TERMINAL EVALUATION (TE) OF THE FIFTH OPERATIONAL PHASE OF THE GEF SMALL GRANTS PROGRAMME IN BOLIVIA

FINAL REPORT

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I. OPENING PAGE

Title of UNDP supported GEF financed project

Fifth Operational Phase of the GEF Small Grants Programme in Bolivia

UNDP and GEF project ID#s.

Evaluation time frame and date of evaluation report

The evaluation was carried out in July 2015. Considering that a detailed field visit to the Bolivia SGP grant projects and partners was completed in November 2014 when doing the Mid-Term Review (MTR) by the same evaluator, it was decided by UNDP-UNOPS that a new field visit will not add significant information. Therefore, the field visit information used for this Evaluation was the same taken in late 2014. New phone interviews and meetings with SGP, UNDP and partners staff was carried out, as well as the review of new documents. This Final Report Draft is dated July 21, 2015

Region and countries included in the project

The Project was implemented in Bolivia in the UNDP Latin America and the Caribbean Region

GEF Operational Program/Strategic Program

The GEF Focal Area of this project is Multifocal (Biodiversity; Climate Change Mitigation and Land Degradation)

Implementing Partner and other project partners

The GEF Implementing Partner of the Project is UNDP with UNOPS as executing agency. Other Project Partners include the organizations receiving the small grants and other national organizations (Governmental, academic and civil) participating in different steering and advising structures.

Evaluation team members

This Terminal Evaluation was carried out by Alejandro C. Imbach.

Acknowledgements

The evaluator would like to thank the members of the SGP National Coordination Team (Rubén Salas and María Inés Santos), the SGP National Steering Committee, the UNDP Project Officer at the UNDP Country Office (Rocío Chain), the SGP Global Coordinator for SGP Upgraded Programs (Nick Remple), the SGP Bolivia consultants in M&E (Mario Tapia) and Climate Change Mitigation (Jaime Quispe) and all persons from the technical teams, community groups and the different organizations providing time for interviews and visits and valuable information, for their support to the evaluation process.

II. EXECUTIVE SUMMARY

Project Summary Table

PROJECT SUMMARY TABLE				
Project Title:	**Fifth Operational Phase of the GEF Small Grants Program in Bolivia**			
GEF Project ID:	83342		*at endorsement (Million US$)*	*At TE* (Million US$)*
UNDP Project ID:	PIMS 4562	GEF financing:	4,166,167.-	4,166,167.-
Country:	Bolivia	IA/EA own:	1.192,250.-	52,384.-
Region:	Latin America and the Caribbean	Government:	784,682.-	1,013,516.-
Focal Area:	Multifocal	Other:	4,023,068.-	4,100,863.-
Operational Program:	Biodiversity Climate Change Land Degradation	Total co-financing:	6,000,000.-	5,166,763.-
Executing Agency:	UNOPS	Total Project Cost:	10,166,167.-	9,332,930.-
Other Partners involved:		PRODOC Signature (date Project began):		July 20, 2012
		(Operational) Closing Date:	Proposed: June 30, 2015	Actual: December 31, 2015

** TE took place 5 months before Project completion and with 50% of the project grants still open and active. Therefore, the situation at Project completion will be different than the one at TE time reported here*

Project Description

The Bolivia SGP Country Program was "upgraded" at the start of GEF OP5. "Upgrading" means that the Country Program is implemented as a GEF full-size project financed under the OP5 STAR allocation to Bolivia.

The Project Objective is to secure global environmental benefits through strategic and integrated community-based actions in biodiversity conservation, climate change mitigation and sustainable land management in the Chaco eco-region of Bolivia

The project is securing global environmental benefits through:

i. Improved management effectiveness of four protected areas with dual category, and biodiversity conservation and sustainable use mainstreamed in the production landscape of PA buffer zones through community initiatives and actions;
ii. Climate change mitigation through promoting investments in renewable energy technologies and through land use, land-use change and forestry in community lands;
iii. Land degradation reduced by maintaining or improving the flow of agro-ecosystem services in community lands for sustainability and improved livelihoods;
iv. Community capacities to address global environmental challenges developed, and knowledge acquired through project implementation documented, shared and applied.

The project is executed by UNOPS as Implementing Partner using the existing Country Program mechanism of the GEF Small Grants Program (SGP) in Bolivia, including grant approval by the National Steering Committee and day-to-day management by the Country Program Team under the leadership of the Country Program Manager (National Coordinator). The project collaborates with a large number of partners including Governmental institutions, national and local NGOs and scientific institutions.

The Bolivia SGP adopted a strategic geographic intervention focus in OP5. In consultation with SGP's government and non-government partners, and building on prior SGP work, it decided to support communities in the Chaco region living inside or around four National Protected Areas. The four protected areas are:

i. Kaa-Iya del Gran Chaco National Park and Natural Area for Integrated Management (1995);
ii. El Palmar Natural Area for Integrated Management (1997);
iii. Serrania del Aguaragüe National Park and Natural Area for Integrated Management (2000);
iv. Serrania del Iñao National Park and Natural Area for Integrated Management (2004).

Together, these protected areas encompass 38,719 Km2 or 22% of the entire Bolivian Chaco eco-region.

The main project stakeholders are local communities, and in particular indigenous peoples, that live within the 4 protected areas and their buffer zones. Ethnic groups supported by SGP are Izoceño-Guarani, Chiquitano, Ayoreo, and Weenhayek. Communities of "mestizo" farmers who live within the buffer zones of the PA will also be involved. SGP Bolivia partners with national NGOs with technical and financial management skills that are present in the project areas to mentor community groups and to contribute to capacity building efforts and monitoring on the ground.

This Project had its MTR in late 2014. All MTR Recommendations were properly addressed by the Project.

Evaluation Rating Table

Evaluation Ratings:			
1. Monitoring and Evaluation	***rating***	**2. IA& EA Execution**	***rating***
M&E design at entry	6 (HS)	Quality of UNDP Implementation	NA
M&E Plan Implementation	6 (HS)	Quality of Execution - Executing Agency	6 (HS)
Overall quality of M&E	6 (HS)	Overall quality of Implementation / Execution	6 (HS)
3. Assessment of Outcomes	***rating***	**4. Sustainability**	***rating***
Relevance	2 (R)	Financial resources:	3 (ML)
Effectiveness	6 (HS)	Socio-political:	4 (L)
Efficiency	6 (HS)	Institutional framework and governance:	3 (ML)
Overall Project Outcome Rating	6 (HS)	Environmental :	4 (L)
		Overall likelihood of sustainability:	3 (ML)
5. Project Impact	***rating***		
Assessment of Project impact	3 (S)		

Summary of conclusions, recommendations and lessons

Conclusions

After reviewing documents, interviewing a broad range of stakeholders, partners and beneficiaries, and visiting and observing several field locations of SGP activities, the main conclusions of this Terminal Evaluation are:

1. The current project full size corresponding to the 5th Operational Phase of the GEF SGP is relevant to the GEF and country objectives with which it must be consistent.
2. The progress made until the MTR time shows that the project has achieved its planned objectives and most of its outcomes (85%) in either a highly satisfactory or a satisfactory way. Considering the 50% of the grant projects are still active and that the Project will remain active until December 2015, it is expected that this situation will improve even more.
3. All MTR recommendations within the sphere of Project decisions were fulfilles.
4. The project has operated within the historical average efficiency of SGP projects. Some previous studies have shown that this efficiency is good in relation to the general average of GEF funded projects.
5. The products of the SGP investments and activities are visible in the field in form of better practices in the farms, reforestations, silvopastoral systems, new productive sustainable alternatives, equipment, installations, plans, strengthened organizations, better water management, etc.
6. The SGP main partners such as CBOs, NGOs, involved Protected Areas, local Governments, etc, have a very high opinion about the SGP involvement and commitment.
7. The relationship with the UNDP Country Office is excellent. There is good knowledge of the activities, active involvement of the UNDP Program Officer in the NSC and cooperation between SGP and other UNDP and GEF projects.
8. The monitoring and evaluation system is very good and provides appropriate information for both decision-making and reporting. The reporting to the GEF Tracking Tools was fulfilled as expected by the SGP Bolivia National Coordination.
9. Monitoring of co-financing commitments is strong. Actual progress in co-financing is close to 85%. Considering that the majority of the grant Projects are still under implementation and have not submitted their final reports, and the last group of grant projects began in 2015 it is expected that the co-financing targets will be met easily.
10. The varied and numerous strengths and opportunities of the project and its innovative potential provide a strong basis for the development of an attractive proposal for the GEF OP6 aiming to continue and expand the SGP actions and impacts.
11. The experience with the results of the M&E System shows that for those indicators requiring complicated baselines (family income, soil erosion, etc.) it was not possible to define those baselines and later to provide evidence to demonstrate the achievement of the indicator. This is an aspect to be taken into consideration for the new OP6 proposal.

Recommendations

Corrective actions for the design, implementation, monitoring and evaluation of the project

1. To include the M&E system designed and tested in OP5 in new SGP proposals. At the end of OP5 the Bolivia SGP has good and comprehensive M&E system that should be used fully in new projects since the beginning. Moreover, the full adoption of the M&E System will allow the SGP to choose Project and Outcome indicators that can be actually measure using the existing system and then eliminating the problems linked to poorly designed indicators that were not possible to measure because of the complexity for establishing the required baselines (such as family income, soil loss from erosion, etc.) and subsequent monitoring.

2. To maintain active the discussion at the NSC level and the SGP Country Programs in general about the potential problems caused by the existence of multiple reporting lines for the National Coordination, as explained in Section 3.1.9 Management Arrangements. During OP5 the SGP National Coordination Team had three different and parallel reporting lines to the National Steering Committee, the UNDP Country Resident Representative and UNOPS. This situation, while not currently problematic in Bolivia, may lead to conflict among different supervising organizations and, eventually, to problems for the design, implementation and evaluation of future SGP projects.

3. To use the same mechanisms detailed in the previous point to address the issue about how to keep the GEF small grants window free from Government influence as initially designed when it was established. This is not a Bolivia SGP specific issue, it is a systemic one, but the Bolivia SGP can play a role in bringing this issue for analysis.

Actions to follow up or reinforce initial benefits from the project

4. To maintain the existing forms of operation of the Bolivia SGP. They have proven effective and efficient to achieve the proposed results. Overall the SGP Bolivia is implementing this project in a very successful way and so the first recommendation is to maintain the good work.

5. To maintain the SGP focus on the Protected Areas where it is currently active at least until obtaining adequate evidence that the expected results at both territorial and community levels are achieved. This task may imply a better identification about the sustainable results that the SGP is attempting to achieve in terms of territories, communities and organizational development of the local CBOs. This recommendation does not preclude SGP to incorporate additional Protected Areas into its scope for action or even to withdraw from some of the current ones who seems not promising enough. The basic idea is that the TE considers that shifting the SGP entirely to other regions (as it was done sometimes in the past) will interrupt valuable processes in place at the current PAs without generating significant additional benefits.

Proposals for future directions underlining main objectives

6. To maintain activities in those areas where local organizations began their processes towards sustained wellbeing on a strong foot but have not reached sustainability yet. This process, outlined in Section 3.3.6 Impact, takes more than the few years of a single OP to reach maturity. Leaving them unfinished may generate frustration and, eventually, bring down the results already achieved.

4.2.4 Best and worst practices in addressing issues relating to relevance, performance and success

A program with a history of many years as the Bolivia SGP had many opportunities to improve and adjust its operations, and it is evident that they have been using them to advance an operation that performs very well.

Therefore, even when there are minor things to be improved here and there, none of them are relevant enough to be included at the same level of relevance of the group previously presented in this chapter.

Perhaps the most relevant aspect among these minor ones is related to a better selection of indicators as mentioned in the first recommendation. As said, a minor aspect that do not tarnish the excellent performance of the Bolivia SGP in OP5.

ACRONYMS AND ABBREVIATIONS

APR	Annual Project Review
AWP	Annual Work Plan
BD	Biodiversity
BTOR	Back-to-office Report
CBD	Convention on Biological Diversity
CBO	Community-based Organization
CBP	GEF-Carbon Benefits Project
CC	Climate Change
CCA	Common Country Assessment
CCM	Climate Change Mitigation
CD	Capacity Development
CEO	Chief Executive Officer
CFV	Bolivian Council for Voluntary Forest Certification
CITES	Convention on International Trade in Endangered Species
CLO	Community Land of Origin (TCO – Tierra Comunitaria de Origen)
CP	Country Program
CPAP	Country Program Action Plan
CPMT	Central Program Management Team
CO	Country Office
CO_2	Carbon Dioxide
CSO	Civil Society Organization
EE	Energy Efficiency
EEG	UNDP Environment and Energy Group
ERC	Evaluation Resource Centre
FCPF	Forest Carbon Partnership Fund
FSC	Forest Stewardship Council
FSP	Full Size Project
GEF	Global Environment Facility
GHG	Green-house Gases
GoB	Government of Bolivia
IW	International Waters
LD	Land Degradation
LULUCF	Land Use, Land Use Change, and Forestry
MC	Management Committee
M&E	Monitoring and Evaluation
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NAIM	Natural Area for Integrated Management
NBSAP	National Biodiversity Strategy and Action Plan
NDP	National Development Plan
NGO	Non-governmental Organization
NSC	SGP-National Steering Committee
OAS	Organization of American States
PA	Protected Area
PENSAT	Strategic Plan for National Land Titling
PES	Payments for Ecosystem Services
PIF	Project Identification Form
PIR	Project Implementation Review
PNCC	National Plan on Climate Change
POPs	Persistent Organic Pollutants
PPR	Project Progress Report
QPR	Quarterly Progress Report

RE	Renewable Energy
REDD	Reduced Emissions from Deforestation and Forest Degradation
RR	Resident Representative
RTA	Regional Technical Advisor
SBAA	Standard Basic Assistance Agreement
SERNAP	National Protected Areas Service of Bolivia
SFM	Sustainable Forest Management
SGP	GEF Small Grants Program
SLM	Sustainable Land Management
STA	Senior Technical Advisor
STAP	Scientific and Technical Advisory Panel
STAR	System for the Transparent Allocation of Resources
tCO2 e	Tons of CO2 equivalent
UN	United Nations
UNCCD	United Nations Convention to Combat Desertification
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program
UNEP	United Nations Environment Program
UNFCCC	United Nations Framework Convention on Climate Change
UNOPS	United Nations Office for Project Services
UN-REDD	United Nations Collaborative Program on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries

1. INTRODUCTION

1.1 Purpose of the evaluation

This Terminal Evaluation has the following purpose:

1. To evaluate the achievement of the Project results during OP5
2. To draw lessons from the implementation of this phase to help improve the sustainability of benefits generated during the implementation and to improve overall programmatic capabilities (planning, implementation, monitoring and evaluation) of SGP and UNDP
3. To provide some inputs for the formulation of the SGP proposal for the GEF Sixth Operational Phase in Bolivia

1.2 Scope & Methodology

Scope

The Terminal Evaluation (TE) assessed the main key areas related to project performance, impact and sustainability.

The addressed areas were:

a. Relevance
b. Effectiveness
c. Efficiency
d. Sustainability of Results
e. Impact

Methodology

Based on the evaluation purpose and scope, an evaluation matrix including evaluation questions, indicators, sources of information and methods to obtain information was developed and used to guide the evaluation. This matrix was included in the Evaluation Inception Report submitted to the different stakeholders before the beginning of the evaluation.

This matrix is presented as Annex 5

The Terminal Evaluation (TE) process was carried out according to the following steps:

1. Reading and analysis of existing documentation (including those documents listed in the TOR and the UNDP guidelines for these evaluations*, as well as websites and information available online and documents provided directly by the visited organizations and institutions). The list of documents analyzed is included as Annex 4.
2. Development of data collection instruments (questionnaires, interview guides).
3. Usually all TE include a field visit to collect primary information through interviews, observations, field visits and meetings. In this particular case it was decided by organizations requesting the evaluation to use the SGP MTR Field Visit carried out in October 2014 (8 months before this evaluation) to be used also used as the field visit for this evaluation. The reasons underlying this decision were additional costs, the detailed field visit carried out

during the MTR, the fact that the same expert is performing both evaluations (MTR and TE), the MTR findings and the perception that a new visit will not add too much information to what was already known about the SGP in Bolivia. A the list of persons interviewed in both (MTR and TE) is included as Annex 3.

4. Preparation of the Draft Final Report and distribution to users established for feedback and comments.
5. Reception of comments and feedback and preparation of the "audit trail"
6. Preparation and submission of the Final Report , including verification of the facts on the basis of comments on drafts , incorporating new materials and adjustments to the Draft Final Report

1.3 Structure of the evaluation report

The contents for the report were organized on the basis of the Table of Contents included in the TOR. This Table of Contents complies and is consistent with the guidelines established in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-Supported GEF-Financed Projects.

2. PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

2.1 Project start and duration

The Project started on July 1, 2012 and was planned for 3 years to be finished by June 30, 2015. Currently an extension for six months was negotiated and approved; this extension will not contemplate additional resources. Therefore, the new closing date of the Project is December 31, 2015.

Despite being planned for three years, the Project worked on a basis of annual calls for grants organized along four years: 2012, 2013, 2014 and 2015.

At this point it is important to highlight that this is not the typical 3-year project starting from scratch and aiming to achieve agreed specific products and results. Despite being labeled as a "project" to fit within the GEF operational structures of the STAR allocation, the SGP is a program that was established in the 90s and is reaching 20 years of continuous operation in Bolivia.

Therefore, when assessing its different aspects it is necessary to remember that the current 3-year-project is the continuation of a long program that built processes and results in a consistent way throughout this time. This aspect will be addressed later in the different sections of this Report to show how this long history influenced the results of this particular phase.

2.2 Problems that the project sought to address

The main threats to Bolivia's biodiversity are the loss, conversion, and degradation of forests and other natural habitats. According to greenhouse gas inventories made by the PNCC, the vast majority—83 percent—of CO2 emissions stem from changes in land use, in particular the conversion of forests to fields and pastures for agriculture and livestock grazing. It is estimated that over 300,000 hectares of forest nationwide are being lost each year due to an expanding agriculture/livestock frontier (large-scale agro-industry, including possible biofuel crops, and small-scale colonization), forest fires, large-scale infrastructure projects (roads, dams, oil and gas prospection and infrastructure), and illegal logging.

Climate change may further exacerbate biodiversity loss by causing alterations in geographical and altitudinal distribution of species and ecosystems or by reducing populations of sensitive species, making them more susceptible to overexploitation.
Droughts are chronic in the Chaco leading to significant losses of cattle and crops. The government has declared the Chaco an area of natural disaster in several occasions in the last few years. Land degradation due to eolic erosion, over-grazing, soil compaction, and vegetation cover loss is increasing.

Unsustainable exploitation of selected animal species (due to subsistence hunting, sports hunting and commercial wildlife exploitation) is another important cause of biodiversity loss in the Chaco. Unsustainable biomass burning to meet the energy needs of local populations is another factor degrading the fragile ecosystems of the Chaco, particularly in the drier areas.

Overgrazing and uncontrolled fires resulting from poorly managed extensive cattle ranching significantly affects the Kaa-Iya and Serranias de Aguaragüe national parks. Illegal hunting to eliminate cattle predators and for subsistence, and unsustainable wildlife trade are significant threats to many animal species in the Serranias de Aguaragüe. Large-scale monoculture for commercial agriculture as well as expanding small-scale agriculture affects all four protected areas.

The activities related to oil and gas prospection and extraction in the Kaa-Iya PA area, which include drilling, road and pipeline construction, have negative environmental impacts such as habitat loss, changes in the hydrological system, and opening up pristine areas to new settlements or to exploitation of natural resources by *colonos* or settlers

Barriers

The key barriers addressed by the Bolivia SGP are those related to biodiversity conservation and sustainable land management by communities. Within this broad category, the following specific barriers were identified.

1. *Weak knowledge of the legal regime of protected areas and BD among local communities.* Communities do not have a good understanding of the limitations and opportunities brought about by the national legislation on protected areas. This results in illegal exploitation of natural resources and illegal settlements within the core conservation area of the PAs, and in missed sustainable development opportunities.

2. *Weak community participation in the governance of PAs and in the development and implementation of PA management plans.* All four protected areas selected by SGP allow legal occupation by farmer communities and indigenous peoples in the zones demarcated as Natural Areas for Integrated Management. These communities are expected to actively participate in the governance of the Natural Area and in the development of the PA management plan, but the actual situation in the selected Protected Areas at the beginning of the GEF OP5 was far from this situation.

3. *Lack of community know-how and resources to develop and implement sustainable land use plans that mainstream biodiversity conservation. The same barrier exists for the development and implementation of sustainable fauna and flora species management plans, and for watersheds and forest management.* Land use change is progressing rapidly in the absence of livelihood alternatives that would arrest the expansion of extensive cattle ranching and unsustainable farming practices. On the other hand, there was a total absence of land use plans that would reduce land and water resource degradation in areas currently under production or that would guide the expansion of the agricultural/livestock frontier. While the Bolivian legislation provides avenues for adopting more sustainable land use practices, the actual conditions on the ground are quite challenging. SGP is helping to overcome these obstacles but the extent of the problem exceeds its funding capacity.

4. *Lack of resources and staff within national and local agricultural extension institutions to provide technical assistance and financial resources to communities to implement SLM practices and sustainable livelihoods using natural resources.* Due to the remoteness of the PAs and insufficient human and financial resources government institutions had a weak presence in the geographic areas of this project. The Bolivia SGP activities helped substantially to overcome this barrier in the selected PAs.

5. *Lack of community and local authorities awareness on the importance of forest ecosystem services and lack of know how and incentives for communities to maintain forest areas avoiding land use change, and to improve vegetation cover in agricultural lands, maintaining or enhancing carbon stocks.* In 2007, there were about 25,000 fires in Bolivia, most of which were the result of the traditional practice of using fire to clear land for planting and pasture (chaqueo), used in both large and small-scale agriculture. The SGP actions contributed to reduce these orest fires around and inside the selected PAs.

6. *Lack of access to renewable energy alternatives to meet the energy needs of communities without emitting GHG and depleting forests and other vegetation types.* Renewable energy (RE) or

energy efficient (EE) technologies have not reached these remote rural areas to support agro-industry development and household heat and electricity needs. The SGP support to alternative energy sources (photovoltaic or PV) is helping to change this situatio significantly in its areas of work.

2.3 Immediate and development objectives of the project

The development objective of the Project is "*to support the implementation of national policies on biodiversity conservation and sustainable use, climate change, and land degradation to conserve the Bolivian Chaco ecosystems and mitigate climate change, while contributing to improve the livelihoods of local communities."*

The Project objective is "*global environmental benefits secured through strategic and integrated community-based actions in biodiversity conservation, climate change mitigation and sustainable land management in the Chaco eco-region of Bolivia.."*

The project has four immediate objectives (or outcomes in the project strategic framework)

Outcome 1: Improved management effectiveness of four protected areas with dual category, and biodiversity conservation and sustainable use mainstreamed in the production landscape of PA buffer zones through community initiatives and actions.

Outcome 2: Climate change mitigation through promoting investments in renewable energy technologies and through land use, land use change and forestry in community lands.

Outcome 3: Land degradation reduced by maintaining or improving the flow of agro-ecosystem services in community lands for sustainability and improved livelihoods.

Outcome 4: Community capacity to address global environmental challenges developed & knowledge acquired through project implement-ation documented, shared and applied.

2.4 Baseline Indicators established

Indicators and baseline situation is defined in the Project Document (PRODOC) as summarized in the following table.

Development Objective: To support the implementation of national policies on biodiversity conservation and sustainable use, climate change, and land degradation to conserve the Bolivian Chaco ecosystems and mitigate climate change, while contributing to improve the livelihoods of local communities	
Project Objective: Global environmental benefits secured through strategic and integrated community-based actions in biodiversity conservation, climate change mitigation and sustainable land management in the Chaco eco-region of Bolivia.	
Indicator	**Baseline**
Improved BD conservation and sustainable use in four existing PAs inhabited by indigenous communities: • KAA-IYA National Park and Natural Area for Integrated Management (NAIM). • EL PALMAR Natural Area for Integrated Management. • SERRANIA DEL AGUARAGÜE National Park and Natural Area for Integrated Management. • SERRANIA DEL IÑAO National Park and Natural Area for Integrated Management.	51,696 ha under sustainable management by communities in the geographic area of the project: Kaa-Iya: 41,901 ha in the NAIM/CLO[1] Isoso area of the NP. Aguaragüe: 4,468 ha in the NAIM/CLO "Weenhayek" and "Guarani Peoples Assembly-Yacuiba" areas of the NP. El Palmar: 2,973 ha which corresponds to 5% of the total target area. Iñao: 2,354 ha which corresponds to 4% of the total target area
• Biodiversity mainstreamed in the production landscape in the Buffer zones of the 4 PAs (hectares certified for sustainable management)	While there are several national and international certification mechanisms that have been applied in different parts of Bolivia, communities in the PAs and buffer zones covered by this project have yet to obtain any type of certification. Therefore, the baseline is zero
Increased investment in renewable energy technologies (Measured in number of RE systems installed, value and number of institutions making such investments) Tons of CO2 e mitigated	Renewable energy investments in the Chaco region are very low, almost 0 in most Chaco localities. GIZ has invested approximately US$216,000 in photovoltaic panels in the following locations: Villamontes (Chaco Tarijeño): 200 systems of PV panels Muyupampa (Chaco Chuquisaqueño): 250 systems of photovoltaic panels The baseline for Tons of CO2 e mitigated is zero
Carbon stocks maintained in the Chaco area through good forest management practices in forest and non-forest lands including reforestation and natural regeneration. Tons of CO2 e mitigated	There are 11,585,590 ha of forest in the Chaco. Deforestation rates for the period 1993 – 2000 in the municipalities of the Chaco area varied between a low 0.1 and a high 7.8 per cent. The overall deforestation rate during the same period for the 11 municipalities in the Chaco for which information is available (Bolfor) is 2%, which is equivalent to 231,754 ha of forests. The baseline for Tons of CO2 e mitigated is zero
Avoided land degradation and increased resilience of agro-ecosystems to climate change (Measured as a proxy by the number of hectares of community land under SLM practices and with increased vegetation cover, and by the percentage of community land with increased productivity measured in tons per hectare)	To be determined once specific community projects are approved. National statistics on land degradation are: 41% of the national territory has some degree of land degradation, i.e., more than 45 million has, including a large part of the departments of Oruro, Potosí, Chuquisaca and Tarija, 32% of the department of La Paz, 46% of Cochabamba and 33% of Santa Cruz. There is no specific data for the Chaco eco-region, however, it is known that there are serious degradation and desertification problems, a deficit of water resources, unsustainable use of natural resources, and low diversification of agricultural production causing degradation and biodiversity loss

[1] NAIM/CLO is the English acronym for Natural Area for Integrated Management/Community Land of Origin (ANMI/TCO in Spanish)

Improved gender equity as a result of increased income generation opportunities for women from sustainable livelihood activities within the buffer zones of four PAs. (Measured as a proxy by the percentage of increase in women's income)	75% of the Chaco population live in poverty Very few projects financed in the Chaco region consider gender equity. Baseline data will be obtained for specific communities once SGP grants are approved
Increased capacity of SGP stakeholders to diagnose and understand the complex and dynamic nature of global environmental problems, and to develop local solutions	Capacity of local communities to understand global environmental issues is very low in the Chaco eco-region because SGP has had very few interventions and activities with local NGOs and CBOs (only 8 projects implemented in the Chaco since SGP inception)
Enhanced public awareness of communities' contributions towards addressing global environmental challenges	Awareness continues to be low among the general public in spite of previous SGP efforts and those of other NGOs
Increased capacity of SGP grantees to monitor and evaluate their projects according to GEF policies, strategies, objectives and indicators; increased capacity of grantees to monitor local environmental trends	Only a handful of local communities in the Chaco have implemented projects funded by international donors or institutions with complex monitoring and evaluation systems, therefore, capacities for M&E are extremely low The is no information in community activities that contribute to monitoring local environmental trends
Outcome 1: Improved management effectiveness of four protected areas with dual category, and biodiversity conservation and sustainable use mainstreamed in the production landscape of PA buffer zones through community initiatives and actions.	
Indicator	**Baseline**
Increased number of Protected Area management plans with input from local communities developed, approved and under implementation.	The following is the status of PA management plans: El Palmar: Draft management plan formulated and revised but not yet approved (1st Version in 2005 and 2nd version in 2006) ¨Strategic Plan for the Integral Development of the Aguaragüe and the Ancestral Territory of the Guaraní People" in preparation. Management plan for the Aguaragüe PA as well as an Indigenous Territory Management Plan for the Weenhayek indigenous people, at early stages of preparation. The Kaa-Iya management plan was developed and approved in 2001. The Iñao management plan is being reviewed for approval
Improved governance mechanisms of PAs that enable informed and effective local community participation.	The status of the Management Committee (MC)[2] in each selected PA is as follows: Kaa-Iya: The MC was established in 1996 and is functional El Palmar: The MC was established on 15 November 2008 and is operating but requires strengthening Iñao: The MC was established in 2008 and operates, but it does not have by-laws or Internal Regulations and requires strengthening. Aguaragüe: It does not yet have an MC. A co-management agreement between SERNAP and 3 Guarani communities (Yacuiba, Carapari and Villamontes) was signed on 9 December 2008. In this agreement it is stipulated that the MC should be established. Indigenous people leaders and members of the MC in the 4 Pas have not been trained on legal aspects related to protected area management.
Increased number of community members able to contribute to applied research, and number of community-based initiatives on applied research for biodiversity conservation and sustainable use in partnership with relevant government and non-government entities	Education standards in the Chaco are low and people with secondary education (about 50% of the population) are mostly concentrated in urban areas. Therefore, the capacities of local rural communities to contribute to applied research are low, although communities contribute their traditional knowledge to research initiatives. There is no inventory of research initiatives in PAs and their buffer zones that integrate community members. A few research activities with participation of local communities and indigenous peoples' organizations in the Kaa-Iya PA have been identified.

[2] The Management Committee (MC) is a body representative of the local population for its participation in the planning of PA management and for contributing to the oversight of the management of the PA.

Increased number of community-based initiatives conserving and sustainably using threatened and near threatened plant and animal species,	Threatened and near threatened plants and animal species of the Chaco are identified in the Red Book of vertebrates and Red List Book of CWRs. Two animal species in the Kaa-Iya PA, i.e., Taitetu *(Tayassu tajacu)* and Peni *(Tupinanbis rufescens)* have management plans. There are initiatives to promote sustainable use of a few plants in El Palmar PA such us *Euterpe Precatoria* and *Bactris Gassipae* There is no consolidated baseline on initiatives conserving threatened and near threatened species in these PAs.
Number of ecotourism ventures established with local communities within the Natural Areas for Integrated Management zones of the PAs as a conservation strategy	An Ecotourism Strategy for the National System of Protected Areas was approved to guide tourism activities within the PAs. There are no ecotourism facilities within the NAIM zones of the PAs.
Improved capacity of communities to mainstream biodiversity in land use planning, and to consider environmental sustainability in livestock management and agricultural production within 132,352 ha of production landscapes	There are no community land use plans in the PA buffer zones. There are some initiatives on sustainable livestock management and agricultural production in the buffer zones of the Iñao PA.
Improved local capacity for valuation of ecosystem services and for integrated watershed management	There are no ecosystem services valuation studies for watersheds in the area and no watershed management plans developed

Outcome 2: Climate change mitigation through promoting investments in renewable energy technologies and through land use, land use change and forestry in community lands.	
Indicator	**Baseline**
Increased adoption of renewable energy technologies in target areas measured by the number of RE technologies adopted and the number of households and communities using RE	There isn't a full inventory of existing renewable energy installations in the project areas. Known RE installations are: PV panels: 450 Micro-hydro: 2 Communities targeted by SGP currently use generators to meet energy needs. There is some cooperation, between private and public entities to promote RE initiatives in the project area (GIZ, the Chaco Foundation, FEGACHACO, and NGOs such as ENERGETICA and Pro Leña), for the promotion of photovoltaic technology at household level and for other uses such as electric fences around pastures
• Number of hectares of community lands with agro-forestry systems established and tons of CO2 e mitigated • Number of hectares of forestlands with increased vegetation cover and tons of CO2 e mitigated • Number of hectares of forestland previously devoid of trees with forest cover and tons of CO2 e mitigated	The baseline for these activities is 0 because agroforestry and silviculture are seldom practiced by communities in the project area The estimated baseline for existing degraded forests were natural regeneration and enrichment activities will take place is 8,835,159 t/CO2 e
Baseline data established and monitoring system adopted for measuring carbon stocks at local level in target areas to contribute to the national forest database, and to land use and land use change monitoring.	Baseline data on carbon stocks in the project area is not available There is no monitoring system available for measuring carbon stocks in the project area The Forestry Directorate (Direccion Forestal) under the Vice-Ministry of Environment in cooperation with the Authority for Forests and Lands (Autoridad de Bosques y Tierras) plan to monitor REDD+ pilot sites with support from UN-REDD. However, none of these sites are in the Chaco.

Outcome 3: Land degradation reduced by maintaining or improving the flow of agro-ecosystem services in community lands for sustainability and improved livelihoods.	
Indicator	**Baseline**
Increased number of communities applying sustainable land management techniques in agro-ecosystems	There are no interventions on sustainable land management (SLM) in the project area, except for some soil management initiatives in the buffer zone of El Palmar PA
• Increased amount of food available to each family throughout the year • Increased yield per hectare • Improved income from agricultural products	To be determined for each project at approval stage
Reduced soil erosion in community lands	Extent of degraded area in community lands to be determined during 1st semester of 1st year of project
Outcome 4: Community capacity to address global environmental challenges developed & knowledge acquired through project implement-ation documented, shared and applied.	
Indicator	**Baseline**
Increased number of eligible projects demonstrating community understanding of global environmental issues and with viable local solutions	The share of SGP eligible projects from the Chaco region in the past was 6% of the total portfolio in Bolivia Stakeholders from the Chaco region are not aware of global environmental challenges and cannot identify local actions to address them
Enhanced capacity of SGP Grantees to monitor and evaluate projects according to GEF policies, strategies, objectives and indicators.	Current capacity is very low because local communities have not had the opportunity to develop, implement, monitor and evaluate sustainable development projects, nor have they received training
Increased number of contributions from SGP Bolivia to local and national publications and media, as well as to knowledge products of the Global SGP and UNDP	SGP-Bolivia project results have been disseminated through the national media and experiences and lessons from project implementation have been highlighted in global SGP publications. However, SGP projects implemented in the Chaco have never been featured.

2.5 Main stakeholders

The main stakeholders of the project are local communities, and in particular indigenous peoples, that live within the 4 protected areas and their buffer zones. Ethnic groups that will benefit from SGP support are Izoceño-Guarani, Chiquitano, Ayoreo, and Weenhayek. Communities of "mestizo" farmers who live within the buffer zones of the PA will also be involved. SGP partnered with national NGOs with technical and financial management skills that are present in the project areas. Their role is essential as they mentored community groups and contributed to SGP capacity building efforts and monitoring on the ground.

In order to improve the likelihood of sustainability of community actions, and in accordance with the Autonomy Law of Bolivia, SGP invited local municipal authorities and indigenous peoples organizations to participate in all activities and to partner with national Government institutions relevant to the objectives of the three focal areas to ensure policy feedback. These include, among others, the Ministry of Environment and Water and its Vice-ministries and specialized departments and branches; the National Service of Protected Areas; the National Authority on Forest and Lands; the Ministry of Rural Development and Lands and its specialized departments and branches; and the Ministry of Energy and Hydrocarbons, among others.

Research and academic institutions were invited to initiate relevant basic and applied research projects directly involving local communities to improve the knowledge on biodiversity and further develop sustainable use techniques and practices building on traditional knowledge, and that could be replicated with SGP support.

Institutions and private entities working on renewable energy were invited to provide technical assistance to local communities and to invest in promoting renewable energy technologies in the project focus areas.

2.6 Expected Results

The expected results of the Project are also included in the Project Strategic Results Framework (SRF). The following table presents a summary of the project expected results.

<table>
<tr><td colspan="2"><u>Development Objective</u>:
To support the implementation of national policies on biodiversity conservation and sustainable use, climate change, and land degradation to conserve the Bolivian Chaco ecosystems and mitigate climate change, while contributing to improve the livelihoods of local communities</td></tr>
<tr><td colspan="2"><u>Project Objective:</u>
Global environmental benefits secured through strategic and integrated community-based actions in biodiversity conservation, climate change mitigation and sustainable land management in the Chaco eco-region of Bolivia.</td></tr>
<tr><td>Indicator</td><td>Targets End of Project</td></tr>
<tr><td rowspan="5">Improved BD conservation and sustainable use in four existing PAs inhabited by indigenous communities:
• KAA-IYA National Park and Natural Area for Integrated Management (NAIM).
• EL PALMAR Natural Area for Integrated Management.
• SERRANIA DEL AGUARAGÜE National Park and Natural Area for Integrated Management.
• SERRANIA DEL IÑAO National Park and Natural Area for Integrated Management.</td><td>666,760 ha of PAs and community lands with biodiversity conservation practices and under sustainable management:</td></tr>
<tr><td>Kaa-Iya: 446,369 ha in the NAIM of the PA which include areas in the CLO Isoso.</td></tr>
<tr><td>Aguaragüe: 108,307 ha, i.e 100% of the total area of the PA which is both National Park and NAIM and that includes the CLOs of Weenhayek and Guarani People Assembly (APG) Yacuiba.</td></tr>
<tr><td>El Palmar: 59,848 ha which correspond to the total area that is NAIM</td></tr>
<tr><td>Iñao: 52,600 ha which correspond to 20% of the total area under National Park and NAIM categories</td></tr>
<tr><td>• Biodiversity mainstreamed in the production landscape in the Buffer zones of the 4 PAs
(hectares certified for sustainable management)</td><td>Sustainable livelihood interventions implemented by local communities in 132,352 ha and the process to obtain national or international environmental certification initiated.
At least 20% of applications achieve certification during the lifetime of the project.</td></tr>
<tr><td>Increased investment in renewable energy technologies (Measured in number of RE systems installed, value and number of institutions making such investments)

Tons of CO2 e mitigated</td><td>Renewable energy investments increased by at least 100% with contributions from at least 3 entities other than GIZ.

25,000 t/CO2 e avoided in 4 years through RE applications in the Chaco area</td></tr>
<tr><td>Carbon stocks maintained in the Chaco area through good forest management practices in forest and non-forest lands including reforestation and natural regeneration.

Tons of CO2 e mitigated</td><td>Carbon stocks maintained or enhanced in 100,014 ha through avoided deforestation, reforestation, and natural regeneration.

22,503,132 t/CO2 e mitigated</td></tr>
</table>

Avoided land degradation and increased resilience of agro-ecosystems to climate change (Measured as a proxy by the number of hectares of community land under SLM practices and with increased vegetation cover, and by the percentage of community land with increased productivity measured in tons per hectare)	320 ha of community lands with sustainable land management practices that reduce land degradation including increased vegetation cover: 200 ha with sustainable agro-ecological/agro-forestry management practices; 100 ha with improved vegetation cover through reforestation and natural regeneration; 20 ha with soil erosion control. At least 30% of the land of SGP supported communities shows increased productivity
Improved gender equity as a result of increased income generation opportunities for women from sustainable livelihood activities within the buffer zones of four PAs. (Measured as a proxy by the percentage of increase in women's income)	At least 20% of initiatives supported by SGP are managed by women groups and generate income from sustainable use of non-timber forest products and sustainable production practices in production landscapes around PAs (e.g., handicraft production, organic apiculture, medicinal plants, etc.) All SGP projects involve both men and women in their design and implementation
Increased capacity of SGP stakeholders to diagnose and understand the complex and dynamic nature of global environmental problems, and to develop local solutions	70% of participating community members (both men and women) will be able to describe the relation between the SGP-supported intervention and the global environmental benefits it generates At least 80% of projects will be rated satisfactory or above with respect to meeting their objectives
Enhanced public awareness of communities' contributions towards addressing global environmental challenges	30% of SGP-funded interventions will be featured by the national and local media
Increased capacity of SGP grantees to monitor and evaluate their projects according to GEF policies, strategies, objectives and indicators; increased capacity of grantees to monitor local environmental trends	At least 80% of SGP grantees demonstrate application of adaptive management to their projects as a result of M&E activities, gather and maintain relevant data (social, economic and environmental), and their reports meet GEF/SGP standards
Outcome 1: Improved management effectiveness of four protected areas with dual category, and biodiversity conservation and sustainable use mainstreamed in the production landscape of PA buffer zones through community initiatives and actions.	
Indicator	**Targets End of Project**
Increased number of Protected Area management plans with input from local communities developed, approved and under implementation.	The project target concerning development and approval of PA management plans includes two areas: Management plan for El Palmar updated and approved. Management Plan for the Aguaragüe formulated within the framework of the "Strategic Plan for the Integral Development of the Aguaragüe and the Ancestral Territory of the Guaraní People", harmonized with the Indigenous Territorial Management Plan of the CLO Weenhayek. It is expected that the Plan will be reviewed, approved and under implementation by the end of the project.
	Concerning PA management plan implementation the targets are: 15 initiatives with 30 communities supported by SGP within the Indigenous Territory of Kaa-Iya and Aguaragüe PAs contributing to the implementation of the management plans.
Improved governance mechanisms of PAs that enable informed and effective local community participation.	The following are the targets for the project: MC for Aguaragüe established and functioning in a participatory manner; MCs for Iñao, El Palmar and Kaa-Iya with strengthened capacities for the participatory management of the PAs Capacities of at least 20 community leaders, men and women from indigenous peoples and other communities, as well as other members of the MC, on legal issues developed (i.e., constitutional mandates on protected areas, legislation on protected areas, and legislation on land tenure and rights, among others). Leaders trained transfer these capacities to other community members (at least 10 people per community)

Increased number of community members able to contribute to applied research, and number of community-based initiatives on applied research for biodiversity conservation and sustainable use in partnership with relevant government and non-government entities	At least 60 community members trained in species management, data collection and interpretation, monitoring and other technical issues with SGP support. At least 6 of community research initiatives supported by SGP and partner organizations generate information for sustainable management of species and other biodiversity conservation and environmental management issues.
Increased number of community-based initiatives conserving and sustainably using threatened and near threatened plant and animal species,	At least 8 animal and plant species (see list in Annex 3 for potential species and their status) sustainably managed and conserved through the development of management plans and the implementation of 20 community-based initiatives
Number of ecotourism ventures established with local communities within the Natural Areas for Integrated Management zones of the PAs as a conservation strategy	3 sustainable tourism activities involving 9 communities established and under implementation
Improved capacity of communities to mainstream biodiversity in land use planning, and to consider environmental sustainability in livestock management and agricultural production within 132,352 ha of production landscapes	Guidelines for the preparation of community land use plans developed at project inception At least eight land-use plans in PA buffer zones developed by communities and their partners using information from a variety of sources and following the Millennium Ecosystem Assessment Approach, and considering as much as possible all ecosystem services. Additional initiatives on sustainable livestock management and agricultural production in PA buffer zones reducing negative impacts on BD from these economic activities: (Kaa-Iya: 4 initiatives; Aguaragüe: 4 initiatives; El Palmar: 4 initiatives; and El Iñáo: 3 initiatives) Sustainable use of non-timber forest products and sustainable production practices in production landscapes around PAs. At least 20 initiatives.
Improved local capacity for valuation of ecosystem services and for integrated watershed management	At least 2 watersheds with ecosystem services valued and plans for integrated watershed management developed in buffer zones of PAs
Outcome 2: Climate change mitigation through promoting investments in renewable energy technologies and through land use, land use change and forestry in community lands.	
Indicator	**Targets End of Project**
Increased adoption of renewable energy technologies in target areas measured by the number of RE technologies adopted and the number of households and communities using RE	At least 3 RE technologies adopted through at least 10 initiatives: PV panels: 500 Micro-hydro: 3 Solar dryers: 50 MoUs with 2 or more entities to support and contribute additional investments in RE resulting in at least: PV panels: 250 Micro-hydro: 3 Solar dryers: 25
• Number of hectares of community lands with agro-forestry systems established and tons of CO2 e mitigated • Number of hectares of forestlands with increased vegetation cover and tons of CO2 e mitigated • Number of hectares of forestland previously devoid of trees with forest cover and tons of CO2 e mitigated	14 community-based initiatives with 30 communities implement: 5,000 hectares with agro-forestry systems mitigating 194,563 t/CO2 e 90,014 hectares with natural regeneration mitigating 21,776,274 t/CO2 e 5,000 hectares reforested mitigating 532,295 t/CO2 e

Baseline data established and monitoring system adopted for measuring carbon stocks at local level in target areas to contribute to the national forest database, and to land use and land use change monitoring.	Monitoring system for carbon stocks designed and operational by end of first year. Training to communities (men and women of indigenous peoples and community members) and supporting organizations (NGOs and staff of municipalities) at local level within second year of project along with validation of protocols and method. Community carbon monitoring system designed with SGP support transferred to the PNCC-VMA at the end of the project for maintenance and administration
Outcome 3: Land degradation reduced by maintaining or improving the flow of agro-ecosystem services in community lands for sustainability and improved livelihoods.	
Indicator	**Targets End of Project**
Increased number of communities applying sustainable land management techniques in agro-ecosystems	At least 8 community-based initiatives on sustainable land management (e.g., techniques such as 0 tillage, water management and conservation, crop diversification, conservation of crop genetic diversity, sustainable fodder production, fire control, etc.). Selection of SLM techniques to be determined with communities.
• Increased amount of food available to each family throughout the year • Increased yield per hectare • Improved income from agricultural products	An average of 10% increase in food availability per household To be determined at project inception per crop 15% increased income
Reduced soil erosion in community lands	Soil erosion reduction of at least 30% in project areas
Outcome 4: Community capacity to address global environmental challenges developed & knowledge acquired through project implement-ation documented, shared and applied.	
Indicator	**Targets End of Project**
Increased number of eligible projects demonstrating community understanding of global environmental issues and with viable local solutions	At least 50% of project proposals received from CBOs are eligible for SGP financing.
Enhanced capacity of SGP Grantees to monitor and evaluate projects according to GEF policies, strategies, objectives and indicators.	Some 200 community members trained on project M&E At least 20% of community members demonstrate a good understanding of M&E and contribute to data collection and project monitoring activities. At least 80% of projects achieve adequate monitoring and reporting standards, and apply an adaptive management approach to project implementation
Increased number of contributions from SGP Bolivia to local and national publications and media, as well as to knowledge products of the Global SGP and UNDP	At least 6 SGP projects picked-up by the media. Six knowledge products available in SGP's website and disseminated in hard copy At least 4 projects in Bolivia selected as best practice by the Global SGP or UNDP

3. FINDINGS

3.1 PROJECT DESIGN / FORMULATION

3.1.1 Understanding the SGP nature as a Project

A first key aspect that should be kept in mind when analyzing the SGP OP5 Project in Bolivia is that this is an unusual project. A typical Project defines results to be achieved, inputs to be used to generate outputs to reach the results (all evidenced by indicators) and the required resources (funding an time) to perform the activities. The SGP Project does not work this way.

The SGP was created by GEF as a funding window to support projects from CBOs (community based organizations) and small and medium NGOs. It was established to balance the portfolio of full-size and medium-sized projects aimed at Governmental organizations and, to some extent, large NGOs (national and international).

Because of this origin, the SGP was established as a GEF corporate program located in UNDP and a few implementing organizations (originally UNDP, UNEP and World Bank). This GEF-UNDP SGP has a centralized unit at UNDP Headquarters and from there the national SGPs (as the Bolivia SGP) were coordinated and funded. The national SGPs, in turn, channeled small funds (usually less than US$ 50,000) to CBOs and NGOs in the form of small grants with specific requisites.

This initiative was highly successful as documented in different evaluations and it was renewed with each one of the different GEF OPs. Therefore, and given both its continuity and *modus operandi* these national SGPs became programs, in the sense of long-term interventions based on the demands from local communities and civil society.

The SGP success led to increased demand from the countries, quick program growth and the expected problems of managing a program in dozens of different countries with a limited budget. Therefore, at the end of OP4 there was a decision to shift the most successful and best established national SGPs to a different category. The chosen way to accommodate these new graduated SGPs was to incorporate them as full-size projects within the GEF national portfolios under the STAR Allocation starting with GEF OP5.

Therefore, at the end of OP5, these so called “projects” are evaluated in a similar way to the traditional GEF full-size projects. Obviously, it is necessary to briefly recall the SGP history to understand that this type of full-size projects have some very specific characteristics that should not be forgotten at evaluation time.

A key aspect to be considered is that SGP Projects do not implement directly. They don´t have staff, resources, equipment or mandate for direct implementation of activities leading to results and fulfillment of agreed indicators. These projects work by opening calls for proposals from CBOs and NGOs with a scope of areas of work based on the Project Document; therefore, the implementation of activities and achievements of results depends on the interest and willingness of other organizations to submit proposals within the defined scope of actions. If the organizations do not submit proposals the calls go unanswered and there are no actions made, money spent or results achieved.

Considering these aspects it is easy to understand that different aspects of the planning, monitoring and evaluation cycle are significantly affected by these conditions of operation and they need to be considered when assessing the different components and parts of the project cycle.

3.1.2 Analysis of Results Framework (Project logic /strategy; Indicators)

The analysis of the Strategic Results Framework (SRF) is divided in two aspects: SRF Logic and structure, and SRF Indicators and targets

SRF Logic and structure

The analysis of the Strategic Results Framework in terms of logic and structures led to the following results, supported by the observations and interviews carried out during the field visits:

1. The project's objectives and components were clear, practicable and reasonably feasible within the established timeframe.

2. The capacities of the executing institution (UNDP) and the local counterparts were properly considered at project design.

3. Lessons from other relevant projects were incorporated in the project design.

4. The partnership arrangements were properly identified and roles and responsibilities negotiated prior to project approval.

5. Counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements were in place at project entry.

In terms of design, the Project project is well designed and the PRODOC is clear and provides a good framework for implementation.

The interesting aspects of the design are its concentration in a few and well defined areas as the four Protected Areas of the Chaco region (El Palmar, Iñao, Aguaragüe and Kaa Iya). In a large country, with a large variety of different ecological regions and ecosystems and numerous different cultural and ethnic groups focalization is essential if impact is sought.

SRF Indicators and Targets

The Project Results Framework is good. Its different components are well defined and articulated and there is basic logic can be easily identified across the different vertical layers (Project Objective, Outcome, Outputs) and horizontal components (Objective/Outcomes, Indicators, Baseline situation, End of Project Target, Source of verification and Assumptions).

The Bolivia SGP was able to make the links between this clear logical structure with the SGP implementation mechanism, particularly at the level of the indicators and targets of the Project Objectives and Outcomes. In turn, these elements are incorporated into the M&E system that is also able to provide the required information to assess the achievement of these different indicators.

The SRF includes 27 Indicators and 43 Targets to be achieved in less than four years on the basis of almost a hundred different projects implemented by different organizations whose objectives, indicators and targets are proposed by the project planners with these projects being selected on the basis of an open call.

It is clear from the above paragraph that there are two different realities whose matching needs to be improved. On the one hand, there is the usual structure of a GEF full-size project (usually implemented by one organization that spends the funds directly or through contracts). This model is consistent with the existing SRF as the implementing organization has all the means required to achieve the targets.

On the other hand, there is the SGP implementing structure that works on the base of call for proposals aimed to CBOs and NGOs. These calls define the GEF-SGP areas of interest for the proposals but sometimes there are no proposals for some areas or themes of the calls, or the presented proposals are not adequate or, most frequently, the indicators and targets of those proposals do not match precisely the SGP targets.

This situation led to the allocation of a significant amount of work to tracking, monitoring and evaluating projects, and then to aggregate the information in a meaningful way to be able to report to UNDP and GEF. The SGP Bolivia was able to deal with this task; even in the area of climate change where a whole set of new measurements was specifically devised to comply with the reporting needs.

Some problems were identified during this TE with indicators that were difficult to assess because they required the development of complex baselines that were not possible to prepare. Examples of these baselines required to assess indicators are:

- Food availability per household
- Soil erosion reduction
- Increased productivity of community lands
- Increased income from agricultural products

The TE considers that it is possible to choose indicators easier to measure providing evidence for the pertinent objectives and outcomes.

The uses of indicators depending on decisions fully external to Project reach and influence (e.g. Projects selected by the Global SGP for prizes) should be avoided when possible.

3.1.3 Assumptions and Risks

Assumptions and risks were very well addressed at project design, as shown in the following sections.

Risks

The main risks were well identified and rated in the PRODOC. They were grouped in different areas, rated and mitigation measures were proposed separately for each risk as shown in the tables below:

Main Project Risks and mitigation measures

RISK	RISK RATING	MITIGATION MEASURES
Running a grants program with civil society organizations that have a low level of technical and management capacity	Medium	SGP has a past performance rating of 70% achievement. Risk mitigation systems in place will be strengthened to improve this rate of achievements. The concentration of SGP grants within a specific geographic region will enable the program to monitors projects more regularly and to work with all grantees to help build capacities, identify appropriate rates of disbursement, link grantee to learn from each other (peer-to-peer), and work in a flexible manner that responds to the strengths and comparable advantages of grantees. This risk will also be reduced by supporting replication of good practices that have proven to deliver on GEF strategic priorities at the community level. The National Steering Committee (NSC) further provides technical support for effective design of SGP projects.
Turnover of local government and PA staff may create project implementation disruptions or weaken political support for the projects	Medium	SGP will periodically inform the authorities about grant implementation and will keep communication channels open to enhance ownership at the local level.
Area of intervention is susceptible to the effects of Climate Change	Medium	The grant review process will consider the specific climatic change/variability risks and identify risk mitigation measures for the projects. The M&E program will include monitoring such risks.
Governance weaknesses in community organizations	Medium	SGP will assess each potential grantee organization and develop a plan to address any weaknesses.
Undeveloped markets for community produced goods and services	Medium-high	This risk will be mitigated by involving organizations with business expertise from the unset of project design. Business plans will be developed for each product/service. Local markets will be targeted as much as possible.

Financial Risk Management (Implementing Partner)

RISK	IMPACT	LIKELIHOOD	MITIGATION
Misappropriation of Funds	Low	Very Low	Standard MOA Procedures, UNOPS standards for financial M&E at local level; 50% first installment rule
Encumbrances (POs) and ULO creation	Medium	Medium	Periodic review of open POs in Atlas and reminding the country programme to expedite the payments
PO and Vouchers entered wrongly	Medium	Medium	Dashboard monitoring, Atlas
Double accounting	High	Very Low	Expenditure report analysis (Reporting tools)
Financial reporting errors and untimely reporting	High	Low	Dashboard Reporting Tool and Management Workspace and SGP Database
Over-expenditure of projects	Medium	Low	Dashboard Reporting Tool and Database
Early financial commitment to projects	Low	Low	Atlas, Dashboard Reporting Tool
Reputational Risk	High	Low	Mitigated through the involvement of the NSC, UNDP CO and UNOPS lawyers

Process Risk Management (Implementing Partner)

Risk	Impact	Likelihood	Mitigation
Incorrect Procurement Process	Low	Low	Local: UNOPS SOPs and UNDP CO oversight; Global: UNOPS leads process and has produced standardized guidance
Incorrect HR Process and Poor Performance	Low	Low	Local: UNOPS SOPs and UNDP CO oversight; Global: UNOPS leads process and has produced standardized guidance; SGP PRA System
Non-compliance with legal standards	Medium	Low	UNOPS has produced standard templates and reviews each legal document; legal advice available
Loss of cohesion	Medium	Medium to High	Standardization of processes: Operational Guidelines, CPS, SOPs, etc.
Deterioration of Security Situation	High	Low to Medium	MOSS compliance assessment and frequent review / updates; Security Tests
Conflict of Interest	High	Very Low	Ethics Course, Certificate and Training; NSC and family members not eligible for grants
Other un-ethical behavior	High	Very Low	Ethics Course, Certificate and Training

The evidence gathered at the TE about these risks and their rating corroborated what was established in the PRODOC. In fact, none of the expected risks ended in serious threats to the implementation of SGP projects, with a very few exceptions that led to the cancelation of projects. Therefore, it seems that both the identification of risks and the mitigation measures worked as expected.

Assumptions

They are adequately included in the Strategic Results Framework, both at the Project level and at the Outcomes level.

As the Project is achieving its expected outcomes and indicators as planned and the percentage of grant failures is low and within the expectations detailed in the PRODOC, it can be concluded that the assumptions were well identified and they took place as expected.

3.1.4 Lessons from other relevant projects incorporated into project design

This SGP Project incorporates lessons and experiences gained from all previous phases of the process. The current SGP project inherits almost 20 years of experience in working with CBOs, NGOs and other organizations and several aspects learned from that experience were used to design this project.

The monitoring and evaluation system has also evolved and achieved a sophisticated level of operation. It will continue evolving during the new phases in order to adapt to the changing requirements of GEF, UNDP and the partner organizations.

3.1.5 Planned stakeholder participation

In a large and complex project such as SGP there are different stakeholders who participate in different ways using different mechanisms.

A key stakeholder participation mechanism is the National Steering Committee (NSC) composed of individuals from organizations independent from SGP and the partner and executing organizations. The NSC members are appointed by the UNDP Resident Representative with clearance by the UNDP-GEF Regional Technical Advisor.

The NSC is integrated by government and non-government organizations with a non-government majority, a UNDP representative, and individuals with expertise in the GEF Focal Areas. It is responsible for grant selection and approval, and for deciding the overall strategy of the SGP in the country. The Government is usually represented by the GEF Operational Focal Point or by another high level representative of relevant ministries or institutions. The National Coordination reports to the NSC on Country Program progress, to the UNDP RR as primary supervisor, and to CPMT regarding the SGP Operational Guidelines. Therefore, several key stakeholders are involved through the NSC.

Given the SGP focus on Protected Areas (Natural Areas for Integrated Management) the SGP articulation with these Areas Management Committees (MC) is quite relevant. These Management Committees (MC) are bodies representative of the local population in the planning and oversight of PAs. Part of the SGP impacts was to strengthen these MCs to function more efficiently and effectively with approved by-laws, regular meetings, and documented decisions. This output will also help address coordination among bodies and institutions relevant to the management of these territories, taking into account the relationship between the Protected Area System (Sernap) and individual PA Directorates, and the Departments, Municipalities and Community Lands of Origin. The linkages between different planning tools such as Municipal Development Plans and Protected Area Management Plans were also reviewed and improved where relevant.

Other mechanisms are the informal partner organizations, labeled as “informal” because they operate jointly with the SGP on the basis of local opportunities and needs and without specific formal agreements. This group includes NGOs, different units and programs in academic organizations, cooperatives, different Governmental agencies operating in rural areas in specific tasks, etc. who provide technical advice and assistance to different CBOs complementing SGP activities and/or providing support to keep processes working after the SGP grants are finished.

All these mechanisms, formal and informal, seem to be fairly efficient in disseminating SGP calls and lines of action and also to bring information, interests and priorities from local organizations and CBOs to the SGP, directly through the National Coordination or to the NSC. In any case, this flow of information is very useful and used by the NSC in their decision making and orientation to the SGP.

3.1.6 Replication approach

The project emphasizes replication and up-scaling within the selected geographical areas where it is active, that is the four Natural Areas for Integrated Management chosen for OP5. SGP financed field interventions are selected by the NSC considering their replication potential among other characteristics.

Moreover, the Project Results Framework includes an overall indicator and target concerning replication results. It was expected that at least 6 SGP projects were picked-up and disseminated by the media: to have at least six knowledge products available in SGP's website and disseminated in hard copy, and to achieve at least 4 projects in Bolivia selected as best practice by the Global SGP or UNDP. Press releases and formal and informal publications, broadcasting and other communications materials were also included in the PRODOC.

The engagement of SGP in these four Protected Areas began with in OP5, therefore while most of the activities are being completed as expected, the local processes are not yet advanced enough to be taken as models to be replicated elsewhere; therefore the replication strategies for OP5 were limited to what was feasible and reasonable for processes that were at early stages of development.

It is expected to have more replication efforts and strategies based on the experience of these areas for OP6.

3.1.7 UNDP comparative advantage

The UNDP Country Office is the business unit in UNDP for the SGP project and is responsible for ensuring that the project meets its objective and delivers on its targets. The Resident Representative signs the grant agreements with beneficiary organizations. The Country Office should also make available its expertise in various environment and development fields. It should also provide other types of support at the local level such as infrastructure and financial management services, as required. UNDP is also represented in the NSC, and should participate actively in NSC activities (SGP orientation, grant allocation and monitoring, etc.).

In the specific case of SGP Bolivia the absence of UNOPS in the country led to the delegation of some of the UNOPS tasks to UNDP. While this is not an arrangement exclusive to Bolivia, it is something to be highlighted as it represents a small departure from the original arrangement for SGP upgraded programs because UNDP is taking a larger administration role than planned.

While some of the listed activities and duties can be performed by other organizations, it is evident that UNDP has some comparative advantages in some aspects relevant to SGP. Among them its specialization in development issues, its relationships with the whole range of Governmental organizations related to environment and development and its access to specialized networks of conservation and development experts.

A UNDP shortcoming in relation to SGP is that most of UNDP activities take place at high political and institutional levels, and this implies a gap in relation to the community-based focus and activities of SGP. UNDP usually has a number of large projects operating in the field, but in most cases the focus of the key stakeholders of these projects are not CBOs. So, even when these UNDP projects are helpful in bridging the mentioned gap, there is always a risk for misunderstandings, different views and priorities, etc. This seems to be a systemic issue and probably not exclusive of the situation in Bolivia.

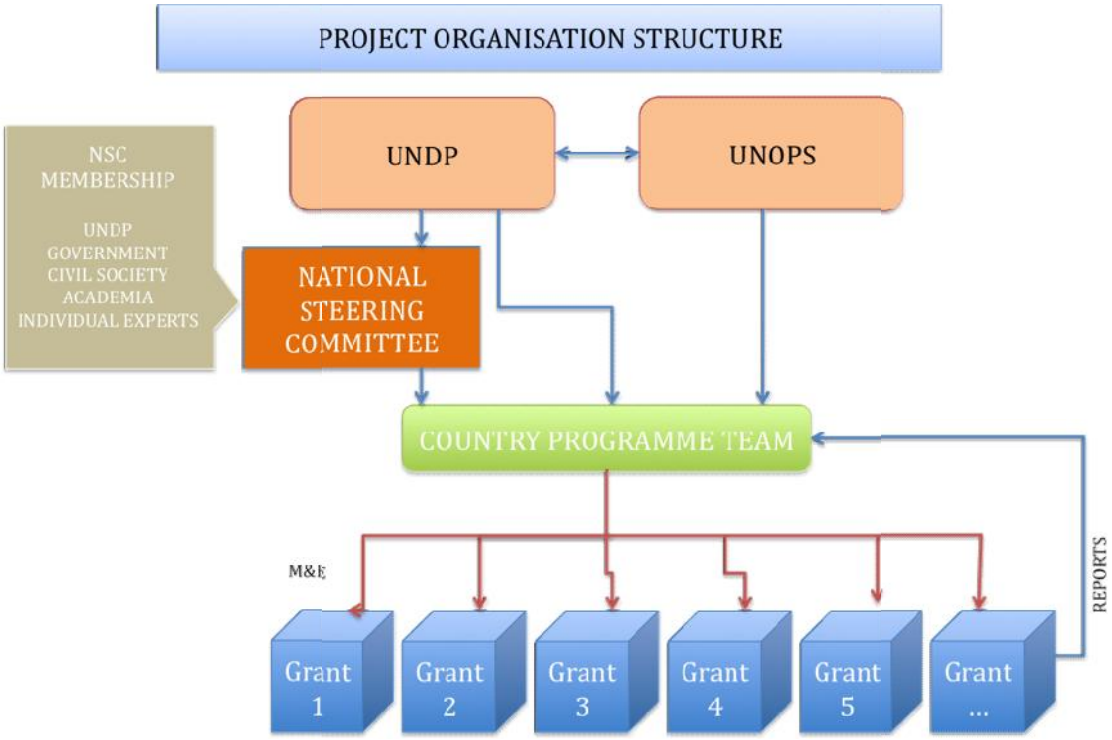
3.1.8 Linkages between project and other interventions within the sector

The links between the SGP and other related interventions in the SGP areas are summarized in the following table.

Initiative and Organization(s)	Relevance to SGP	Brief description of coordination, synergy or complementarity with SGP
National Climate Change Program (NCCP) Ministry of Environment and Water (MMAyA) - Vice-ministry of Environment, Biodiversity, Climate Change, and Forest Management (VMABCC)	The National Climate Change Program created by Supreme Decree No 25030 of 1998, of the MMAyA-VMABCC is responsible for national commitments to the UNFCCC; its function is to coordinate, articulate, orient and channel efforts to identify and implement adaptation measures and mitigation options for CC.	SGP-Bolivia's support to communities in CC will be co-financed by the National Climate Change Program, which is funded by bilateral cooperation from the Netherlands.
United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD)	The Bolivia project document was completed in May 2010. The UN-REDD Programme is jointly implemented by FAO, UNEP and UNDP and seeks to support the government on Bolivia to achieve REDD + readiness by 2013. The component on carbon stock assessments and monitoring is particularly relevant to SGP as well as the capabity building and demonstration activities at local/community level.	UNDP Bolivia will provide the framework for SGP's participation in relevant UN-REDD activities and consultations. It is hoped that SGP grantees and partner NGOs will be able to benefit from capacity building activities under the Joint UN-REDD programme.
PROMARENA project for the reduction of desertification in the Chaco Area Ministry of Environment and Water (MMAyA) -Vice-ministry of Water Resources, Department of Watershed Management and Water Resources	Component 3 of the SGP project, is consistent with the national priorities on land degradation and desertification established by the Vice Ministry of Watershed Management and Water Resources	Support to communities by SGP-Bolivia will complement the support that the Vice-Ministry of Watershed Management and Water Resources is providing to PROMARENA
Sustainable Forest Management in the Transboundary Gran Chaco Americano Ecosystem GEF project implemented by UNDP and UNEP in partnership with OAS, the Chief of the Cabinet of Ministers, Argentina; Vice-Ministry of River Basins and Hydraulic Resources of the Ministry of Water, Bolivia; Environment Secretariat, Ministry of Environment, Paraguay	The objective of this transboundary project is to reverse land degradation trends in the Gran Chaco through support to sustainable land management in the productive landscape. This is fully consistent with the objective of the SGP program in Bolivia.	Component two of the Gran Chaco project deals with the application of a range of SFM and SLM practices involving a number of producers and an area large enough so that these can be perceived as feasible alternatives to clear-cutting for agricultural purposes by non-project participants. This is highly relevant to the SGP, which may be able to replicate some of these practices within and around the four selected PAs.
UNEP/GEF Strategic Action Program for the Bermejo Bi-national Basin, which includes Argentina and Bolivia	Information generated by this GEF International Waters projects and its experience in arresting land degradation in the basin is of relevance to the SGP	To be determined at project inception stage.

3.1.9 Management arrangements

The following figure shows the project organizational structure. The roles and responsibilities of the various components are summarized immediately after.



According to the approved Project Document, the management arrangements for the SGP OP5 projects are as follows:

1. UNDP will provide overall program oversight and take responsibility for standard GEF project cycle management services beyond assistance and oversight of project design and negotiation, including project monitoring, periodic evaluations, troubleshooting, and reporting to the GEF. UNDP will also provide high-level technical and managerial support through the recently established Communities Cluster within EEG, and from a UNDP Regional Technical Advisor (RTA) and other members of the regional teams, who will be responsible for project oversight for upgraded Country Programme projects. SGP CPMT will monitor for compliance of upgraded Country Programmes with SGP core policies and procedures.

2. In accordance with the global SGP Operational Guidelines that will guide overall project implementation in Bolivia, and in keeping with past best practice, the UNDP Resident Representative will appoint the National Steering Committee (NSC) members. The NSC, composed of government and non-government organizations with a non-government majority, a UNDP representative, and individuals with expertise in the GEF Focal Areas, is responsible for grant selection and approval and for determining the overall strategy of the SGP in the country. NSC members serve without remuneration and rotate periodically in accordance with its rules of

procedure. The Government is usually represented by the GEF Operational Focal Point or by another high level representative of relevant ministries or institutions. The NC will report to the NSC on Country Program progress, to the UNDP RR as primary supervisor, and to CPMT regarding the SGP Operational Guidelines. The NSC also contributes to bridging community-level experiences with national policy-making.

3. The Country Office is the business unit in UNDP for the SGP project and is responsible to ensure the project meets its objective and delivers on its targets. The Resident Representative signs the grant agreements with beneficiary organizations on behalf of UNOPS. The Country Office will make available its expertise in various environment and development fields[3]. It will also provide other types of support at the local level such as infrastructure, HR support and financial management services, as required. UNDP will be represented in the NSC, and will actively participate in grant monitoring activities. The UNDP CO Finance Unit will engage with UNOPS on the important budget mirroring process which is a requirement for the UNDP CO to record expenditures.

4. The country team - recruited competitively and composed of a National Coordinator and a Program/Financial Assistant - is responsible for the day-to-day operations of the program. This includes supporting NSC strategic work and grant selection by developing technical papers, undertaking ex-ante technical reviews of project proposals; taking responsibility for monitoring the grant portfolio and for providing technical assistance to grantees during project design and implementation; mobilizing cash and in-kind resources; preparing reports for UNDP, GEF and other donors; implementing a capacity development program for communities, CBOs and NGOs, as well as a communications and knowledge management strategy to ensure adequate visibility of GEF investments, and disseminating good practices and lessons learnt.

5. Grants will be selected by the NSC from proposals submitted by CBOs and NGOs through calls for proposals in thematic and/or geographic areas relevant to the SGP strategy. Although government organizations cannot receive SGP grants, every effort will be made to coordinate grant implementation with relevant line ministries, decentralized institutions, universities and local government authorities to ensure their support, create opportunities for co-financing, and provide feedback on policy implementation on the ground. Contributions from and cooperation with the private sector will also be sought.

6. SGP utilizes consultants for specialized services, mostly for baseline data collection, capacity development activities, business development support, and to assist grantees when specialized expertise is required, or for tasks that require an external independent view such as the mid-term and terminal evaluations.

7. UNOPS will provide Country Programme implementing services, including human resources management, budgeting, accounting, grant disbursement, auditing (if applicable and budgeted), and procurement. UNOPS is responsible for SGP financial management and provides periodic financial reports to UNDP through the ATLAS PDR process. The UNOPS SGP Standard Operating Procedures guides the financial and administrative management of the project

As commented before, some UNOPS responsibilities were transferred by agreement to the UNDP Country Office in Bolivia due to UNOPS limited operational capacity within the country.

Implications of these arrangements

The described arrangements were a first attempt to define a reasonably appropriate structure for the operation of this new type of operations within the GEF: the GEF-UNDP SGP Country Programs

As described in Section 3.1.1 Understanding the SGP nature as a Project, the SGP Country Program is not a typical GEF full-size project; it is the result of the evolution of the GEF initiative to establish and operate a window for grants directed to CBOs, NGOs and similar small organizations.

Initially, this window was operated as a GEF-UNDP corporate program, centralized at UNDP HQ and coordinated with the UNDP Country Offices. The main concept underlying this decision was the GEF interest in maintaining this window as autonomous as possible from governmental influence as governmental organizations have their own windows to access GEF funds.

Therefore, the small-grants window was set up under a centralized unit outside any recipient country and the Country Programs were run by a National Steering Committee with representation of many different sectors (Government, UNDOP Country Office, academia, civil society, and independent experts) in a way that limited the possibilities for any sector or organization to control the process.

This arrangement proved to be very successful as evidenced by the widespread adoption of the SGP throughout the world, its continuity for more than 20 years in an environment totally focused on limited 3-5 year projects, and the willingness of many Governments to consistently allocate larger proportions of their GEF allocation to the SGP.

One of the emerging problems of the new structure for the upgraded SGP projects is that the former reporting line between the National Coordination and the centralized SGP structure (CPMT) was replaced by a new structure of multiple reporting lines (4): to UNDP-CO, To UNDP-CPMT; to UNOPS and to the NSC.

Under this particular arrangement all things worked well as long as there are coincidences between the different reporting lines: fortunately, this was the case in SGP Bolivia during OP5. Nevertheless, the risk for conflicts or lack of proper direction remains embedded in the system if the mentioned reporting lines disagree strongly on specific issues or priorities.

Another aspect to be pointed out is that by putting the SGP within the STAR allocation system, the SGP as the GEF funding window for NGOs and CBOs was actually put under Governmental decision. In other words, the GEF window for NGOs and CBOs is no longer independent from Government as initially agreed when the SGP was established. Moreover, if for any reason any Government decides not to allocate STAR funds to the SGP, the GED window for NGOs and CBOs in that country will be closed.

These two last issues have a systemic nature as they affect the entire SGP Country Program construction, and they are not specific or particular to the Bolivia SGP.

3.2 PROJECT IMPLEMENTATION

3.2.1 Adaptive management

Adaptive management, understood as changes to the project design and project outputs during implementation, has been a constant characteristic of the SGP in Bolivia, most of these adaptations took place when changing from phase to phase (OP to OP) and also during the implementation of a particular phase.

The experience in OP5 did not depart from this characteristic. Most of the adaptive management is related to the way in which grant activities are undertaken and implemented by the grantees. They worked their problems in consultation with the SGP staff and make the necessary adjustments as needed. Having said this, it is also necessary to state that all these small adjustment in the field activities does not have major implications in the project design and implementation given the nature of the Project itself. Needless to say, the Project M&E system plays a key role in dealing with the adaptive management at the grant level.

During 2014, the Project went through its MTR (Mid-Term Review). The MTR Report praised the Bolivia SGP performance in general and made a few recommendations to be addressed before the end of the Project. This Terminal Evaluation found that all these MTR recommendations were properly addressed by the SGP as recommended.

3.2.2 Feedback from M&E activities used for adaptive management

Adaptive management is a key aspect of project implementation as explained above; the M&E system provided feedback in the planned way and it helped in refining the operation of the system and became a significant implementation feature of this OP5 project.

3.2.3 Partnership arrangements (with relevant stakeholders involved in the country/region)

Project partnership arrangements can be organized in two different components:

i. Arrangements with the overall Project implementing/executing partners (UNOPS, UNDP, etc.)
ii. Arrangements with local and national grant partners (NGOs, CBOs, national and local partners, etc.). These partnerships include CBOs doing the actual field implementation and becoming main beneficiaries of the grant activities, and other external organizations (NGOs, academia, other) providing support to the CBOs.

Based on the evidence gathered by both the MTR and now the TE, both types of arrangements worked well and fluidly. Therefore there are no reasons for further analysis of these aspects in this report.

3.2.4 Project Finance & Co-financing

The PRODOC identified potential sources of co-financing as well as leveraged and associated financing reaching satisfactory co-financing ratios considering that 50% of the grants are still active (see Section 3.3.1 below).

As shown in the pertinent table below, the overall level of actual co-financing is diverse, with some partners surpassing their pledges and others not fulfilling them yet. Obviously, the remaining months until end of 2015 will increase the accounted amounts and most probably the level of co-financing pledged at project design will be achieved (currently it is higher than 86%)

Generally speaking there is no evidence of problems with financial controls. The small-grants funds are disbursed directly by UNOPS through the UNDP CO to the beneficiaries, and SGP National Coordination provides the monitoring and evaluation controls ensuring that the expected results are achieved properly. The recipient organizations provide acceptable evidence (bills, accounting, bank accounts, checks, etc.) about the right use of the funds.

The implemented audits do not show significant problems regarding the management of funds.

Co-financing tables

This aspect will be analyzed in two tables. The first one shows actual commitment and disbursement by organization. The second will present similar information by type of financing.

Actual commitment and disbursing by organization

	Sources of Co-financing	Name of Co-financier	Type of Co-financing	Pledged Amount (US$)	Disbursed & Accounted at TE (July 2015)	Difference*
1	National Government	Ministry of Environment	Grant	392.341	-	-392.341
2	National Government	Ministry of Environment	In Kind	392.341	-	-392.341
3	GEF Agency	UNDP	Grant	1.000.000	-	-1.000.000
4	GEF Agency	UNDP	In Kind	192.250	52.384	-139.866
5	CSOs	Communities - grantees	Grant	1.658.409	134.604	-1.523.805
6	CSOs	Communities - grantees	In Kind	1.658.409	2.096.159	437.750
7	CSOs	Local NGO	Grant		404.991	404.991
8	CSOs	Local NGO	In Kind		740.447	740.447
9	Others	PROGRAMA DE BIOCULTURA, BILATERALS, OXFAM, SWEDEN OTHERS	Grant	706.250	323.992	-382.259
10	Others		In Kind	-	395.669	395.669
11	National Government	SERNAP/	Grant	-	77.258	77.258
12	National Government	UNIV. PUBLICAS	In Kind	-	296.040	296.040
13	Local Governments	Municipalities	Grant	-	392.992	392.992
14	Local Governments	Municipalities	In Kind	-	247.226	247.226
			Total:	**6.000.000**	**5.161.763**	**-838.237**

** Difference: Positive: actual larger than pledged. Negative: pledged larger than actual*

The previous table shows clearly that:

1. The National Government has mixed results. The Ministry of Environment has not fulfilled its pledge, but SERNAP and the Public Universities contributed about 50% of the National Government commitment without making an initial one.
2. UNDP did not meet its commitments at the TE time
3. Grantee organizations (CBOs and NGOs), overall (lind plus grant) met their commitments already, and 50% of the projects are still active. Therefore they surely will surpass their pledge (in overall terms), they may not be able to contribute the grant (cash) proportion committed.
4. Other sources fulfilled their commitments well.
5. Local Governments (municipalities of the areas where SGP is active) made a surprisingly large contribution despite not making initial pledges.
6. Overall, the actual co-financing has not met yet the total amount pledged. The shortfall is in the order of 14% of the initially committed funds. Given that 50% of the projects are still active, and that half of them just began in the first half of 2015 (25% of the total), it can be reasonable expected that the co-financing goals will be met.

Planned and actual co-financing by type and source

	GRANT / CASH			IN KIND			TOTAL DIFFERENCE
Sources of Co-Funding	Amount at design	Disbursed until July 2015	Difference*	Amount at design	Disbursed until July 2015	Difference	
National Government	392.341	77.258	-315.083	392.341	296.040	-96.301	-411.383
Local Government	0	392.992	392.992	0	247.226	247.226	640.217
GEF Agency	1.000.000	0	-1.000.000	192.250	52.384	-139.866	-1.139.866
CBO/ONG	1.658.409	544.596	-1.113.813	1.658.409	2.836.607	1.178.198	64.385
Other organizations	706.250	323.992	-382.259	0	395.669	395.669	13.410
TOTAL	3.757.000	1.338.837	-2.418.163	2.243.000	3.827.926	1.584.926	-833.237

The above table shows the same information as the previous one, but organized in a way that portrays better the situation with grant/cash funds and in-kind funds.

The following conclusions are drawn:

1. Grant or cash contributions were less than planned in all cases with the only exception of the local governments who did not make initial pledges. The largest shortafalls are from CBO/NGO (but 50% of the projects are still active, therefore this figure will grow significantly) and UNDP.
2. Just 36% of the grant/cash funds were disbursed at the time of the TE.

3. In contrast, in-kind contributions were 70% higher than planned in general. All sources (excepting the Ministry of the Environment and UNDP) surpassed their agreed in-kind contribution.
4. Overall, the over-achievement in in-kind contributions (70%) was not enough to balance than the under-achievement in cash/grant contributions (-64%), ending in an overall balance in which actual co-financing at the time of the Terminal evaluation was still lower (14%) that planned at design.
5. As said before, it can be reasonably expected that the total pledged and disbursed figures will match at the end of the project in December 2015, but most probably the individual organizations commitments/disbursements will not.

3.2.5 Monitoring and evaluation: design at entry and implementation (*)

M&E Design at entry

The M&E design at entry was very thorough, and it definitely benefited from the SGP's many years and phases of operation.

A summary of its key aspect shows that the M&E system works at different interconnected levels:

- Country Program level
  - Inception Workshop and Report
  - Measurement of Means of Verification of project results.
  - Measurement of Means of Verification for Project Progress on output delivery and implementation
  - ARR/PIR
  - Periodic status/ progress reports
  - GEF-SGP Global Database update
  - Mid-term Evaluation (+ validation of tracking tools)
  - Country Program Managers experience exchange workshops with other countries
  - Final Evaluation (+ validation of tracking tools)
  - Project Terminal Report

- Individual Grant M&E, including a detailed set of activities:
  - Ex-ante Visits
  - Field monitoring visits
  - Progress reports
  - Final report
  - Final Evaluation
  - Grant Project Audit

The SGP PRODOC also included a M&E Workplan and Budget

One essential component of the M&E system are the databases required to compile the relevant information coming from the SGP funded projects in order to be able to register and aggregate the individual grant results into the broader indicators agreed on the PRODOC.

This aspect was structured in two stages. The first one was completed much before the MTR and included all aspects related with the Biodiversity Conservation and Land Degradation Focal Areas. At the MTR, the Climate Change component was not completed and it was not operational, an issue that led to a specific recommendation in the MTR. Now, at the time of the Terminal Evaluation, the Climate Change component was finished and incorporated into the overall system. Therefore, the SGP Bolivia now has a fully operational a very remarkable system to track grants progress in very specific ways and to render aggregate figures to report on PRODOC indicators.

RATING OF M&E SYSTEM DESIGN AT ENTRY: HIGHLY SATISFACTORY (6)

M&E Implementation

The actual implementation of the M&E System during OP5 is impressive considering the dimensions of the required effort in terms of inception workshops, field visits, review of progress and final reports, final evaluation and audits. These activities are to be repeated for each one of the projects funded by the SGP, just considering the routine M&E process.

The breakdown of M&E visits by grants allocated each year is shown below, as a way to provide evidence of the M&E efforts carried out by Bolivia SGP.

Protected Area	Portfolio Yr 1	Portfolio Yr 2		Portfolio Yr 3	Sub Total		Portfolio Yr 4*	Total
		C-I	C-II					
ANMI El Palmar	5	4	5	7	**21**		4	**25**
PN-ANMI Serranía del Iñao	5	2	6	4	**17**		7	**24**
PN-ANMI Kaa Iya	3	6	1	6	**16**		5	**21**
PN-ANMI Serranía Aguaragüe	3	5	2	2	**12**		2	**14**
Across 4 PAs	1	-	-	-	**1**		-	**1**
Total	17	17	14	19	**67**		18	**85**

** Allocated during the first semester de 2015*

M&E Field visits

YEAR	PLANNED VISITS (#)	IMPLEMENTED FIELD VISITS (#)	IMPLEMENTED FIELD VISITS (%)	STILL PROGRAMMED (#)
One (2012-2013)	31	31	97	0
Two (2013-2014)	53	48	91	6
Three (2015)	32	12	38	20

During this Terminal evaluation eight communities with their projects were visited *in-situ* and the results from the visits were contrasted with the different reports kept in the SGP database. The results of this contrasting exercise were satisfactory as the reports represented fairly well the actual situation found in the field. Similar exercises were run regarding other partner organizations working jointly with the SGP with similar satisfactory results.

Moreover, close examination of grant terminal documents (Final Report, Final External Evaluation and Final External Audit) as well as different interviews provided good evidence confirming the remarkable implementation of the monitoring visits and other planned M&E activities.

RATING OF M&E SYSTEM IMPLEMENTATION: HIGHLY SATISFACTORY (6)

Based on the two aspects (M&E Design and Implementation) described above, the rating of the overall quality of the M&E System is as follows.

RATING OF OVERALL QUALITY OF M&E: HIGHLY SATISFACTORY (6)

3.2.6 UNDP and Implementing Partner implementation / execution (*)

The analysis of the implementing/executing arrangements was already described in the previous chapter (Section 3.1.9) under Management arrangements.

A particular characteristic of the arrangements for the SGP in Bolivia is that UNDP plays a double role as GEF Implementing Agency (a GEF term) as well as being called upon by UNOPS, the Implementing Partner (a UNDP term), to deliver local project tasks through a special agreement and contact between them.

Therefore, the UNDP CO finds itself in a position that theoretically ensures a high level of leverage, in a context where all UNDP Projects are implemented under UNDP authority, and confronting a new and unusual case of a GEF full-sized project that is not operating the same as the others. In this context there is potential room for friction among the different parties; however these problems seems not to have risen in the case of SGP Bolivia and all processes seem to work smoothly.

The MTR raised an issue, still not addressed so here it comes again, about several undefined issues and vagaries of the SGP governance system that can be summarized in a simple question: who is the boss of the National Coordinator?: Is it the National Steering Committee? The UNDP Res Rep? The UNOPS officers handling the project? The Coordinator of SGP Country Programs at CPMT in UNDP HQ? These issues were already presented in detail previously in section 3.1.9 Management Arrangement / Implications; therefore, they will not addressed again here.

In terms of the agreed commitments defined in the PRODOC both the implementation and the execution were very good. All agreed commitments were fulfilled and the Project ran smoothly with a few problems (e.g. discrepancies about consultants) that were finally solved without affecting the Project operation. Therefore the Terminal evaluation rating for overall implementation / execution is “Highly satisfactory”.

RATING OF OVERALL IMPLEMENTATION / EXECUTION: HIGHLY SATISFACTORY (6)

3.3 PROJECT RESULTS

3.3.1 Overall results (*)

Introduction

The analysis of attainment of Objectives should be done based on the particular characteristics of the Bolivia SGP Project described before in Section 3.1.1 of this Report: Understanding the SGP's nature as a project. Based on this criterion, the analysis of results was done at the level of Project Outcomes.

The SGP Upgrading Country Programme Project does not implement actions directly in order to achieve its results and indicators. The SGP defines a set of objectives, outcomes and indicators (aligned with the GEF priorities) and then works to achieve them through different calls for proposals to fund activities carried out by third parties (CBOs, NGOs and other) with SGP funding.

At the Terminal Evaluation time the compilation of results from individual grants and its aggregation to report on the Project Objectives indicators was not completed because only 41 of the 88 funded grant projects were terminated; of these 41, 38 were finished and 3 have field activities finished and are waiting for the final reports. Another 44 grant projects are still active and 3 were interrupted before completion. The following table summarizes the situation at the TE time.

CATEGORY	GRANT PROJECTS (AT TE TIME)	
	Number	%
Finished and closed	38	43,2
Field work completed, SGP awaiting Final Reports	3	3,4
Interrupted by SGP during implementation	3	3,4
Active at TE time	44	50,0
TOTAL	**88**	**100,0**

SGP Bolivia Areas of work and Grants distribution

During the OP5, subjected to this evaluation, the Bolivia SGP funded 88 grant projects organized under the following geographical areas:

PROTECTED AREA	NUMBER OF GRANTS
ANMI El Palmar	25
PN-ANMI Serranía del Iñao	26
PN-ANMI Kaa Iya	22
PN-ANMI Serranía Aguaragüe	14
Across 4 PAs	1
TOTAL	**88**

The main thematic areas covered by the Bolivia SGP are:

1. Community rural tourism
2. Sustainable production (including organic agriculture, honey production, responsible fishing and handicrafts)
3. Forest management and natural resources protection
4. Natural resources management (soil and water resources)
5. Renewable energy and energy efficiency

These lines contributed to attain biodiversity conservation, climate change and land degradation outcomes and indicators. They were implemented the prioritized areas according to the interests and demands from the community organizations.

Actually achieved results (Outcome level)

The grant projects implemented along the mentioned lines generated a number of products and results that were analyzed by the SGP National Coordination who allocated the specific contribution of each Project to the different outcomes and indicators agreed by the Project.

These results were used to develop the second PIR Report in 2014 and they are presented below with information updated to the time of this Terminal Evaluation. The information reported in the table below was provided by the Bolivia SGP M&E System and verified in the field in the visited locations and projects.

Outcomes achievement description and TE assessment

	Indicator	Baseline	Targets End of Project	Status at Terminal evaluation	Terminal Evaluation Comments	Rating
Outcome 1: Improved management effectiveness of four protected areas with dual category, and biodiversity conservation and sustainable use mainstreamed in the production landscape of PA buffer zones through community initiatives and actions.	Increased number of Protected Area management plans with input from local communities developed, approved and under implementation.	The following is the status of PA management plans: El Palmar: Draft management plan formulated and revised but not yet approved (1st Version in 2005 and 2nd version in 2006) ¨Strategic Plan for the Integral Development of the Aguaragüe and the Ancestral Territory of the Guaraní People" in preparation. Management plan for the Aguaragüe PA as well as an Indigenous Territory Management Plan for the Weenhayek indigenous people, at early stages of preparation. The Kaa-Iya management plan was developed and approved in 2001. The Iñao management plan is being reviewed for approval	The project target concerning development and approval of PA management plans includes two areas: Management plan for El Palmar updated and approved. Management Plan for the Aguaragüe formulated within the framework of the "Strategic Plan for the Integral Development of the Aguaragüe and the Ancestral Territory of the Guaraní People", harmonized with the Indigenous Territorial Management Plan of the CLO Weenhayek. It is expected that the Plan will be reviewed, approved and under implementation by the end of the project	1 Management Plan for IMNA El Palmar is updated and approved - Administrative Resolution issued by competent authority (SERNAP). 2. Two key offices were strengthened during the development of the PLAN (PA Co-Administration Council and Management Committee). Development of the Management Plan will be funded by another entity (YPFB) 3. Due to a number of constraints of political, social and economic nature, it has not been able to reach the planned target at TE time However progress was made to form a new Management Committee for ANMI Aguaragüe PN. (*) A new Management Committee was formed Kaa Iya from the development of new bylaws granting greater representativeness and greater management capabilities	One of the Plans (EL Palmar) is approved. The other is in process and two extra ones are in updating. The project still has 5 months to achieve the remaining parts of the targets.	S
			Concerning PA management plan implementation the targets are: 15 initiatives with 30 communities supported by SGP within the Indigenous Territory of Kaa-Iya and Aguaragüe PAs contributing to the implementation of the management plans.	20 initiatives in 64 communities, 3 TCOs (Alto Isoso, Bajo Isoso and Santa Teresa) and 1 Central Indian (CCICH TURUBO) initiatives developed within the management plans and strategic plan for integrated development. (Kaa Iya and Aguaragüe) 27 initiatives in 47 communities, (3 projects include products for the entire protected area: BIORENA, HSB and RENACC) initiatives have been developed within the framework of management plans and strategic plan for integrated development. (Palmar and Iñao)	Surpassed. More initiatives and communities than targeted were already achieved.	HS

	Indicator	Baseline	Targets End of Project	Status at Terminal evaluation	Terminal Evaluation Comments	Rating
	Improved governance mechanisms of PAs that enable informed and effective local community participation.	The status of the Management Committee (MC)[4] in each selected PA is as follows: Kaa-Iya: The MC was established in 1996 and is functional El Palmar: The MC was established on 15 November 2008 and is operating but requires strengthening Iñao: The MC was established in 2008 and operates, but it does not have by-laws or Internal Regulations and requires strengthening. Aguaragüe: It does not yet have an MC. A co-management agreement between SERNAP and 3 Guarani communities (Yacuiba, Carapari and Villamontes) was signed on 9 December 2008. In this agreement it is stipulated that the MC should be established. Indigenous peoples leaders and members of the MC in the 4 Pas have not been trained on legal aspects related to protected area management.	MC (participatory Management Committee) for Aguaragüe established and functioning in a participatory manner; MCs for Iñao, El Palmar and Kaa-Iya with strengthened capacities for the participatory management of the PAs Capacities of at least 20 community leaders, men and women from indigenous peoples and other communities, as well as other members of the MC, on legal issues developed (i.e., constitutional mandates on protected areas, legislation on protected areas, and legislation on land tenure and rights, among others). Leaders trained transfer these capacities to other community members (at least 10 people per community)	Five specific initiatives have contributed to better management and governance of the two Protected Areas. - There is ongoing support to the establishment of Aguaragüe MC - El Palmar, KAA IYA, and INAO MCs have strengthened capacities, renewed boards, and improved and updated by-laws and regulations. 33 community leaders and members of the CGs have developed their skills in legal, management affairs, knowledge of legislation on protected areas, land tenure, etc. (FAENA, SAVIA, PRODAMA Y JAINA, TIERRA) Leaders trained on various management committees are transmitting and sharing their knowledge gained in their own and other communities	All targets in terms of Management Committees are achieved. The the MC for Aguaragüe is progressing. More communities leaders than planned were trained on several issues The transfer of skills is taking place. .	S

[4] The Management Committee (MC) is a body representative of the local population for its participation in the planning of PA management and for contributing to the oversight of the management of the PA.

	Indicator	Baseline	Targets End of Project	Status at Terminal evaluation	Terminal Evaluation Comments	Rating
	Increased number of community members able to contribute to applied research, and number of community-based initiatives on applied research for biodiversity conservation and sustainable use in partnership with relevant government and non-government entities	Education standards in the Chaco are low and people with secondary education (about 50% of the population) are mostly concentrated in urban areas. Therefore, the capacities of local rural communities to contribute to applied research are low, although communities contribute their traditional knowledge to research initiatives. There is no inventory of research initiatives in PAs and their buffer zones that integrate community members. A few research activities with participation of local communities and indigenous peoples' organizations in the Kaa-Iya PA have been identified.	At least 60 community members trained in species management, data collection and interpretation, monitoring and other technical issues with SGP support. At least 6 of community research initiatives supported by SGP and partner organizations generate information for sustainable management of species and other biodiversity conservation and environmental management issues.	39 community members trained in species management, data collection, and monitoring. The indicator is under development. (UASB, HSB, IBIF) Three community initiatives have been supported by SGP; the indicator is under development (Ongoing research studies:(UASB, HSB, IBIF)	65% of the community members training is achieved. One half of the targeted communities Initiatives were supported. The project still has 5 months to achieve the remaining parts of the targets.	**MS**
	Increased number of community-based initiatives conserving and sustainably using threatened and near threatened plant and animal species,	Threatened and near threatened plants and animal species of the Chaco are identified in the Red Book of vertebrates and Red List Book of CWRs. Two animal species in the Kaa-Iya PA, i.e., Taitetu *(Tayassu tajacu)* and Peni *(Tupinanbis rufescens)* have management plans. There are initiatives to promote sustainable use of a few plants in El Palmar PA such us *Euterpe Precatoria* and *Bactris Gassipae* There is no consolidated baseline on initiatives conserving threatened and near threatened species in these PAs.	At least 8 animal and plant species (see list in Annex 3 for potential species and their status) sustainably managed and conserved through the development of management plans and the implementation of 20 community-based initiatives	6 animal and vegetal species have actions for their conservation and sustainable use through the development of management plans, diagnostic surveys, and studies on relative abundance of the species in 10 community initiatives. Through 3 applied research studies (BIORENA, UASB, HSB) baselines of flora and fauna were established in the ANMI El Palmar. Documents to be published	75% of the targeted number of species already under management plans. The project still has 5 months to achieve the remaining parts of the targets.	**MS**

	Indicator	Baseline	Targets End of Project	Status at Terminal evaluation	Terminal Evaluation Comments	Rating
	Number of ecotourism ventures established with local communities within the Natural Areas for Integrated Management zones of the PAs as a conservation strategy	An Ecotourism Strategy for the National System of Protected Areas was approved to guide tourism activities within the PAs. There are no ecotourism facilities within the NAIM zones of the PAs.	3 sustainable tourism activities involving 9 communities established and under implementation	Three sustainable tourism initiatives in 6 communities under implementation. (Huellas, AAC and OTB El Palmar)	All planned initiatives established	**HS**
	Improved capacity of communities to mainstream biodiversity in land use planning, and to consider environmental sustainability in livestock management and agricultural production within 132,352 ha of production landscapes	There are no community land use plans in the PA buffer zones. There are some initiatives on sustainable livestock management and agricultural production in the buffer zones of the Iñao PA.	Guidelines for the preparation of community land use plans developed at project inception At least eight land-use plans in PA buffer zones developed by communities and their partners using information from a variety of sources and following the Millennium Ecosystem Assessment Approach, and considering as much as possible all ecosystem services. Additional initiatives on sustainable livestock management and agricultural production in PA buffer zones reducing negative impacts on BD from these economic activities: (Kaa-Iya: 4 initiatives; Aguaragüe: 4 initiatives; El Palmar: 4 initiatives; and El Iñáo: 3 initiatives)	1 study on property rights and conflicts over land use 4 Land Use Plans in Buffer Zones of 2 PA - 11 initiatives for sustainable management of agricultural production are developed, including: diversified production, integrated farms, soil management and conservation, sustainable agricultural practices, source water protection, and sustainable management of livestock - **AP KAA IYA = 3; ANMI EL PALMAR = 4; AP IÑAO = 3; AP AGUARAGUE = 3**	Guidelines not developed yet. Just 50% of the plans were developed and used Just 22 of the 35 initiatives are in place On the other hand the last group of grant project just began and the Project still has 5 months of active life, plus local commitments of grants not finished; therefore these figures will improve before end of project	**S**

			Sustainable use of non-timber forest products and sustainable production practices in production landscapes around PAs. At least 20 initiatives.	- Eleven initiatives on sustainable use of non-timber forest products and sustainable practices in production landscapes are developed, including: two forest deferral initiatives; 4 initiatives for the use of non-timber species; 6 sustainable practices in production landscapes.		

	Indicator	**Baseline**	**Targets End of Project**	**Status at Terminal evaluation**	**Terminal Evaluation Comments**	**Rating**
	Improved local capacity for valuation of ecosystem services and for integrated watershed management	There are no ecosystem services valuation studies for watersheds in the area and no watershed management plans developed	At least 2 watersheds with ecosystem services valued and plans for integrated watershed management developed in buffer zones of PAs	3 watershed assessments with ecosystem services and development of plans for integrated watershed management	Number of targeted watersheds achieved and surpassed	**HS**
Outcome 2: Climate change mitigation through promoting investments in renewable energy technologies and through land use, land use change and forestry in community lands.	Increased adoption of renewable energy technologies in target areas measured by the number of RE technologies adopted and the number of households and communities using RE	There isn't a full inventory of existing renewable energy installations in the project areas. Known RE installations are: PV panels: 450 Micro-hydro: 2 Communities targeted by SGP currently use generators to meet energy needs. There is some cooperation, between private and public entities to promote RE initiatives in the project area (GIZ, the Chaco Foundation, FEGACHACO, and NGOs such as ENERGETICA and Pro Leña), for the promotion of photovoltaic technology at household level and for other uses such as electric fences around pastures	At least 3 RE technologies adopted through at least 10 initiatives: PV panels: 500 Micro-hydro: 3 Solar dryers: 50 MoUs with 2 or more entities to support and contribute additional investments in RE resulting in at least: PV panels: 250 Micro-hydro: 3 Solar dryers: 25	• 3 RE technologies adopted by 20 initiatives: - Solar panels * Pre - electrification: 735 * Production systems: 27 * Water pumping: 4 - Solar Dryers: 3 - Improved Kitchens: 20	Initiatives doubled the planned number Solar panels achieved the target Micro-Hydro and solar driers did not.	**S**

	Indicator	Baseline	Targets End of Project	Status at Terminal evaluation	Terminal Evaluation Comments	Rating
	• Number of hectares of community lands with agro-forestry systems established and tons of CO2 e mitigated • Number of hectares of forestlands with increased vegetation cover and tons of CO2 e mitigated • Number of hectares of forestland previously devoid of trees with forest cover and tons of CO2 e mitigated	The baseline for these activities is 0 because agroforestry and silviculture are seldom practiced by communities in the project area The estimated baseline for existing degraded forests were natural regeneration and enrichment activities will take place is 8,835,159 t/CO2 e	14 community-based initiatives with 30 communities implement: 5,000 hectares with agro-forestry systems mitigating 194,563 t/CO2 e 90,014 hectares with natural regeneration mitigating 21,776,274 t/CO2 e 5,000 hectares reforested mitigating 532,295 t/CO2 e	With monitoring data from the first quantization of biomass and soil, the PPD / GEF-UNDP projects have the following developments: • 341 hectares of agro-forestry systems (agroforestry systems) that mitigate 27.010 t / CO2 eq first monitoring was performed in 8 different projects. • 15,865 hectares of natural regeneration (forest conservation) that mitigate 17,870,191 t / CO2 eq first monitoring was performed in 10 types of projects. • 27 hectares reforested mitigating 550 t / CO2 eq monitoring was performed in a project (AP El Palmar), In the following cycle (November 2015) a second measurement of projects will be monitored and a measurement of new projects not yet made will be conducted.	The number of initiatives was surpassed All areas (agroforestry, natural forests and reforestation) still underper-forming. Worst situation is reforestation. Targets were probably too high. Not all projects were measured yet and there are many grants just beginning.	**S**

	Indicator	Baseline	Targets End of Project	Status at Terminal evaluation	Terminal Evaluation Comments	Rating
	Baseline data established and monitoring system adopted for measuring carbon stocks at local level in target areas to contribute to the national forest database, and to land use and land use change monitoring.	Baseline data on carbon stocks in the project area is not available There is no monitoring system available for measuring carbon stocks in the project area The Forestry Directorate (Direccion Forestal) under the Vice-Ministry of Environment in cooperation with the Authority for Forests and Lands (Autoridad de Bosques y Tierras) plan to monitor REDD+ pilot sites with support from UN-REDD. However, none of these sites are in the Chaco.	Monitoring system for carbon stocks designed and operational by end of first year. Training to communities (men and women of indigenous peoples and community members) and supporting organizations (NGOs and staff of municipalities) at local level within second year of project along with validation of protocols and method. Community carbon monitoring system designed with SGP support transferred to the PNCC-VMA at the end of the project for maintenance and administration	Through a consultancy we have: a) A monitoring protocol for carbon stocks in SGP / GEF-UNDP projects. b) First monitoring of carbon content in biomass and soils implemented in projects in the four protected areas of the Chaco region - Bolivia. It is expected to issue a second monitor at the end of 2015 to quantify all the benefits of emissions reductions or removals of carbon dioxide from the projects implemented in this operational phase	Monitoring protocol completed. Training not done yet Community carbon monitoring systems just in very early stages Project still has 5 months of activities	**MS**

	Indicator	Baseline	Targets End of Project	Status at Terminal evaluation	Terminal Evaluation Comments	Rating
Outcome 3: Land degradation reduced by maintaining or improving the flow of agro-ecosystem services in community lands for sustainability and improved livelihoods.	Increased number of communities applying sustainable land management techniques in agro-ecosystems	There are no interventions on sustainable land management (SLM) in the project area, except for some soil management initiatives in the buffer zone of El Palmar PA	At least 8 community-based initiatives on sustainable land management (e.g., techniques such as 0 tillage, water management and conservation, crop diversification, conservation of crop genetic diversity, sustainable fodder production, fire control, etc.). Selection of SLM techniques to be determined with communities.	10 community initiatives implemented techniques of sustainable land management in 42 communities. - Sustainable agricultural practices: Use of organic fertilizers, minimum tillage, use of improved seeds, pastures management (10 Com and 544 families.) - Management and soil conservation: coronation ditches, infiltration trenches, contour, slow formation terraces, stone dikes, defensive gabions, gully control (3 Com and 167 families.) - Bio-intensive Production: successional horticultural crops, home gardens organic production, (3 Com and 105 families.). - Protection of water sources - fish farming: Conservation and protection of aquifer recharge areas, Local regulations, practices, reforestation, construction of ponds for fish production (15 Com and 654 families.) - Sustainable Production Balers deferred forest management, enclosure protection and areas for planting grasses and legumes, forage conservation (hay and silage). (11 Com., 139 families)	The number of targeted communities with SLM implementation doubles the target number. This indicator was not only achieved but significantly surpassed.	HS

	Indicator	Baseline	Targets End of Project	Status at Terminal evaluation	Terminal Evaluation Comments	Rating
	• Increased amount of food available to each family throughout the year • Increased yield per hectare • Improved income from agricultural products	To be determined for each project at approval stage	An average of 10% increase in food availability per household To be determined at project inception per crop 15% increased income	39 communities and 576 families have diversified and improved their diet, contributing to the food security of each household, through initiatives in horticulture, fish farming, beekeeping, fruit growing, organic farming Being old and new beekeeping initiatives for the reporting period, only one has managed to contribute to the generation of family income through the marketing of honey: - AEPSIMS: US $ 200 / year / family, benefiting 45 families of 4 communities. - WELLS and APACH do not yet have income data because they are in full production stage but this production was not sold yet. Of the total produced between 5 to 10% is spent on household consumption, improving the diet, especially children. In the area of fish farming they have supported two initiatives (INTIKILLAY and PORORO) producing and selling two species: carp and pacu-tambaqui. The revenues totaled US $ 2715.50 per pond benefiting 60 families in five communities. The supported production of grafted citrus plants which have been sold at local fairs and surrounding municipalities, generated an income of US $ 848 / family / year, benefiting 12 families in a community. SGP also supported ecological horticultural production initiatives through projects WAYNA WASI and ADI, whose small-scale production main objective is to ensure food security and possible income from the sale of surplus production.	The concept underlying the indicators was well achieved. The poor design of the indicator did not allow the SGP to provide conclusive evidence about its achievement. Instead, the evidence is fragmented, but the TE considered that the purpose of the indicator was fully achieved.	HS

	Indicator	Baseline	Targets End of Project	Status at Terminal evaluation	Terminal Evaluation Comments	Rating
	Reduced soil erosion in community lands	Extent of degraded area in community lands to be determined during 1st semester of 1st year of project	Soil erosion reduction of at least 30% in project areas	By developing a series of practices and actions of management and soil conservation, afforestation, areas with natural regeneration, sustainable agricultural practices, physical and mechanical conservation, protection of areas of recharge, the activities have contributed to control and reduce erosion in an area of 3.848 hectares located in areas of project intervention.	The indicator was interpreted in terms of soil erosion reduction practices, as actual soil erosion was not measured. Again, this is a case of a poorly designed indicator. Considered as Achieved, despite TE not being able to assess it as planned.	**S**

	Indicator	Baseline	Targets End of Project	Status at Terminal evaluation	Terminal Evaluation Comments	Rating
Outcome 4: Community capacity to address global environmental challenges developed & knowledge acquired through project implement-ation documented, shared and applied.	Increased number of eligible projects demonstrating community understanding of global environmental issues and with viable local solutions	The share of SGP eligible projects from the Chaco region in the past was 6% of the total portfolio in Bolivia Stakeholders from the Chaco region are not aware of global environmental challenges and cannot identify local actions to address them	At least 50% of project proposals received from CBOs are eligible for SGP financing.	Out of 55 CBO proposals received in two, 15 proposals were eligible and received funding from the PPD December 2014 representing 28% of the initiatives received. The results of 2015 last call are not included as they were not available at the TE time	The level of target achievement is low because most of the grant projects are still under implementation and the proposals from the last call are just beginning. The project still has 5 months to achieve the remaining parts of the targets	**S**
	Enhanced capacity of SGP Grantees to monitor and evaluate projects according to GEF policies, strategies, objectives and indicators.	Current capacity is very low because local communities have not had the opportunity to develop, implement, monitor and evaluate sustainable development projects, nor have they received training	Some 200 community members trained on project M&E At least 20% of community members demonstrate a good understanding of M&E and contribute to data collection and project monitoring activities. At least 80% of projects achieve adequate monitoring and reporting standards, and apply an adaptive management approach to project implementation	- 459 community members including men and women leaders, authorities, local representatives, promoters, members of the PA and CG, and chiefs of families have developed capabilities to carry out M&E of projects. - 17% of beneficiary families participate in field visits for M&E under SGP. - 81% of the projects show adequate levels of monitoring and reporting on project implementation and a significant degree of ownership of proposed initiatives.	This indicator has 3 targets. One was achieved and widely surpassed, and the other two are close to the boundary (above and below it). 50% of the grant projects are still active.	**HS**

	Indicator	Baseline	Targets End of Project	Status at Terminal evaluation	Terminal Evaluation Comments	Rating
	Increased number of contributions from SGP Bolivia to local and national publications and media, as well as to knowledge products of the Global SGP and UNDP	SGP-Bolivia project results have been disseminated through the national media and experiences and lessons from project implementation have been highlighted in global SGP publications. However, SGP projects implemented in the Chaco have never been featured.	At least 6 SGP projects picked-up by the media. Six knowledge products available in SGP's website and disseminated in hard copy At least 4 projects in Bolivia selected as best practice by the Global SGP or UNDP	- National newspapers: 1 item on Huellas - 2 university scientific journals BIORENA and HSB - Seven institutional virtual Bulletins - 14 printed publications - Nine radio programs: SAP, JAINA, FTDA CHACO. - One systematization of photovoltaic systems (pre-electrification) - 1 Documentation of the experience in agroforestry systems - 1 Systematic quality control of waters - The evidence for this indicator is still in development, however a CIMCI management initiative was presented as SGP candidate for the Equator Prize. - As demonstration projects at the country level: 1. On sustainable community tourism project is the Kayana: The spirit of the forest, the same that has been included in the portfolio of tourism products in the country promoted by state tourism company 2. On issues of renewable energy technologies, it is the project of establishing a solar PV system for pumping water for human and animal consumption in the Community La Brecha, Isoso, benefiting around 300 families 3. Similarly, other project to be highlighted is the OTB CUMANDAYTI which established a solar dryer for processing pepper (the main production item of the community and the municipality) benefiting a producer's organization.	This indicator has several targets. The most significant ones of them were achieved, with the exception of number of projects selected as best practice by the Global SGP, something that is out of project control (another weak indicator) Considering the above said, the TE assessed this indicator as achieved	**S**

Progress towards Project Objectives

The progress of the Bolivia SGP to achieve its Project Objectives is highly satisfactory as the project as achieved all but one of the Objectives indicators and the remaining one is considered as satisfactory as shown in the table below.

	Indicator	Baseline	Targets End of Project	Status at Terminal evaluation	Terminal Evaluation Comments	Rating
Project Objective: Global environmental benefits secured through strategic and integrated community-based actions in biodiversity conservation, climate change mitigation and sustainable land management in the Chaco eco-region of Bolivia.	Improved BD conservation and sustainable use in four existing PAs inhabited by indigenous communities: • KAA-IYA National Park and Natural Area for Integrated Management (NAIM). • EL PALMAR Natural Area for Integrated Management. • SERRANIA DEL AGUARAGÜE National Park and Natural Area for Integrated Management. • SERRANIA DEL IÑAO National Park and Natural Area for Integrated Management.	51,696 ha under sustainable management by communities in the geographic area of the project:	666,760 ha of PAs and community lands with biodiversity conservation practices and under sustainable management:	666.760 Ha of the 4 PAs and community-based lands have strategic guidelines for the implementation of conservation practices and sustainable management of BD by means of improvement and strengthening initiatives for management in PA. 148.154 Ha have actions that directly contribute to BD conservation.	The situation of the targeted area is stable and improving through several SGP supported actions	HS
		Kaa-Iya: 41,901 ha in the NAIM/CLO[5] Isoso area of the NP.	Kaa-Iya: 446,369 ha in the NAIM of the PA which include areas in the CLO Isoso.	KAA IYA: 141.923 Ha corresponding to TCO ISOSO through traditional practices of subsistence hunting (F. IVI IYAMBAE); 600.000 Ha in ZA of the area by means of territorial planning and BD conservation actions to protect the Parapeti River and Bañados del Isoso basin (FCBC); 446.369 Ha have an initiative for PA management (SAVIA)	The situation of the targeted area is stable and improving through several SGP supported actions	HS
		Aguaragüe: 4,468 ha in the NAIM/CLO "Weenhayek" and "Guarani Peoples Assembly-Yacuiba" areas of the NP.	Aguaragüe: 108,307 ha, i.e 100% of the total area of the PA which is both National Park and NAIM and that includes the CLOs of Weenhayek and Guarani People Assembly (APG) Yacuiba.	AGUARAGÜE: 6 Ha have research plots on native flora, whose outcome is projected onto the entire PA zone (ESAF); 2 Ha for conservation and management of native plant species (COM. VIVA); 108.307 Ha have a PA management initiative (JAINA).	The situation of the targeted area is stable and improving through several SGP supported actions	HS

[5] NAIM/CLO is the acronym for Natural Area for Integrated Management/Community Land of Origin.

	Indicator	Baseline	Targets End of Project	Status at Terminal evaluation	Terminal Evaluation Comments	Rating
		El Palmar: 2,973 ha which corresponds to 5% of the total target area.	El Palmar: 59,848 ha which correspond to the total area that is NAIM	PALMAR: 3913 Ha (PASOS, ASMUDES, SUB CENTRALIA RODEO EL PALMAR, HUSALMUT) have actions that directly contribute to BD conservation and management and 59. 848 Ha have initiatives for management and research (FAENA, BIORENA).	The situation of the targeted area is stable and improving through several SGP supported actions	HS
		Iñao: 2,354 ha which corresponds to 4% of the total target area	Iñao: 52,600 ha which correspond to 20% of the total area under National Park and NAIM categories	IÑAO: 2310 Ha have actions that contribute to conservation and management of BD resources (ACLO, LIDER, NOR SUD, INTIKILLAY). 52.600 Ha have a PA management initiative (PRODAMA)	The situation of the targeted area is stable and improving through several SGP supported actions	HS
	Biodiversity mainstreamed in the production landscape in the Buffer zones of the 4 PAs (hectares certified for sustainable management)	While there are several national and international certification mechanisms that have been applied in different parts of Bolivia, communities in the PAs and buffer zones covered by this project have yet to obtain any type of certification. Therefore, the baseline is zero	Sustainable livelihood interventions implemented by local communities in 132,352 ha and the process to obtain national or international environmental certification initiated. At least 20% of applications achieve certification during the lifetime of the project.	In 148.154 Ha initiatives have been implemented to contribute to improve the livelihood of the population in local communities. There is no policy, regulatory, or procedural framework in the country to obtain certification.	The targeted area was already surpassed by 12%.	HS

	Indicator	Baseline	Targets End of Project	Status at Terminal evaluation	Terminal Evaluation Comments	Rating
	Increased investment in renewable energy technologies (Measured in number of RE systems installed, value and number of institutions making such investments)	Renewable energy investments in the Chaco region are very low, almost 0 in most Chaco localities. GIZ has invested approximately US$216,000 in photovoltaic panels in the following locations: Villamontes (Chaco Tarijeño): 200 systems of PV panels Muyupampa (Chaco Chuquisaqueño): 250 systems of photovoltaic panels The baseline for Tons of CO2 e mitigated is zero	Renewable energy investments increased by at least 100% with contributions from at least 3 entities other than GIZ.	The increase in renewable energy investments came from municipal, energy Governments, and especially the own contribution of the beneficiary population reaching a total of US $ 221 080, distributed as follows interventions: Year 1 - ENERGY (4 Pilots) of renewable energy technology Year 2A - SVOCs (3) electric fence systems and AGRO XXI (20) with electric fencing systems. Year 2B - OCB cold, Cieneguillas, CEIDAS (100) with pre-electrification systems and CUMANDAYTI (1) solar energy for drying agricultural products. Year 3 - OCB TRANCAS OVEN KASA, ASE, OCB Loman LLANTOJ OCB, OCB TAPERA THE NATIVE (269) systems for rural electrification and OCB pre-GAP (1) a system for pumping water for human and animal consumption	Investment target was slightly surpassed. CO2 emissions avoidance still short from target but last batch of Projects began just before the TE.	HS
	Tons of CO2 e mitigated		25,000 t/CO2 e avoided in 4 years through RE applications in the Chaco area	19,966 tCO2eq avoided in three years through application of ER in the Chaco area It remains to calculate and measure emissions in new projects in the portfolio of the Year 4		

	Indicator	Baseline	Targets End of Project	Status at Terminal evaluation	Terminal Evaluation Comments	Rating
	Carbon stocks maintained in the Chaco area through good forest management practices in forest and non-forest lands including reforestation and natural regeneration. Tons of CO2 e mitigated	There are 11,585,590 ha of forest in the Chaco. Deforestation rates for the period 1993 – 2000 in the municipalities of the Chaco area varied between a low 0.1 and a high 7.8 per cent. The overall deforestation rate during the same period for the 11 municipalities in the Chaco for which information is available (Bolfor) is 2%, which is equivalent to 231,754 ha of forests. The baseline for Tons of CO2 e mitigated is zero	Carbon stocks maintained or enhanced in 100,014 ha through avoided deforestation, reforestation, and natural regeneration. 22,503,132 t/CO2 e mitigated	Indicator in process 17,898 t / CO2e mitigated It remain to calculate and measure emissions from new projects in the portfolio of the Year 4	At MTR time the field measurement required to calculate progress were under implementation. CO2 mitigation still short of target but last group of Projects began just before the TE	**S**

	Indicator	Baseline	Targets End of Project	Status at Terminal evaluation	Terminal Evaluation Comments	Rating
	Avoided land degradation and increased resilience of agro-ecosystems to climate change (Measured as a proxy by the number of hectares of community land under SLM practices and with increased vegetation cover, and by the percentage of community land with increased productivity measured in tons per hectare)	To be determined once specific community projects are approved. National statistics on land degradation are: 41% of the national territory has some degree of land degradation, i.e., more than 45 million has, including a large part of the departments of Oruro, Potosí, Chuquisaca and Tarija, 32% of the department of La Paz, 46% of Cochabamba and 33% of Santa Cruz. There is no specific data for the Chaco eco-region, however, it is known that there are serious degradation and desertification problems, a deficit of water resources, unsustainable use of natural resources, and low diversification of agricultural production causing degradation and biodiversity loss	320 ha of community lands with sustainable land management practices that reduce land degradation including increased vegetation cover: 200 ha with sustainable agro-ecological/agro-forestry management practices; 100 ha with improved vegetation cover through reforestation and natural regeneration; 20 ha with soil erosion control. At least 30% of the land of SGP supported communities shows increased productivity	3390 Has. Of community land with sustainable management practices that reduce land degradation: 1. 80 hectares. sustainable agricultural practices: Integrated Farms, Agroforestry Systems and silvopastures, sustainable management of forests 2. 3,165 hectares with improved vegetation cover: Enclosures and forest plantations 3. 145 hectares. with erosion control 26% of all communities (108) located in the Natural Areas of Integrated Management in PAs perform different practices of sustainable land management, thus contributing to improve productivity in their fields	This indicator has several targets. All of them were widely surpassed in proportions ranging from 20 to 300%. The second indicator about increased productivity was not actually measured (poorly designed indicator). Instead, land areas under sustainable practices assuming increased productivity were reported. To the TE this assumption is reasonable and can be accepted as a replacement of the poor indicator.	HS
	Improved gender equity as a result of increased income generation opportunities for women from sustainable livelihood activities within the buffer zones of four PAs.	75% of the Chaco population live in poverty Very few projects financed in the Chaco region consider gender equity. Baseline data will be obtained for specific communities once SGP grants are approved	At least 20% of initiatives supported by SGP are managed by women groups and generate income from sustainable use of non-timber forest products and sustainable production practices in production landscapes around PAs (e.g., handicraft production, organic apiculture, medicinal plants.) All SGP projects involve both men and women in their design and implementation	In 9 initiatives women are involved directly or indirectly in the project management. In 12 initiatives 22 women have developed leadership and management skills on the productive activities they are conducting. 21 of 50 (42%) initiatives implemented by NGOs are run by women. All projects include the participation of women and men at all stages of implementation.	The target was already double and new projects would not be able to reduce the achievements below target levels. Moreover, most probably this target will be widely surpassed	HS

	Indicator	Baseline	Targets End of Project	Status at Terminal evaluation	Terminal Evaluation Comments	Rating
	Increased capacity of SGP stakeholders to diagnose and understand the complex and dynamic nature of global environmental problems, and to develop local solutions	Capacity of local communities to understand global environmental issues is very low in the Chaco eco-region because SGP has had very few interventions and activities with local NGOs and CBOs (only 8 projects implemented in the Chaco since SGP inception)	70% of participating community members (both men and women) will be able to describe the relation between the SGP-supported intervention and the global environmental benefits it generates At least 80% of projects will be rated satisfactory or above with respect to meeting their objectives	75% of the residents of the targeted communities (10,191 people) where projects are being implemented know about their scope and how the SGP works. 90% of the projects considered in this period are rated satisfactory regarding compliance with their objectives, resulting from monitoring and evaluation carried out	This indicator has two targets Both are surpassed. New approved projects would not be able to reduce the achievements below target levels.	**HS**
	Enhanced public awareness of communities' contributions towards addressing global environmental challenges	Awareness continues to be low among the general public in spite of previous SGP efforts and those of other NGOs	30% of SGP-funded interventions will be featured by the national and local media	22% of the initiatives supported by the SGP the results have been and/or are publicized in local and regional media.	The level of target achievement is still short of target because most of the grant projects are still under implementation. The project still has 5 months to achieve the remaining parts of the targets	**HS**
	Increased capacity of SGP grantees to monitor and evaluate their projects according to GEF policies, strategies, objectives and indicators; increased capacity of grantees to monitor local environmental trends	Only a handful of local communities in the Chaco have implemented projects funded by international donors or institutions with complex monitoring and evaluation systems, therefore, capacities for M&E are extremely low There is no information in community activities that contribute to monitoring local environmental trends	At least 80% of SGP grantees demonstrate application of adaptive management to their projects as a result of M&E activities, gather and maintain relevant data (social, economic and environmental), and their reports meet GEF/SGP standards	All projects supported by SGP in the reporting period comply with the submission of their technical and financial reports, according to the established schedule and meeting the quality standards required by the SGP.	The indicator was surpassed. New approved projects would not be able to reduce the achievements below target levels.	**HS**

Reporting to the GEF Tracking Tools

The Project has completed its report to the GEF Tracking Tools as recommended by the MTR. The Terminal Evaluation reviewed the entries and they are satisfactory.

These reports were done separately for each of the four Protected Areas (ANMI) prioritized by the SGP for OP5 using the GEF formats.

Given that these Reports are too bulky (more than forty pages per protected area) their copies were not include in this report.

The Terminal evaluation considered that this requirement was fulfilled in a highly satisfactory way.

Summary

From the above tables it is evident that all indicators at the Project level were achieved and all but one were evaluated as Highly Satisfactory.

At the Outcome level the situation is also very good but it has more variations. There are 17 Outcome indicators; 8 of them (almost 50%) are already achieved at Satisfactory level and another 6 (35%) are already achieved at a High Satisfactory level. There are 3 indicators (17%) whose level of achievement was rated as Moderately Satisfactory.

This is the situation at the TE time (July 2015) but the Project still runs until end of December 2015 and the last group of grant projects was approved just before the TE. Therefore there is time and a significant group of grant entering implementation that surely will improve all figures used in the TE. Moreover, there are projects from previous calls still active, raising the proportion of projects still generating results to 50% of the total OP5 portfolio.

Definitively this situation has two implications; one is that the Project will face some problems at the end in terms of grant projects completion, and two, very relevant for this section, is that the Outcomes and Objectives will be achieved and largely surpassed in most cases.

Therefore the Terminal evaluation assesses this aspect as Highly Satisfactory.

RATING OF OVERALL ATTAINMENT OF RESULTS: HIGHLY SATISFACTORY (6)

3.3.2 Relevance (*)

Bolivia has ratified the Convention on Biological Diversity, the UN Framework Convention on Climate Change, and the United Nations Convention to Combat Desertification, and is therefore eligible for GEF financing in the three Focal Areas.

The SGP in Bolivia is directly relevant to, supportive of, and consistent with national priorities and policies related to the country's responsibilities as a party to several multilateral environmental agreements for which the GEF is the financial mechanism[6]. This project is in the framework of the principles and legal bases of the new Political Constitution of the Plurinational State of Bolivia, and within the national priorities of the National Development Plan (NDP). The NDP established that "environmental resources include tangible goods such as forests, water resources, and biodiversity with all their biological richness and variety of environments, and intangible goods such as the hydrological cycle and carbon sequestration, which act to mitigate climate change, and which certification will generate advantages for the development of the country".

The NDP also includes strategies to reduce poverty in which environmental conservation plays an important role. It emphasizes harmony with nature, which is based on traditional economic and cultural linkages of local communities to nature and natural resources. The NDP speaks of reestablishing a balance between nature conservation and economic needs to improve livelihoods, particularly of indigenous communities. This development model is predicated on the following principles for the use of biodiversity and forest resources:

(a) Productive Transformation of the Forestry Sector; the focus of this principle is on commercial and industrial value-added processing of timber and non-timber forest products and the expansion of sustainable exploitation of forest resources. The NDP seeks to promote the export of value-added products to generate income and jobs for cooperatives, social groups, and "Community Lands of Origin" (CLO), less so for private sector companies.

(b) Sustainable Use and Conservation of Biodiversity; the NDP seeks to promote the sustainable use of biodiversity by strengthening the management and marketing capacity of community and indigenous organizations; undertaking research activities to promote new products and identify new markets; and establishing parastatal companies to promote and market natural products. Biodiversity strategies and programs considered in the NDP explicitly recognize the role of the state in promoting the sustainable use and conservation of biodiversity, working closely with indigenous and local communities

With respect to Biodiversity, this project is aligned with the National Biodiversity Strategy and Action Plan (NBSAP) approved in 2001 by the then Ministry of Sustainable Development and Planning. According to the NBSAP ¨The Bolivian State articulates efforts and develops strategic alliances and actions for the conservation and sustainable use of biodiversity contributing to sustainable development¨. The policy guidelines of the NBSAP, include the ¨Recognition of the strategic character of biodiversity for national development¨ and the "Conservation of biological diversity of ecological, economic and cultural importance¨. The SGP project is also consistent with the General Regulation on Protected Areas (Supreme Decree No 24 781), the key policy instrument for managing the National Protected Areas System.

[6] Bolivia has ratified the Convention on Biological Diversity (CBD), the United Nations Convention to Combat Desertification (UNCCD), and the UN Framework Convention on Climate Change (UNFCCC). It has also ratified other relevant multilateral agreements such as the Ramsar Convention on Wetlands, and the Convention on International Trade in Endangered Species (CITES)

With regards to Climate Change, SGP responds to priorities identified in the National Climate Change Program (NCCP). The NCCP is responsible for the implementation of Bolivia's commitments as a Party to the UNFCCC and is a program of the General Directorate of Environment and Climate Change of the Viceministry of Environment, Biodiversity, Climate Change and Forest Management and Development. The NCCP produced national GHG inventories in 1994, as well as various studies on mitigation and adaptation such as GHG mitigation options, vulnerability and adaptation studies for the health and food sectors, technology transfer needs, and education and awareness programs.

The project is also consistent with the Second National Communication (2009) that confirmed that the largest source of GHG emmisions in Bolivia is land use, land use change and forestry, which in 2004 accounted for 50%, followed by the energy sector. This FSP will finance renewable energy initiatives of communities in the Chaco eco-region to be jointly identified with the NCCP to avoid duplication of other government CC efforts and to mobilize co-financing. In 2009 Bolivia adopted a National Forest and Climate Change Strategy. The vision of the Strategy is to conserve forests and the environmental goods and services they provide without affecting the role of forests in supporting the livelihoods of the poorest communities, and their contribution to national economic development. The main objective of the Strategy is reduce the social, economic and environmental vulnerability of forest-dependent communities and other Bolivian citizens to climate change effects through poverty reduction initiatives that generate incentives for the integrated management of forests and that are within the framework of the "living well" paradigm. The SGP is fully aligned with this Strategy as well as with the National Plan for Integrated Forest Management (2008) as both are fairly consistent. Bolivia's policy concerning Reduced Emissions from Deforestation and Forest Degradation (REDD) is that these activities must necessarily respect and promote the rights and interests of Indigenous and local communities, ensuring their active participation and their right to free prior informed consent in designing and implementing REDD+ initiatives, in full compliance with international human rights conventions and other relevant and applicable national and international laws. Bolivia does not support carbon markets for REDD, stating that REDD should establish an alternative source of funds and should enable the transfer of new and additional financial resources from developed to developing countries.

RATING OF RELEVANCE: Relevant (R)

3.3.3 Effectiveness & Efficiency (*)

Effectiveness

The assessment of Project effectiveness is also based in the *Outcomes achievement description and TE assessment table* presented previously in Section 3.3.1

The mentioned table showed that:

a. All Project Objective indicators were achieved at the time of Terminal Evaluation
b. All Outcome indicators were achieved at the time of Terminal evaluation, with different degrees of satisfaction. None of them was evaluated as Moderately Unsatisfactory or less
c. Of the 17 Outcome indicators agreed on the Framework Results, 6 were assessed as HS, meaning that they surpassed of fully reached their targets.
d. Another 8 indicators were assessed as S, meaning that they achieved their targets or were very close
e. Just 3 indicators were evaluated as MS, but the project still have 50% of it grant projects active and it still has 5 months to run until de end of 2015.

In terms of efficiency, this high level of performance was based in the usual 2-person National Coordination Team supported by consultants for the M&E system as decided by the NCS.

Risk

The Project did a very good identification of its risk factors, as shown in Section 3.1.3 of this Report. The identified factors were:

1. Running a grants program with civil society organizations that have a low level of technical and management capacity
2. Turnover of local government and PA staff may create project implementation disruptions or weaken political support for the projects
3. Area of intervention is susceptible to the effects of Climate Change
4. Governance weaknesses in community organizations
5. Undeveloped markets for community produced goods and services

The difficulties inherent to running a grants program with civil society organizations having limited management capacities was well addressed using the long SGP experience in dealing with this type of organizations. A good evidence of this is the low rate of grant project failures (3 out of 80)

The local governance systems finally did not constrain the development of plans and activities in part because of the SGP experience in the area and also because of the high level of involvement from the staff of supported Protected Areas (ANMI) and the active involvement of the local Governments, including a significant level of cash funding.

Fortunately the country was not affected by any major climatic event during this Phase. There were the usual climate variations, sometimes with variations a bit stronger than usual but not completely off the registered information. The different actions aimed at reducing these risks seem to have been adequate because no issues of this kind emerged during field visits and/or interviews as causes of failure or extreme suffering.

Governance weaknesses in community organizations were addressed through different leadership training activities and a significant effort to pursue active integration of women in these governance structures. Both efforts contributed to avoid significant problems in this risk area.

Access to markets was a constraining factor during OP5 as it was in previous phases but did not constraint the activities in ways harder than expected or planned.

Finally, but not less important, the overall social and political climate of the country remained stable. The impacts of the global crisis were felt in the country but not as strongly as they could, so they did not compromise the SGP work during OP5.

Lessons learned about effectiveness

There is not too much to be added about lessons learned regarding effectiveness. SGP Bolivia was a well-designed and well-implemented project who benefited enormously from its successful story and its ability to learn from its own experience and maintain a permanent search for new challenges and the ability to achieve its goals.

Based on these elements, the Terminal evaluation rating for Effectiveness is Highly Satisfactory.

RATING OF EFFECTIVENESS: HIGHLY SATISFACTORY (6)

Efficiency

Project support

The project was supported by UNDP CO in a double function - as GEF Implementing Agency and also as fulfilling tasks for UNOPS as Implementing Partner or executing agency under an agreement between the two agencies.

The support was satisfactory in terms of administration and there is a good engagement of the UNDP Program Officer with the SGP.

The fact that SGP is hosted by UNDP-CO at their offices in San Jose also helped in assuring good contact, coordination, exchange of information and support with other UNDP initiatives.

Partnership arrangements

This issue was already addressed in detail in section *3.1.9 Management arrangements.* The two key issues highlighted there are about potential problems due to deficiencies in the management arrangements (too many different reporting lines for the National Coordination), and the fact that the SGP (originally the GEF funding window for CBO/NGOs) is now under Governmental control in this SGP Country Programs contrary to the original GEF design.

Both of them are not particular or specific of Bolivia and should be addressed at a higher system level.

Use of local capacity in implementation

The use of local capacities in project implementation is an old feature of the SGP in Bolivia that was maintained and improved during the evaluated phase. The "accompanying organizations" mechanism to help CBOs and other local organizations to design and implement their projects is well established and a dozen of them are actively engaged by CBOs and they are chosen by the CBOs (and not by the SGP) to ensure due transparency and empowerment of the CBOs to be able to choose whose support they would like to have. In fact, this is an area in which the SGP has very relevant experiences to share with other large, medium and small projects aiming to use local capacities for implementation.

Lessons learned about efficiency

Some comments emerging from the collected evidence are as follows:

- the project management costs have remained at similar levels to previous stages . Some previous studies indicate that the efficiency of PPD is comparable or better than the average of GEF projects, therefore there were no significant changes in this regard.
- regardless of the previous point, some observations from the governmental institutions were registered about the need to reduce overhead costs distributed between the project implementing and executing agencies and to ensure that a greater proportion of funds reach the final beneficiaries. There were no comments regarding the costs of project coordination.

- according to the documents of funding proposals, in the Bolivia SGP the recipient organizations should be able to mobilize resources at least equal than the funds received from SGP . In this particular aspect, the requirements of the Bolivia SGP are aligned with the global requirement of 1:1 co-financing. As shown in the pertinent section the SGP Bolivia is fulfilling its co-financing commitments and it is expected to meet them fully at the end of the Project when all active grants (50% of the total) close and their co-financing contributions accounted for.

Based on these elements, the Terminal evaluation rating for Efficiency is Highly Satisfactory.

RATING OF EFFICIENCY: HIGHLY SATISFACTORY (6)

3.3.4 Country ownership

From all evidence and comments already provided it is obvious that the level of country ownership is high. Some key elements supporting this assessment are the alignment of SGP activities with country priorities, the composition of the National Steering Committee with a broad majority of national persons representing different national organizations (Governmental, academic, NGOs, etc), the comments collected during the evaluation in meetings with persons working in governmental organizations and NGOs at regional and national level, as well as the results of the MTR carried out in 2014.

One of the most striking points about SGP in Bolivia is that it is well known and it is highly appreciated by most of those who know it. This is an excellent piece of evidence for the high level of ownership that the country organizations feel in regard to SGP.

3.3.5 Mainstreaming

Positive and negative effects on local population

Given the nature of the SGP in Bolivia the main effects of the project take place with the local population. According to the people interviewed in the field they all coincide in that the effects are very positive in many aspects such as empowerment, organization, training, critical funding to undertake new initiatives, contacts with research and academic organizations, contacts and help or marketing, contacts to get additional funding, etc.

There are so many positive effects perceived by the local population that it is really hard to find people with negative views or grievances with the SGP.

Conformity with UNDAF and CPD

The UNDAF cycle for Bolivia at the time of Projet design (2008-2012) focuses on increasing national productivity in the context of sustainable development. The UNDAF aims at achieving a balance between development goals and natural resource conservation, and UNDP is playing a major role in supporting the government in meeting those goals. Outcome 4 of the UNDAF seeks to strengthen the capacity of institutions and organizations to increase productivity and generate employment while improving environmental management. Country Programme Outcome 3 includes 4 outputs relevant to SGP activities in Bolivia: (i) conservation, management and use of natural resources for agricultural and non-agricultural processes promoted; (ii) production activities based on natural resources enhanced through combining traditional knowledge and modern technology to improve food security; (iii) production activities in areas of significant biodiversity increasingly under organic and sustainable production certification; and (iv) access to renewable energy technologies in off-grid rural areas increased. Initiatives led by women are given priority across all UNDAF outputs and outcomes.

This consistency is also extended to CPD that is an instrument aligned with UNDAF.

Contribution to preparedness and coping with natural disasters

The SGP contributes significantly and in different ways to preparedness and coping with natural disasters at community and territory levels.

SGP actions as diversification of agricultural sources of income, sustainable production, renewable energy, soil and water conservation, water management and other also contribute significantly to reduce the impacts of climate events such as drought and excessively wet seasons leading to crop losses, loss of grasslands productivity, etc. All these impacts have significant effects on the livelihoods of small and medium farmers dependent on their agricultural activities and hit by the climate extreme events.

Therefore, and even when most SGP activities are not specifically labeled as preparation or reduction of the impact of natural events, the very nature of the SGP activities in Bolivia imply that the SGP is making a significant contribution to improve the resilience of local communities against natural disasters.

Consideration of gender issues

The Bolivia SGP has specific gender indicators, and it works with a clear gender approach in the broad sense, meaning the incorporation ration of women and other disempowered groups such as natives, youth, poor and other in its activities.

From the field visits mentioned at MTR and other made at this Terminal Evaluation, as well as the reviewed information and interviews, the incorporation of women, youth, elder, natives and other disadvantaged groups is evident in almost all projects supported by SGP.

The SGP supported directly many of the organizations where these disadvantaged groups participate as well as other activities oriented to the different activities of those groups (domestic, productive, educational, training, organizational, funding, marketing, etc.).

The evidence collected in the evaluation points to a conclusion that the SGP takes into consideration different gender aspects in a significant and appropriate way.

3.3.6 Impact (*)

Impact strategy of Bolivia SGP

The work of SGP in Bolivia is aimed at achieving impacts in different GEF areas (biodiversity conservation, climate change and land degradation) while positive impacts are also achieved in the wellbeing of individuals and communities in the different SGP work sites focused aroubd four selected Protected Areas (ANMIs)

The SGP pursues these achievements through a basic strategy of strengthening local groups around proposals made by them that generate benefits both regarding GEF issues as well as social, economic, cultural and / or other aspects relevant to the groups. Once the groups activities function properly they should begin a process aiming to sustainability. The following steps in this process consist of fulfilling one or more of the following steps: coordinate with other government and civil organizations (other than SGP) to expand the support available to them; local addition of value to goods and services, market access improvement for the mentioned products; organization of associations that nucleate and strengthen local groups and, sometimes, access to advocacy processes regarding policies of the sectors in which they operate.

In other words, the SGP is moving towards considering that its action is completed only when the groups achieve a level of development (or maturity) characterized by a proper way of working and managing its activities; by producing, processing and marketing their goods or services on a regular basis ensuring their economic and financial viability; by their connection to government and civil organizations with which they collaborate; by becoming organized into larger structures; and by their growing ability to influence decision-making processes.

Obviously, under this vision, reaching the final level of maturity described in the preceding paragraph requires long periods, which far exceed the framework of a single GEF OP. The direct implication for the Bolivia SGP is if that they want to follow this path they will be required to stay in some areas for more than one OP in order to take these processes to the end.

Achieved Impacts

The level of impact varies according to the working lines of projects and organizations. As noted above, the SGP strategy is shifting towards a long-term work with local groups to reach maturity of its development, which included overcoming the limits of local actions and projecting them at other scales in different aspects (economic , political, organizational, social, etc.).

Currently these local processes are completing their initial stages at the local level and moving gradually to the next steps. Some areas are developing faster than other; sustainable tourism, honey production, processing and marketing and sustainable cattle growing are progressing at a faster rate than others.

Some other areas, as sustainable energy (pre-electrification) are being handed out from SGP to Governmental organizations due, among other reasons, to the level of success SGP achieved in this regard. This is good sign about the impact achieved by SGP; and it should be duly appreciated because the SGP function is to act in a catalytic way, showing paths to biodiversity conservation and sustainable development and handing out these paths to other organizations better funded and resourced to take these activities beyond the pilot or small scale experience level and projecting them to the regional or national levels.

Last but not least, there are other processes that are still in more preliminary stages and require longer support sometimes regarding technical issues, some other times regarding organizational strengthening or bringing different governmental structures into better coordinated activities.

Highlighting these differences should not be taken as a criticism to the SGP or the groups who carry forward their different activities. It is just a simple and basic reflection about the time it takes working them and the specific difficulties associated with the evolution of each sector in the medium and long term.

Progress evidenced in each of these processes has to be taken as changes or impacts achieved through the efforts of many actors, including SGP and it is therefore logical to attribute the SGP the rightful role it has played in these achievements and impacts.

Based on these elements, the Terminal evaluation rating for Impact is Significant.

RATING OF PROJECT IMPACT: SIGNIFICANT (3)

3.3.7 Sustainability (*)

After presentation of SGP project impacts in the previous section (3.3.6), it is obvious that sustainability of the results changes from site to site depends on the time since the local experiences began, the maturity level they have reached and the nature of the sustainability aspects considered. The different aspects are briefly analyzed, presented and rated as follows.

Financial resources

The financial risk of the different sites is not similar. Those whose products have already reached reasonably stable markets can be considered as sustainable. Others, who are in more preliminary stages, are more vulnerable. Most probably if the SGP support is no longer available to them, these groups are not going to disappear or to return to the initial state, but there is a high risk that their evolution will be stopped or constrained.

Therefore, the overall rating for financial sustainability is "moderately likely", using a conservative criteria by adopting the lower value, and also reflecting the actual damage that can be caused to many on-going processes if SGP support is no longer available for OP6.

RATING OF FINANCIAL SUSTAINABILITY: MODERATELY LIKELY (3)

Socio-economic

The socio-economic sustainability of the achieved results is high; in other words the risks in this area are negligible. This evaluation is based on the high level of acceptance of the funded activities by the local groups. This acceptance is strengthened by the fact that the implemented activities are identified, proposed and implemented by the groups, improving the sense of ownership and eliminating (or significantly reducing) the impact of cultural and social issues that may affect the achieved results. In economic terms there is no significant reason to expect that market conditions for the different activities and products are going to change dramatically. Therefore, the rating for this aspect of sustainability is that it is "likely"

RATING OF SOCIO-ECONOMIC SUSTAINABILITY: LIKELY (4)

Institutional framework and governance

The institutional framework was supportive of most SGP supported activities in OP5 in its areas of concentration. Organic production, food security, development of economic alternatives based on the use of native species, community organization, sustainable soil and water management, agroforestry, rural tourism, and other activities are all initiatives promoted or supported by Government at its different levels. Interviews to different Governmental officers during the Terminal Evaluation reinforce this assertion.

The local governance frameworks are also supportive of these initiatives as shown by the significant involvement of several local Governments (Municipalities) in SGP processes, including significant levels of funding that were not committed at Project designs and were attracted during OP5 implementation.

An area of uncertainty is about the Governmental commitment to keep open the GEF window for NGOs and CBOs in Bolivia. There is no reason to assume that the support to SGP will be interrupted, but at the same time there is not a formal commitment (endorsement letter) to the continuation of SGP at TE time. This situation can be considered as a cause of concern

given the fact the GEF OP6 began in mid-2014 and, based on precaution, this is the conservative criteria adopted by the Terminal evaluation.

Based on the previous considerations, the rating for this aspect is also considered as "moderately likely".

RATING OF INSTITUTIONAL / GOVERNANCE SUSTAINABILITY: MODERATELY LIKELY (3)

Environmental

The environmental sustainability of the activities is difficult to assess because of its complexity. On the one hand the country has not been affected historically by generalized highly destructive events. Every year there are areas suffering regularly from droughts or floods or strong winds or frosts, but generally speaking the local population has proved resilient to these impacts, and they usually reestablish their activities and continue without change.

Current climate projections for Bolivia based on the present models estimate moderate changes in average temperature by the end of the century and a mild tendency towards reduction of total annual average rainfall. In other words, Bolivia is not expected to be an area of extreme changes in average climate parameters.

But, while climate change is no longer under debate, the estimations based on models still have a lot of space for improvement in terms of climate variability, which is the aspect most visibly perceived by the rural communities. The key problem is not what is expected to happen at the end of this century but what can changes be expected for this year or the next in terms of rainfall intensity, or dates of begging and end of dry seasons, etc. Unfortunately progress made in these areas seems not enough to help local communities. Despite this, general adaptation practices are taking place and expanding significantly (diversification, recuperation of tree cover, adoption of more resilient production systems, soil and water conservation, etc.) improving resilience in general.

Therefore, and considering the nature of these factors and their time-frames, a rating of "likely" is assigned in terms of short and medium term sustainability

RATING OF ENVIRONMENTAL SUSTAINABILITY: LIKELY (4)

Based on the ratings of all considered factors, the overall sustainability rating is "moderately likely".

OVERALL RATING OF SUSTAINABILITY: MODERATELY LIKELY (3)

4. CONCLUSIONS, RECOMMENDATIONS & LESSONS

4.1 Conclusions

After reviewing documents, interviewing a broad range of stakeholders, partners and beneficiaries, and visiting and observing several field locations of SGP activities, the main conclusions of this Terminal Evaluation are:

1. The current project full size corresponding to the 5th Operational Phase of the GEF SGP is relevant to the GEF and country objectives with which it must be consistent.
2. The progress made until the MTR time shows that the project has achieved its planned objectives and most of its outcomes (85%) in either a highly satisfactory or a satisfactory way. Considering the 50% of the grant projects are still active and that the Project will remain active until December 2015, it is expected that this situation will improve even more.
3. All MTR recommendations within the sphere of Project decisions were fulfilles.
4. The project has operated within the historical average efficiency of SGP projects. Some previous studies have shown that this efficiency is good in relation to the general average of GEF funded projects.
5. The products of the SGP investments and activities are visible in the field in form of better practices in the farms, reforestations, silvopastoral systems, new productive sustainable alternatives, equipment, installations, plans, strengthened organizations, better water management, etc.
6. The SGP main partners such as CBOs, NGOs, involved Protected Areas, local Governments, etc, have a very high opinion about the SGP involvement and commitment.
7. The relationship with the UNDP Country Office is excellent. There is good knowledge of the activities, active involvement of the UNDP Program Officer in the NSC and cooperation between SGP and other UNDP and GEF projects.
8. The monitoring and evaluation system is very good and provides appropriate information for both decision-making and reporting. The reporting to the GEF Tracking Tools was fulfilled as expected by the SGP Bolivia National Coordination.
9. Monitoring of co-financing commitments is strong. Actual progress in co-financing is close to 85%. Considering that the majority of the grant Projects are still under implementation and have not submitted their final reports, and the last group of grant projects began in 2015 it is expected that the co-financing targets will be met easily.
10. The varied and numerous strengths and opportunities of the project and its innovative potential provide a strong basis for the development of an attractive proposal for the GEF OP6 aiming to continue and expand the SGP actions and impacts.
11. The experience with the results of the M&E System shows that for those indicators requiring complicated baselines (family income, soil erosion, etc.) it was not possible to define those baselines and later to provide evidence to demonstrate the achievement of the indicator. This is an aspect to be taken into consideration for the new OP6 proposal.

4.2 RECOMMENDATIONS

4.2.1 Corrective actions for the design, implementation, monitoring and evaluation of the project

1. To include the M&E system designed and tested in OP5 in new SGP proposals. At the end of OP5 the Bolivia SGP has good and comprehensive M&E system that should be used fully in new projects since the beginning. Moreover, the full adoption of the M&E System will allow the SGP to choose Project and Outcome indicators that can be actually measure using the existing system and then eliminating the problems linked to poorly designed indicators that were not possible to measure because of the complexity for establishing the required baselines (such as family income, soil loss from erosion, etc.) and subsequent monitoring.

2. To maintain active the discussion at the NSC level and the SGP Country Programs in general about the potential problems caused by the existence of multiple reporting lines for the National Coordination, as explained in Section 3.1.9 Management Arrangements. During OP5 the SGP National Coordination Team had three different and parallel reporting lines to the National Steering Committee, the UNDP Country Resident Representative and UNOPS. This situation, while not currently problematic in Bolivia, may lead to conflict among different supervising organizations and, eventually, to problems for the design, implementation and evaluation of future SGP projects.

3. To use the same mechanisms detailed in the previous point to address the issue about how to keep the GEF small grants window free from Government influence as initially designed when it was established. This is not a Bolivia SGP specific issue, it is a systemic one, but the Bolivia SGP can play a role in bringing this issue for analysis.

4.2.2 Actions to follow up or reinforce initial benefits from the project

4. To maintain the existing forms of operation of the Bolivia SGP. They have proven effective and efficient to achieve the proposed results. Overall the SGP Bolivia is implementing this project in a very successful way and so the first recommendation is to maintain the good work.

5. To maintain the SGP focus on the Protected Areas where it is currently active at least until obtaining adequate evidence that the expected results at both territorial and community levels are achieved. This task may imply a better identification about the sustainable results that the SGP is attempting to achieve in terms of territories, communities and organizational development of the local CBOs. This recommendation does not preclude SGP to incorporate additional Protected Areas into its scope for action or even to withdraw from some of the current ones who seems not promising enough. The basic idea is that the TE considers that shifting the SGP entirely to other regions (as it was done sometimes in the past) will interrupt valuable processes in place at the current PAs without generating significant additional benefits.

4.2.3 Proposals for future directions underlining main objectives

6. To maintain activities in those areas where local organizations began their processes towards sustained wellbeing on a strong foot but have not reached sustainability yet. This process, outlined in Section 3.3.6 Impact, takes more than the few years of a single OP to reach maturity. Leaving them unfinished may generate frustration and, eventually, bring down the results already achieved.

4.2.4 Best and worst practices in addressing issues relating to relevance, performance and success

A program with a history of many years as the Bolivia SGP had many opportunities to improve and adjust its operations, and it is evident that they have been using them to advance an operation that performs very well.

Therefore, even when there are minor things to be improved here and there, none of them are relevant enough to be included at the same level of relevance of the group previously presented in this chapter.

Perhaps the most relevant aspect among these minor ones is related to a better selection of indicators as mentioned in the first recommendation. As said, a minor aspect that do not tarnish the excellent performance of the Bolivia SGP in OP5.

ANNEXES

ANNEX 1. Evaluation ToR
ANNEX 2. Itinerary
ANNEX 3. List of persons interviewed
ANNEX 4. List of documents reviewed
ANNEX 5. Evaluation Questions Matrix