas Lecos y Comunidades Originarias de Larecaja* (PILCOL, by its initials in Spanish). In this area priority has been given to non-timber forest products (NTFPs) and the implementation of integrated management plans with emphasis on non-timber products.
- C. In mid-2016, the project, through its Steering Committee, also began to work with the Mosetenes indigenous communities in the Alto Beni and Palos Blancos municipalities.

The project's action strategy was the following:

- Strengthening the operational capacities of the relevant state institutions with presence in the region, so that they can provide support to the community, social and economic organizations to improve the forests integrated management and the conservation of biodiversity;
- The articulation, integration, coordination of actions, generating synergies and exchange of information, knowledge and experiences, with governmental institutions, non-governmental organizations, private companies, and social organizations, which have presence in the area of action of the project, thus avoiding activities repetition and

- Development of local capacity for integrated forest management and biodiversity conservation

Evaluation Rating

Table 1 Evaluation Rating

Project performance rating			
1. M&E	Rating	2. Implementing Agency (AI) and Executing Agency (EA) Execution	Rating
M&E Entry design	S	UNDP application quality	S
M&E Execution plan	AS	VME Execution quality	AI
M&E General quality	AS	Application and execution overall quality	AI
3. Results Evaluation	Rating	4. Sustainability	Rating
Relevance	R	Financial resources	I
Effectiveness	AS	Socio-political:	AP
Efficiency	AI	Institutional and governing framework	AP
Project results overall results	AS	Environmental	AP
		Overall probability of sustainability:	AP
Impact	M		

Conclusion summary, recommendations and lessons learned

The conclusions summary is submitted in compliance with the FE criteria.

Corrective actions for project design, implementation, monitoring and evaluation

- **Importance of signing and beginning the project within the context described in the ProDoc.** From the design phase to the signing of the project, it took the actors two years.
- **To have, from the beginning, an inter-institutional** coordination mechanism that helps to determine common lines of action with other projects promoted by other governmental and non-governmental actors.
- **Changes in coordination seriously affect the execution if the logical framework is not followed.** The amount of changes in the coordination and at the technical level led to a serious DEMOTIVATION OF BENEFICIARIES.
- **When designing, it is important to explore different alternatives for sustainable forest management and not to base the whole project on a single line of action.** The entire project design was based on the success of the forest certification process and this lost momentum at the beginning of the project due to changes related to the updating of political and administrative instruments and in general to the change in the national development vision (see analysis on page 37).
- **Political and legal advocacy is in the long-term.** The project went through many political changes during the first three years of its life and therefore they have had relatively little time to influence at the political level.
- **Design Steering Committees that are functional** and stress the importance of this as the governing agency of the project.
- **If the logical framework is redesigned, the new indicators should also be reported on.** This has led to a **duality** in the monitoring due to difficulty in changing original indicators in the Annual Program Review (APR).

- **Productive ventures have taken many years to be established.** For instance, Chocolecos has received support from WCS, DANIDA, EU, FAO and GEF since 2005 and now, in 2019, it still has certain weaknesses. **Projects should involve all government actors responsible for SMEs from the beginning.**
- **Another similar project should be designed together with government partners to ensure their presence in the area** and guarantee, whenever possible, an integrated development approach. The Ministry of Production could be involved from the beginning.
- Explore the possibility of including, with funds outside the GEF, **seed capital** for entrepreneurship. Many communities need seed capital to get off to a strong start (raw materials, mobility, marketing, etc.). The project worked on the implementation of a revolving fund that did not progress due to the lack of national capacities for its management. Therefore, the analysis of the suitability of implementing a seed capital fund should be carried out during the design phase of the project.
- In such a complex area with so many risks to forest and biodiversity conservation, it is important to **focus efforts on fewer trials to achieve greater impact.** Less is more.

Actions to follow or reinforce the early benefits of the project

- When designing the entrepreneurship and the support that the project will provide, **it is very important to take into account the legal and fiscal aspects of the entrepreneurship**, as they are usually a bottleneck.
- Seek **partnerships** with Universities and NGOs that are working in these areas to identify student internships in OECMES, OFCs to support with administrative and fiscal aspects.
- **Support OECMES to expand their customer network.**
- OECMES women acquire diverse experiences and knowledge. **Generate a meeting between all OECMES members to share experiences.**
- Forest and Land Authority **to promote state purchases** by empowering certified companies.

Proposals for future directions that stress the main objectives

- **Adaptation to the context.** It is essential to hire staff, as far as possible, who are **open-minded and willing to learn and work in an interdisciplinary way.**
- Advocacy will depend on the continuity of the will of the political actors. The proposed laws and regulations have not yet been approved. Therefore, without the project now, it will be up to the **GFD and its partners to continue to push for the achievement of these products.**
- **Turn the Steering Committee, beyond the life of the project, into an intergovernmental coordination tool for the area to avoid conflicting policies.**
- The FGD must **review the CBDs, Base Contracting Documents for public bids so that small companies can participate.**

- Create **inter-institutional closing strategies** and convert them into normal project activities so that there is no gap in front of the communities and partners during the operational closing of the project.

Best or worst practices to address issues of relevance, performance and success.

- **The recruitment of UNVs or local staff** is considered a success especially as they are local actors.
- **UNDP recruitment processes have ensured transparency of processes.**
- **Unfamiliarity with the product has had a negative impact on the purchase of equipment.**
- **Ability to replicate.** Carmen Pecha's partners replicating the knowledge acquired in their training on forest and *asaí* management in 11 communities.

Lessons Learned

- **APPROPRIATION.** The Steering Committee can become a very interesting place of governance. This place, given the characteristics of the project, cannot afford not to exist. It is the highest level of negotiation and planning. In complex contexts with multiple actors. The creation of more operative Technical Committees should be promoted. These Committees provide the decision makers of the Steering Committees with the necessary resources to make strategic decisions.
- **LOCATION.** It is crucial that, as far as possible, the Regional Offices are as close as possible to the beneficiaries both for logistical aspects and for the empowerment of the beneficiaries.
- **LOGISTICS.** Take into account, in the design phase, the more than probable logistic, transport and mobility problems that the project will suffer. Both for the personnel working and for the development of the entrepreneurship. For example, the difficulty of the communities in collecting raw materials and taking out products during the rainy season.
- **DURATION.** These processes are very long. It is very difficult to see the impact in such a short time. Think about options for collaboration with universities or research centers in order to track impact indicators in the future. It must be taken into account that some OFCs or Entrepreneurships (such as *Tumupasa* or *Chocolecos* have been receiving support from different programs and projects and donors for almost 20 years).
- **LOCAL HIRING.** Hiring local actors such as UNVs has allowed UNDP to redesign recruitment processes (for example, training requirements vs. knowledge of the local reality) in order to grasp local values.
- **INFORMATION MANAGEMENT.** Consider how to better manage all the information created, the targeted audience, and the potential of the information from the beginning of the project.
- **SUSTAINABILITY.** Addressing sustainability from the beginning. Think of the project exit strategy not as a requirement but rather as a real opportunity for project sustainability

iii. Abbreviations and acronyms

Table 1. Acronyms List

FLA	Forest and Land Authority
AMC	Amboró Madidi Corridor
AP	Protected Area
LSA	Local Social Associations
AWP	Annual Work Plan
BD	Biodiversity
CFE	Community Forestry Enterprise
CI	Conservation International
CIPTA	<i>Centro de Información y Planificación Territorial Aidesep</i>
CITES	Convention on International Trade in Endangered Species
CO	UNDP Country Office
CSO	Civil Society Organization
GFD	General Forestry Directorate
DG	Directorate-General for the Environment and Climate Change
EU	European Commission
FAO	Food and Agriculture Organization of the United Nations
FSC	Forest Stewardship Council
GoB	Bolivian Government
GEF	Global Environment Facility
GTZ	German Technical Cooperation
HACT	Harmonized Approach to Cash Transfers
NIAR	National Institute of Agrarian Reform
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
MOEW	Ministry of the Environment and Water
NIM	National Implementation Modality
ONG	Non-Governmental Organization
NTFP	Non-Timber Forest Product
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme

AOP	Annual Operational Plan
APR	Annual Program Review
PPE	Personal Protective Equipment
HS	Health Secretary
TCO	Native Community Lands
ToR	Terms of Reference
PUC	Project Coordination Unit
UNAH	Autonomous University of Honduras
AFOP	Annual Forest Operations Plan
EDSP	Economic Development Strategic Plan
MDP	Municipal Development Plans
GFMP	General Forest Management Plans
ITMP	Indigenous Territorial Management Plan
PILCOL	<i>Indígenas Lecos y Comunidades Originarias de Larecaja</i>
LMP	Land Management Plan
NCCP	National Climate Change Program
UNDP	United Nations Development Programme
PPG	Project Preparation Grant
NPAS	National Protected Areas Service
TIOC	Indigenous Community Land of Origin
PCU	Project Coordination Unit
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNFCCC	United Nations Framework Convention on Climate Change
UN-REDD	United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries.
UNVs	United Nations Volunteers
WCS	Wildlife Conservation Association
VMEBDCCFM	Vice-Ministry of the Environment, Biodiversity, Climate Change and Forest Management
WWF	World Wildlife Fund

1. Introduction

1.1 Final Evaluation (FE)

The Evaluation is a technical and independent assessment exercise, commissioned by the client, in this case, the United Nations Development Programme (UNDP) acting as the Executor Agency of the Global Environment Facility (GEF), which contributes to the accountability processes towards donors, national partners, and other relevant actors. In addition, it is designed, implemented and presented in such a way as to facilitate learning from good practices and, in the case of the FE, at a minimum, assessments of the importance, effectiveness, monitoring efficiency and evaluation of the implementation as well as the possibility that the results are sustainable over time. The main derived product from this process is the FE¹ report. The FE has focused on the following six areas:

A. Project design;

The analysis of the project design seeks to determine whether the strategy has been successful in achieving the desired results and, if not, to propose changes that may serve the formulation of future processes. For this purpose, the evaluator will analyze in detail the project document (ProDoc), looking for whether lessons learned from other projects were successfully incorporated, whether the project is aligned with national development priorities and country priorities, whether possible externalities, environmental and social risks, decision-making processes during the project design phase and the gender and human rights approach during the formulation phase have been taken into account. In addition, the evaluator will conduct a detailed analysis of the Results Framework or Logical Framework. To this end, indicators and targets were examined to see if they meet the SMART criteria (Specific, Measurable, Achievable, Relevant and Time-bound) and the gender "GENDER" criteria (Empathic, Inclusive, Disaggregated, Long-lasting and Rights Respecting).

B. Hypotheses and risks;

The final evaluation analyzed the hypotheses and risks in the ProDoc and the logical framework to determine whether the hypotheses and risks are appropriate, consistent and have helped to identify activities and products and whether externalities (climate change, economic crisis, political changes, etc.) have been taken into account.

C. Project execution;

The evaluator analyzed the implementation of the project with the objective of identifying the challenges that the project had and how they were solved. More specifically, the evaluator analyzed the following aspects:

- Has the project employed the logical framework during its implementation as a management and M&E tool?
- Has the project established management agreements with other actors for the project implementation?
- Has the project taken into account relevant lessons from other GEF projects and incorporated them into the management of the project itself?

a. Management mechanisms;

In this section the evaluator analyzed the quality of the support provided by UNDP to the project, as well as the implementation carried out by the Vice-Ministry of the Environment, Biodiversity, Climate Change and Forest

Management. The project daily management was, also evaluated by the Project Coordination Unit. Considering the project's geographical scope, the evaluator also analyzed the work carried out by the Regional Offices (ROs) in Rurrenabaque and Caravani. For this purpose, the existing management systems were compared with those originally proposed in ProDoc and different aspects that have taken part in the project's implementation will be analyzed.

b. Work planning;

In this section, the evaluator analyzed possible delays in the project implementation and execution, identified the causes and examined whether they have been resolved. Special attention was given to planning processes to determine whether they are results-based and examined the proper use of the results framework as a management tool. The two requests for extensions of the project for 21 and 18 months along with their rationale were carefully analyzed.

c. Information;

This section focused on the analysis of the mechanisms used by the Project Central processing unit (PCU) to report on potential changes in the adaptive management, as well as the fulfillment of the reporting requirements to the GEF and how the information created has been shared with the Project Board. Finally, it was analyzed whether the lessons from the adaptive management have been documented and shared.

d. Communication;

In this section the evaluator analyzed both the internal communication of the project with the actors involved, as well as the external communication towards the target audience. From the work analysis the evaluator will also seek to make recommendations in accordance with the communication improvement of the project's achievements and results.

D. Financing and co-financing

For the financial analysis, the evaluator analyzed the financial controls and whether these have allowed informed decisions to be taken regarding the budget and how these were reflected in the Annual Work Plans (AWPs), he also analyzed possible variations between what was originally designed and what was actually implemented and whether the project shows the necessary control in the management of resources. Special attention will be given to the co-financing of the project. Co-financing is usually indicated in the annual RIP.

E. Implementing Agency's level of execution

For this analysis, the evaluator determined whether there has been a results-based approach by the Implementing Agency and the Vice-Ministry as executing agent. The monitoring practices of both were reviewed, the quality of risk management, the responses of the Steering Committee to significant problems; the amount and duration of technical support provided to the PCU as well as any other issues related to the duration of the project, for instance, delays, extension requests, among others.

F. Monitoring and evaluation systems at the project level;

Monitoring and evaluation are a crucial part of the project's success. The evaluator analyzed and evaluated the Monitoring that has been carried out by UNDP as the GEF Implementing Agency as well as by the executing partners. The Monitoring and evaluation plans were analyzed to see if sufficient resources have been designated, if the main actors or partners were involved in the Monitoring, if effective Monitoring helped in adaptive management and if the plan also includes gender perspectives, as well as the adequacy of environmental and social risk management and mitigation measures.

G. Partner involvement

The ProDoc determines how actors and external partners will be involved in the project. Establishing links with the parties is essential to achieve the expected results and maximize the possible impact of the project. However, one thing is what you think will happen during the project design phase and another is what actually happens. Therefore, the evaluator analyzed whether adequate partnerships have been developed to achieve the results, whether national partners continue to play a leading role in the project's decision-making and whether actors are committed to the success and long-term sustainability of the project.

H. Adaptive Management

Adaptive management implies whether the project team, the Steering Committee and other actors were able to adapt to changes in the environment, development objectives, policy changes, etc. during project implementation. The evaluator analyzed why these changes were made and what was the approving process for them.

In addition to determining the reasons for the changes, the evaluator must also determine how the changes occurred and how these changes affected the project outcomes.

I. Project results

In order to carry out the project outcome analysis, the definition of the outcome must first be clear. An outcome is a change in development that can be described and/or measured as resulting from a cause-and-effect relationship. In GEF terms, outcomes include direct project products, short- and medium-term results, as well as longer term impact including overall environmental benefits, among others.

Results analysis involves paying attention to the entire spectrum of the results-based management chain, from resources to activities, to products, outcomes and impacts.

For the GEF, the main analysis focus is the product level, recognizing that the impacts of global environmental benefits are often difficult to identify. Project outcomes should be analyzed against ProDoc and using specific indicators from the Biodiversity focus area.

In addition to analyzing the results, the evaluation took into consideration the following aspects:

a. National ownership

A very important outcome for UNDP GEF-funded projects is that they address national priorities. This is manifested in the government's involvement in the project itself. The evaluator sought evidence of the government representatives' involvement in the development of policies, action plans, laws, etc. If national ownership is low, it means

that the capacity building exercises have failed. On the contrary, if it is high, it implies that the partners have been trained and that the project has provided the necessary tools for the development of useful policies and plans for forest and biodiversity conservation.

b. Sustainability

At this stage, the evaluator analyzed the probability of results sustainability at the conclusion of the project and an assessment has been provided. Sustainability is considered as the probability of the continuation of benefits after the end of the GEF-funded project. Therefore, the evaluator analyzed the risks that may affect the continuation of both the expected results under the ProDoc and the additional ones that have arisen during the implementation of the project itself. In this regard, the following types of risks were analyzed:

- Financial risk;
- Socioeconomic risk;
- Institutional and governance risk and
- Environmental risk.

c. Catalytic Role

In this section the consultant analyzed the catalytic role of the project or replication effect. We looked for whether the project has demonstrated:

- Production of a public good;
- Demonstration;
- Replication and
- Scaling-up.

d. Impact

Any final evaluation looks at whether the projects have achieved impact with the planned interventions. Therefore, evidence was sought for the following:

- Demonstrable improvements in ecological status;
- Demonstrable reduction in stress to ecological systems;
- Through specific process indicators, whether progress is being made towards achieving stress reduction.

This analysis requires the existence of verifiable data at all levels of the project and the existence of process indicators that may suggest that some impact will be achieved.

This analysis, data triangulation and interviews have served the evaluator to make a number of conclusions, recommendations and lessons learned based on the collected data and proven facts that have allowed for practical and feasible recommendations for the design, implementation, Monitoring and evaluation of the project, recommendations that reinforce the benefits of the project and others that reduce the potential risks identified to achieve sustainability.

1.2 Scope and Methodology

Scope

The evaluation covers the entire project cycle under research, from its start in April 2012 to date.

The geographical dimension of the evaluation covers the Amboró Madidi Corridor but, above

all, special attention will be given to the trials in the northern and central area of the AMP.

In terms of content or programmatic scope, the results framework articulates a series of processes, products, intermediate outcomes and medium-term results that could be clustered into 3 areas of analysis, depending on the barriers that have been identified. It should be noted that the Logical Framework was changed after the Mid-Term Evaluation (MTE) and afterwards, during the different project extension requests. In this sense and in order to abstract the different strategies, lines of work, products, intermediate results, actions outside the results framework, in their orientation towards the achievement of the effect, the evaluator has **specified three areas of analysis**. These areas are clearly interconnected:

- A. The Project's support (specifically its contribution level) to national capacities in the design/implementation of policies, programs/services needed to promote the conservation of BD. The design of technical, legal and institutional aspects aimed at sustainable management and certification of forests are the main subject of analysis in this area.
- B. The support of the Project (specifically its level of contribution) to the Communities to strengthen their capacities in Integrated Forest Management and to obtain and maintain the certification that has been supported since the project. The prioritization of selected areas and the tools and activities designed to strengthen the communities' capacity to manage their forests in a sustainable and BD-friendly way were examined.
- C. Project support to economic incentives to attract and maintain community forestry operations committed to sustainable forestry and BD management practices.

Methodology

The evaluation will be guided by the Norms and Standards, ethical and conduct guidelines established by United Nations Evaluation Group, and will take as a reference the procedures and guidance set out in the Handbook on Planning Monitoring and Evaluating for Development Results and the Guidance for Conducting the End-of-Term Review of UNDP-GEF-Supported and GEF-Funded Projects developed by the UNDP-GEF Bureau in 2014. The evaluation will judge their definition/design, implementation and achievements based on two main elements: accountability and learning. It should be noted that the main purpose of the FE is to identify achievements, impact and to make recommendations and lessons learned that could be used for future projects, always looking for replicability.

The evaluation will take a mixed methodological approach, combining quantitative and qualitative research methods.

A first **evaluation approach** is that it will be based on the achievement analysis of the products and the progress in the achievement of the results, therefore, on the identification of the effect on the impact foreseen by the project. Thus, the evaluation will prioritize the focus on the effectiveness in the implementation of activities.

Likewise, the evaluation will take a participatory approach: it will try to combine the external assessment of the evaluator with the experience of the internal and external actors. Therefore, the evaluator will maintain a fluid communication with the Project Office teams, as well as representatives of the implementing partners. Perspectives and proposals will be discussed

during the different stages of the evaluation, forming with the exchange a learning community useful for the strategic objectives of this evaluation.

Evaluation Criteria and Questions

Project Strategy (Relevance/Coherence)

The relevance of the analysis will focus on the strategic formulation of the project, its coherence with the situational analysis and the problems faced, the participation of the main actors in the project's construction, taking into account its link with the GEF priority areas.

This task will be carried out mainly through documentary analysis by a consultant. It will also emerge from the elements gathered from the different interviews and focus groups carried out with actors of the Project.

Progress in achieving outcomes

Through the analysis of the documentation, and the information obtained first hand through interviews with the actors, the evaluator has analyzed the project's progress towards achieving the results defined in the project design phase, as well as in the 2016 logical framework review and the subsequent extensions requested from the GEF by the Steering Committee. For this purpose, the evaluator has used the Progress Towards Results Matrix that will be completed with the available information. This exercise will allow the evaluator to identify existing barriers to achieving the objectives and to identify successful aspects of the project. All this information will be collected in the Progress Matrix.

Project Implementation and Adaptive Management (Efficiency)

The analysis of efficiency will be mostly limited to the cost/benefit study, which will analyze the speed of the administrative processes and the fulfillment of the times established in the planning and the fluidity of the financial processes; it will especially be focused on the analysis of the administrative/financial action and on the application of the work approach based on results (including the monitoring systems and instances of direction of the Project); all this to determine the capacity that the Project had to correct directions and strategies in the course of the same one, therefore, its capacity of adaptive management.

The analysis will take into account budget revisions and changes that have been made during the implementation. To this end, programmatic and financial monitoring tools, monitoring reports from the Project Unit such as the GEF, operational plans and programmatic reports will be reviewed. Interviews will be held with key management and administrative staff.

Effectiveness

Through the monitoring of the results chain, the analysis of effectiveness will focus on determining the correct sequence and the fulfillment of the assumptions established for its development, in a way in which the activities contribute to the achievement of the results, these in turn point to the achievement of the specific objectives, and finally to the achievement of the general objective.

Furthermore, special attention will be paid to the fulfillment of the indicators proposed by the Project, both for results and objectives, as well as the monitoring and evaluation instruments developed.

The group of "key informants" proposed for the information gathering phase will be taken into account, as well as others that the evaluator would consider as appropriate. There will be a special section for the analysis of good practices.

The exact progress of the components, results and indicators will be consolidated in a matrix and comments will be made on each of them. Special attention will be given to the progress of the proposed indicators. In addition, the quality of these will be reviewed and, where appropriate, specific recommendations for future interventions will be provided.

Sustainability

Sustainability has been analyzed from four areas: financial risks to sustainability, socio-economic sustainability, institutional and governance risks to sustainability, and environmental risks. Due to the relevance of financial sustainability to the project, special emphasis will be placed on this particular issue.

It has also analyzed the action carried out for the strengthening of individual and institutional capacities with the partners and the strategies suitability defined for this transfer capacity.

This task has been performed through documentary analysis, field verification taking elements of the results obtained, and perceptions of the main actors through guided interviews.

Conclusions and Recommendations:

Make proposals and recommendations to improve future GEF project formulation and execution processes, including crucial actions required to solve the problems encountered and create a proposal to improve impact. The recommendations will follow the recommendations set out in the *Guidance for Conducting the End-of-Term Review of UNDP-Supported and GEF-Funded Projects*.

[Data collection methods](#)

Given the nature of the subject of this study, the methodology for data collection and analysis has been selected by combining qualitative (including participatory techniques) and quantitative methods (data collection, processing, analysis and presentation of information), as well as deductive and inductive analytical methods, which will allow the evaluator to conclude on the achievements at the level of the project evaluated.

The following are the different data collection and analysis techniques that will be used during the FE:

Documentary information review: The main documents related to the Project will be reviewed and analyzed from different perspectives such as the quality and relevance of the information provided, identification of gaps, coherence and correlation between documents, etc. The control table of the information provided by the project is attached in Annex 6.7.

Interviews: Main actors of each organization/institution, authorities, heads of partner organizations, heads of public institutions, local instances, heads of the Project will be interviewed in a duration of at least 40 minutes, depending on the relevance and amount of information that the person interviewed can offer. A specially designed interview guide will be produced for each interview, which means that there will be several models of interview

guide. They will take the form of semi-structured interviews for better conducting. See annex 6.3.

Focus groups: To collect information from certain groups, focus groups will be organized. As can be seen in Annex 6.5 of the Mission Agenda, the focus groups will be carried out primarily in the field with the different communities in the trial areas.

Return and validation workshops: At the end of the second phase, a debriefing has been held with the Evaluation Reference Group and other actors in which the assessments arising from the initial phase have been offered. This debriefing was done in person at the end of the mission.

Direct observation: provides additional information that allows the evaluator to learn about the context in which the events and processes being evaluated take place routinely and/or extraordinarily. The meetings with the groups proposed in the agenda have allowed the observation of motivational aspects, of commitments and particular experiences in the use of methodologies, of participation, which, although not extrapolated, are important to assess the usefulness of some products.

Processing and systematization of all the information collected and analyzed: The synthesis on one hand and the deepening on the other of all the information that the evaluator will be accumulating through the different instruments, will be ordered in structured and standardized documents previously prepared (Excel matrix), organized based on the evaluation questions by criteria, considering also the logical order of presentation of the information referred to in the index of the final report (which will be modified).

Triangulation techniques: will be used for the interpretation of the findings and their subsequent assessment. To this end, the results of the analyses will be verified by comparing two or three times the same information from different sources and through different collection methods. For instance, we will seek to verify the answers obtained in interviews with government personnel with opinions of the beneficiaries or with other sources of statistical information.

At the end of the fieldwork, a feedback loop with UNDP and the Reference Group is planned to validate the preliminary evaluation findings.

Sample selection of informants

The identification of informants has been carried out under a selective approach led by the PCU in Bolivia with the advice of UNDP. The aim is to produce exchanges with qualified informants, both from the point of view of the quality of their participation and the role they currently play in the structures they represent, in order to be able to draw on arguments and assessments.

The PCU has provided a preliminary list of key actors linked to the different processes carried out and in progress, which has been adjusted prior to the evaluator's mission. The mission agenda is presented in annex 6.5 of this report.

2. Project description and development context

2.1 Start and project duration

The GEF project formulation phase and its respective ProDoc (PPG - Project Preparation Grant) had a budget of USD 100,000. Given the time that has elapsed since the formulation process and the end of the project, the evaluator has only met with the UNDP programme officer who was there throughout the process. In this regard, it has not been possible to triangulate the observations. However, from the ProDoc review, the evaluator considers it to be of good quality since it details the barriers to effective conservation of the BD and proposes actions to reduce the barriers and the existing risks. The following table shows the key stages in the project formulation process.

Table 2 Main stages of project formulation

Stage	Date
PIF approval date	April 17, 2009
CEO approval date	Augusto 11, 2011
Project Document SIGNATURE date	April 11, 2012
National Coordinator contract date	First coordinator in March, 2013
Inception workshop date	July 13, 2013
Inception workshop date in Rurrenabaque	August 31, 2013

The evaluator considers that the formulation process has taken a **long time**; therefore not entirely successful considering that 28 months have passed from the PIF submission to the approval of the ProDoc by the GEF.

The project-launching phase has experienced a number of delays. 11 months from the signature of the ProDoc to the start-up workshop. In the first quarter of 2013, the first project coordinator was hired. In total the project has had 6 coordinators hired by UNDP and two ad interim coordinators placed by the Vice-Ministry. In total, 8 National Coordinators have been hired. Likewise, each Regional Office has also had 4 Regional Coordinators. In addition, a lot of changes were made at the technical level. The Evaluator was not able to find out exactly how many technicians were hired at either the Central Project Office in La Paz or the Regional Offices, but all parties interviewed agreed that many technicians have been involved in the project within the last seven years.

Furthermore, the project requested three extensions and obtained two. Specifically, given the low budget execution and the changes proposed after the Mid-Term Evaluation, a first extension was proposed for January 31, 2018. On 19 March 2018, the Steering Committee requested a further extension of the project for an additional 18 months until 31 July 2019. The UdC requested, again through the Steering Committee, a third extension that was denied. Therefore, the project, originally planned for four years until 30 April 2016, has had a total duration of seven years and three months, three years and three months, or 87 months over the 48 originally planned.

2.2 Problems the Project address

The project identifies the main obstacles to the BD conservation in the AMC. These are:

- A. Obstacle 1: Limited institutional capacity for the implementation of sustainable forest management and certification practices in BD;
- B. Obstacle 2: Limited knowledge and capacity of community organizations to implement sustainable forest management, certification and BD practices; and
- C. Obstacle 3: Financial and market constraints;

The proposed project has 3 components with their respective results and products directly linked to the identified obstacles. At the moment, only the following components are listed:

- 1. Institutional support mechanisms are built to support biodiversity conservation through the management of certified community forests;
- 2. Community capacity is strengthened to achieve and maintain certification, and to manage forests in a sustainable and BD-friendly manner; and
- 3. Economic benefits are provided to attract and maintain the commitment of community operations to conserve BD sustainable management practices.

2.3 Project development and immediate objectives

Due to a proper analysis of the situation the main objective of the project is the following:

The **main goal** is to improve the protection and conservation of biodiversity in the Amboró Madidi corridor, through sustainable forest management, based on promoting markets for certified forest products and increasing the incomes of the local community.

The proposed project has 3 components with their respective results and products directly linked to the identified obstacles. By this time only the components are the following:

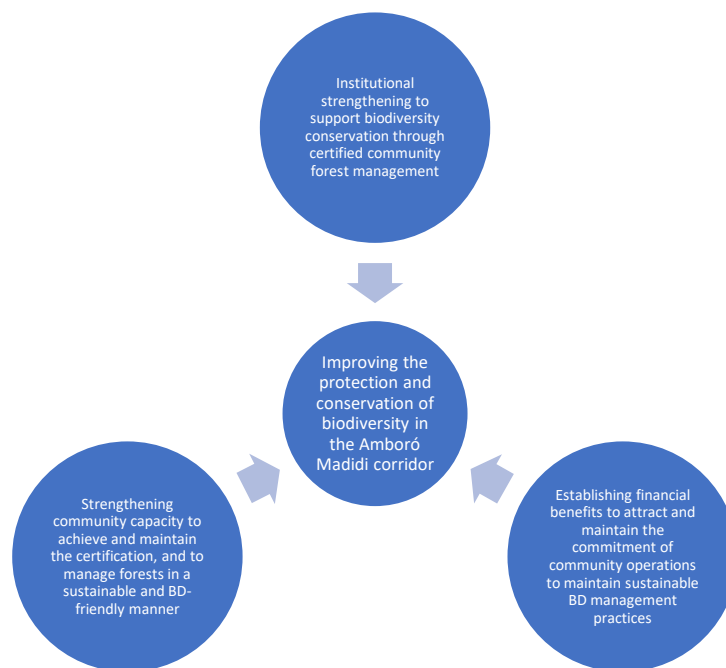
- 1. Institutional support mechanisms are built to support biodiversity conservation through the management of certified community forests;
- 2. Community capacity is strengthened to achieve and maintain certification, and to manage forests in a sustainable and BD-friendly manner; and
- 3. Economic benefits are provided to attract and maintain the commitment of community operations to conserve BD sustainable management practices.

The project foresees the following long-term impact:

- e. As the income of the Community Forestry Organizations increases, resources are allocated to the conservation of the BD;
- f. Increased competitiveness of forest operations (forest products), enabling greater investment in BD conservation and
- g. Greater participation of both women and men in the Community Forestry Organizations operations, increasing the economic, social and generational equality of the forest users, making its use more sustainable.

The design of the project logic is as follows:

Figure 1. Project logic



Although the project has 4 components, it has only been considered relevant, for the purpose of describing the logic of the project, to present the 3 main components or results. The fourth component is related to the effective management of the project (monitoring, feedback, social projection and evaluation) and is therefore considered to be relevant to the logic of the project.

The project was implemented in 7 municipalities in the north of the department of La Paz (Palos Blancos, Alto Beni, San Buenaventura, Ixiamas, Mapiri, Teoponte and Guanay), in 4 TCOs (San José de Uchupiamonas, Lecos Larecaja, Tacana and Mosetenes) as well as 20 communities with the support of entrepreneurship. See illustration 3.

Table 1 Total area of the project

Territorial Unit	Surface (Km2)
Municipalities	51,607.45
TCOs	7,031.73

Illustration 2 Percentage corresponding to municipalities and TCOs

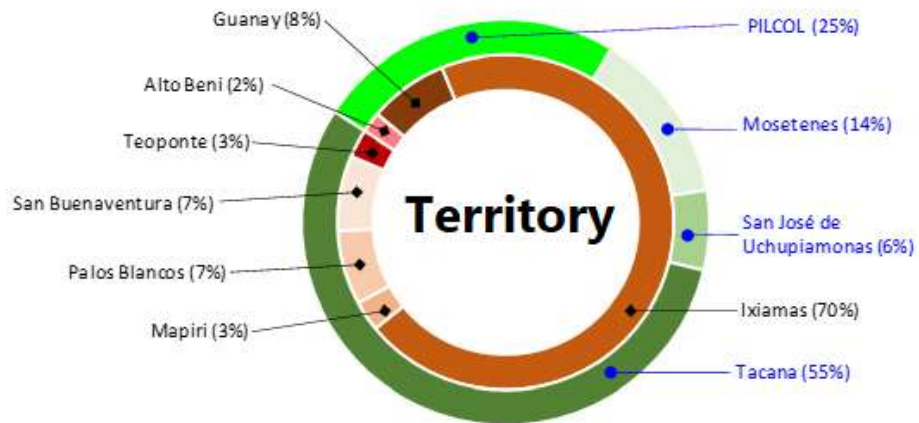
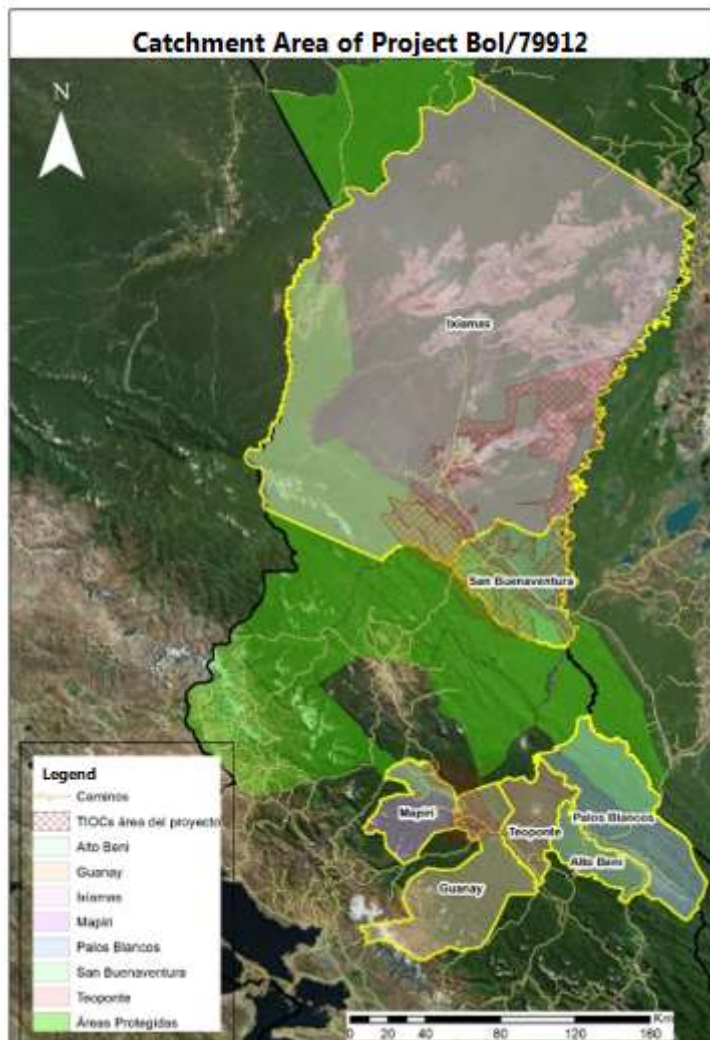


Illustration 3 Project's area of influence



2.4 Established Benchmarks

The original ProDoc establishes 31 performance indicators based on the logic of strengthening the institutionalism of the Government of the Plurinational State of Bolivia to support community certification processes, strengthen the capacities of communities to achieve and maintain forest certification and management, and establish the economic benefits necessary to attract and maintain community forestry operations.

Notably, a first weakness could be seen in the very narrative of the indicators, baselines and goals. **While most indicators can be considered SMART and are well defined, examples are found where the indicators do not fit into the baseline measurement or reporting of actions in the PIRs.** There are indicators expressed as "increase" or "decrease" while no baseline is provided and then a percentage increase or decrease is suggested. Therefore, different ways of measuring are used which complicate the assessment for some indicators.

Some examples are given. Goal indicator 3 in the results framework reformulated in January 2018: "Increased participation and ownership of youth and women in community forestry management (enterprise and leadership)" has no baseline and has a target of a 20% average increase by the end of the project. Therefore, the participation level could be measured with "number of" or "percentage of increase" and a baseline should be provided to be able to measure it.

On the other hand, as seen in Table 8 the project has operated under two results frameworks. The first – the original – is the one designed with the ProDoc and the second, included in the ProDoc after January 2018. While the main objectives or outcomes in the results framework have not been changed, there are some changes in how both frameworks are measured. There are changes in the indicators that reflect an effort to systematize what has happened during the course of the project by adapting the results indicators to what has actually been done during this time.

It is also important to highlight that despite modifying the results framework, the UNDP chose to continue reporting on the original indicators in the RIP. According to evaluator's opinion, this meant a **duality** in the reporting of the project's progress.

The indicators proposed in the logical framework reformulated in January 2018 follow the logic of the actions carried out over the years and are linked to the changes detailed in the Adaptive Management section in Section 3.2 of this document. As can be seen in table 8, the project proposes new indicators while retaining some of the original ones. These new indicators are more product-oriented. In some cases, **presenting indicators with targets in the statement itself, for example, indicator 2.4 "5 baselines and diagnostics of the status of the enterprise" confuses concepts.** By definition, the indicator should be neutral; therefore it should have been formulated as "number of baselines". The number "5" refers to the goal. This indicator's goal is the "improvement of community productive activities in management and conservation". More than a goal, it is an objective of the project. On the other hand, the logical framework also shows inconsistencies between indicators and goals. For example, indicator 2.2 "number of communities in the process of forest certification" has as its goal the "certification schemes, including BD conservation measures are adopted by communities". This target does not provide anything about the number of communities that the project hoped to strengthen in order to start its forest certification process.

2.5 Main Actors

According to the *ProDoc*, the main actors are the following:

Table 2 Interested main actors

Government
Ministerio del ambiente y agua
Vice-Ministry of the Environment, Biodiversity, Climate Change and Forest Management
General Directorate of Biodiversity
Forest Management, Administration and Development Directorate
Forest and Land Monitoring Authority and Social Control Authority (FLA)
Fondo Nacional de Bosques
INIAF
Instituto Nacional de Reforma Agraria (INRA)
Municipalities
Tierra Comunitaria de Origen (TCO)
Central Indígena de Pueblos Tacanos (CIPTA)
Pueblos Indígenas Lecos y Comunidades de Larecaja – PILCOL
Confederación de Centrales de Comunidades Interculturales de Bolivia
Guanay, San Buenaventura, Ixiamas, Teoponte, Mapiri, Caravani y Palos Blancos
NGOs
Fundación PUMA, Fondo Indígena Smart Wood
Programa Baba Carapa
WCS
Trópico
PROMABOSQUE
Fundación Amigos de la Naturaleza
Private Sector
Bolivian Forestry Chamber
International Cooperation
UNDP
Netherlands, Sweden, Germany and Japan

From the documentary review and the interviews carried out, it has been noted that beside the actors described above, the project has also worked with the Mosestenes Indigenous Communities of the municipalities of Alto Beni and Palos Blancos, as well as with other donors not originally foreseen in the co-financing matrix, such as the European Union Delegation in Bolivia through the PACs BIO Programme, Danida and the Italian Cooperation

2.6 Expected results

Besides the expected long-term impact described in section 2.3 above, the project foresees the following results of the intervention according to the original logical framework.

Table 3 Original ProDoc results and products

Expected results	Expected results
<ul style="list-style-type: none"> ❖ Municipal actors with technical and operational capacities to support, control and monitor local forest management and DB conservation activities ❖ Applied landscape-level planning to incorporate BD needs (e.g., wildlife corridors) and track large-scale forest management impacts ❖ Technical capacity within the Directorate General for Forestry Resources to promote and implement forest certification processes based on FSC BD-friendly principles ❖ Departmental and municipal procurement policies for forest and certified or verified products 	<ul style="list-style-type: none"> ❖ Forest actors at the municipal level are applying technical tools to support, monitor and track local forest management and conservation activities in the BD ❖ System designed and implemented to plan, manage and track the impacts of forest management on the DB at the landscape scale ❖ Integration and adoption of DB management through certification in national programmes ❖ National technical and operational capacity to extend certification and conservation of BD in production forests ❖ Decrease in illegal trade in timber and non-timber products. ❖ New market connections for state buyers and better sales for certified products
<ul style="list-style-type: none"> ❖ Increase of 48,000 ha (30% more than the initially established 160,000 ha) within the protected forest area through a management plan of certified forests not harmful to the BD (Forest Stewardship Council) ❖ At least 41,600 ha (20% of total certified forests) of BD sections established and applying strict protection plans and safeguard measures for the conservation of BD, reducing pressure on an important area of a vital biological corridor ❖ DB indicators remain stable or improve in at least 10 communities in the Amboró-Madidi corridor (starting points to be established during the PPG stage) ❖ Integrated Fire Management Systems decrease the frequency and severity of fires (starting points to be established during the PPG) 	<ul style="list-style-type: none"> ❖ Improved local capacity to obtain and retain certification ❖ Significantly larger area of production forest subject to systematic external audit to ensure compliance with BD conservation criteria ❖ Improved local capacity to manage and track impacts on DB in the production forest ❖ Application of criteria and indicators to monitor DB in production forests (with emphasis on DB of global significance) ❖ Decreased fire reduces threats to BD from production forests in the biological corridor ❖ Lessons learned from the project experiences, inform the development of models to be transferred to other areas
<ul style="list-style-type: none"> ❖ Certified or verified timber sold increased by 30% (90,000 m² more than an assumed starting point of 270,000 m²) in national and international markets ❖ Increased competitiveness of local forest operations in the marketplace as a result of harvesting certified forests and 	<ul style="list-style-type: none"> ❖ Local forestry operations get more income from certified forests ❖ The products manage to decrease production costs, increase production quality, improve marketing activities and access preferred markets ❖ Increased demand for certified timber

<p>improving business skills, enabling better BD management practices</p> <ul style="list-style-type: none"> ❖ 10 new alliances established between producers and national or international buyers with purchase commitments ❖ 10 new chain of custody certifications (starting from 28 certifications as of Dec. 31, 2008) ❖ Increased investment in local forest operations to improve management practices that contribute to the achievement of BD objectives 	<p>products from national and international buyers</p> <ul style="list-style-type: none"> ❖ Increasing the capacity of the supply and demand chain to process and trade certified timber ❖ Implementation of a mechanism to funnel resources from FONABOSQUE and other services into BD-friendly management and forest certification.
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Source: EMT, 2016

Similar to many GEF projects implemented by UNDP, this project involves activities, products and processes at the national level, as well as activities, products and processes to be implemented in the field. The project areas are located in the Madidi-Amboró corridor, through several municipalities in the north of the Department of La Paz such as the municipalities of Ixiamas, San Buenaventura, Guanay, Teoponte, Mapiri, Palos Blancos and Alto Beni. As of 2016, the Mosetenes Indigenous Communities were also included. Although the EMT indicated the extension of the project and the complexity of working in the field and recommended focusing the activities in fewer municipalities to increase the impact, the Steering Committee opted to increase the number of beneficiaries.

As it can be seen in the table below, the products were modified in 2018.

Table 4 List of Results and Products of the logical framework redrafted in January 2018.

Result	Product
Institutional support mechanisms are created to promote BD conservation through sustainable forest management and certification	Proposal for a National Plan for Integrated Forest Management worked in a participatory process with government agencies
	Guidelines for national and international certification of Integrated Forest Management established in a participatory manner with the corresponding agencies.
	The monitoring system designed at the local level integrates biodiversity indicators corresponding to the needs of planning for sustainable development and conservation of landscapes, and is articulated to the national monitoring system
	Guidelines for a national policy that prioritizes the acquisition of certified forest products
	Proposal for regulatory adjustment for the management of non-timber forest products is constructed in a participatory way
	Set of institutional, policy and technical actions to improve control of illegal deforestation implemented
	The operation's effectiveness in controlling illegal logging

	has been improved
	Three mobile teams are formed and strengthened in the ABT in the project's intervention area
	Land use plans for the management of municipal integral development with an impact on the conservation of ecosystems, recovery of degraded areas, policies for the sustainable use of natural resources within the framework of the new national planning system SPIE articulated to the MMP in 7 municipalities
	The TCOs elaborate and/or strengthen their territorial management in order to achieve a development in balance with mother earth and based on the national regulations of life systems, incorporating actions in their planning: Lecos Larecaja-PILCOL and Tacanas-CIPTA
	The beneficiaries of the project know and have tools that allow them to know and implement conservation and sustainable use actions
The capacities of communities are strengthened to achieve and maintain certification and forest management in a sustainable and friendly way for the BD	Five OFCs with PGMs for non-timber forest products: Tacanas and Lecos with 15,000 Has; Four OFCs with POAFs for timber forest products in 2,000 Has; one new PGM and POAF for timber forest products (Mosetenes: Alto Beni and Palos Blancos), and products from agroforestry systems; 20,000 Has with new PGMs; 1,000 Has of agroforestry systems under management and characterization of the potential use and conservation status of the areas subject to use.
	The certification schemes include conservation measures of the BD are adopted by the communities with forest certification under the Bolivian Certification System. Four CFOs with national forest certification compatible with Flegth and FSC certification.
	Communities use the BD monitoring system.
	Productive community activities strengthened in the management and conservation of their forests through the construction of baselines and diagnoses of the situation of the enterprises.
Economic benefits have been established to attract and maintain community forestry operations committed to sustainable forest management and BD management practices.	Five business plans and models elaborated
	Five entrepreneurships improve their productive capacities through investments in equipment and working capital for participation in trade fairs
	At least 100 producers trained in three areas: production, marketing and organization.
	Five productive organizations participate in 4 national fairs.

	At least 2 negotiation tables with potential public and private buyers.
	At least one alliance established with financial entities to offer credits adjusted to the needs of the producers of the region.
	Four productive associations in the communities have prepared their credit application folder to be submitted to the fund.

It is important to stress that this is not the original logical framework. The products have been adapted to reflect what has actually happened due to political and institutional changes. Likewise, it is important to highlight the great effort made by the technical team of the CUP to systematize and organize the large amount of existing information on the different results and products created by the project during the seven years of its life.

3. Findings

3.1 *Project design and formulation*

Analysis of the Logical and Results Frameworks (Project logic and strategy; indicators)

Based on the evaluation of the documentation provided by the PSC, the evaluator considers **two major limitations**. The first has to do with the results framework and the second with the probable loss of knowledge by the actors. With regards to the logical framework:

In general, the Theory of Change underlying the results framework is consistent in its conceptualization of the three strategic areas of intervention described above. However, from a design point of view (indicators and targets), areas of improvement within its different components have been identified.

The project has undergone many changes over an extended period of time and therefore the monitoring of the logical framework has been complicated. That is that, after the EMT, it was suggested that the logical framework be adapted. This was not carried out until January 2018. The current logical framework reflects the work carried out and the limitations encountered.

The project has taken three years and three months longer than originally planned. According to the EMT, this is due to an over-dimensioning of the results and outputs as well as a strong political change that made the substantive implementation of the project as originally planned impossible and would not allow the efficient execution of the budget. This led to the Steering Committee requesting two extensions to the project end date. It should be noted that the evaluator has found that the executing institutions attempted to execute the project within the time frame proposed in the framework of changes in the context described above.

In relation to the context and as it will be seen below, the GEF project design has adequately identified not only the barriers but also the dominant dynamics at the time of design in relation to the lack of sustainable forest management at the national level. However, it is important to mention that, between the time of approval and already during the mid-term evaluation in 2016, the social, political and economic context (as well as many of the threats and barriers identified) have varied. See the following section on assumptions and risks.

As indicated in section 2.4, the project modified the indicators and outputs in 2018. This is due to an in-depth systematization process carried out at the technical level by the PSC and by the UdC and the *Forest Management*. A considerable effort has been made to understand what

has been done (due to multiple personnel changes at both La Paz headquarters and the Rurrenabaque and La Paz Regional Offices) and the outputs achieved since 2013. While the logical framework set out key results, which remained unchanged, the annual work plans set out the outputs and activities to be worked on annually. According to those interviewed, this depended heavily on the style or training of the coordinators. For example, there have been more coordinators who are more in the forestry realm and others more in the biological science realm. The focus of the project shifted under different management and this is reflected in the emphasis given to the project during those times. Therefore, the logical framework has not served as a guiding tool since it has been adapted according to political and institutional changes and has followed the changes made by technicians who have participated in the project.

Assumptions and Risks

The ProDoc analyzes environmental and social risks. More specifically, it lists 5 risks. The evaluator considers that the **proposed mitigations measures have been relevant and are currently being maintained**. The second risk identified is not considered relevant as no actor interviewed has considered anti-corruption procedures a risk but rather the politicization of some procurement processes. In this sense, the presence of UNDP and its processes have served as a safeguard.

In the APRs it is observed that the 5 identified risks are currently not systematically followed up but rather, it is only mentioned if there are any risks to be highlighted during the reporting period and the mitigation measure is discussed. The actors interviewed consider, for the most part, that the risks identified during the elaboration of the project are the appropriate ones. It has also been verified that these risks have not increased and that therefore the proposed mitigation measures are the right ones. It is important to highlight that there are other risks that must be considered and possibly start monitoring the risks more systematically. The following new risks have been identified:

1. Gold mining activity that discourages people from conserving forest resources or enhancing non-timber forest resources;
2. Failure of the OFCs, OECMES and Community Associations to Access forest and non-timber markets; and
3. Enterprises with very basic administration and finance knowledge.

The following table shows the original and newly identified risks, as well as the rating given in the ProDoc and that provided by the evaluator based on the revised documentation and interviews held.

Table 5 Risks and their ratings

Initial risk	Initial and current qualification
1. Institutional instability	High; high
2. Bureaucratic and anti-corruption procedures hamper expedited enforcement procedures	Medium-high; medium
3. Policy: Short-term economic vision of public policies with limited awareness fosters unsustainable practices	High; high

4. Regulatory: legal uncertainty about the forestry sector	Medium-high; medium-high (there are 5 proposed laws, although the DF has united them into one)
5. Climate change	Medium; medium
New risks	Original qualification
Gold mining disincentives population to conserve forest resources or enhance non-timber	High (especially in a pilot run in Guanay, Palos Blancos, and also entering in Rurre)
Weakness of OFCs, OECMES and Community Associations to access non-timber forest markets	High
Ventures with basic administrative and financial knowledge	High

It should be noted that in the case of the identified risk of gold mining and how such activity discourages the population, that such a risk is external to the project. It has a negative influence on the project, but it has been able to do little to affect the magnitude of the project. Likewise, the risk related to the weakness of the OFCs, OECMES and Community Associations can also be considered an external risk since all these organizations already existed before the project, although in this case, the project worked on strengthening them directly this making them one of the project's objectives. Finally, it should also be noted that the project has helped on strengthening the enterprises by providing various training courses on business and financial management, although they are still considered to be weak and therefore their strengthening is key to achieving sustainable actions.

Planned stakeholder involvement

Planned participation may be measured by the number of technical and Steering Committee meetings, as well as from meetings held with parties at the local level through the two Regional Offices in Caravani and Rurrenabaque. The evaluator has reviewed the evidence provided by the PSC, specifically the minutes of the Steering Committee meetings and of the first technical meeting in February 2014 that dealt with the creation of the Steering Committee itself.

The following table summarizes all Steering Committee meetings that the evaluator is aware of.

Table 6 List of meetings

Date	Meeting	Participants	Subjects discussed
5 February 2014	First meeting of the Technical Committee	Head of UNDP, Director of Planning of the Ministry of the Environment and Water, Representative of Climate Change and Forest Management (VMABCCGF), Technical representative of the Plurinational Authority of Mother Earth, General Director of Forest Management and Development of VMABCCGF, Director General of biodiversity of VMABCCGF and GEF Forest Project Coordinator.	To socialize and approve the Directive and Technical structure proposed by the general coordination team for the optimization of the activities framed in the project; To make known the general aspects and objectives under which the project operates; To present the state of affairs as of 31 December 2013 regarding the technical, physical and financial aspects of the project; To show, for consideration before the Committee, the planning of the operational programming for management 2014 prepared by the General Coordination of the project; To prepare the rules of procedure of the project.
26 May 2015	First meeting of the project's Steering Committee	Representatives of VMABCCGF, UNDP and the project coordinator.	To contextualize the project to the changes in the country vision (analysis, constraints, lessons learned); To consider the project's physical and financial progress in 2014;

			To consider the 2015 operational programming; The status of the project's co-financing; Proposal for restructuring, implementation and complementation of the project and miscellaneous issues.
16 March 2016	2016 Steering Committee meeting	Representatives of VMABCCGF, UNDP and the project coordinator Representatives of the Guanay Municipality Representatives of CIPTA, President TACANA, Representatives of the Municipality of Ixiamas, Representatives of PILCOL, GAMAD president of the municipal council	Presentation of the Midterm Evaluation; Presentation of the new strategy and implementation plan of the project; Planning with Municipalities; Explanation of the specific proposal for the construction of PTDI and living systems of TCOs; Dialogue with mayors and directors of TCOs
5 January 2018	Third ordinary meeting of the Steering Committee	Representatives of UNDP, Municipality of Alto Beni; Municipality of Ixiamas; Municipality of Teoponte; Municipality of San Buenaventura; TCO Leco – PILCOL; TCO Tacana; Representatives of VMABCCGDF and representatives of the project	Presentation of the implementation proposal until the conclusion of the project; Explanation of equipment transfers; Involvement of the appropriation committee; Partnership of the permanent platform for environmental and forest management; Conformity on the progress achieved and approval of motion to continue project BOL 79912

Although the project was signed in April 2012, the first constituent meeting of the Steering Committee did not take place until February 5th 2014, almost two years after the signing off of the project. In total, the project has held 3 official Steering Committee meetings in the 7 years of the project's life. It should be noted that all the members assigned to the Steering Committee did not participate in the Steering Committee until the second meeting in 2016 and therefore, they have only participated in two of the three Steering Committees. Beyond the annual planning presented in the Steering Committees, the UcP presented its POAs. These POAs were constituted from the planning at the level of the territories elaborated by the coordination of the Regional Offices in

Caravani and Rurrenabaque. However, from the interviews with the actors in the field, there is no evidence of systematic planning with the different actors. The vast majority of actors interviewed indicated that **there has been no systematic planning exercise of their activities at the territory level.**

Repeat Focus

The component or result 1 of institutional strengthening has a **high degree or potential for repetition** by establishing the legal and juridical bases for carrying out integrated forest management, national certification, forest policy which implies the regulatory framework for the management of forest products and land management plans for municipal integrated development management. All of this involves a practical exercise in understanding the new vision at the level of the Plurinational State of Bolivia on the planning of the natural resources of Mother Earth and the contribution to national regulations.

This is not the case for the component or outcome 2 of strengthening local capacity to achieve and maintain certification. This is mainly due to the high degree of change of personnel in the municipalities and at the technical level in the organizations themselves, CBOs, OECMES, etc. However, at the level of the OECMES and OFCs, it has been found that certain communities are replicating the knowledge acquired on the sustainable management of non-timber resources completely free of charge and on a voluntary basis with other communities, for example, the community of Carmen Pecha. Therefore, there is some replication of the knowledge acquired.

As for the third component of the project, the economic incentives established to attract and maintain forestry operations, it is the one that has been weakest and there are serious doubts about its sustainability and therefore its capability to be replicated. It has not been possible to create a seed fund or facilitate access to credit for the organizations, nor has it been possible to give them the necessary capacity to think like entrepreneurs and move their businesses forward.

UNDP's comparative advantage

The mission of the United Nations System (UNS) in Bolivia is "To contribute to a culture of peace and to reduce poverty through the promotion of sustainable human development in harmony with Mother Earth and the full validity of human rights, as well as to advance in the implementation of the Sustainable Development Goals in Bolivia, under the approach of "Healthy living" and "Leaving No One Behind". The Government of the Plurinational State of Bolivia and the United Nations System periodically sign the United Nations Development Assistance Framework (UNDAF). This framework is the reference for cooperation with the country and is valid for five years. Given its duration, this project has worked under the framework of two UNDAFs.

UNDP, as a member of the UNS in Bolivia, seeks to promote change and connect countries to the knowledge networks, experience and resources needed to help people build a better life. The project clearly falls within UNDP's work area of "energy and environment". It focuses on national capacity development, national ownership and results-based management, promotion of South-South cooperation and gender equity. UNDP is also an implementing agency of the GEF with extensive experience in project design, fundraising and effective implementation.

UNDP, an important partner of the various Bolivian Governments since 1975, has been working for human development through public policy advice, technical assistance to programmes and projects and the establishment of strategic alliances with other actors. In view of the above, UNDP can be considered a partner with a comparative advantage in terms of positioning; GEF management experience and can contribute very interesting experiences and links to its projects. Likewise, thanks to its procedures, UNDP can guarantee transparency in its processes and credibility to development projects.

Links between the project and other interventions within the sector

The project has been very well integrated within the DGF of the VMABDCCGF. Although the project has had 8 coordinators, the last two have played a double role by being ad interim by the DGF. This has made it possible, to a certain extent, to ensure greater internal coordination with the FCD and therefore with the rest of the initiatives being carried out. This can also be seen in table 13 on co-financing in the section "Level of project budget execution and co-financing". Therefore, the coordinator, in the last two years of the project, has played a pivotal role in seeking the integration of the activities with the rest of the initiatives in the project area and at national level.

The Steering Committee was expected to be a space for coordination with other relevant actors and ministries. As will be seen below, this has not been the case. The Committee has not functioned as a strategic coordination tool due to the limited usefulness it has been given, the few actors who participated in the first two meetings, and the continuous changes on the part of the government and the project's own coordination team. There has been no reliable evidence of coordination with other actors during the FE.

ProDoc refers to the following links with other GEF interventions and those of other funds. Specifically:

- The IDB project "Bolivia: Conservation and Sustainable Use of Biodiversity and Land in Vertical Andean Ecosystems" with GEF funds. There is no record of collaboration with this project.
- Coordination with the UN-REDD programme and the UNDP SGP. Bolivia left the UN-REDD programme and there is no evidence of collaboration with the SGP.
- The project will also coordinate with other projects with bilateral and multilateral agencies, in particular: SIDA, DANIDA and the Dutch Cooperation, all of which are very active in the promotion of SFM in Bolivia. Given the change in focus of the project by disassociating itself from FSC, it is understood that there was no collaboration with these entities.

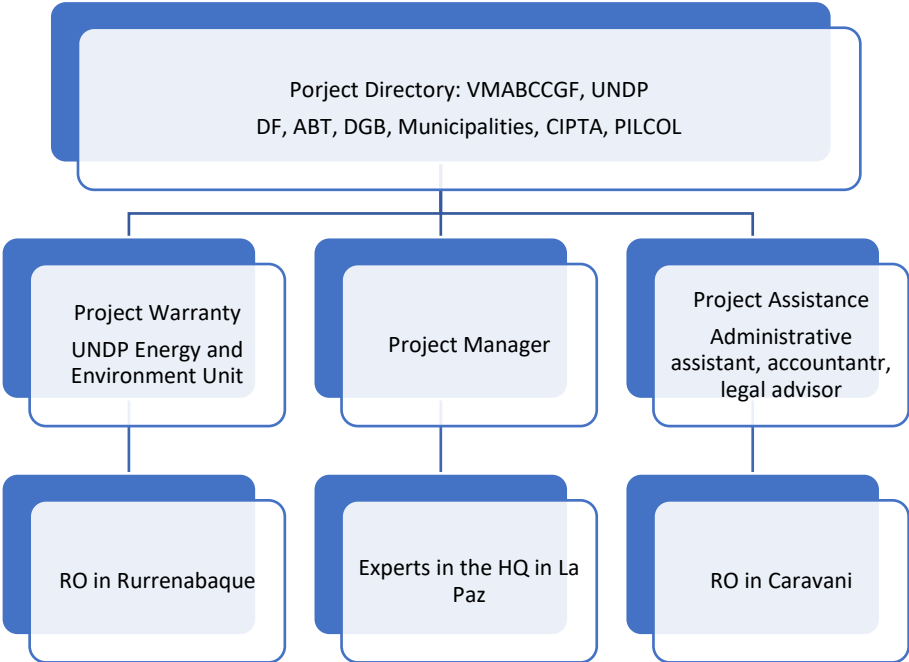
Administrative provisions

The project is implemented under the National Implementation Modality (NEX or NIM). The VMABCCGD, through the DGF is the government institution in charge of the project's execution. The decision was made to locate this project in a decentralized office in La Paz, as well as two regional offices, one in Caravani and the other in Rurrenabaque. Originally, it was expected that the office would be located in Ixiamas, but due to the lack of infrastructure and difficult connections, the decision was made to locate the office in Rurrenabaque. The three offices have had a large and diverse technical team and are perfectly equipped for the project.

The ProDoc refers to the Project Board which "will provide general guidance and supervision and will be responsible for approving the operational plans and annual reports, as well as the project budgets" and will be composed of MiAmbiente, UNDP, ASM sector, Health sector and CNG" and will share the presidency with a representative of UNDP and one of the VMABCCDF. The GEF focal points will also participate in the Board of Directors meetings. The Board will meet three times a year to review the progress of the project and to approve the next work plans and relevant budgets. In addition to strategic direction, the Board will pay special attention to risk monitoring.

The Project Coordination Unit (PCU) will carry out the day-to-day management, which will be responsible for the general management of the project. Also, in each region, the Regional Offices (ROs) will be established in Ixiamas and Caravani and will have a Regional Coordinator, long-term consultants plus administrative staff and a driver in each RO.

The following illustration shows the organizational structure of the project:



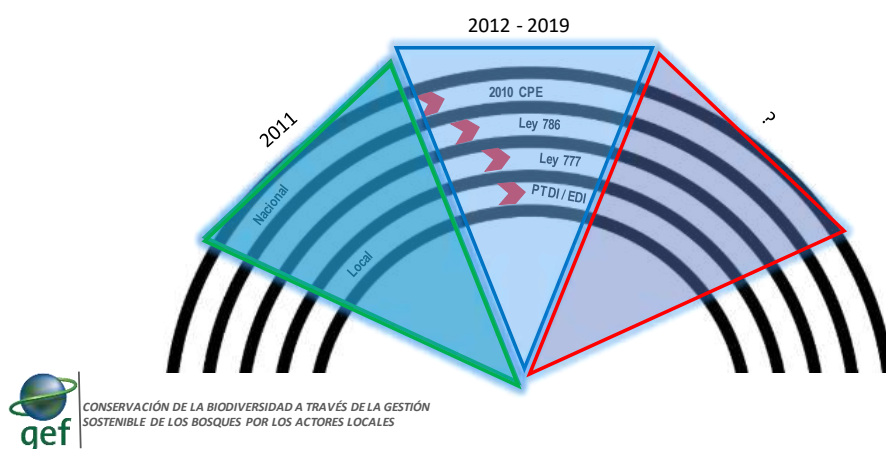
As indicated in Table 7, there were only three meetings of the Project Board during the course of the seven years and three months of the project. In addition, not all stakeholders participated in the first meetings. Therefore, the Board did not serve as a strategic body. However, according to the project management, there were a number of coordination meetings where operational plans and budgets were approved, although the evaluator has not had access to the minutes of these meetings, if any.

3.2 Project Implementation

Adaptive Management

As reflected in the presentation prepared for the PSC during the mission of the FE, the project has undergone many changes of context.

Figure 4 Development process in the country



In the last season, the Plurinational State of Bolivia has developed comprehensive regulatory tools that have evolved from the Political Constitution (PC) with the Healthy Living of 2009 to the present, which allow to integrate and strengthen comprehensive actions in accordance with their social, ecological and economic characteristics to aim at living well in harmony with Mother Earth. These are the main tools developed.¹

- **Political Constitution of the State with healthy living (2009);** From which the new model of the Plurinational State of Bolivia is defined, recognizing the state as a unitary social state, communitarian right, free, independent, sovereign, intercultural and with autonomies. That recognizes a system of government like the community ones. In this way, the vision of "Harmony with nature, defense of biodiversity, and prohibition of forms of private appropriation for the exclusive use and exploitation of plants, animals, microorganisms and any living matter" is inserted (PC Art. 255).
- **Supreme Decree No. 102 (2009);** Authorizes the TGN to issue Tax Credit Notes, in the amounts corresponding to the payment of customs duties applicable to the import of donated goods, in favour of the following Ministries and their agencies: Foreign Affairs; Presidency; Government; Defense; Development Planning; Hydrocarbons and Energy; Public Works, Services and Housing; Environment and Water; Productive Development and Plural Economy; Health and Sports; Rural Development and Lands; and Education (DS No. 102 Art.2).
- **Act No. 71 on the Rights of Mother Earth (2010);** which recognizes the rights of Mother Earth, as well as the obligations and duties of the Plurinational State and society to ensure respect for these rights. Based on six principles: Harmony, collective good, guarantee of regeneration of Mother Earth, respect and defense of the rights of Mother Earth, non-commercialization,

¹ Report prepared by PSC for the FE, July 2019.

interculturality. In this way, the composition and dynamics of life systems are already being recognized.

- **Act No. 300 on Mother Earth and Integral Development for Healthy Living (2012);** Law No. 300 on Mother Earth and Integral Development for Living Well, approved in 2012, creates the Plurinational Authority of Mother Earth, as a strategic and autarkic entity, which has competencies in planning, management, monitoring and evaluation of climate change, in addition to administering and executing policies and strategies, plans and programmes related to it. In addition, three "Mechanisms" have been set up under this Plurinational Authority to develop interventions in mitigation and adaptation to climate change, including the Plurinational Fund for Mother Earth, whose function is to administer, channel and allocate financial resources to these Mechanisms.

The law establishes the creation of three Mechanisms for the management of climate adaptation and mitigation, according to the following detail:

- a) **Joint Mitigation and Adaptation Mechanism for the Integrated Management of Forests and Mother Earth.** Its objective is to strengthen, conserve and protect living systems and their environmental functions by promoting and strengthening integrated and sustainable social and community management of forests and the living systems of Mother Earth within the framework of joint goals for forest mitigation and adaptation. It is a mechanism that works with a comprehensive territorial approach, articulating goals for the development of sustainable productive systems, conservation of environmental functions and eradication of extreme poverty, including the Bolivian highlands and lowlands.

According to DS 1696, the Joint Mechanism is implemented through the articulation of the following areas:

- Forest governance and life systems of Mother Earth.
- Scope of participatory territorial management processes within the framework of the management of life systems.
- Scope of local territorial agreements regarding objectives and/or goals for the development of sustainable productive systems with a focus on mitigation and adaptation to climate change.
- Scope of integral support to sustainable productive systems and to the integral and sustainable management of forests and life systems of Mother Earth, promoting environmental, food, energy, technological and productive sovereignty with diversification.
- Scope of information and integral monitoring of the components, environmental functions and life systems of Mother Earth.

- b) **Mitigation Mechanism for Living Well.** It is aimed at strengthening and promoting climate mitigation actions, including reductions, limitations and actions to avoid greenhouse gas emissions in different industrial, productive and energy activities, among others.

According to the DS 1696, the mitigation of Climate Change is developed in the following sectors:

- Energy sector
 - Economic and productive industrial sector and
 - Service sector related to climate mitigation
- c) **Adaptation Mechanism for Living Well.** It is aimed at managing the processes of adaptation to climate change.
- In addition, the Plurinational Fund for Mother Earth has been established as the financial mechanism under the authority of the Plurinational Authority for Mother Earth, whose operation will be set out in a Supreme Decree of the Plurinational Authority for Mother Earth. The Fund's main function is to channel, administer and allocate financial resources in an efficient, transparent, timely and sustainable manner to support the implementation of the plans, programs, projects, initiatives, actions and activities of the three mechanisms mentioned above.
- **Supreme Decree No. 1696 (2013);** With the end of establishing the actions to implement the fight against climate change, the regulation of the operation of the APMT, its operating mechanisms and the modality of trust of the Plurinational Fund of Mother Earth established in Law No. 300, was carried out. It contributes with the conceptualization of the terms of adaptation, forests, climate change, mitigation, resilience and mechanism, as important factors that once defined enhance the use in the management tools and future actions.
 - **Supreme Decree No. 2342 (2014);** Regulation of the Risk Law. It considers and integrates "Adaptation to climate change in risk management: It is the adjustment in the life systems of Mother Earth in response to the impacts of climate change, which promotes the conditions, capacities and means to prevent and minimize the damages and risks associated with it and which promotes its opportunities and benefits to protect and defend Mother Earth and all its forms of life. In the case of hydrometeorological events, adaptation to climate change corresponds to risk management insofar as it is aimed at reducing vulnerability or improving resilience in response to observed or expected changes in climate and its variability" (SD.23 42 Art 2).

Based on Act No. 300, this Decree considers the APMT responsible for developing coordination actions, methodological processes, knowledge management and operational aspects related to climate change mitigation and adaptation; it shall establish the methodological guidelines that allow the inclusion of the effects of climate change in disaster risk analysis associated with hydrometeorological phenomena (DS.23 42 Art. 30).

- **Act No. 786 Economic and Social Development Plan 2016-2020 in the framework of the comprehensive development for living well (2016);** With the aim of approving the Economic and Social Development Plan 2016-2020, establishing the mandatory application of this plan and the coordination, evaluation and monitoring mechanisms in the framework of the Comprehensive Development for Living Well already framed in the constitution. Including issues of plural economy, the management of the

territory with the recognition of its diversity of actors and how this is articulated at different levels of the State.

- **Act No. 777 on the Comprehensive State Planning System (SPIE) (2016);** Consolidate for the purpose of establishing the Comprehensive State Planning System (SPIE), which will conduct the planning process for the comprehensive development of the Plurinational State of Bolivia, within the framework of Living Well through comprehensive development in harmony and balance with Mother Earth, for the construction of a fair, equitable and supportive society, with the participation of all levels of government in the State.

This system consists of:

- Planning
- Public Investment and External Financing for Integral Development and
- Follow-up and Integral Evaluation of Plans.

The main aims are based on:

To ensure that long, medium- and short-term planning has an integrated and harmonious approach, and is the result of the articulated work of the levels of government, with participation and in coordination with social actors. Likewise, to guide the optimal and organized allocation of the financial and non-financial resources of the Plurinational State, in order to achieve the goals, results and actions identified in planning. To carry out comprehensive monitoring and evaluation of planning, based on goals, results and actions, contributing timely information for public management decision-making. In addition to the legal changes, it was decided to use the national certification process of the ABT.

Therefore, the project **has had to adapt to a change in political vision**, external to the project, where the conservation priorities of the Vilcabamba Amboró Corridor ceased to be a priority and gave way to the approach described above. In addition, it can be seen from the minutes of the Steering Committees that there has also been a **considerable change in focus**, from focusing (ProDoc) on forest certification to achieve BD conservation in the project's area of interest to promoting the various tools for integrated forest management planning linked to a different conceptualization of "conservation" as can be seen in the Political Constitution of the Plurinational State, Act No.300, Act No.777, among others. This has led to **a very important change on the part of the various technical teams that have been involved in the project, firstly by understanding what the new planning tools consisted of and secondly by transmitting these messages and knowledge at the territorial level.**

Changes in project design and project results during implementation

The project, after the 2016 MTS, modified the logical framework of the project. The following table shows a comparison between the original indicators and those reformulated in January 2018.

Table 7 Comparison of the original indicators vs. the modified indicators in the reformulated logical framework as of January 2018

Result 1	Original Logical Framework Indicator	Reformulated Logical Framework in January 2018
<i>Institutional support mechanisms are generated to encourage BD conservation through forest management and certification.</i>	<i>Legal, regulatory and operational frameworks facilitate the protection of the BD in the CMA area.</i>	<i>Legal, regulatory and operational frameworks facilitate the protection of the BD in the CMA area.</i>
	a) Protection of the BD is incorporated as a requirement of comprehensive forest management.	1.1 A Technical Document proposing an operational plan for integrated forest management
	b) The DB monitoring tool is developed, validated and included as a requirement in the comprehensive forest management operational plan.	1.2 A proposal for national policy guidelines on forest product certification
	c) National policy to promote the purchase of certified forest products	1.3 Proposal for a monitoring plan of the integrated management of the forest that integrates indicators that allow the evaluation of the state of conservation of the BD through the monitoring of the local actors in the intervention area
	d) # of management plans for non-timber forest products.	1.4 Proposed guidelines for national policy that prioritizes the purchase of certified forest products.
		1.5 Proposed policy adjustment to non-timber forest management instruments.
	<i>Reduced illegal logging in the project's area of intervention:</i>	<i>Reduced wood piracy in the project intervention area (strengthening of the DGGDF and ABT)</i>
	a) Degree of illegal deforestation in the project area	1.6 Plan and strategy to improve the control of illegal deforestation implemented by the competent entities (Illegal deforestation rate in the project area)
	b) # of wood catches in the project area.	1.7 Strengthening plan for the UOBs that includes the improvement of the wood marketing control protocol and the database for non-wood forest information management.
	c) # of mobile teams operating	1.8 # of mobile teams operating
	Operational Technical Support Team for Forest Certification	Legal frameworks and operations of territorial entities such as municipalities and TCOs strengthened
	a) # of Municipal forestry management and development plans formulated and linked to the municipal development plans (MDP)	1.9 3 land management plans for integrated development with an impact on the conservation of ecosystems, the recovery of degraded areas, policies for the sustainable use of natural resources within the framework of the new national planning system and articulated with the MDP

	b) # of MDPs that include chapters and monitoring elements of the DB	1.10 20 communities with living systems as a planning tool. 2 TCOs with statutes and regulations incorporating rules for sustainable use of natural resources, generation of commitments and community participation for territorial protection and gender
	c) # of internal (forestry) technical audit teams in operation for the Ixiamas area (ABT, MFUs, NGOs)	
	d) # of technical audits to support CFEs in the process of obtaining their certification	
Result 2	Original Logical Framework Indicator	Reformulated Logical Framework in January 2018
<i>The capacities of communities are strengthened to achieve and maintain certification and management of sustainable and BD-friendly timber forests</i>	Increase in the number of forest communities receiving support to implement forest management plans, prevent and reduce forest fires, increase control over their territory and achieve certification	2.1 Increase in the number of forest communities receiving support to implement forest management plans, prevent and reduce forest fires, increase control over their territory and achieve certification
	a) Number of communities with forest management plans;	Number of communities with forest management plans in wood and non-wood forest products and products from agro-forestry systems Situational diagnostics (characterization and state of conservation) to define the optimal productive systems.
	b) Number of communities <u>with</u> forest certification	2.2 Number of communities <u>in the process</u> of forest certification.
	c) # of TCOs with Indigenous Territory Management Plans	2.3 Number of communities trained and implementing DB monitoring systems
	Forest area conserved by means of certificates of management of areas friendly with the BD following the following steps: a) Forest management plan b) FSC simplified certification c) Forest Stewardship Council (FSC) certification (d) NTFP certification	2.4 5 baselines and diagnoses of the situation of the undertakings.
	Number of communities participating in the project and trained in BD management to apply safeguards in accordance with BD best conservation practices (defined in the management plan guidelines)	

Result 3	Original Logical Framework Indicator	Reformulated Logical Framework in January 2018
<i>Economic incentives have been established to attract and keep community forestry operations committed to sustainable forest management and BD</i>	Increased competitiveness of communities to be measured through: a) Changes in unit production costs of communities per m3 b) Change in the CFE revenue recovery ratio c) Increase in the percentage of the final sales price that reaches the primary producer	Increased competitiveness of communities to be measured through: a) Improved production capacities, b) Organisation and marketing of production organisations; c) Plans and business models developed
	Increased demand for certified products measured via: a) % of sales from certified communities to certified buyers b) # of valuable certifications involving communities c) # of partnerships resulting in sales contracts between communities and national and international buyers specifically requesting certified forest products d) # of national markets for certified forest products (including government demand) e) Volumes of certified wood sold	Improved insertion of producers into national markets and preparation for international markets Number of participations in national fairs. Negotiation tables with potential private buyers. Number of negotiations with the public level for possible state purchases.
	Increased investment in communities to improve management and business practices that contribute to BD's objectives through various mechanisms: a) Number of government credit lines adapted to forestry activities; b) Number of partnerships with financial institutions; c) Number of communities with access to credit for integrated forest management; d) Quantities located for integrated forest management.	Number of alliances with financial entities established for the implementation of a credit fund in sustainable forest production.

As can be seen, the indicators cannot be considered as SMART (Specific, Measurable, Achievable, Realistic and Time-bound) although they have been simplified and are closer to the national context and the change in vision that has taken place. Below are some concrete examples of such changes:

Original indicator	Reformulated indicator
c) National policy to promote the purchase of certified forest products.	1.4 Proposed guidelines for national policy that prioritizes the purchase of certified forest products.
Operational Technical Support Team for Forest Certification	Legal frameworks and operations of territorial entities such as municipalities and TCOs strengthened
d) Number of communities <u>with</u> forest certification	2.2 Number of communities <u>in the process</u> of forest

	certification.
e) Change in CFE revenue recovery ratio	Organization and commercialization of the productive organizations;
Increased demand for certified products measured via: f) # of partnerships resulting in sales contracts between communities and national and international buyers specifically requesting certified forest products	Improved insertion of producers into national markets and preparation for international markets Number of negotiations with the public level for possible state purchases.

The project team contextualized the indicators by moving from achieving the national policy to proposing guidelines, number of communities with forest certification to number of communities in process, change in the ratio of income recovery to organization and commercialization of productive organizations, and finally, number of partnerships resulting in contracts to number of negotiations for possible purchases. This is a clear sign of the over-dimensioning of the original indicators and of the project's effort to bring the logical framework indicators down to the real context and situation.

Partnership agreements

According to the information gathered from the documentary review and the interviews conducted during the evaluator's field mission, only two agreements are in force. Both agreements are with the organizations PILCOL and CIPTA. Beyond these two specific agreements, the evaluator has not seen any additional agreements.

Feedback from M&E activities used for adaptation management

The changes in the national context are clearly reflected in the RIPs, as well as in the MTF. The logical framework was reformulated as a result of the monitoring carried out. However, the change in the logical framework was not implemented until almost the end of the project, so the original logical framework must be carefully considered in order to assess the results achieved by the project.

From the interviews carried out with the project's technical staff, both the technicians who have been working actively throughout the project and the team's technicians who have been at the UdC for the last year and a half, the evaluator has been able to see that the different teams have had to adapt to the political and contextual change. They have had to adapt methodologically and learn the new tools for territorial planning and integrated forest management in order to be able to transmit the new methodologies to the communities and users of the forests. Finally, the PSC and the DGF have made a great effort to understand all that the project has achieved and have invested directly in systematizing the results and different products achieved by the project.

Monitoring and Evaluation. Input design and execution *

The ProCoc results matrix is the basis of the monitoring carried out by the PSC through the quarterly reports and the IRPs. A specific progress report is also prepared and submitted to the PDC. The project, in the ProDoc, specifies in section VI how the monitoring will be carried out. Reference is made to the kick-off workshop, the quarterly reports, the IRP, monitoring through field visits, mid-term evaluation and final evaluation and audits. A budget of USD 105,000 is allocated for all monitoring for the period. The evaluator has been able to see how the PSC monitors and has met with actors who actively participate in this monitoring. He has also had access to all the reports prepared by the PSC and validated by the Vice-Ministry and UNDP.

The kick-off workshop could not be organised in the first two months of the project as foreseen in the UNDP rules. **It is considered that the project has allocated sufficient resources to carry out the monitoring tasks and that the UdC is correctly performing the monitoring functions with the tools established during the last stretch of the project.**

As mentioned above, ProDoc has grown from 31 performance indicators to 24 indicators in the reformulated results framework in January 2018. While the project approved the new results framework, both PSC and UNDP continued to report on the original results and indicators in the annual PIRs. This is due to the alleged rigidity of the GEF in accepting changes to the original document. The evaluator has had access to all project PIRs, audits and CDRs and therefore considers that the M&E has been **somewhat satisfactory (SS)** since although it has not been reported faithfully on the new indicators that determined what was being implemented, all the monitoring instances foreseen in the ProDoc have been carried out.

In relation to the disaggregation of monitored data by sex, the evaluator has found no evidence that such data was being collected. **There is no breakdown by sex of the indicators monitored. This does not mean that the project is not working with key groups, but that data was not being collected in a disaggregated way.**

Level of project budget implementation and co-financing

As reflected in the project extension requests, in the IRPs and in the TMS, the **level of project implementation**, considering that it should have been executed in 48 months, has been **very low**. If we consider the actual execution of 7 years and 3 months, the project has managed to implement almost the entire grant, leaving a balance of USD 171,500 as of 15 July 2019.

Table 8 Total project expenditure

Activity	2013	2014	2015	2016	2017	2018	Total	%
Institutional strengthening	155.109,57	133.315,40	162.782,74	271.962,91	390.936,10	120.324,62	1.234.431,34	22,44%
Strengthening local communities	111.598,06	130.071,60	177.752,03	351.523,03	568.010,90	211.984,91	1.550.940,53	28,20%
Economic incentives	11.590,56	29.148,22	30.685,25	230.542,67	447.640,56	494.184,87	1.243.792,13	22,61%
Monitoring	152.076,73	112.448,72	117.708,17	64.226,43	29.599,06	28.689,44	504.748,55	9,18%
Total	430.374,92	404.983,94	488.928,19	918.255,04	1.436.186,62	855.183,84	4.533.912,55	82,43%

In 2017 and 2018, the UNDP ART Programme was financially supported with USD 44,127 in 2017 and USD 1,999 in 2018.

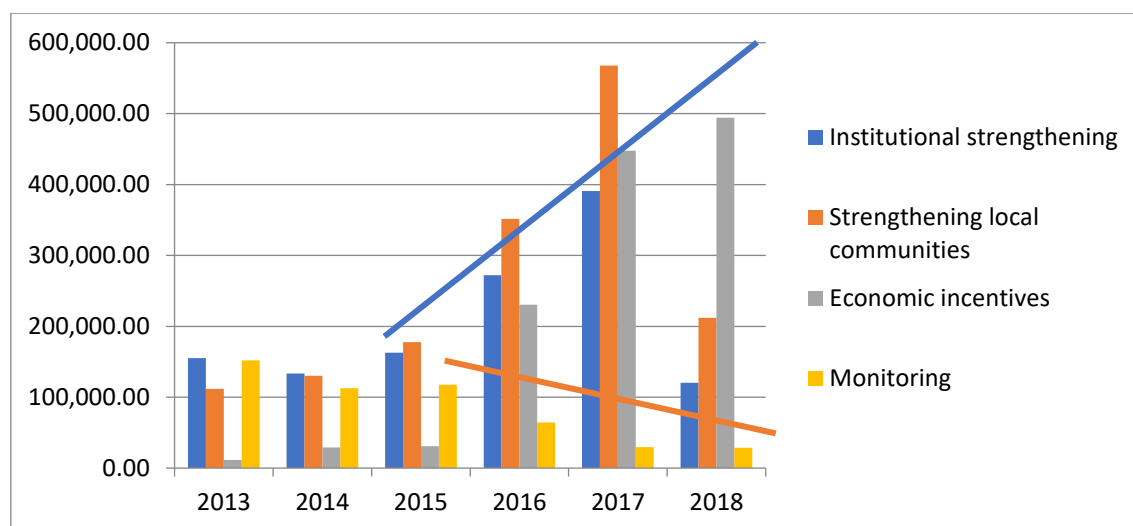
From the RDCs of 2013 to 2018, a balance of USD 966,087 remains as of 31 December 2018. With the balance in favour of the project, the PCU elaborated a final budget that it has been monitoring during the months of 2019 until the operational closure.

Table 9 Actual and projected expenditure with funds remaining in 2019

Activity	2019 Budget	Spent 11 Jul	Committed 31 Jul	Balance
Institutional strengthening	323.515,42	89.931,51	78.199,92	155.383,99
Strengthening local communities	321.800,81	149.391,09	86.909,63	85.500,09
Economic incentives	249.611,37	154.889,48	167.752,01	-73.030,12
Monitoring	45.251,44	10.802,75	30.802,64	3.646,05
Total	940.179,04	405.014,83	363.664,20	171.500,01

It should be noted that, although the project has been closed as of 31 July 2019, the PCU administration and UNDP have left accrued payments for certain consultancies to be completed. This is reflected in section 3.3 of the project results.

Figure 5 Total project expenditure for the period 2013-2018



As it can be seen in the figure above, during the first three years and prior to the MTS, the project implemented very similar percentages between component 1, 2 and 4 while almost no investment was made in component 3 of economic incentives. The situation changes exponentially after the MTS where, in addition to almost doubling the annual execution in 2016 and 2017, a clear increase in the execution of component 3 can be observed while the funds invested in the project management itself are reduced.

Table 10 Percentage of time spent per activity vs. planned

Activity	ProDoc original	CDRs reported
A 1	18.43%	22.44%
A 2	42.26%	28.20%
A 3	29.32%	22.61%
A 4	10%	9.15%

In general terms, it can be seen that the project was originally designed to implement almost twice as much as it ended up implementing in component 2 on strengthening local capacity and that, thanks to the changes made and the efforts of the coordination team over the last year and a half, the project has been able to bring the implementation of component 3 on economic incentives into line with what was planned from the outset.

Table 11 Co-financing

Name of co-financing entity according to ProDoc	Amount co-financed as of date of authorization CEO (USD\$)		Current source of co-financing	Name of current co-financing entity	Type of co-financing	Amount co-financed by current donors	Amount actually contributed as of the date of the Terminal Evaluation (USD\$)	Actual percentage (%) of planned amount over actual co-financing
ABT	In kind	350,000	European Union	Delegation of the European Union – PACsBIO	Cooperation	1,909,000	334,075	17.5%
	Cash	50,000						
INIAF	In kind	1,700,000	Denmark	DANIDA (ABT+VMA)	Cooperation	838,120	64,535	7.7%
	Cash	300,000						
Forest Protection Program	In kind	1,500,000	Italian Government	Italian Coop	Cooperation	310,000	8,680	2.8%
	Cash	200,000						
PNCC	In kind	3,650,000	TGN, Fundesnap, self-financing by SISCO	SERNAP	Investment	1,832,253	307,818	16.8%
	Cash	750,000						
FONABOSQUE	In kind	1,000,000	Japanese Government	Japanese Coop.	Cooperation	414,000	15,732	3.8%
	Cash	1,000,000						
SUSTENTAR	In kind	300,000	TGN	Technical support DGGDF	Technical support from DGGDF staff at 30% on some activities.	54,366	272	0.5%
	Cash	85,000						
TOTAL	In kind	8,500,000				3,448,740	731,112	49.1%
	Cash	2,385,000						
		10,885,000						6.7%

As can be seen in the co-financing table, the project has achieved almost 22% of the amount analyzed. This is not the same as the amount estimated during the design phase. Therefore, the PCU has carried out a useful exercise to identify the actual co-financing. It should be noted that although the actual co-financing achieved is almost 22% this amount is far below the amount originally estimated. If we calculate the percentage over the original USD 10 million we see that they have achieved 6.7% of the total and 3% over the cash amount originally reported. Therefore, the evaluator considers that although the project has been able to adapt and report on actual **co-financing**, it is far from what was suggested in the ProDoc and has been **very low**.

Coordination of UNDP and implementing partner implementation and operational issues *

The project has been implemented in seven years and three months. The first three years the execution of the project was very low. The beneficiaries have been unmotivated for many years (until the last two years of the project). The Steering Committee has only met three times in seven years. Beneficiaries have also had the impression that the administrative processes, from planning an action in the field to its implementation, have been extremely long. This is partly due to the way the project was designed. It was planned at the territory level, then ordered by the regional office, then sent to the central office in La Paz and then requested for payment from UNDP. These are undoubtedly many steps, although in this case the evaluator believes that they were necessary to ensure that they were well done.

As described above, the evaluator considers the quality of UNDP's implementation as Satisfactory (S), the quality of WV implementation as Somewhat Unsatisfactory (SU) and the overall quality of implementation and delivery of both as Somewhat Unsatisfactory (SU).

1.1 Project Results

General results (achievement of the objectives) *

The results are understood as “the positive and negative, expected and unexpected changes, and the effects produced by and intervention in the development. In terms of the GEF, the results include the direct performance of the project, from short to medium term, and the long-term impact, which includes benefits from the global environment, repetition effects and other local effects.” In order to understand the results, we first proceeded to understand if there has been any real changes regarding the barriers that the project sought to eradicate. The following table shows the interpretation of the evaluator regarding the eradication process of the original barriers.

Table 14 Analysis of barriers and their current status

Barrier	Progress
(i) Institutional barriers: given the limited institutional capacity for the implementation of sustainable forest management, certification and practices of sustainable management of biodiversity in forests;	The Forest Directorate and ABT and some municipalities have been considerably strengthened. Nevertheless, the barrier is considered to persist.
(ii) Forest management barriers: due to the limited knowledge and capacity of community organizations to execute sustainable forest management, and to implement certification and	Numerous plans, forest censuses, POAs and projects have been developed. Regarding the OFCs, they are considered to have improved considerably in forest management.

sustainable practices of biodiversity management;	
(iii) Financial and market barriers: the capability of communities to participate in the expanding market for certified sustainable products is limited.	The barrier is considered to persist. Many OFCs, OECMES and Associations have been trained and equipped, although financial barriers (revolving funds) have not been eradicated and they still have no capacity to access the market.

As it can be seen, two of the main barriers persist for the conservation of the BD in the corridor.

The main objective of the project was to improve the protection and conservation of biodiversity in the AM corridor through sustainable forest management based on fostering markets for certified forest products and increasing local income. In order to determine the progress in the objective, maps were requested with the summary of the certified hectares under forest management (illustration 4) as well as under non-timber for the region of Guanay and Ixiamas (illustration 5 and 6). Under forest management, the project has achieved a total of 67,278 hectares, 542 hectares in non-timber for Guanay and 4,048.2 for Ixiamas. In terms of certified area (under the national system promoted by ABT), the project has managed to support the APIAT and AGROFOR OFCs in their certification process. However, it is important to highlight that the project has strengthened the capacities of 5 OFCs in the management and the way of understanding the forest considering the implementation of the National Certification System standards although the remaining three OFCs have not obtained the green seal. There is uncertainty regarding success because the members of the OFCs do not see clearly how this process would end up increasing their income.

The goals at the end of the project (according to the original logical framework) at the objective level established:

- 40 communities trained to apply BD monitoring systems;
- 20 communities apply BD monitoring systems in their forest areas under management;
- An additional 25,000 hectares under forest management plans mainly in Ixiamas and 5,000 hectares of non-timber products in the Guanay area.
- 6,000 hectares (20% of the total certified forest) apply reserves and strict protection plans and safeguards for biodiversity conservation with the support of the GEF and another 3,000 hectares with the support of other partners.

In normative terms, the project has contributed to ABT developing the necessary regulations and experience that led to the revision and subsequent adaptation of the standard that will guarantee tangible incentives to forest users for management and conservation through national certification.

During the systematization exercise, the UdC team presented the most outstanding results of the project:

- In terms of Territorial Management, the project has supported the 7 municipalities in the elaboration of their Integral Development Territorial Plans (PTDI) according to the established guidelines in Law 777;
- Two proposals were prepared for the revision and change of the regulations for the elaboration of PGIBTs and PGMF-NMs.
- The document "Guidelines for the Biodiversity Monitoring System" was prepared;

- Support for the creation of the SIMB (<http://simb.siarh.gob.bo/simb/>), which aims to monitor the status of forests;
- Establishment of the proposed Protection Plan for the Marimonos Water Reserve with an area of 934.17 hectares;
- In terms of capacity development for forest management, the project supported TCO Mosetene, OFC-CIPTA, OFC Carmen Pecha, OFC Agrofor, OFC APIAT and OFC San Pedro (see illustration 6); both timber and non-timber;
- The project also supported 428 direct and 1700 indirect beneficiaries of different OECMES and 150 direct and indirect beneficiaries of MIF Demonstration Units and 86 of OFCs.

In percentage terms and according to the monitoring carried out by the UdC, the project reports an 84.5% progress in result 1 highlighting indicators 4, 10 and 11, an 86.6% progress over result 2 highlighting indicator 13 and a 58% progress on result 3 highlighting indicators 17 and 19 while indicators 10, 21 and 22 could not be achieved

Figure 6 Location of areas and number of hectares under forest management - Project Bol/79912



Caption:

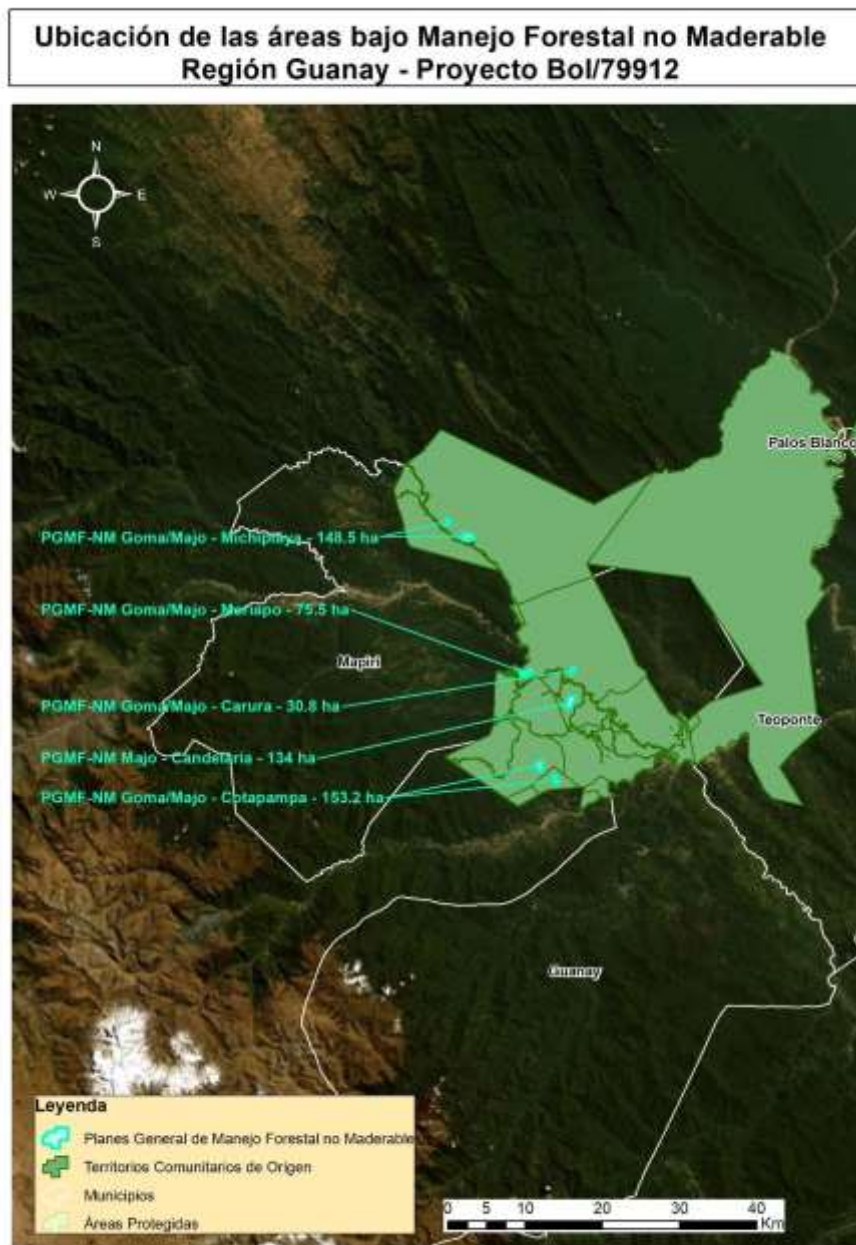
Red: Forest Management General Plan

Green: Local Community Territories

White1: District

White2: Protected areas

Figure 7 Location of areas under non-timber forest management Guanay region - Project Bol/79912



Caption:

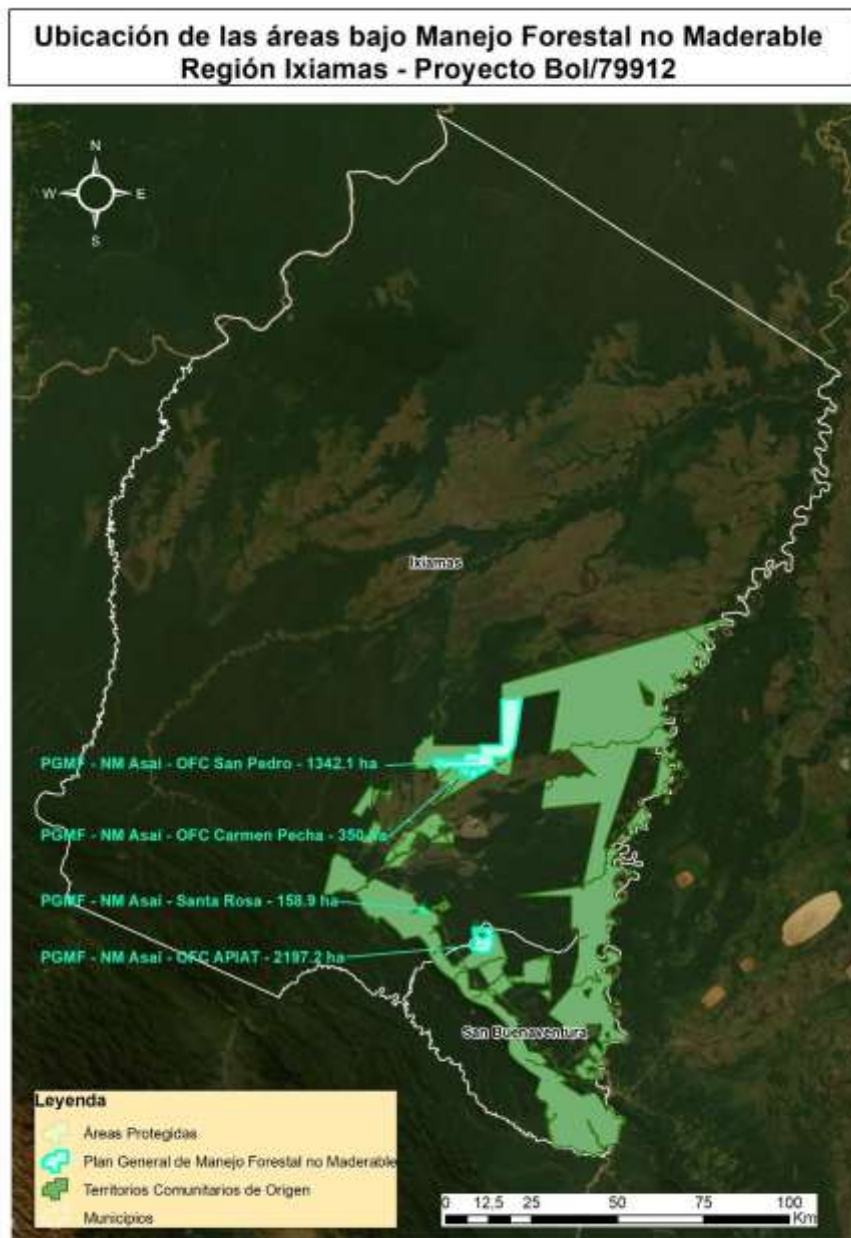
Light Blue: Forest Management General Plan (non-timber)

Green: Local Community Territories

White1: District

White2: Protected areas

Figure 8 Location of the areas under non-timber forest management Ixiamas region - Project Bol/79912



Caption:

White1: Protected areas

Light Blue: Forest Management General Plan (non-timber)

Green: Local Community Territories

White2: District

The following table shows, by indicator of the reformulated logical framework, the state of progress in achieving the different goals related to the monitoring carried out by the UdC (see annex 6.11).

Table 14 Progress analyses on the results indicators according to the reformulation of the logical framework in 2018

Results	Indicators	Current status
Result 1	1 technical document of proposal of operational plan for the integral management of the forest	√
	1 proposal of guidelines for national policy in certification of forest products	√
	Proposal for a comprehensive forest management monitoring plan that integrates indicators that allow the evaluation of the conservation status of the BD	√
	Proposal of guidelines for the national policy that prioritizes the purchase of certified forest products	√
	Proposed regulatory adjustment to non-timber forest management instruments	√
	Plan and strategy to improve control of illegal deforestation implemented by competent entities	√
	Strengthening plan for UOBTs that includes the improvement of the control protocol for the commercialization of wood and the data base for Forest Management General Plan (timber)	√
	3 operative mobile teams	√
	3 land management plans for integral development with an impact on ecosystem conservation, recovery of degraded areas, sustainable use policies, etc.	√
	20 communities with life systems as a planning tool; 2 TCOs with statutes and regulations	Partially achieved

	4 actions that are carried out to socialize the importance of conservation	√
Result 2	Increase in the number of forest communities that apply forest management plans, etc.	√
	Number of communities in the process of forest certification	Partially achieved
	Number of communities trained and implementing the BD monitoring systems	√
	5 baselines and diagnoses of these initiatives	√
Result 3	Increase in the competitiveness of the communities that will be measured by through: Improved production, organization and marketing capabilities; business plans and models	Partially achieved
	Improved the insertion of producers into national markets and prepared for national and international markets.	Partially achieved
	Improved the insertion of producers to the markets (7 legal entities)	Not achieved
	Number of alliances with established financial entities	Not achieved

As it can be seen, and comparing this analysis with the one carried out by the UdC, it coincides with the low performance in the result 3 of economic incentives and in approximately 85% of achievement for results 1 and 2. Likewise, the UdC has followed up on the commitments of the project during 2018. The following table shows the % of compliance for each of the components and consultants

Table 5 Monitoring of compliance of the different products in 2019

Products April 2019	% compliance April 2019	% compliance July 2019
Forestry Component - Training		
Training on good practices	75%	100%

Development capacities for business management in 5 OFCs	100%	100%
Forest Development		
Preparation PGMFNM TCO	75%	100%
Regulatory analysis of the GIB	75%	100%
PGMF update TCO Mosekene	75%	100%
Planning		
EDIMIQube (Teoponte, Mapiri, Guanay)	25%	100%
SIMB Monitoring Chacon	50%	100%
IQube Field Monitoring	100%	100%
EDIM Planning - IBIF San Buenaventura, Palos Blancos, Alto Beni	50%	75%
Marimonos Conservation - Rojas Peña	50%	100%
Systematization Information		
Video elaboration follow-up	75%	100%
Support to the APMT affiliation	100%	100%
MIF		
GAM Guanay - Ixiamas - SBV - Alto Beni		
Implementation of demonstration units	50%	100
Monitoring of demonstration units	25%	100
Implementation sheets UD	0%	100
Sec Community brigades	0%	25%
Delivery of MIF materials	0%	25%
GAM Teoponte - Guanay - Mapiri		
3 MIF strengthening workshops to GAM	100%	100
Monitoring of demonstration units	50%	100
Training of brigades	0%	100
Management signing agreements	100%	100
Brigades monitoring in communities	0%	25%
Delivery of MIF materials	0%	25%

GAM Alto Beni and Palos Blancos		
2 MIF strengthening workshops to GAM	100%	100%
Monitoring of demonstration units	75%	100%
Training of brigades	0%	100%
Management signing agreements	100%	100%
GAM SBV - Ixiamas		
2 MIF strengthening workshops to GAM	100%	100%
Monitoring of demonstration units	75%	100%
Formation of brigades	0%	100%
Management signs agreements	100%	100%
Productive		
Implementation Majo Cotapampa Plant	25%	50 %
Monitoring and supervision of the reinforcement of production capacities	50%	75%
Strengthening of productive capacities of the OECMES	100%	100%
Advice Business Plans ventures	100%	100%
Budget registration VIPFE Project	25%	75%

As it can be seen, the project has not achieved all the expected results with their respective products in the seven years of the project. It is worth highlighting the low execution of the result 3 that has been evidenced during the interviews carried out with the beneficiaries of the ventures. It is undoubtedly the weakest component of the project.

In general terms and after analyzing all the results reported by the UcP and the PIRs, it is estimated that the project has a general rating of **Something Satisfying (SS)**.

Relevance *

According to the UNDP evaluation criteria, relevance is "the extent to which an activity is adapted to local and national development priorities and organizational policies, including changes over time". It is also "the extent to which the project agrees with the FMAN operational programs or with the strategic priorities on which the project was funded."

To a certain extent, the issue of relevance becomes a question about whether the objectives of an intervention or its design are still adequate given the changes in the circumstances. "

As indicated in the EMT, "the changes (in threats, in socio-economic dynamics and exploitation of natural resources, as well as changes in vision and public policy at the State level) make the project even more relevant." Relevance at the design level was considered adequate since the Project

reflected the development priorities of the environmental sector, the relevant country-level plans, as well as the national commitments assumed (such as the Convention on Biological Diversity, the Convention International on Trade in Endangered Species of Flora and Fauna - CITES, the International Tropical Timber Agreement, etc.) and the National Biodiversity Strategy and its Plan of Action, Forest Strategy and Climate Change. The Project, in its final stage, is considered equally relevant. The vision on the protection of the BD at the national level has changed and different laws and regulations for the integral management of forests have been approved and implemented linking them with the productive part and the conservation of resources. The Government has greater capacities to manage its resources, although they still need support both technically and materially in order to perform their functions. Communities have acquired greater forest management capabilities, as well as capacities to develop non-timber products businesses. National certification remains relevant. The price of wood has fallen internationally and therefore certification, regardless of the system followed, remains a very viable business alternative for OFCs. The same happens for the non-timber products market. The communities that have participated in the project have greater notion of how to sustainably exploit their non-timber resources as adding value to their properties and there is a growing market for these products. However, the project has only managed to identify the alternatives and to provide appropriate training on the process. It has not been possible to strengthen the OECMES or communities to be able to manage on their own. Cooperation and support in this regard remains very relevant.

Taking into account the aforementioned, it is considered that the project and its theme remain **relevant**.

Effectiveness and efficiency *

According to UNDP, effectiveness is the “extent to which an objective was achieved or the probability of it being achieved” and efficiency “the extent to which the results were delivered with the least expensive resources possible; also called cost-effectiveness”. The evaluator has used both definitions to rate both the effectiveness and efficiency of the project.

Therefore and as it has been seen in the previous section of results, the project **has not been fully effective** since it has not achieved 100% of the expected results reporting 84.5% in result 1, 86% in result 2 and 58% in result 3.

The financial analysis also shows us that the project did not make efficient use of resources. The project was infra executed during the first three years of the project, improving in 2016 and 2017, requesting three extensions. This means, as indicated in the EMT, the oversizing of the project and the inability, for internal and external reasons to the project, to execute the amounts established in a timely manner. For all the above, the evaluator considers **effectiveness** as **Somewhat Satisfying (SS)** and efficiency as **Somewhat Unsatisfying (SU)**.

National involvement

An important result of UNDP projects funded by the GEF is that they address national priorities. For most UNDP projects, this is manifested in the Government's participation in the project. In this case, the project follows a national implementation mechanism (NEX or NIM) with the Deputy Ministry of Environment the executing agency. Therefore, it can be said with certainty that the project has been led by the Government and has taken full possession of it.

Sustainability *

Sustainability is defined as "the probable capacity for an intervention to continue providing benefits for a period after its completion."

The sustainability analysis has been carried out in four aspects: financial risks for sustainability, socioeconomic sustainability, institutional and governance risks to sustainability and environmental risks. Given the relevance of financial sustainability for the project, special relevance will be given to this specific aspect.

The action taken to strengthen individual and institutional capacities with partners and the appropriateness of the strategies defined for this transfer of capacities has also been analyzed.

At the level of institutional, governmental sustainability, it is considered that the Government remains interested in the conservation of biodiversity through the certification of forest products since they are in the process of renewal of their national certification system approving the necessary laws and regulations for such effects. It remains to strengthen the audit carried out by the ABT and to integrate it into the integral development of the forest, but the result, according to all interviewees, is that this is the way forward.

In relation to the existence of policies that booster or facilitate market or economic incentives to promote non-timber products markets, it has been found that these are scarce and the beneficiaries are vulnerable. Beneficiaries arrive trained on processes and conservation, but they still need to be trained on administration, entrepreneurship finance and marketing.

Socio-economic sustainability goes through to check if the project contributed to local people effectively changing how they exploit the forest, burn forests, hunt, etc. In this sense, all planning work to achieve certifications, comprehensive territorial development plans, comprehensive development strategies, POAs, comprehensive management plans, etc. It has provided useful tools. However, the evaluator considers that, if economic returns are not obtained, there is a high risk that this conservation effort will be lost. Beneficiaries are worried that that all the effort carried out to be certified implies a better sale price of the wood. To a certain extent it depends on the negotiation capacity of those responsible for the OFCs and a better price for certified wood is not yet guaranteed. Sawmills purchased by the project can add value to the OFCs by selling treated wood.

On the other hand, there are still no market or state incentives that guarantee the continuity of sustainable productive practices. The project has made an effort to pass laws and regulations, but these have not yet been approved.

Environmental sustainability. The OFCs and communities will also continue to manage their forests, as they understand that the sustainable management of their forests is the only way they have to preserve their livelihoods in harmony with nature. However, mining, as seen in the risks section, implies a serious threat to the life of the communities and the conservation of their resources. It is very difficult for communities to think about the medium and long-term goal when they are offered immediate economic resources for the exploitation of their land. The State does not yet have the necessary measures control to develop the mining activity in a sustainable way, so rivers are being contaminated with mercury and the river channels are not being adequately restored, which creates serious environmental problems. The negative impact of this activity is latent and is still not being adequately monitored, but a severe impact on indigenous communities is expected.

As mentioned before, the evaluator considers that the financial resources, which would guarantee sustainability, are insufficient (I), socio-political sustainability as well as the institutional framework and governance is moderately probable (MP) and also environmental sustainability. Therefore, the overall probability of sustainability is **completely likely (CL)**.

Impact

In any final evaluation it is sought if the projects have achieved the impact with the planned interventions. Therefore, evidence of the following will be sought:

- Demonstrable improvements in ecological status;
- Demonstrable reduction in the stress of ecological systems;
- Through specific process indicators, if progress is being made towards achieving stress reduction.

This analysis requires the availability of verifiable data at all levels of the project and/or the existence of process indicators that may suggest that a certain impact will be achieved.

In this sense, the ProDoc indicates that the project “will establish and monitor in depth the study sites of this case to measure the impacts of the project, focusing on two indicators:

1. The rate of deforestation and degradation,
2. The rate of change in species indicators defined in each case, the
3. level of competitiveness of the communities and the
4. level of participation of women and men in forest management operations ”.

The ProDoc indicates that the first two indicators will be measured through a study of deforestation and degradation, which will be defined in close collaboration with the national UN-REDD program. The last two indicators, as well as several indicators in connection with outcome 2 and 3 related to community competitiveness, will be measured by community competitiveness studies.

Unfortunately, for the purposes of measuring impact, the Plurinational State of Bolivia chose to exit the UN-REDD program, so the first two indicators have not been measured. The evaluator requested documentary information on the following two indicators. The project has not systematically monitored the information necessary to follow up on these two indicators. Therefore, **the impact cannot be assessed as planned**.

However, the evaluator has collected some phrases during the interviews related to the possible impact that is worth highlighting. To the question of “how do you think the project has impacted your life or way of doing?”. Some of the actors interviewed answered:

Change as a community. ”

Conservation. "As citrus farmers, thanks to bees they improve pollination."

“Better use of resources. What used to be thrown away is being turned into raw materials, a salable resource that can provide them with greater income. ”

“In the environmental field they are cutting according to the Management Plan, which does not damage the plant. This will be a trend for future generations. ”

"At the socio-economic level, OFC leaves 5% of the benefit in the community (schools, materials, etc.) and 3% to CIPTA."

Freeze-drying plant installation in Ixiamas as a result of Asaí's ventures with the Indigenous Fund.

4. Conclusions, recommendations and lessons

Corrective measures for the design, execution, monitoring and evaluation of the project

- **Importance of signing and starting the project within the context described in the ProDoc.** From the design phase to the signing of the project, the actors took two years. It took another year to hire the first coordinator. It is almost the same time as the project was later extended. It took so long between the design phase and the start of the project that the context had already changed and therefore hindered the correct execution of the project.
- **Having, from the beginning, an inter-institutional coordination mechanism that helps determine common lines of action with other projects promoted by other governmental and non-governmental actors.** Currently it has not been possible to verify that there is any mechanism of this nature. This mechanism is specified through donor technical tables, thematic meetings to discuss and share achievements and results of the projects, as well as socialization meetings of lessons learned.
- **Changes in the coordination seriously affect execution if the logical framework is not respected.** The project has suffered numerous delays. They have gone through 8 National Coordinators (6 hired and two ad interim of the DGF) as well as 4 Regional Coordinators through the two Regional Offices numerous technicians. Every new coordinator arrived with his particular way of understanding the project and therefore the logical framework has not been used as a guiding thread. This is also due to the changes in political vision that happened in the country. This led to a serious **DESMOTIVACION OF THE BENEFICIARIES**.
- **When designing, it is important to explore different alternatives for sustainable forest management and not base the entire project on a single line of action.** The whole project design was based on the success of the forest certification process. When the price of wood and certified wood falls internationally causes no interest on the certification. Forest certification ceased to be the main axis of the project. It passed from the FSC to the national certification. Certain initiatives have been certified, but it is far from the original goals. Actors consulted do not see the utility of continuing with the certification processes, as it does not guarantee higher sales prices.
- **The political and legal impact is long-term.** The project went through numerous political changes during the first three years of life and therefore they have had relatively little time to influence the political level. In addition, there are numerous lobbyists that have presented different versions of the same forest law. It is not a simple issue and a longer duration or even exit strategy should be foreseen from the beginning that ensures the achievement of political impact beyond the useful life of the project.
- **Designing functional Steering Committees** and insist on its importance as the governance body of the project. The Steering Committee has met three times in seven years. Not all members have participated in all meetings. An opportunity for influencing the project and for the Committee to be a strategic management tool has been lost. The numerous changes also by the Government have caused it to lose strength and potential impact.
- **If the logical framework is reformulated, the new indicators must also be reported.** Despite the reformulation of the logical framework in January 2018, UNDP, after consulting the GEF itself, chose to continue reporting on the original indicators and their

goals. This has led to a **duality** in monitoring due to difficulty in changing original indicators in the RIP.

- **Productive ventures have been consolidated for many years.** For example, Chocolecos has received support from WCS, DANIDA, EU, FAO and GEF since 2005 and now, in 2019, it still has certain weaknesses. You cannot expect new ventures to be ready to operate, sell and be sustainable over a period of four years. **The projects must involve all the government actors responsible for SMEs from the beginning.**
- **Another similar project should be designed together with government partners that guarantee their presence in the area** and ensure, whenever possible, a comprehensive development approach. The Ministry of Production could be involved from the beginning.
- To explore the possibility of including, with funds external to the GEF, a **seed capital** for the ventures. Many communities require seed capital to start strongly (raw material, mobility, marketing, etc.). The project worked on the implementation of a revolving fund that did not progress due to the lack of national capacities for its administration. Therefore, the suitability analysis of the implementation of a seed capital fund must be carried out during the project design phase.
- In such a complex area and with so many risks to forest and biodiversity conservation, it is important to **focus efforts on fewer pilots to achieve greater impact.** Less is More.

Actions to follow or reinforce the initial benefits of the project

- The country went through numerous political and legal changes, new laws, regulations, provisions, which have made the project and its staff adapt in order to continue supporting the beneficiaries
- Uncertainty about what will happen to the legal status, the sanitary registry and the NIT of the enterprises. When designing the projects and the support that the project will provide, it is very **important to take into account the legal and fiscal aspects of the projects** since they are usually a bottleneck.
- Seek **alliances** with universities and NGOs that are working in the areas to identify student practices in OECMES, OFCs to support administrative and fiscal aspects. The objective would be to develop specific guidelines for applied research and explore possibilities for the generation of a scholarship fund. This would also allow universities to become the operational technical arm of the State in the field.
- **Support OECMES to expand their customer network.** Right now the OECMES have basically only one client, the School Breakfast. School breakfast is not likely to disappear, but having only one client makes them excessively dependent.
- The women of the OECMES acquire diverse experiences and knowledge. **Generate a meeting between all the members of the OECMES to share experiences.**
- ABT promote state purchases empowering certified companies.

Proposals for future directions that accentuate the main objectives

- Adaptation to the context. This project has invested a great deal of time and resources in adapting to the new political context at the national level. They have had to adapt to new

regulations and learn new methodologies that have also been transmitted at the user level. It is therefore vital to hire staff, as far as possible, to have an open mind and be willing to learn and work in an interdisciplinary manner.

- The political impact will depend on the continuity of the will of the political actors. The proposed laws and regulations have not yet been approved. Therefore, now without the project, it will be up to the DGF and its partners to continue pushing the achievement of these products.
- Communication and coordination with the actors, in general, has improved the last two years of the project, from 2017 to 2019.
- **Converting the Steering Committee, beyond the useful life of the project, into an intergovernmental coordination tool for the area to avoid policies found.** There are conflicts of interest. Positions found. The Law of Mother Earth says one thing, the Mining Law another and reality on the ground is very worrying. It is necessary to contrast the different national regulations in the same direction.
- The DGF, as an executing agency within the VMA and knowledgeable of everything elaborated by each component of the project, **should continue to support as much as possible to improve sustainability options** through laws that achieve tax incentives. Review the DBCs, Base Contract Documents for public tenders so that small businesses can participate.
- **Generate inter-institutional closure strategies** and turn them into normal activities of the project, which will allow that there is no vacuum before the communities and counterparts during the operational closure of the project and the involvement of the different states of the State on the ground.

Best or worst practices to address issues related to relevance, performance and success.

- **The hiring of UNVs or local staff** is considered a success especially as they are local actors. UNDP adapted its hiring procedures to be able to hire local staff (lack of university degree or master's degree), which has greatly facilitated the implementation of the ventures and the approach to different communities.
- **UNDP contracting processes have guaranteed the transparency of the processes.** The NEX processes seek the national empowerment of the project, but at the same time it must be ensured that the processes are as transparent and competitive as possible to ensure that the personnel hiring the project are the most suitable for the position.
- **The ignorance of the product has had a negative impact on the purchase of the equipment.** Failed purchases of machinery have been detected in different enterprises due to the lack of knowledge of their operation and operability at the national level. It is important to invest time and resources at the beginning to ensure that the machinery purchased is adequate.
- **Replicability.** Carmen Pecha members replicating the knowledge acquired in their training on forest and asaí management in 11 communities.

Lessons learned

- **APPROPRIATION.** The Steering Committee can become a very interesting governance space. This space, given the characteristics of the project, cannot be allowed to fail. It is the maximum negotiation and planning space. In complex contexts with multiple actors, the implementation of more operational Technical Committees that nourish the decision makers of the Direct Committees with the necessary inputs to make strategic decisions should be promoted.
- **LOCATION.** It is essential that, as far as possible, the Regional Offices are as close as possible to the beneficiaries, both for logistical aspects and for the empowerment of the beneficiaries.
- **LOGISTICAL.** Take into account, in the design phase, the more than probable logistic, transport, mobility problems that the project will suffer. Both for the staff working and for the development of the ventures. Example, difficulty of the communities in collecting raw materials and taking out products during the rainy season.
- **DURATION.** These processes are very long. It is very difficult to see the impact in such a short time. Collaboration with universities or research centers needs to be considered to be able to monitor future impact indicators. Keep in mind that some OFCs or Entrepreneurships (such as Tumupasa or Chocolecos have been receiving support from different programs and projects and donors for almost 20 years).
- **LOCAL PERSONAL CONTRACTING.** The hiring of local actors such as UNVs has allowed UNDP to rethink recruitment processes (for example, training requirements vs. knowledge of local reality) in order to capture local values.
- **INFORMATION MANAGEMENT.** Consider how to better manage all the information generated, target audience, potential information from the beginning of the project.
- **SUSTAINABILITY.** Address sustainability from the beginning. Think of the project exit strategy not as a requirement but rather as a real opportunity for the sustainability of the project

5. Annexes

5.1 EMT ToR

INTRODUCTION

In accordance with UNDP Monitoring and Evaluation (M&E) policies and procedures and of the GEF, all medium-sized and regular projects supported by UNDP and financed by the GEF must undergo a final evaluation once the execution is completed. These terms of reference (ToR) establish the expectations of a Final Evaluation (FE) project *of the Biodiversity Conservation through Sustainable Forest Management by Local Actors* (No. 4197 of PIMS).

The following are the essential aspects of the project that must be evaluated:

PROJECT OVERVIEW TABLE PROJECT

Title: Conservation of Biodiversity through Sustainable Forest Management by Local Actors				
Identification of the GEF project:	3971		<u>at the time of approval (millions of USD)</u>	<u>at the time of completion (millions of USD)</u>
UNDP project identification:	4197	GEF financing:	5,500,000	5,500,000
Country:	Bolivia	IA and EA have:		
Region:	La Paz	Government:		
Area of interest:	Sustainable forest management	Other:		
Operational program:	GEF 4	Total co-financing:		
Executing Agency:	Ministry of Environment and Water - Vice Ministry of Environment, Biodiversity, Climate Change and Forest Management	Total project expenditure:	4,559,820.96	
Other partners involved:	Ministry of Environment and Water - Vice Ministry of Environment, Biodiversity, Climate Change and Forest Management, CIPTA, PILCOL, Municipalities, and others (see ProDoc)	Signing of the project document (project start date):		16 / 04/2012
		Closing date (Operational):	Proposed: 07/31/2019	Actual:

OBJECTIVE AND SCOPE

The Project aims to improve the protection and conservation of biodiversity in the Amboró Madidi corridor, through the sustainable management of forests, based on the promotion of markets for certified forest products with the consequent increase in local income. In this sense, it responds directly to selected key barriers, and implements a set of strategic activities in line with the following three components: 1) Institutional support mechanisms are built to support the conservation of biodiversity through the management of certified community forests; 2) The community's capacity is strengthened to achieve and maintain certification, and to manage forests in a sustainable and friendly manner with the BD; and 3) Economic incentives are established to attract and maintain the commitment of community operations to preserve practices of sustainable biodiversity management. Although the project will not completely overcome all threats currently facing biodiversity in community forests in Bolivia, it is expected to change the development trajectory and management dynamics in a critical capacity of biodiversity, generating economic incentives for conservation of biodiversity while improving the ability of the community to participate in a strengthened market for products from forests friendly to biodiversity. Moreover, the project complements the ongoing government and donor initiatives that focus on improving the social sector of forestry, the environment and economic sustainability. For more details, please see the project document.

The Final Evaluation will be carried out according to the guidelines, standards and procedures established by UNDP and the GEF, as set out in the UNDP Evaluation Guide for GEF-funded Projects.

The objectives of the evaluation will analyze the achievement of the project results and draw lessons that can improve the sustainability of the benefits of this project and help improve the overall UNDP programming.

APPROACH AND EVALUATION METHOD

The project-level Monitoring and Evaluation (M&E) policy in UNDP / GEF has four objectives: i) monitor and evaluate results and impacts; ii) provide a basis for decision making on the necessary modifications and improvements; iii) promote accountability for the use of resources; and iii) document, provide comments and disseminate lessons learned. A combination of tools is used to ensure effective project M&E. These could be applied continuously over the life of the project, for example, periodic monitoring of the indicators, or as specific exercises of a fixed duration, such as mid-term reviews, audit reports and final evaluations.

In accordance with UNDP / GEF M&E policies and procedures, all regular and medium-sized projects supported by the GEF must undergo a final evaluation at the end of implementation. A final evaluation of a GEF-financed project (or previous phase) is required before considering a proposed additional financing concept (or later phases of the same project) for inclusion in a GEF work program.

The final evaluations are intended to assess the relevance, performance and success of the project. It examines the early signs of the potential impact and sustainability of the results, including the contribution to capacity development and the achievement of global environmental objectives. It will also identify / document lessons learned and make recommendations that could improve the design and implementation of other UNDP / GEF projects.

To this end, the evaluation work will use the criteria of **relevance, effectiveness, efficiency, sustainability and impact**, as defined and explained in the Guide for final evaluations of projects supported by UNDP and financed by the GEF. The questions covered by each of these criteria included in these ToR are described in Annex C of the ToR. The evaluator is expected to modify, complete and present this matrix as part of an initial evaluation report, and include it as an annex in the final report.

The objective of the evaluation is to verify the progress, challenges, results achieved and to be achieved by the project “Conservation of Biodiversity through Sustainable Forest Management by Local Actors” from its beginning in 2012 up to date. This evaluation will allow measuring the level of the results achieved in accordance with the provisions, on the other hand, it allows evaluating the strategies adopted and the corrective measures in their implementation, as well as identifying the processes and products that can be replicated in other regions of the country. It will also promote accountability and transparency, and can feed selection, design and implementation of future UNDP projects with GEF funding.

The evaluation must provide evidence-based information that be credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach that ensures close participation with government counterparts, in particular the GEF focal point in the Government of Bolivia, the UNDP Country Office, the project team, the Regional Technical Advisor of the GEF / UNDP and key stakeholders. The evaluator is expected to carry out a field mission in the north of the department of La Paz, including the following project sites as detailed in the proposed schedule, see annex H. Interviews will be carried out with the organizations and individuals indicated in the Same schedule.

The evaluator will review all relevant sources of information, such as the project document, project reports, including the annual IAP / IEP and other reports, project budget reviews, midterm review, progress reports, project tools monitoring of the area of interest of the GEF, project files, national strategic and legal documents, and any other material that the evaluator considers useful for this empirically based evaluation.

CRITERIA AND QUALIFICATIONS EVALUATION

is carried out an assessment of the performance of the project compared to the expectations set in the logical framework of the project and Results Framework (see [Annex A](#)), which provides performance indicators and impact for the execution of the project, together with the corresponding means of verification. The evaluation will minimally cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact**. Grades must be provided according to the following performance criteria. The complete table should be included in the executive evaluation summary. The mandatory rating scales are included in [Annex D](#) of the ToR.

Project performance			
1. Monitoring and Evaluation	Qualification	2. Execution of AI and EA:	Qualification
M&E input design		UNDP application quality	
Execution of the M&E plan		Performance quality: executing agency	
General M&E Quality		General quality of application and execution	
3. Evaluation of the results	Qualification	4. Sustainability	Qualification
Relevance		Financial resources:	
Effectiveness		Socio-politicians:	
Efficiency		Institutional framework and governance:	

Overall rating of the project results		Environmental:	
		Overall probability of sustainability:	

It is key that the evaluation of the project progress in the development of its results and products in a disaggregated manner and intervention strategies. Final evaluations of GEF projects include, at a minimum, ratings on the relevance, effectiveness, efficiency and implementation of monitoring and evaluation of a project, plus the likelihood that results (products and results) can be maintained.

The evaluation is intended to measure the relevance of the objectives and expected results. Therefore, the essential criteria for this evaluation based on the results will be:

- ✓ The relevance of the interventions in relation to the objectives
- ✓ The effectiveness of the actions carried out and the progress achieved in relation to the initial level
- ✓ Efficiency of the project in relation to the performance, financial, human and networking capacities
- ✓ The sustainability of the results and their impacts in terms of improving the sustainable management of forests by local actors in the country
- ✓ The replicability of the strategies used in the project elsewhere of the country
- ✓ The extent to which the activity is adapted to local and national development priorities and organizational policies, including changes over time

In other words, the evaluation will have to highlight the strengths and weaknesses of the actions of the different points listed above and underline the main lessons learned. You will have to provide a general evaluation of the quality of the work performed and the results obtained in relation to objectively verifiable objectives and indicators mentioned in the project document based on the different criteria above.

In particular, this evaluation should allow to:

- ✓ Evaluate the degree to which the objectives were achieved;
- ✓ Globally and independently evaluate the results of the project, focusing more specifically on the impact of the actions carried out in relation to the planned objectives;
- ✓ Identify obstacles and limitations to project planning and implementation, including risk management and the monitoring process carried out by the project;
- ✓ Analyze the relevance of the actions undertaken;
- ✓ Analyze the degree of involvement and cooperation of the project actors in achieving the objectives;
- ✓ Extract the main lessons learned from the intervention and propose relevant strategic recommendations and adjustments to maintain the sustainability of the actions.

It is imperative that every conclusion be supported by concrete evidence. The initial report and the final report should include a section that articulates how the data will be collected and analyzed. This includes the sources of information (reviewed documents and interested parties), the rationale for your selection and how the

information obtained addresses the evaluation questions. The lists of documents reviewed and the people interviewed should be attached to the evaluation report.

PROJECT FINANCING / CO-FINANCING

The evaluation will assess the key financial aspects of the project, including the scope of the planned and completed co-financing. Data on costs and project financing will be required, including annual expenses. The differences between planned and actual expenses should be evaluated and explained. The results of recent financial audits should be considered, if available. The evaluators will receive assistance from the Country Office (CO) and the Project Team to obtain financial data to complete a co-financing table, which will be included in the final evaluation report.

INTEGRATION

Projects supported by UNDP and financed by the GEF are key components in the national programming of UNDP, as well as in regional and global programs. In this sense, the evaluation may be a useful tool for both UNDP and GEF as well as for government counterparts, in order to consolidate the progress made and promote tools to develop sustainable forest management by local actors in Bolivia. The evaluation also seeks to demonstrate how the project contributes to both the objectives and goals of the country (highlighted in the Economic and Social Development Plan) and those of the GEF globally and the objectives of the UNDP country program and the Assistance Framework for the United Nations for Development (UNDP). Therefore, the evaluation will assess the degree to which the project was integrated with other UNDP priorities, including poverty reduction, better governance, prevention and recovery of natural disasters and the empowerment of women.

IMPACT

The evaluator will assess the degree to which the project is achieving impacts or is progressing towards achieving impacts. The key results that should be reached in the evaluations include whether the project demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in the stress of ecological systems, and / or c) demonstrated progress towards achieving these impacts.²

CONCLUSIONS, RECOMMENDATIONS AND LESSONS

The evaluation report should include a chapter that provides a set of **conclusions, recommendations and lessons**.

IMPLEMENTATION ARRANGEMENTS

The main responsibility for managing this evaluation lies with the UNDP CO in Bolivia. The UNDP CO will hire the evaluator and ensure timely provision of travel allowances and travel arrangements within the country for the evaluator. The Project Team will be responsible for keeping in touch with the evaluator to establish interviews with stakeholders, organize field visits, coordinate with the Government, etc.

² A useful measure to measure the impact of the progress made is the Manual for Direct Impact Review (RoTI) method developed by the GEF Evaluation Office: [ROTI Handbook 2009](#)

TERM OF THE EVALUATION

The total duration of the evaluation will be 34 working days according to the following plan:

Activity	Period	Completion date
Preparation	4 days	To be defined when signing the contract
Evaluation mission	10 days	To be defined when signing the contract
Draft evaluation report, management response.	10 days for delivery of the report, 10 days for feedback from UNDP / Project	To be defined when signing the contract
Final report, management response and Audit Trail.	5 days for the delivery of the report, days for feedback from UNDP / Project	To be defined when signing the contract

FINAL RESULTS OF THE EVALUATION TEAM

Time expected to achieve the following:

Final result	Content	Period	Responsibilities
Initial report	The evaluator provides clarifications on periods and methods	No more than 2 weeks before the evaluation mission	The evaluator submits it to the UNDP OP
Presentation	Initial results	End of the evaluation mission	To the project management, UNDP OP
Draft final	report Full report, (by attached template) with attachments	Within 2 weeks from the evaluation mission	Sent to the OP, reviewed by the ATRs, the PCUs, the GEF CCOs.
Final report *	Revised report	Within three days after receiving comments from UNDP on the draft	Sent to the OP for upload to the UNDP ERC

* When the final evaluation report is submitted, the evaluator is also required to provide a ' audit itinerary ', detailing how all comments received in the final evaluation report have been addressed (or not).

CONSULTANT REQUIREMENTS

An international evaluator will carry out the evaluation. The evaluator must have previous experience in evaluating similar projects. It is an advantage to have experience in GEF-funded projects. The selected evaluator must not

have participated in the preparation or execution of the project or have any conflict of interest with the activities related to the project.

The applicant must have the following qualifications:

Academic training

- Degree in: Environmental or Forestry Engineering, Sustainable Development, Political or Social Sciences (Sociology) or related
- Masters or Courses on project evaluation and/or methodologies on evaluation under theory of change, barrier analysis or other (desirable)

Experience

- Ten (10) minimum years of general work experience
- At least five (5) years of specific work experience in environmental-related projects or programs, preferably international cooperation
- At least one specific work experience (1 contract or equivalent) in evaluation of GEF projects, or UNDP, or IUCN, or other international organizations financed by the GEF

Other capabilities

- Excellent writing and communication skills (in Spanish and English, information technology management)

All information submitted must be properly supported and ready for verification to support knowledge, skills and experience requested.

ETHICS OF THE EVALUATOR

The Consultant will assume the highest ethical standards and must sign a Code of Conduct (Annex E) when accepting the assignment. UNDP evaluations are carried out in accordance with the principles described in the ['Ethical Guidelines for Evaluation'](#) of the United Nations Evaluation Group (UNEG). These principles describe critical issues that the evaluator should address in the design and execution of the evaluation, including the ethics of the evaluation and the procedures to safeguard the rights and confidentiality of the people who provide information; for example, measures to ensure that the legal codes of the Government's areas of competence are complied with, such as the provisions to collect and communicate data and the protocols to guarantee anonymity and confidentiality.

MODALITIES AND PAYMENT SPECIFICATIONS

%	Milestone
10%	Against the delivery of the initial report
40%	After the presentation and approval of the first draft of the final evaluation report.
50%	After the submission and approval (UNDP OP and UNDP ATR) of the final evaluation report.

APPLICATION PROCESS

UNDP is convening this consultancy within the framework of the GEF-funded project standards, which will be carried out to the UNDP monitoring and evaluation standards. The main actors for the realization of this work are the UNDP, the Vice Ministry of Environment, Biodiversity, Climate Change and Forest Management and Development (VMABCCGDF), the 7 municipalities involved in the project, 4 TCO, 17 product aggregation initiatives of forest and agroforestry, 25 indigenous and peasant communities.

Candidates must complete the application online at <http://www.oportunidades.onu.org.bo/roster/Convocatorias> until the date indicated in the call. Individual consultants are encouraged to submit applications along with their resumes for these positions. The application must contain a current and complete curriculum in Spanish indicating an email and a contact telephone number.

The individual consultant, based on the terms of reference, must submit a technical proposal, explaining the activities to be carried out, the work schedule, as well as the execution strategy detailing the by-products that he considers relevant. You must also submit an economic proposal, indicate the cost of each product detailing the activity to be performed. The price offered must include all costs related to this consulting, and will remain fixed during the contract. The payment of taxes derived from their profits for the provision of services and the payment to the Pension Fund is the total responsibility of the awarded bidder.

UNDP uses a fair and transparent selection process that considers the competencies/capabilities of the candidates, as well as their financial proposals. Women and qualified members of social minorities are encouraged to submit their application.

ANNEX A: LOGICAL FRAMEWORK OF THE PROJECT

SECCIÓN II: MARCO DE RESULTADOS ESTRATÉGICOS (SRF) E INCREMENTO DEL FMAM

Anexo A: Proyecto de Marco Lógico

Este proyecto contribuirá a alcanzar el siguiente resultado del programa país definidos en CPAP o CPD: Fortalecimiento de capacidades institucionales y de organizaciones productivas fortalecidas en temas de desarrollo productivo y de generación de empleo. Con gestión sustentable de recursos naturales y medio ambiente.					
Indicadores del resultado del programa país: 3.2 Formulación e implementación de los programas y proyectos para fortalecer la gestión, uso y explotación de recursos naturales					
Primer resultado clave para el área de medio-ambiente y desarrollo sustentable: 1. Integración del medio ambiente y energía OR 2. Catalizando finanzas medioambientales OR 3. Promover la adaptación al cambio climático OR 4. Ampliando el acceso a los servicios del medio ambiente y energía para los pobres.					
Objetivo y programa estratégico del FMAM: BD-SO2: SP4 y SP5					
Resultado esperado del FMAM – BD-SO2: Conservación y uso Sustentable de la biodiversidad incorporado en el escenario productivo: BD-SP4: Políticas y marcos reguladores sectores que regulan fuera del sector del medio ambiente incorporando medidas para conservar y usar la biodiversidad en forma sustentable: BD-SP5 Sistemas de certificación mundial para bienes que se producen en agricultura, pesca, silvicultura y otros sectores, incluyen normas técnicamente rigurosas para la biodiversidad.					
Indicador del resultado FMAM: BD-SO2: Número de hectáreas en escenarios de producción sujetos a gestión sustentable, pero aún no certificada y número de hectáreas/sistemas de producción sujetas a prácticas de producción certificadas, que satisfacen normas de biodiversidad sustentable: BD-SP 4: Grado en el que las políticas y regulaciones de actividades sectoriales incluyen medidas para conservar y usar sosteniblemente la biodiversidad, como las miden la herramienta de seguimiento del FMAM; BD-SP-5: Sistemas de certificación publicados, que incluyen normas técnicamente rigurosas para la biodiversidad.					
Intervenciones	Indicadores	Línea Base	Meta Medio / Final del Proyecto	Fuente de Verificación	Riesgos y Suposiciones
Objetivo del Proyecto Mejorar la protección y conservación de la biodiversidad en el corredor Amboró Madidi, mediante	Incremento en Empresas de Silvicultura Comunitaria (CFEs) que asignen recursos a la conservación de la biodiversidad e implementen medidas específicas relacionadas a la biodiversidad, medibles como: a. # de comunidades que aplican el sistema	Existen por lo menos 3 diferentes experiencias de monitoreo de la biodiversidad (FAN WCS e Instituto de Ecología). Ninguna adaptada a contexto de comunidades. a. 0 de comunidades monitorean la	Medio Término: a. 40 comunidades están capacitadas para aplicar el sistema de monitoreo de la BD, que ha sido elaborado y aprobado por el Gobierno.	Sistema de monitoreo de la BD Reportes de Proyectos Informe de monitoreo de la BD	Las comunidades ven la conservación de la biodiversidad como un valor agregado a sus actividades VMABCCGDF hace propia la opción y la reproduce en las regiones forestales, el sistema de

manejo forestal sustentable, basado en el fomento de mercados para productos forestales certificados y el incremento de ingresos locales	<p>de monitoreo de la biodiversidad</p> <p>b. # de has sujetas a planes de gestión forestal</p> <p>c. #de indicadores de especies que mantienen sus poblaciones a nivel del paisaje</p> <p>d. Tasa de cambio en la diversidad floral del bosque (representativo para la BD en general) en el sitio del proyecto del estudio de impacto</p> <p>e. Tasa de deforestación y degradación en los sitios de estudio del impacto del proyecto</p> <p>f. Áreas de destinación especial y bajo estrictas medidas de protección</p>	<p>biodiversidad</p> <p>b. 160.000 has</p> <p>c. Números en descenso en poblaciones</p> <p>d. TBD antes que finalice el sistema de monitoreo de la BD</p> <p>e. TBD una vez que el equipo local esté equipado, funcional y tenga la capacidad de monitorear eficazmente la deforestación</p> <p>f. 32.000 has</p>	<p>Final del Proyecto:</p> <p>a. 20 comunidades solicitan el sistema de monitoreo de la BD</p> <p>b. 25.000 Has adicionales bajo planes de manejo forestal maderable principalmente en Ixiamas y 5.000 Has bajo planes de manejo forestal no maderable principalmente en Guanay</p> <p>c. El sistema de monitoreo de BD muestra la población del jaguar (<i>Panthera onca</i>), pecarí labio blanco (<i>Tajasu tajaco</i>) y mono araña (<i>Ateles paniscus</i>) que está estable.</p> <p>d. <10% de las parcelas con diversidad floral de bosques en sitio certificados.</p> <p>e. 0% de deforestación en sitios certificados</p> <p>f. 6.000 has (20% del total de tierras)</p>	<p>Auditorías técnicas de la ABT</p> <p>Estudios de Impacto de Proyectos</p>	<p>monitoreo es aprobada por el Gobierno e integrada como parte integral del plan operativo para la Gestión Integral de los Bosques.</p> <p>La certeza legal fortalece las concesiones forestales del país y se respetan las TCOs</p> <p>Demanda del mercado de productos</p>
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			forestales certificadas solicitan destinación especial (set-asides) y planes de protección y medidas estrictas para la protección de la BD con el apoyo de FMAM y 3.000 con el apoyo de asociados		
	Incremento en la competitividad de las comunidades que permite mayores inversiones en la conservación de la biodiversidad, medido a través de: a) Incremento en los ingresos de las comunidades b) Incremento de inversiones en medidas de monitoreo de la BD	a) US\$ 8.000 a 20.000 ingreso anual b) 0% de ingresos invertidos en monitoreo de la BD	a) Incremento del 15% de los ingresos de las comunidades que trabajan con maderables y 20% de las que trabajan con NTFFs en relación con el mercado tradicional. b) Un promedio de 25% de las comunidades invierten 5% de sus ingresos en BD		
	Nivel de participación de mujeres y hombres en las operaciones de la CFE en los sitios de estudio de impacto del proyecto	TBD una vez que los participantes se pongan de acuerdo respecto a los indicadores de género	30% de promedio de incremento en la participación de mujeres en operaciones de CFE		
Resultado 1 Los	Indicadores	Línea Base	Meta Medio / Final del Proyecto	Medios de Verificación	Riesgos y Suposiciones

<p>mecanismos de apoyo institucionales están generados para fomentar la conservación de la biodiversidad a través del manejo forestal sustentable y la certificación.</p>	<p>Marcos legales, normativos y operacionales facilitan la protección de la BD en el área de AMC</p> <p>a) La protección de la BD está incorporada como requisito del manejo integral de los bosques</p> <p>b) La herramienta de monitoreo de la BD está desarrollada, validada e incluida como requisito dentro del plan operativo de gestión integral de los bosques</p> <p>c) Política nacional para promover la adquisición de productos forestales certificados</p> <p>d) # normas de planes de gestión de NTFP</p>	<p>a) Existe un Plan Nacional de Gestión Integral de Bosques pero no se ha plasmado en plan operativo.</p> <p>b) Existen por lo menos 3 ejemplos de sistemas de monitoreo de la BD pero no se han adaptado para su uso de comunidades.</p> <p>c) No existe ninguna política nacional que priorice la compra de productos certificados</p> <p>d) Existen dos normas para NTFP (Castaña y Palmeras de Asa)</p>	<p>Medio Término:</p> <p>a) Propuesta del plan operativo para la Gestión Integral de los Bosques presentada y adoptada por el Gobierno</p> <p>b) Certificación simplificada de normas de FSC aprobadas por FSC</p> <p>Final del Proyecto</p> <p>c) Plan operativo de la Gestión Integral de los Bosques, eficazmente integra directrices para protección del BD y la implementación de una herramienta para la BD</p> <p>d) Una política nacional que prioriza la adquisición de productos forestales certificados es aprobada a e implementada, por lo menos dos municipios</p> <p>e) Por lo menos dos normas de planes de</p>	<p>a) y b)</p> <p>Plan operativo de la Gestión Integral de los Bosques,</p> <p>c) Gaceta oficial</p> <p>d) Lineamientos para la certificación nacional de la Gestión Integral de los Bosques</p> <p>Directrices de certificación de FSC certificada</p> <p>Normas para NTFP publicadas</p> <p>Datos de la ABT</p> <p>a) y b) Reportes de incautaciones</p> <p>Casos penalizados</p>	<p>Apoyo político adecuado para la iniciativas lleva a la aprobación de los marcos legales, reguladores y operativos</p> <p>La voluntad política para una efectiva integración de la protección de la BD dentro el concepto e implementación del Plan de Gestión Integral de los Bosques</p> <p>El Vice Ministerio mantiene un buen nivel de coordinación con los usuarios de los bosques</p> <p>La estructura de la ABT y de las normas bajo la nueva Ley Forestal proporciona seguridad jurídica.</p>
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			gestión aprobadas para otros NTFPs	Documentos de procedimientos simplificados	La estabilidad de los técnicos se mantiene y los controles internos se implementan para reducir la corrupción.
<p>Piratería de madera reducida en el área de intervención del proyecto:</p> <p>a) Tasa de deforestación ilegal en la zona del proyecto</p> <p>b) # de incautaciones de madera en el área del proyecto</p> <p>c) # de equipos móviles que operan</p>	<p>a) El 100 % de la deforestación es ilegal (2007)</p> <p>b) 160 incautaciones de madera en la región de implementación en 2009</p> <p>c) 0 equipos móviles en la región del proyecto</p>	<p>a) Reducción de 30% de la deforestación ilegal en el área de intervención del proyecto.</p> <p>b) A medio término del proyecto, la efectividad de las operaciones contra madera ilegal ha tenido un incremento de 40%.</p> <p>c) Dos equipos móviles de inspección conformados y en funcionamiento</p>	<p>c) Informes de Campo</p> <p>a) y b) Planes</p> <p>c) y d) planes de trabajo, reportes de auditoría, reportes de entrevistas</p>	<p>La reglamentación de la ley no contradice los mecanismos de control</p>	
<p>Equipo técnico de apoyo a la certificación forestal operacional</p> <p>a) # de planes municipales de gestión y desarrollo forestal formuladas y ligadas a los planes municipales (PDM)</p> <p>b) # de PDMs que incluyen capítulos y elementos de monitoreo de la BD</p> <p>c) # de equipos de auditoría técnica interna (forestal) en funcionamiento para el</p>	<p>a) 0 planes municipales de gestión y desarrollo forestal formulados y ligados a los PDM (MFUs con baja asignación presupuestaria y proyectos aislados)</p> <p>b) 0 planes municipales (PDM) que incluyen capítulos y elementos de monitoreo de la</p>	<p>a) Tres planes municipales de gestión y desarrollo forestal formulados y ligados a los PDMs</p> <p>b) Los planes municipales (PDM) incluyen capítulos y elementos de monitoreo de la BD.</p> <p>c) Un equipo de auditoría técnica interna (silvicultura) en funcionamiento para el área de</p>			

	área de biomas.(ABT, MFUs, NGOs)	biodiversidad. c) No existen servicios	ixiomas.(ABT, UFM, NGOs)
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Caption:

SECTION II: STRATEGIC RESULTS FRAMEWORK (SRF) AND GEF INCREMENT

This project will contribute to achieving the following country program result defined in CPAP or CPD: Strengthening of institutional capacities and of productive organizations strengthened in issues of productive development and employment generation. With sustainable management of natural resources and environment.

Country program indicators' result: 3.2 Plan and implementation of programs and projects to strengthen the management, use and exploitation of natural resources

First key result for the area of environment and sustainable development: 1. Integration of the environment and energy or 2. Catalyzing environmental finance OR 3. Promote adaptation to climate change OR 4. Expanding access to environmental and energy services for the poor.

GEF strategic objective and program: BD SO2: SP4 and SPS

Expected Result of the GEF -BD-SO2: Conservation and Sustainable Use of Biodiversity Incorporated in the Production Scenario: BD-SP4: Policies and regulatory frameworks sectors that regulate outside the environmental sector incorporating measures to conserve and use biodiversity sustainably: BD-SP5 Global certification systems for goods produced in agriculture, fisheries, forestry and other sectors, include technically rigorous standards for biodiversity.

GEF result indicator: BD-SO2: Number of hectares in production scenarios subject to sustainable management, but not yet certified and number of hectares / production systems subject to certified production practices, which meet sustainable biodiversity standards: BD-SP 4: Degree to which sector activity policies and regulations include measures to conserve and sustainably use biodiversity, as measured by the GEF monitoring tool; BD-SP-5: Published certification systems, which include technically rigorous standards for biodiversity.

	Indicators	Base Line	Mid / final project goal	Source of validation	Risk and Assumptions
Project Objectives: Improve the protection and conservation of the biodiversity in the Amboró Medial corridor with sustainable forest management, based on the encouragement	Increase in community forestry companies (CFEs) that allocate resources to biodiversity conservation and implement specific measures related to biodiversity,	There are at least 3 different experiences of biodiversity monitoring (FAN WC5 and Institute of Ecology). None adapted to the context of communities. A) 0 of communities	Medium Term: A) 40 communities are trained to apply the BD monitoring system, which has been developed and approved by the Government. Project End: A) 20	BD monitoring system. Project Reports. BD monitoring report. ABT Technical Audits. Project impact studies.	The communities see the conservation of biodiversity as an added value to their activities VMABCCGDF makes the option its own and reproduces it in the forested

t in the market for certified timber products and increasing the locals' income,	measurable as: a. # of communities that apply the biodiversity monitoring system. b. # of hectares subject to forest management plans. c. # of species indicators that keep their inhabitants at landscape level. d. Rate of change in the floral diversity of the forest (representative for BD in general) at the impact study project site. and. Rate of deforestation and degradation of the study sites of the impact of the project. F. Areas of special destination and under strict protection.	monitor biodiversity. B) 160,000 Hectares. C) Numbers in decline in populations. D) TBD before the end of the BD monitoring system. E) TBD once the local team is equipped, functional and has the ability to effectively monitor deforestation. F) 32,000 Hectares	communities request the BD monitoring system. B) 25,000 additional hectares under forest management plans mainly in Ixiamas and 5,000 hectares under non-timber forest management plans mainly in Guanay. C) The BD monitoring system shows the population of the jaguar (Panthera onca) pecarí labio blanco (tajasu tojaco) and spider monkey (Ateles paniscus) is stable. D) <10% of the plots with floral diversity of forests on certified sites. E) 0% deforestation in certified sites. F) 6,000 hectares (20% of the total certified forest land request special destination (set-asides) and protection plans and strict	regions, the monitoring system is approved by the Government and integrated as an integral part of the operational plan for the Integral Management of Forests. Legal certainty strengthens the country's forest concessions and TCOs are respected. Product Market Demand
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				measures for the protection of the BD with the support of associates.	
	<p>Increase in the competitiveness of the communities which allows greater investments in biodiversity conservation, measured through: a. Increase in income of communities. b. Increase in investments in BD monitoring measures</p> <p>Level of participation of women and men in CFE operations in the project impact study sites</p>	<p>a) Annual income from US\$ 8.000 to 20.000. b) 0% of income was invested in BD monitoring.</p> <p>TBD once participants agree on gender indicators</p>	<p>a) Increase of 15% of the income of the communities that work with timber and 20% of those that work with NTPFs in relation to the traditional market. b) An average of 25% of the communities invest 5% of their income in BD.</p> <p>30% average increase in the participation of women in CFE operations</p>		
Result 1	Indicator	Base Line	Mid / final project goal	Source of validation	Risk and Assumptions
Institutional support mechanisms are generated to promote biodiversity conservation	Legal, regulatory and operational frameworks facilitate the protection of the BD in the	A) There is a National Plan for Integral Forest Management but it has not been put	Half term: A) Proposed operational plan for the Integral Forest Management presented and	A) and B) Operational Plan for Integral Forest Management. C) Official gazette. D)	Appropriate political support for initiatives in order to hasten the approval of legal,

through forest and sustainable management and certification.	<p>AMC area. A) BD protection is incorporated as a requirement of the forest management. B) The BD monitoring tool is developed, validated and included as a requirement within the forest management operational plan. C) National policy to promote the acquisition of certified forest products. D) # NTFP management plan rules</p>	<p>operational yet. B) There are at least 3 examples of BD monitoring systems but they have not been adapted to be used by communities. C) There is no national policy that prioritizes the purchase of certified products. D) There are two standards for NTFP (Chestnut and Palms of Asai)</p>	<p>adopted by the Government. B) Simplified certification of FSC standards approved by FSC. End of the project: C) Operational Plan for Integral Forest Management, effectively integrates guidelines for BD protection and the implementation of a BD tool. D) A national policy that prioritizes the acquisition of certified forest products is approved and implemented by both municipalities. E) At least two standards of management plans approved for other NTFPs.</p>	<p>Guidelines for the national certification of Integral Forest Management. D) FSC valid certification guidelines. Rules for NTFP published ABT data. a) and b) Seizure reports. Penalized cases. Simplified procedural documents. c) Field Reports</p>	<p>regulatory and operational frameworks. The political will for an effective integration of BD protection within the concept and implementation of the Integral Forest Management Plan. The Vice Ministry maintains a good level of coordination with forest users. The structure of the ABT and the standards under the new Forest Law provides political security.</p>
	<p>Reduced timber piracy in the project intervention area: A) Illegal deforestation rate in the project area. B) # of wood seizures in the</p>	<p>A) 100% of deforestation is illegal (2007). B) 160 wood seizures in the implementation region in 2009. C) 0 mobile equipment in</p>	<p>A) 30% reduction of illegal deforestation in the project intervention area. B) In the medium term of the project, the</p>	<p>a) and b) Plans. c) and d) work plans, audit reports, interview reports</p>	<p>The stability of technicians is maintained and internal controls are implemented to reduce corruption. The regulation of the law does</p>

project area. C) # of mobile equipment fully operating	the project region.	effectiveness of operations against illegal timber has increased by 40%. C) Two mobile inspection teams formed and operative	not contradict the control measures
Technical team to support operational forest certification. A) # of municipal forest management and development plans created and connected to municipal plans (PDM). B) # of PDMs that include chapters and monitoring elements of the BD. C) # of internal technical (forestry) audit teams in operation for the Ixiamas area. (ABT, MFUs, NGOs). D) # of technical audits to support the CFEs in the process of certification.	A) 0 municipal forest management and development plans created and connected to the PDM (MFUs with low budget allocation and isolated projects). B) 0 municipal plans (PDM) that include chapters and elements of biodiversity monitoring. C) There are no internal audit services within the CFEs, ASLs, or in TCOs. D) 0 of technical audits to support the CFEs in the process of certification (lack of knowledge of certification processes)	A) Three municipal forest management and development plans created and connected to the PDMs. B) municipal plans (PDM) include chapters and monitoring elements of the BD. C) An internal technical audit (forestry) team in operation for the Ixiamas area. (ABT, UFM, NGOs). D) 15 technical audits to support the CFEs in the process of certification.	

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ANNEX C: EVALUATION QUESTIONS

Evaluation Criteria - Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF area of interest and to the environmental and development priorities at local, regional and national levels?			
Effectiveness: To what extent have the expected results and objectives of the project been achieved?			
Efficiency: Was the project implemented efficiently in accordance with international and national standards and standards?			
Sustainability: To what extent are there financial, institutional, socioeconomic or environmental risks to sustain the results of the project in the long-term?			
Impact: Are there indications that the project has contributed to reducing environmental stress or improving the ecological state, or has allowed progress towards these results?			

This is a generic list to be completed later with more specific questions by the PO and the GEF / UNDP Regional Technical Advisor depending on the specific circumstances of the project.

ANNEX D: GRADING SCALES

<i>Results, effectiveness, efficiency, M&E ratings and AyE execution</i>	<i>Sustainability ratings</i>	<i>Relevance ratings</i>
6: Very satisfactory (VS): no deficiencies 5: Satisfactory (S): minor deficiencies 4: Something satisfactory (SS) 3: Somewhat unsatisfactory (SU): important deficiencies 2: Unsatisfactory (U): important deficiencies 1: Very unsatisfactory (VU): serious deficiencies	4. Likely (L): insignificant risks to sustainability. 3. Somewhat likely (SL): moderate risks. 2. Something unlikely (SU): Significant risks. 1. Unlikely (U): Serious risks.	2. Relevant (R) 1.. Not Relevant (NR) <i>Impact ratings</i> 3. Significant (S) 2. Minimum (M) 1. Insignificant (I)
<i>Additional qualifications where relevant:</i> Not applicable (N/A) Cannot be measured (C/M)		

ANNEX E: EVALUATION CONSULTANT CODE OF CONDUCT AGREEMENT FORM

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses, so that the 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 in contact in the course of the evaluation. Knowing that the 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 limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form³

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

Name of Consultant: Guido Fernández de Velasco Sert _____

Name of Consultancy Organization (where relevant): UNDP

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

Signed at *Barcelona* on *September 19, 2019*



Signature: _____

³ www.unevaluation.org/unegcodeofconduct

ANNEX F: EVALUATION REPORT OUTLINE⁴

- i. Opening page:
 - Title of UNDP supported GEF financed project
 - UNDP and GEF project ID#s.
 - Evaluation time frame and date of evaluation report
 - Region and countries included in the project
 - GEF Operational Program/Strategic Program
 - Implementing Partner and other project partners
 - Evaluation team members
 - Acknowledgments
- ii. Executive Summary
 - Project Summary Table
 - Project Description (brief)
 - Evaluation Rating Table
 - Summary of conclusions, recommendations and lessons
- iii. Acronyms and Abbreviations
(See: UNDP Editorial Manual⁸)
- 1. Introduction
 - Purpose of the evaluation
 - Scope & Methodology
 - Structure of the evaluation report
- 2. Project description and development context
 - Project start and duration
 - Problems that the project sought to address
 - Immediate and development objectives of the project
 - Baseline Indicators established
 - Main stakeholders
 - Expected results
- 3. Findings

(In addition to a descriptive assessment, all criteria marked with (*) must be rated⁹)
- 3.1 Project Design / Formulation
 - Analysis of LFA/Results Framework (Project logic /strategy; Indicators)
 - Assumptions and risks
 - Lessons from other relevant projects (e.g., same focal area) incorporated into project design
 - Planned stakeholder participation
 - Replication approach
 - UNDP comparative advantage
 - Linkages between project and other interventions within the sector
 - Management arrangements

⁴ The Report length should not exceed 40 pages in total (not including annexes).

⁸ UNDP Style Manual, Office of Communications, Partnerships Bureau, updated November 2008

⁹ Using a six-point rating scale: 6: Highly Satisfactory, 5: Satisfactory, 4: Marginally Satisfactory, 3: Marginally Unsatisfactory, 2: Unsatisfactory and 1: Highly Unsatisfactory, see section 3.5, page 37 for ratings explanations.

- 3.2** Project Implementation
- Adaptive management (changes to the project design and project outputs during implementation)
 - Partnership arrangements (with relevant stakeholders involved in the country/region)
 - Feedback from M&E activities used for adaptive management
 - Project Finance
 - Monitoring and evaluation: design at entry and implementation (*)
 - UNDP and Implementing Partner implementation / execution (*) coordination, and operational issues
- 3.3** Project Results
- Overall results (attainment of objectives) (*)
 - Relevance (*)
 - Effectiveness & Efficiency (*)
 - Country ownership
 - Mainstreaming
 - Sustainability (*)
 - Impact
- 4.** Conclusions, Recommendations & Lessons
- Corrective actions for the design, implementation, monitoring and evaluation of the project
 - Actions to follow up or reinforce initial benefits from the project
 - Proposals for future directions underlining main objectives
 - Best and worst practices in addressing issues relating to relevance, performance and success
- 5.** Annexes
- ToR
 - Itinerary
 - List of persons interviewed
 - Summary of field visits
 - List of documents reviewed
 - Evaluation Question Matrix
 - Questionnaire used and summary of results
 - Evaluation Consultant Agreement Form

ANNEX G: EVALUATION REPORT CLEARANCE FORM

To be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document.)

Evaluation Report Reviewed and Cleared by

UNDP Country Office

Name: _____

Signature: _____ *Date:* _____

UNDP GEF RTA

Name:

Signature: _____ *Date:* _____

ANNEX H: PROPOSED SCHEDULE

DATE	LOCATION (ROUTE)	DEPARTURE	Arrival	ACTIVIDAD
Day 1	La Paz			Consultant arrival
Day 2	La Paz	08:30	10:00	Interview with PNUD representatives
Day 2	La Paz	11:30	13:30	Interview with VMA
Day 3	La Paz	08:30	12:30	Interview with BOL 79912
Day 4	La Paz		ABT meeting	ABT meeting
Day 4	La Paz			DGBAP meeting
Day 4	La Paz - Rurrenabaque	16:00	17:00	Tránsito
Day 4	Rurrenabaque	18:30		RQE office visit and dinner. Overnight stay
Day 5	Rurrenabaque - San Buenaventura	08:30	10:00	Transportation and meeting with Environment Manager of the San Buenaventura GAM
Day 5	San Buenaventura - Tumupasa	10:00	11:30	Transportation
Day 5	Tumupasa	11:30	13:00	Meeting with CIPTA
Day 5	Tumupasa	13:00	14:00	Lunch
Day 5	Tumupasa	14:00	15:30	OFC APIAT/AGROFORT visit
Day 5	Tumupasa - Ixiamas	16:30	18:30	Transportation
Day 5	Ixiamas	18:30	20:00	Ixiamas GAM meeting
Day 5	Ixiamas	20:00		Overnight stay.
Day 6	Ixiamas - Carmen Pecha	08:30	10:30	Visit to the processing plant - Meeting with the reeve of the community and responsible
Day 6	Ixiamas	11:00	12:00	Visit to San Pedro OFC
Day 6	Ixiamas	12:00	13:00	Lunch
Day 6	Ixiamas - Santa Rosa de Maravilla	13:00	14:30	Transportation and visit to the processing plant
Day 6	Santa Rosa de Maravilla - RQE	18:00	20:00	Transportation and overnight stay

Day 7	RQE - Inicua - Charcas II	07:00	12:30	Transportation and visit to the enterprises in Inicua and Charcas II Meeting with the entrepreneurship manager
Day 7	Charcas II - Palos Blancos - Villa Porvenir - San Antonio	12:30	16:30	Transportation and visit to the enterprises in Porvenir and San Antonio Meeting with the enterprises responsible Meeting with intercultural manager
Day 7	Palos Blancos	20:00		Overnight stay.
Day 7	Palos Blancos	08:30	10:00	Meeting with Palos Blancos Municipality
Day 7	Palos Blancos	10:00	11:00	Visit to the OMIM entrepreneurship Meeting with the enterprises manager
Day 7	Palos Blancos - Alto Beni	11:30	13:00	Visit to Alto Beni Municipality
Day 7	Alto Beni	13:00	13:30	Lunch
Day 7	Alto Beni - Caranavi - Guanay	14:00	20:00	Overnight stay at Guanay
Day 8	Guanay	08:00	10:30	Visit or meeting with Chocolecos Honey producers
Day 8	Guanay	10:30	12:30	PILCOL meeting
Day 8	Guanay	12:00	13:30	Lunch
Day 8	Guanay	14:00	15:00	Town Hall
Day 8	Guanay - Caranavi - La Paz	15:00	15:45	Transportation
Day 9	La Paz	08:30	10:30	APMT meeting
Day 9	La Paz	10:30	12:30	Territorial Coordination Unit - VCT - MPD meeting
Day 10	La Paz	08:30	10:30	VMA Results Presentation Meeting
Day 10	La Paz	10:30	12:30	UNDP Results Presentation Meeting
Day 10	La Paz			Departure from Bolivia

5.2 Evaluation Matrix

Evaluative questions	Indicators	Sources	Methodology
Project Strategy: To what extent is the project strategy relevant to national priorities and ownership and involvement of the country?			
Is it the best way to get the desired results?			
Did the project take into account the opportunities of the context and capabilities of organizations / institutions in the framework of Sustainable Development to define implementation strategies?	Existence of national analysis documents and incorporated in the situation analysis section of the ProDoc that feed this reflection.	ProDoc, interviews with project staff	Documentary analysis Semi-structured interviews with key informants (Government, International Organizations) as detailed in this report.
Is the project in line with the UNDP mandate in this area, with national needs and interests, and with national / regional / international mercury commitments made at the regional level?	Degree to which the products of the project are consistent with national priorities, with the strategic areas of UNDP and are in line with the requirements of the commitments assumed by countries at the regional / international level.	ProDoc Progress Reports (presented to Donors) AWPs Specialized Regional Documents UNDP Strategic Program Key informants	Documentation analysis, research, and triangulation of documentation review and interviews information.
Have potential externalities (environmental, economic or political) been considered when designing the project?	Degree of analysis and deepening in the risks and mitigation measures section of ProDoc	ProDoc	Documentation analysis
Does the project strategy reflect a deep identification of environmental and social risks? Are there adequate mitigation measures?	Existence of ESMF and continuous report on risks in PIRs	ProDoc	Documentation analysis, research, and triangulation of documentation review and interviews information.
Was taken into account the perspective of those who would be affected by the decisions related to	Presence of specific indicators in the results framework	ProDoc	Documentary analysis and semi-structured interviews

the project, who could influence its results and who could contribute information or other resources during the project design processes?			
In terms of the definition of the theory of change, how were gender and human rights factors considered?	<ul style="list-style-type: none"> Levels of disaggregation of data based on gender that are registered. Degree to which the Program invested in specialized technical assistance in these areas. 	ProDoc Progress Reports (presented to donors) AWPs Key informants	Documentary analysis Semi-structured interviews with key informants
Does the project budget include financing for results, products and activities with gender relevance?	Amount of money allocated to results, products and activities.	ProDoc budget; AWP; Substantive Reviews	Documentation review and semi-structured interviews
Is the results framework consistent and adequately reflects the theory of change to which the Program intends to contribute?	Adequacy in the description of the different components of the results framework and adequate hierarchy between them.	ProDoc	Documentary analysis Semi-structured interviews with key informants (UNDP, Government, International Organizations) as detailed in this report..
Are mid-term and final goals effectively SMART?	Degree to which goals are measurable	Results Matrix; Monitoring Matrix; Substantive Reviews	Documentary analysis.
Are the outcome and products indicators and well designed enough to support its monitoring? Can they be measured?	Degree to which indicators can be considered SMART	Results Matrix; Monitoring Matrix; Substantive Reviews	Documentary analysis
Progress in achieving results: What is the degree of compliance with the desired results and objectives so far?			
Have the expected products been achieved?	Level of achievement reported in the GEF monitoring tools and PIRs on the logical framework	GEF Tracking Tool; PIR; Quarterly reports	Documentary analysis Semi-structured interviews with key informants
Have the mid-term goals been achieved for each outcome and	Level of achievement reported in the GEF monitoring tools and PIRs	FMAM Tracking Tool; PIR; Quarterly reports	

product?	on the logical framework		
What have been the main obstacles, as well as the facilitating factors that have limited and / or enhanced the achievement of the expected results?	Extent to which external factors / risks were considered in the definition of the work lines.	Stakeholder engagement plan safeguards; ProDoc; Awp; quarterly reports	
Is the partner strategy appropriate, effective and feasible for the achievement of the products?	<ul style="list-style-type: none"> • Level of actual co-financing • % of results achievement 	Stakeholder engagement plan safeguards; ProDoc; Awp; quarterly reports	
Project Execution and Adaptive Management: Has the project been implemented efficiently, cost-effectively and adapted to changing conditions so far? To what extent do the monitoring and evaluation, information and communication systems of the project contribute to its execution?			
Have the available human, technical and financial resources been properly applied to achieve activities and products? And in this sense, have the expected timeframe and amounts been respected?	<ul style="list-style-type: none"> • Level of budget execution in relation to what is programmed in proportion to the activities carried out. • Degree to which the optimization criterion has been applied to substantive reviews in investments / disposition of funds. • National counterpart resources become effective in a timely manner as expected in AWP • Level at which the implementing partners actively participate in the planning of programmed activities. 	ProDoc Progress Reports (presented to donors) AWPs CDRs Financial monitoring reports generated by UNDP Substantive Reviews Informants	Documentary analysis Semi-structured interviews with key informants
Has there been effective coordination between the different stakeholders in the implementation of the project?	Existence of a stakeholder participation strategy; Participation of other stakeholders	ProDoc review and Minutes of the Project Steering Committee meetings	Documentary analysis Semi-structured interviews with beneficiaries and government

What have been their specific roles and responsibilities?	in the Project Steering Committee		representatives.
Has there been duplication of effort between the Project interventions and those carried out by other projects?	Perception of the involved stakeholders on the level of efficiency in relation to the different projects.	Minutes of the Steering Committee meetings review. Beneficiaries interviews.	Documentary analysis Semi-structured interviews with beneficiaries.
What is the capacity analysis and institutional arrangements for the implementation of the project?	Capacity of the executing agency and national counterparts to execute the project	Environmental capacity analysis ProDoc	Documentary analysis Semi-structured interviews with key informants
Has the technical assistance provided by UNDP through human resources (offices, external consultants) been sufficient and of the required quality to enforce the implementation commitments?	<ul style="list-style-type: none"> • Level of turnover / replacement of UNDP country office staff; • Favorable / unfavorable perception of national partners on the roles played by UNDP experts and contracted consultants. 	ProDoc Progress Reports (presented to donors) AWPs Financial monitoring reports generated by UNDP Substantive Reviews Informants	Documentary analysis Semi-structured interviews with key informants
Has the co-financing been as planned?	Degree of co-financing	ProDoc and PIR	Documentary analysis and interviews
Has there been a systematic practice of achievements monitoring based on outputs and, where appropriate, has such monitoring contributed to improving the efficiency of the program?	Level of adequacy of SMEs for operational and management decision-making.	Project monitoring reports and missions monitoring actions.	Documentary analysis and interviews
Sustainability: To what extent are there financial, institutional, socio-economic and / or environmental risks for the long-term sustainability of the project results?			
What are the trends beyond the	Degree of inclusion of trends in the	Documentary analysis	Documentary analysis and

control of the project that influence the products? (Including the opportunities and risks that affect the achievement of the products)	analysis of environmental and social risks		interviews
To what extent can it be affirmed that the appropriation of the program at the national level can ensure the continuity of the services that in the matter of mercury elimination were achieved through it?	Degree to which alliances generated through the project will ensure continuity of services.	National Plans with a clear emphasis on mercury. Domestic laws and regulations. Key informants	Documentary analysis Semi-structured interviews with key informants
What level of dependence on GEF resources does it represent for countries to establish their BD plans / policies?	<ul style="list-style-type: none"> • National Investment Levels • Perception of national partners' on the financing gaps in the short and medium term 		

5.3 Model questionnaire or Interview guide

Semi-structured interview guide for partners (interviews with government partners, NGOs, Civil Society, Private Sector, communities)

Date	
Interviewees	
Name	
Position	
Address	
Tel.	
Mail	

Introduction:

- ✓ **Thank the interviewee for the time dedicated to the interview.**
- ✓ **Introduce yourself briefly.**
- ✓ **Briefly introduce the main objective of the evaluation and how will information be collected.**
- ✓ **Ask if the participant / interviewee has any specific questions or concerns before starting the interview.**
- ✓ **Make clear that all information collected will be strictly confidential.**

Part I: General information

Please briefly explain the labor of your organization and its relationship with the Bol / 79912 project.

Note: it is important to know exactly whom we are talking to: Is it a government representative directly involved in the execution of the project? Is it a representative of another project collaborating with the present project? Is it a member of an NGO? Is it part of the private sector? Depending on the nature of the collaboration, questions should be adapted to make them more specific.

Important information::

- *Time being a partner*
- *Relationship with the project*
- *Is there any kind of evidence of the relationship, such as an agreement of understanding?*

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Part II: Project strategy:

1. Please explain briefly if you consider that the project is well designed and aligned with the national priorities, considering its 3 components: Mechanisms for institutional support to promote the conservation of the BD through the sustainable management and certification

of forests, communities with strengthened capacities in Integral Forest Management to obtain and maintain the certification and management of forests in a sustainable manner and respecting the BD and finally, existence of economic incentives to attract and maintain community forestry operations.

(See if there is alignment with the National Development Strategy, etc.)

2. Did you or someone from your unit/organization participates in the project formulation process? Please describe the process.

(n/a to some partners or stakeholders)

3. Do you think the project has considered the potential externalities (environmental, economic or political) in the design of the Project?

4. Do you think the project has considered all possible risks?

Note:

Reference the identified risks (1. Institutional instability - high staff turnover; 2. Bureaucratic procedures and anti-corruption hinders the procedures; 3 Policy: In the short-term, the economic vision of public policies with its limited awareness encourages practices that are incompatible with BD protection; 4. Regulatory: legal uncertainty about the forestry sector and limited visibility related to the content of the future forestry law; 5. Climate change)

5. Do you think that the results and product indicators are well designed? Can they be measured?

6. Do you think that the project has generated or can generate beneficial development effects for the country or could it catalyze them in the future (eg. Income generation, reduction of greenhouse gas emissions) so that they should be included in the results framework?

Part III: Progress towards results

7. To what extent does the project support your Ministry / Secretariat / Organization to achieve the expected results? Explain briefly.

8. Have final goals been achieved for each outcome and product? What do you think has worked exceptionally well and why?

9. What have been the main obstacles, as well as the facilitating factors to the achievement of the results? Please explain.

10. Had the project an appropriate partner strategy? Should any other partner or key stakeholder be added to the process? Please explain.

Part IV: Project implementation and Adaptive management

11. Do you think that the structure and organization of the project are adequate? (Headquarters, UNDP support) Does the project have enough human and technical equipment and resources to achieve the results?

Note:

If you do not know, ask if he/she has been informed about any changes in the project and if it could have influenced or transmitted concerns in the different instances of coordination

12. Have there been substantive changes in the project? Has the project been able to adapt to these changes?

13. How was the coordination between stakeholders? Have the different coordination committees worked? (Board of directors, national coordination committee) Can it be improved?

(n/a for some actors)

GOVERNMENT

14. Do you think there has been duplication of efforts with other projects?

15. How have the various political changes impacted the achievement of the results?

16. Do local governments support the objectives of the project? Do they have an active role in decision-making?

17. Do local governments have decision-making power in relation to forest certification, monitoring or marketing?

18. Once the project is finished, do local communities have the capacity to manage the process?

19. Have different partners contributed to co-financing? How are they being monitored?

20. Have you or the organization you represent participated in the project monitoring? Do you think it has been effective? Can it be improved? Do you know if national data, statistics, information generated at national level are being used?

Part V: Sustainability

21. Once the project and GEF financial support is completed, will the Government be able to continue promoting this initiative?

22. The forest certification process is expensive and complex. Do you think that the products generated by the project and the strengthened capacity of the responsible parties are sufficient to continue promoting the certification?

23. Are there new risks to take into account for the sustainability of the project? (For example, political, market instability.) What measures could be taken to mitigate these risks?

Thank you!

Do you have any other comments, anything to add?

5.4 Rating scales

Ratings for outcomes, effectiveness, efficiency, M&E and I&E Execution		
6	Highly satisfactory (HS)	There were no shortcomings
5	Satisfactory (S)	There were only minor shortcomings
4	Moderately Satisfactory (MS)	Minor shortcomings, although it is expected that at least some products will be maintained
3	Moderately Unsatisfactory (MU)	High risk that the main results will not be maintained beyond the useful life of the project, although some products will.
2	Unsatisfactory (U)	High risk that the outcomes and products will not be maintained.
1	Highly Unsatisfactory (HU)	Se It is expected that very few or no products or activities will continue after project closure.

Sustainability ratings: (a general assessment)		
4	Likely (L)	Insignificant risk for sustainability, with key outcomes expected to continue into the foreseeable future.
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress observed in goals achievements during the mid-term review.
2	Moderately unlikely (MU)	Substantial risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on.
1	Unlikely (U)	Severe risk that project outcomes as well as key outputs will not be sustained.
0	Very Unlikely (VU)	It is expected that very few or no products or activities will carry on after project closure.

Relevance ratings: (a general assessment)	
2	Relevant (R)
1	Not relevant (NR)

Impact ratings: (a general assessment)	
3	Significant (S)
2	Minimal (M)
1	Insignificant (I)

5.5 TE mission itinerary

EVALUATION FIELD VISIT PROPOSAL

Trip	Via	Stakeholder	Date	Activity	Days
La Paz - La Paz	Air	UNDP, Project Bol 79912, Vice Ministry, Dir. Forestry, ABT La Paz	10/07 PM	<ul style="list-style-type: none"> Interview with BOL 79912 (3 hours) 	2
			11/07 AM	<ul style="list-style-type: none"> Interview with BOL 79912 (3 hours) 	
			11/07 PM		
La Paz – Caranavi - Guanay	Land	Bol 79912	12/07 AM	Trip.	0,5
Guanay - PILCOL	Land	PILCOL (Arturo Quety) Guanay Municipality (Marco Aurelio - Sub-mayor)	12/07 PM		0,5
Guanay – San José de Pelera	Land	Chocolecos (Benigno Salazar) Honey producers (Edson Medina)	12-13/07 PM-AM	Overnight stay at Guanay	1
			13/07 AM		
Guanay - Cotapampa	Land	Majo producers de Cotapampa (Janet Pinto and others)	13/07 AM	Overnight stay at Guanay	0,5
Cotapampa – Santa Rosa – Palos B.	Land	Santa Rosa (Sonia Valero)	14/07 PM	Trip to Sta Rosa and Palos B. and overnight stay at Palos Blancos	0,5
Palos B. - Rurrenabaque	Land	OMIN (Justina Álvarez) OECME Inicua (Hilda Surco)	15/07 AM 15/07 PM	Trip to Rurrenabaque through Inicua. Overnight stay in Rurrenabaque.	0,5
Rurrenabaque - Tumupasa – Ixiamas	Land	OFC APIAT (Kemel Fesy, David Medina)	16/07 AM	Overnight stay in Ixiamas.	0,1

		OFC San Pedro (Fredy Howard and others)	16/07 PM		
Ixiamas – Rurrenabaque	Land	Ixiamas City Hall (Mayor and technical team) Carmen Pecha Productive Initiative CIPTA (Constantino Nay, Robert Cartagena)	17/07 AM	Overnight stay in Rurrenabaque.	0,5
Rurrenabaque – La Paz	Air	Bol 79912	18/07 14:20 PM	Overnight stay in La Paz.	0,5
La Paz – La Paz	Land	Guido Fernández	18/07 PM	<ul style="list-style-type: none"> Meeting with UNDP Representatives 	0,5
La Paz – La Paz	Land	Guido Fernández	19/07 AM - PM	<ul style="list-style-type: none"> Interview ABT La Paz (1 hour) Eng. Jhony Choque yet to schedule. DGGDF Meeting Eng. Aldo Claire. Closing meeting. 	0,5
La Paz - España	Air	Guido Fernández	20/07	Consultant travel Spain	0,5
					10,0

5.6 List of people interviewed

Day	Person	Position
10/07	Edgar Gareca	Consultant
10/07	Karen Udaeta	Consultant
10/07	Dalia Beltrán Mano	Head of the Forest Management and Conservation Unit, coordinator ad interim project
10/07	Jhon Rosales	Administrative assistant
11/07	Eloy Zenteno	MIF Administrative Consultant
11/07	Karen Udaeta	Consultant
12/07	Benigno Salazar Gamboa	Chocolecos partner
12/07	Omar Mejía	Leader of the Departmental Federation of Cocoa Producers and Collectors
12/07	Viviana Salazar	Chocolecos Communication Manager
13/07	Arturo Qetimedina	PILCOL President
13/07	Marcos Aurelio Conlari	Leco indigenous district Sub-mayor
13/07	Policario Limber	Honey entrepreneurship partner
13/07	Maria Luisa Tapia	Honey entrepreneurship partner
13/07	Sofia Condori	Honey entrepreneurship partner
13/07	Edson Medina	Honey entrepreneurship partner
13/07	Tito Ibáñez	Honey entrepreneurship partner
14/07	Melanie Zegaja	Majo entrepreneurship partner
14/07	Rene Garila	Majo entrepreneurship partner
14/07	Manuel Blanco	Majo entrepreneurship
14/07	Jannet Pinto	Majo entrepreneurship
14/07	Estevan Perez	Majo entrepreneurship
14/07	Francisco Cripa	Majo entrepreneurship
14/07	Corsino Morinera	Majo entrepreneurship
14/07	Fortunata Pérez	Majo entrepreneurship
14/07	Emiliana Morinero	Majo entrepreneurship
14/07	Josefa Mamai	Majo entrepreneurship
15/07	Justina Álvarez	OMIN Production manager
15/07	Hilda Surco	OECME INICUA Plant President
15/07	Carmen Callata	OECME INICUA Partner
16/07	Kemel Feccy	Small Agroforestry Industrialists Association of (APIAT) Administration Manager
16/07	David Medina	APIAT Legal Representative
16/07	Freddy Howard	OFC San Pedro Administration Manager
17/07	Abraham Amani Paco	OFC San Pedro Administration Responsible
17/07	Arremberto Escobar	General Secretary of Ixiamas Municipality
17/07	Helio Zambrana	Production Unit Manager
17/07	Leonidas Zambrana	Legal Representative
17/07	Vicenta Sea	Minutes
17/07	Ervin Dumy	Marketing Secretary
17/07	Edwin Aldo Wancasea	Carmen Pecha Partner
17/07	Luciano Darwa	Carmen Pecha Partner
17/07	Severo Portillo	Carmen Pecha Partner
17/07	mariano Macuapa	Carmen Pecha Partner
17/07	Veronica Castro	Carmen Pecha Partner
17/07	Casto Portillo	Carmen Pecha Partner
17/07	Jose Macuapa	Carmen Pecha Partner
17/07	Rodreri villamay	Carmen Pecha Partner
17/07	Siria Macuapa	Carmen Pecha Partner
18/07	Rocío Chain	Programe Officer, UNDP
18/07	Monica Pacheco	Monitoring and Evaluation, UNDP
18/07	Constantino Nay	Chairman
18/07	Robert Cartagena	Secretary of Natural Resources
18/07	Dolores Amutari Kenebo	Secretary of Health
18/07	Yessi Mayo	Secretary of Economy and Development
18/07	Gladys Ibaguari	CIPTA President
19/07	Jhony Choque Valencia	ABT Department Director
19/07	Aldo Flores	Forest Management Director

5.7 List of documents examined

Item #	Items (electronic versions are preferable whenever possible)	Comments
1	PIF	✓
2	UNDP Initiation Plan	
3	UNDP Final Project Document and final GEF approval documents (authorization request from the CEO, etc.)	✓
4	Results of the UNDP Environmental and Social Diagnosis	In ProDoc
5	Progress reports (quarterly, semi-annual, or annual) with the project work plans and corresponding financial reports	✓
6	Project Initiation Report	✓
7	All Project Implementation Reports (PIRs)	All PIRs are available
8	Quarterly progress reports and work plans of the various task teams responsible for implementation	✓
9	Audit reports (electronic copies if possible)	✓
10	Electronic copies of the completed and relevant Monitoring Tools of the GEF, from the CEO authorization to half the cycle (<i>indicate the specific TTs for this area of action of the project</i>)	✓
11	Project supervision reports	✓
12	Minutes of the meetings of the Project Board and any other related body (E.g. meetings of the Preliminary Project Evaluation Committee)	✓
13	Maps of project execution locations, as requested.	Included in the ProDoc
14	Other related management documents: adaptive management reports, Management memoranda, etc.	Minutes of the Steering Committee meetings
15	Electronic copies of project products: newsletters, brochures, manuals, technical reports, articles, etc.	The evaluator has been given access to the project Gdrive
16	Summary list of formal meetings, workshops, etc. that have been carried out, indicating date, place, topic treated and number of participants	Information available in quarterly reports
17	Any available information on the relevant monitoring data on environmental matters (species indicators, etc.), beyond what is available on indicators in the logical framework of the PIRs	Information available on the different products
18	Any relevant monitoring data in socio-economic matters, such as the average income / employment levels of stakeholders in the area of action, changes in income related to project activities	N/A
19	Actual expenses per project result, including management costs, as well as documentation of any significant budget review	✓
20	List of contracts and items purchased for more than ~\$5,000 (for example, entities or companies contracted for project products, etc., except in cases of confidential information)	Pending
21	Co-financing table with a breakdown of expected and actual totals in cash and in kind, as well as by origin, if available	✓

Evaluators:

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 limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form

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

Name of Consultant: Guido Fernández de Velasco Sert _____

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 at Barcelona on July 23, 2019




Firma:

5.8 Signed UNEG Code of Conduct Form

5.9 Signed TE final Report Clearance Form

ANNEX G: EVALUATION REPORT CLEARANCE FORM

(to be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document)

Evaluation Report Reviewed and Cleared by	
UNDP County Office	
Name:  Luciana Merniet Representante Residente ONUD en Bolivia	
Signature: 	Date: <u>23/01/20</u>
UNDP GEF RTA	
Name: Maria Cruz	
Signature: 	Date: <u>04/02/2020</u>

5.10 Audit Trail from received comments on draft TE report

The following comments were provided in the form of editing changes to the draft of the Mid-term Review report. They are referenced by institution ("Author" column) and track change comment number ("#" column):

Author	#	Paragraph Nº / Comment location	Comment / Feedback on the draft MTR report	MTR evaluator response and actions taken

5.11 Baseline of Evidence

Evaluator response to the observations: Draft TE Report - 3971Bolivia Forestry			
Page	Content	Observation / recommendation	Response
Page 7	Table 1 Evaluation Rating	<p>In the rating it is observed that the impact of the project is “M” (minimum). In this sense, it is argued that although the project has not achieved the goals set, the impact should be reviewed considering that in general it has achieved a Medium-term impact on the territorial approach since sustainability aspects have been implemented and planning processes have been established according to the Bolivian structure and overview planning so far.</p> <p>On the other hand, forestry management under management has been contemplated. Although certification has not been achieved as expected, it is observed that the type of certification for non-timber products is not a raised issue. Therefore, the project shows progress in forestry management, even showing the parameters to achieve it.</p>	<p>According to the evaluation standards, the evaluator looks for evidence of the achievement of the project's foreseen impact through the interventions. Demonstrable improvements in ecological status are sought. Demonstrable stress reduction of ecological systems or through specific indicators showing if progress is being made towards achieving it.</p> <p>Likewise, it is worth highlighting the expected long-term impact of the project in terms of increased revenue of the OFCs that allocate resources to BD conservation; increase in the competitiveness of forestry operations and finally, greater participation of women and men in the operations of the OFCs.</p> <p>The evaluator has only been able to verify an increase in the participation of women in the OFCs but not in the first two impacts.</p> <p>On the other hand, although it has been found that the project has had a positive impact on the planning processes and the realization of forestry management under management, the results of such impact on forest conservation have not been perceived directly.</p> <p>For all the above, as of the evaluation date, the evaluator has not seen concrete evidence of the impact achievement and therefore does not consider it appropriate to</p>

			change the rating.
Page 8	<p>...Explore the possibility of including, with funds external to the GEF, a seed capital for the ventures.</p> <p>Many communities require seed capital to start strongly (raw material, mobility, marketing)</p>	<p>The project had a capital for a revolving fund, which was difficult to implement given the time required for it and the construction of skills for its administration, so it was determined to allocate those resources to other expenses.</p>	<p>The text has been amended to "Explore the possibility of including, with funds external to the GEF, a seed capital for the ventures.</p> <p>Many communities require seed capital to start strongly (raw material, mobility, marketing, etc.)</p> <p>The project worked on the implementation of a revolving fund that did not progress due to the lack of national capacities for its administration.</p> <p>Therefore, the suitability analysis of the implementation of a seed capital fund must be carried out during the project design phase.</p>
Page 26	Table 4 Key stakeholders	<p>In the table, the programme townships (7) of the Project are not mentioned. They must be included.</p>	<p>The 7 townships have been included in table 4.</p>

Page 29	<p>...The project has lasted three years and three months longer than originally planned. This is due to an over-dimension of the results and products and a strong political change that has caused the project to have to be adapted and had an over-execution that led to the request for two extensions of the project's closing date.</p>	<p>A fundamental aspect of the analysis is based on the extension of the project (according to the analysis, having extended the project for a period of 3 years and 3 months is because it was evidenced in the mid-term evaluation that it was impossible to apply the project as it was originally proposed. In this sense, it is recommended that the document reflect the effort of the executing institutions to implement the project with the proposed terms of development.</p>	<p>The paragraph on page 29-30 has been amended "The project has lasted three years and three months longer than originally planned. This is due, according to the MTR, to an over-dimension of the results and products and a strong political change that made it impossible to carry out the substantive execution of the project as originally proposed and therefore did not achieve an efficient execution of the budget that led to the request of two extensions of the closing date of the project by the Steering Committee. It should be noted that the evaluator has found that the executing institutions attempted to execute the project at the times set in the context of the changes described above.</p>
Page 30	<p>... The new risks identified are the following:</p> <ol style="list-style-type: none"> 1. Gold mining activity that discourages the population to conserve forest resources or enhance non-timber. 2. Weakness of OFCs, OECMES and Community Associations to access forest and non-timber markets and 3. Entrepreneurships with very basic knowledge of administration and finance. 	<p>Risks that impact the project are mentioned. Mining disincentives the population to achieve conservation. Although this aspect is a very important point, it must be considered or categorized in an external aspect to the project, which as a context influences the achievement of the objectives. In the same way, the weaknesses of the OFCs-OECMEs are mentioned. It should also be stressed that it is an external aspect but addressed such as an objective in the project. Finally, with respect to the ventures with very basic knowledge, they</p>	<p>The following paragraph has been inserted after table 7 regarding risks and their rating "It should be noted, in the case of the identified risk of gold mining and how such activity disincentives the population, that such risk is external to the project. It has a negative influence on the project, but little has been done to manage its magnitude. Likewise, the risk related to the weakness of the OFCs, OECMES and Community Associations can also be considered as an external risk since all these organizations already existed before the project. However, as in this case the project worked directly on its strengthening, became one of its objectives. Finally, it should also be noted that the project has worked on the strengthening of enterprises, providing various training on</p>

		have been topics addressed in the project that must also be categorized as an important aspect since they are the ones that the project itself has generated.	business and financial management, although they are still considered to be weak and therefore their strengthening is key to achieving the sustainability of their actions.
Page 35	... It was decided to locate this project in a decentralized office in La Paz as well as two regional offices, one in Guanay and the other in Rurrenabaque.	One of the regional offices is in Caranavi; Guanay's name must be changed to Caranavi.	It has been modified throughout the text.

Page 40	<p>...Therefore, the project has had to adapt to a change in political vision</p>	<p>This aspect has an analysis from the external context and internal change point of view.</p> <p>The external one is that at the time of the project's proposal there was a bilateral conservation agenda that was the Vilcabamba Amboró Corridor between Peru and Bolivia. Currently, the actions that were immersed in this prioritization are no longer a priority. So the actions remain as actions and not as case studies that allow the dissemination of experiences.</p> <p>On the other hand, the internal aspect of change is linked to the updating of the political - administrative instruments and of the national development vision linked to a different conceptualization of the topic "conservation." Rely on the Political Constitution of the Plurinational State; Law 300; Law 777; among others.</p>	<p>The paragraph has been amended to include these concepts "Therefore, the project has had to adapt to a change of political vision, external to the project, where the conservation priorities of the Vilcabamba Amboró Corridor ceased to be priorities and gave way to the approach before described.</p> <p>In addition, it can be seen, by the minutes of the Steering Committees, that it has also undergone a considerable change of focus, from focusing (ProDoc) on forest certification to achieve the conservation of the BD in the area of interest of the project to promote the different tools of integral planning of the management of the forest linked to a different conceptualization of the topic "conservation" as can be seen in the Political Constitution of the Plurinational State, Law 300, Law 777, among others.</p> <p>This has led to a very important change on the part of the different technical teams that work on the project. First, understanding what the new planning tools consisted of and, second, transmitting these messages and knowledge at the territorial level.</p>
Page 51	<p>...During the systematization exercise the UdC team has presented the most outstanding results of the project:</p>	<p>Incorporation of results is suggested; Two proposals for the revision and change of the regulations for the development of PGIBTs and PGMF-NM have been elaborated.</p>	<p>This specific result has been added to the list of systematization results on page 51.</p>

Page 61	...Corrective actions for the design, implementation, monitoring and evaluation of the project	I would add as a prioritized issue, to have an inter-institutional coordination, since similar lines are addressed by other projects but without real coordination. Therefore, technical working sessions with donors, meetings to discuss results and meetings for socialization of learning are required.	The recommendation is accepted and a paragraph has been added both on page 7 about conclusions, recommendations and lessons summary and on page 62 of corrective actions for the design, implementation, monitoring and evaluation of the project.
Page 63	... • Seek alliances with universities and NGOs that are working in related areas to identify student practices at OECMEs, OFCs to support administrative and fiscal aspects.	The actions of this approach is to develop applied research guidelines that allow universities to operate, in addition to generating a scholarship fund to better understand the context, as well as becoming the technical and operational arm of the State.	Comment included on page 64: "The objective would be to develop specific guidelines for applied research and explore possibilities for the generation of a scholarship fund. This would also allow universities to become the technical and operational arm of the State in the field.
Page 63	... Proposals for future directions that emphasize the main objectives	Inter-institutionally generate closure strategies as an activity so that a project closure is not shown and not an end of a stage, since it generates a gap during the transition.	The recommendation is accepted and included on page 8 and 64 of the section "proposals for future directions that emphasize the main objectives"