- NAME OF UNDP-SUPPORTED AND GEF-FUNDED PROJECT: SUSTAINABLE MANAGEMENT OF FOREST ECOSYSTEMS IN AMAZONIA BY INDIGENOUS AND LOCAL COMMUNITIES TO GENERATE MULTIPLE ENVIRONMENTAL AND SOCIAL BENEFITS

- PROJECT AWARD (PNUD) 00095725 (PROJECT ID 00099776), GEF ID PROJECT 5755 (GEF AGENCY UNDP PIMS ID 4383)

- IMPLEMENTATION PERIOD OF THE MID-TERM AND DATED EVALUATION OF THE REPORT: DECEMBER 2020 TO MARCH 2021

- REGION AND COUNTRIES INCLUDED: LATIN AMERICA AND CARIBBEAN: BOLIVIA

- APPLICABLE GEF STRATEGIC OBJECTIVE AND PROGRAM: BD1, LD3, SFM

- EXECUTING ENTITY/IMPLEMENTING PARTNER: PLURINATIONAL AUTHORITY FOR MOTHER EARTH

EVALUATOR MARIA ONESTINI - MARCH 2021

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ABBREVIATIONS

ABT	Authority for Inspection and Social Control of Forests and Lands
ACEBA	Association of Extractive Communities of the Amazon Forest
APMT	Plurinational Authority for Mother Earth
APR	Annual Project Review
BD	Biodiversity
BTOR	Back to Office Report
CC	Climate Change
CFM	Community-Based Forest Management
CIDOB	Confederation of Organized Peoples of Bolivia
CIPOAP	Central Indigenous Organization of the Amazonian Peoples of Pando
CIRABO	Central Indigenous Organization of the Amazon Region of Bolivia
CO	Country Office
COMSERBO	Conservation and Strategic Sustainable Management of the Forest Resource
CPAP	Country Programme Action Plan
CPTI	Centre for Indigenous Planning and Territorial Management
DANIDA	Danish International Development Agency
EBA	Bolivian Enterprise for Brazil Nuts and Derivatives
FDPPIOYCC	Development Fund for the Development of Original Indigenous Peoples and Peasant Communities
FUNDESNAP	Foundation for the Development of the National System of Protected Areas
GEB	Global environmental benefit
GEF	Global Environment Facility
GEFTF	GEF Trust Fund
GIS	Geographical Information System
IDEPRO	Institute for the Development of Small Productive Units
INCOFIN	INCOFIN Investment Management
INRA	National Institute for Agrarian Reform
IP	Implementing Partner
NPC	National Project Coordinator
NPD	National Project Director
NRM	Natural Resource Management
NTFP	Non Timber Forest Product
OECA	Campesino Economic Organisation
OT	Territorial Land Use Planning
PA	Protected Area
PGIBT	Plan for the Integrated Management of Forests and Lands

PGIC	Plans for the Integrated Management of Communities
PGMIB	General Integrated Forest Management Plans
PGTI	Plan for Indigenous Territorial Management
PIB	Integrated Forest Plans
PIF	Project Identification Form
PIR	Project Implementation Report
PIU	Project Implementation Unit
PMOT	Municipal Territorial Land Use Plans
PN	National Park
PNUD	United Nations Development Programme
PPG	Project Preparation Grant
PPR	Project Progress Report
QPR	Quarterly Project Report
REDD	Reduction of Emissions from Deforestation and Degradation
SBAA	Standard Basic Assistance Agreement
SFM	Sustainable Forest Management
STAP	Scientific and Technical Advisory Panel
TCO	Community Origin Land
TIM II	Multi-ethnic Indigenous Territory II
TIOC	Original Indigenous Peasant Territory
UAB	Autonomous University of Beni
UAP	Autonomous University of Pando
VMA	Vice-Ministry of Environment

1. EXECUTIVE SUMMARY

TABLE 1: PROJECT INFORMATION TABLE

Project Title:	**Sustainable management of forest ecosystems in Amazonia by indigenous and local communities to generate multiple environmental and social benefits**		
GEF Project ID	5755		***Upon approval***
UNDP Project ID	4743	**GEF Financing**	6 208 848 US dollars
Country	Bolivia	**Planned Co Financing**	
Region	LAC		
GEF Focal Area Strategic Objective:	BD1, LD3, SFM		UNDP 387 746 DANIDA 11 000 000 Empresa Boliviana de la Almendra 11 000 000 Bolivian Public Dairy Enterprise 5 800 000 German Cooperation GIZ 2 208 000
Executing Agency/ Implementing Partner:	AUTORIDAD PLURINACIONAL DE LA MADRE TIERRA	**Project Total Cost:**	36 604 594 dollars US
Implementing Agency	UNDP	**Signing of the project document (project start date):**	8 January 2018
		Closing Date (Operational):	Proposed: January 8 2023

TABLE 2: MTR RATINGS & ACHIEVEMENT SUMMARY TABLE[1]

Measure	MTR Rating	Achievement Description
Project strategy	N/A	This Project is conceived as the means to help generate multiple socio-environmental benefits by supporting the roles of indigenous communities (TIOCs) located within the Amazon region in northern Bolivia in safeguarding forests against current and potential threats. This is intended to be achieved through the development of an enabling framework for actions at the national and regional levels, and at the field level in four TIOCs, and to produce concrete benefits through capacity building among local actors.
Progress Towards Results	Objective Achievement Rating: Unsatisfactory (U) [2]	Progress, to date, in achieving expected results in general and in achieving the objective in particular has been very low. Limited delivery.
	Outcome 1 Achievement Rating: Unsatisfactory (U)	The expected results have not been achieved. As of late it is found that the tools to be developed/used, according to design, are not relevant for management.
	Outcome 2 Achievement Rating: Unsatisfactory (U)	None of the expected results have been achieved. Some communities' institutional strengthening processes were carried out and some supporting documents and specific activities were developed. In addition to management problems, in particular as it relates to this expected outcome, conflicts are evident between project partners (including role conflicts).
Project Implementation and Adaptive Management	Unsatisfactory (U)[3]	To a large extent, several of the problems associated with the lack of achievements are due to weak project implementation and weak implementation capacity. There has been no proper adaptive management. The recommendations aim to generate adaptation (conceptual, improvements in logical framework elements such as implementation guides, management, decision processes, etc.) in order to accelerate execution, focusing on the most relevant products/processes, and generating some sustainability conditions.
Sustainability	Moderately Likely (ML)[4]	There are possibilities of sustainability factors for some of the achievements, if these are focalised in the second implementation stage. For this it is urgent, as a recommendation, to develop an exit strategy, and to rethink key products according to their sustainability potential.

[1] Full valuation scales are found in annexes (Annex 4: MTR Ratings)

[2] Scale of assessment of progress in achieving results: Unsatisfactory (U). The objective/outcome is expected not to achieve most of its end-of-project targets..

[3] Scale of assessment of project implementation and adaptive management: Unsatisfactory (U). Implementation of most of the seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management-- is not leading to efficient and effective project implementation and adaptive management.

[4] Scale of assessment for sustianability. Moderately Likely (ML). Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review.

As stated in the Project Document, Bolivia (despite being a country with ample biological diversity) finds that this biodiversity faces several threats. The same is true specifically in the Amazon region of the country, which is where the Project is developed.

The Amazon region in the north of the country has a population of about half a million people of 19 different ethnic groups. Its climate is tropical moist hot, with an altitude ranging from 90 to 289 m.a.s.l, and soils are typical of alluvial plains and other plains. This part of Bolivia's lower Amazon basin is covered by forests and savannahs and is connected by large rivers flowing together to form the Madera River, one of the most important Amazon tributaries. The four territories (TIOC) included in the project are located in the departments of Pando and of Beni, which have high biodiversity, and it is where indigenous peoples of several different ethnic groups reside (Esse-Ejja-Tacana-Cavineño, Tacaña-Cavineño, Cavineño and Chácobo-Pacahuara).

The continuity of productive activities in the target area is currently under threat by factors including the loss of other plant species which Brazil nut pollinators depend upon when it is not in bloom, the decline of populations of mammalian species that disperse the nut seed, due to hunting (in some cases by the same nut harvesters). In addition to the ecological threats mentioned above, the Project also identified a number of broader socio-environmental challenges for the sustainable use of target areas, such as deforestation, the advancement of the agricultural frontier, threats due to conflicts with extractive industries in the area, as well as the capacities of local communities for sustainable management.

The specific objective of the Project is: *that forest ecosystems of Amazonia are managed by indigenous and local communities (TIOCs) in such a way as to generate multiple GEBs, as well as local benefits that reinforce the communities' continued motivation and ability to participation in their protection.* The Project's expected results are two:

Component 1 *Enabling environment at national level in support of integrated and sustainable management of forests and life systems in TIOCs.*

Component 2 *Integrated management of natural resources in TIOCs.*[5]

The Project follows an assisted national implementation mechanism being the Plurinational Authority for Mother Earth (APMT) the national executing entity. UNDP is the GEF agency implementing the Project. The project has its formal start January 2018 (signature of the Project Document) with a planned implementation of five years. The project has US$6,208,848 of GEF funding. At the design stage it was established that the expected co-financing would be US$30,395,746.

[5] Components is the word used for expected results in the original documents (Project Document in English, PIF, etc.).

PROJECT PROGRESS SUMMARY

In general, as indicated in the monitoring tools, progress in Project implementation has been limited. This is not only at the results level, but also at the product level. Some of the activities and/or products self-reported as obtained by the Project Implementation Unit are as follows:

- Construction of six nut collection centres in six communities, benefiting two hundred and five families in the process of storing this product.
- Preparation of family centres for the sustainable use of rubber.
- Purchase of materials to work with rubber.
- Cooperation with communities to obtain or adjust legal entities, statutes, etc.
- A series of brochures and documents on forestry issues.
- Survey of forest cover information in target TIOCs
- Technical assistance to indigenous community organizations for the process of preparing traceability documents and recording the production of organic Brazil nuts, as well as for internal inspection and management of accounting records, income and expenses, cash/bank funds.
- Support activities are reported to improve the state of the forest (natural regeneration of Brazilian walnut, production, establishment and management of plantings), such as identification of deforested areas to be restored, infrastructure improvements (roads, bridges, etc.) as well as production of native cocoa plantings.

The Project reports that no integrated forest management plans have been developed nor implemented. Given that this is an important module of expected results, it exemplifies the low delivery up to the date of this mid-term review. Ninety per cent of indicators do not have activities in place (some activities are indicated to be in the planning stage, but they have not been carried out).

CONCISE SUMMARY OF CONCLUSIONS

The GEF Amazonia Project has a low level delivery up to now. This is associated with a number of internal problems and externalities that can be related to various dynamics. Design weakness is one of the cornerstones of the problems facing the Project. It manifests itself mainly in analytical and conceptual weaknesses. The multiple and repeated rotations of the project's management and staff, as well as of counterparts from the Bolivian State (APMT, associated ministries, ABT, etc.), which have occurred for various reasons, such as changes in the governmental political party, but also repeated rotations within the various government distributions even when the ruling party is the same, have created significant delays in implementation. The lack of understanding between the parties as to what the roles and responsibilities of each of them are has also led to implementation delays. Beyond that, this has also engendered a series of inward conflicts within the Project between the various key stakeholders. Not only does there is no accounting as to what the roles of each of the key organizations and institutions are, but there is regression on what was established when the Project was approved. This has led to serious internal conflicts.

Project has made little use of management, monitoring and follow-up instruments which are commensurate with the magnitude of the intervention. Management and monitoring tools have been mechanically developed, without the full involvement of stakeholders. These instruments have not been used – therefore – to monitor the intervention's progress or not, nor have they been used as tools to channel the Project when it differs from planned implementation course. Lack of effects to date are also associated with other issues, such as the implementation of non-innovative or non-transformative processes. The Project acts on specific issues, but does not work comprehensively on the management

of forest ecosystems in the Amazon so that resources are managed by indigenous and local communities generating multiple environmental and social benefits.

All these problems combine in delaying project management. This, in turn, raises serious doubts on the part of several key stakeholders about what the Project can achieve in its remaining time of execution.

Despite the changes, delays, and conflicts it has experienced, the *Sustainable management of forest ecosystems in Amazonia by indigenous and local communities to generate multiple environmental and social benefits* project is also highly relevant to the Plurinational State of Bolivia and to the different implementing partners. Threats to the livelihoods of local population are still in place, and the land management of productive activities within a sustainable and equitable productive context is still a key issue in the Bolivian Amazon region. The next implementation period will be essential to channel the Project so that it concludes with key results meeting the expectations of all partners.

2. INTRODUCTION

PURPOSE OF THE MTR AND OBJECTIVES

The purpose of this review process has been to obtain an independent mid-term review of the Project "*Sustainable management of forest ecosystems in Amazonia by indigenous and local communities to generate multiple environmental and social benefits"* (also known as the *GEF Amazonian Project).* This being a mid-term review, it has been proactive in the sense that it can be useful to re-route the project (if necessary) and/or strengthen the good practices that are captured as part of the evaluation.

Generally speaking, the objectives of this process have been (as set out in the Terms of Reference):

- Determine physical and financial progress in achieving objectives and results set out in the Project Document (PRODOC), analysing early signs of achievements, difficulties or inability to achieve project goals
- Assess project strategy and its complementary tools such as project logic and feasibility of achieving the Results Framework
- Identify the risks and consequently the possible changes to be incorporated to achieve initially expected results
- Obtain recommendations aimed at improving project management for achieving its results in dimensions such as: project management, compliance with results matrix indicators, use of financial resources and feasibility of achieving activities and results
- Improve organizational learning (document, nourish and disseminate lessons learned).

Therefore, in short, this is a summary review as it seeks to determine the extent to which the expected results are occurring to date and, at the same time, it is formative in the sense that its main objective is to try to improve the performance of the Project through the development of recommendations.

SCOPE & METHODOLOGY: PRINCIPLES OF DESIGN AND EXECUTION OF THE MTR, MTR APPROACH AND DATA COLLECTION METHODS, LIMITATIONS TO THE MTR

The scope of this review follows the guidelines defined in the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* as well as guidelines developed to carry out evaluative processes within the context of COVID-19. New guides (June 2020) contained in the Terms of Reference for Conducting Mid-Term Reviews template were also followed.[6]

The tools chosen for the midterm review were selected, with a mixture of primary and secondary data sources as well as a combination of quantitative and qualitative material, in order to provide a spectrum of information and validate findings. These methods permitted in-depth exploration and detailed information that facilitated understanding of changes in results (both expected and unwanted) and the factors that contributed to achievements or lack of achievements. An initial tool developed for the review process was an evaluation matrix (which can also be found in annexes - Annex 2: Evaluation Matrix). This matrix was a guide to the data collection process and, as the review progressed, the matrix was used to collect and display data obtained from different sources related to relevant criteria and questions. The matrix contains questions of evaluative criteria (i.e. questions and, where appropriate sub-questions,

[6] http://web.undp.org/evaluation/guidance.shtml#gef

related to each of the criteria contained in the review) and Indicators; Sources and Methodology. The criteria for the review were qualified according to the guidelines of the aforementioned *Guidance*. These qualifications followed the criteria designated by GEF/UNDP and followed the scales set.

The unit of analysis or the object of study of this mid-term review is the project itself. This means the set of components, results, products, activities and management model detailed in the project document, and related modifications and changes made during implementation. The temporal basis for the review corresponds to the period from January 2018 (signature of the Project) up to the date of the mid-term review (February 2021).

Regarding specific methodologies for gathering evaluative information, the following tools were used:

- *Documentary analysis:* The documentary analysis consisted in the examination of Project documents (working documents, design documents, monitoring and follow – up tools, Project publications).
- *In-depth interviews with key informants (individual/group).* The second source of information was built upon interviews with direct project stakeholders (implementing partners, strategic partners and beneficiaries) so as they could contribute to the evaluation of project progress and with suggestions to increase the likelihood of achieving the proposed goals. Semi-structured interviews were conducted with key informants and participants, stakeholders and counterparts.

Gender-sensitive methodologies and tools were used. This was applied not only in convening women's participation in the process that results in this report, but also in providing an analysis of issues related to gender equality and women's empowerment as part of the Project.

In summary terms, therefore, the methodology used focused on identifying advances in expected products and contributions to expected effects while identifying strengths and limiting factors. The methodology also focused on evaluating the implementation and adaptive management to achieve the expected results. The methodologies used and the data analyses collected considered three levels of evaluation analysis: at the design level, at the implementation level and at the results level.

Limitations: The review process took place during the COVID-19 pandemic. This pandemic, undeniably, has not only influenced the development of the Project for the last year, but it also has had an impact on the review process. It has had an early impact in delaying the review, but also due to the methodologies to be used due to an understandable lack of mission. Therefore, UNDP guidance on planning and operating an evaluation during COVID-19 for the design and implementation of the evaluation process was followed to carry out the review. At-a-distance methodologies (such as videoconferences, internet interviews, etc.) were applied and due to this the report was made generated on credible and reliable information, as well as useful data despite the circumstances. Related to limitations, but not to COVID-19 ,was the limited access to Project documents.

STRUCTURE OF THE MTR REPORT

First, this report, after an executive summary, has a section that outlines the purposes, scopes and methodology of this review. A second section evaluates the concept and design of the project with a view to addressing the problems and positive aspects of project stages and serves as a basis for lessons learned. The implementation modality of the project is then evaluated, among other aspects, including aspects relevant to the participation of executing institutions, financial planning and management. This report continues with an assessment of the project's success in achieving objectives and results. Finally, after these assessments, the report enters into a proactive treatment for the future with regard to the Project,

including an analysis of lessons learned and proposals for corrective actions to the Project itself and for the strengthening of projects similar to the future. Valuations are included according to the scales indicated in the GEF/UNDP mid-term review guidelines.

3. PROJECT DESCRIPTION AND BACKGROUND CONTEXT

DEVELOPMENT CONTEXT: ENVIRONMENTAL, SOCIO-ECONOMIC, INSTITUTIONAL, AND POLICY FACTORS RELEVANT TO THE PROJECT OBJECTIVE AND SCOPE

As stated in the Project Document, Bolivia (despite being a country with ample biological diversity) finds that this biodiversity faces several threats. The same is true specifically in the Amazon region of the country, which is where the Project is developed.

The Amazon region in the north of the country has a population of about half a million people, out of 19 different ethnic groups. Its climate is tropical moist hot, with an altitude ranging from 90 to 289 m.a.s.l, and soils typical of alluvial plains and other plains. This part of Bolivia's lower Amazon basin is covered by forests and savannahs and is connected by large rivers flowing together to form the Madera River, one of the most important Amazon tributaries. The four territories (TIOC) included in the project are located in the departments of Pando and of Beni, which have high biodiversity, and it is where indigenous peoples of several different ethnic groups reside (Esse-Ejja-Tacana-Cavineño, Tacaña-Cavineño, Cavineño and Chácobo-Pacahuara).

The Project seeks to generate multiple socio-environmental benefits by supporting the roles of indigenous communities in safeguarding their forests against current and potential threats in legally defined indigenous territories (TIOCs) located within the Amazon region in northern Bolivia. These TIOCs are considered a form of “indigenous and community conserved area" (ICCA), in accordance with GEF terminology for this type of land. The main focus of the project is on maximizing the sustainability of the use and collection of forest non-wood products (especially Brazil's chestnut or walnut), expanding and diversifying the resource base, in addition to the use of forest at the subsistence level by indigenous actors, given the effectiveness of these forms of use to promote communities’ continued safeguarding of forests.

The project works on four TIOCs that have a population of 12,410 people whose territories cover about 1.6 million hectares, as a focus area (out of a total of 19 covering 3.5 million hectares in the Bolivian Amazon). These territories have been prioritized because they have been legally consolidated. The four TIOCs (which are contiguous: Chacobo Pacahuara, Tacana Cavineñi, Cavineño and Multiethnic TIM II) interact with each other, which allows to have a collective perspective of their living systems since their biophysical, productive, and cultural conditions are similar, and face similar problems, and are therefore expected to respond in a similar way to the same types of solutions.

PROBLEMS THAT THE PROJECT SOUGHT TO ADDRESS: THREATS AND BARRIERS TARGETED

The continuity of productive activities in the target area is currently under threat by factors that include the loss of other plant species on which Brazil nut pollinators depend upon when it is not in bloom, and the decline of populations of mammalian species that disperse nut seeds due to hunting (in some cases by the same nut harvesters).

In addition to the ecological threats mentioned above, the Project also identified a number of broader socio-environmental challenges for the sustainable use of target areas, such as deforestation, the advancement of the agricultural frontier, threats due to conflicts with extractive industries in the area, as well as the capacities of local communities for sustainable management.

In order to achieve the set objective, the Project seeks to address and overcome two key barriers. These would be, in particular (as identified in the Project Document):

(i) Barrier 1: The SFM model proposed is not adequately supported or prioritized in policies, plans and investments.

(ii) Barrier 2: Local communities and their institutions lack the organizational and technical capacities required to allow them to manage their forests and life systems in an integrated manner.

PROJECT DESCRIPTION AND STRATEGY: OBJECTIVE, OUTCOMES AND EXPECTED RESULTS, DESCRIPTION OF FIELD SITES

The proposed solution to these problems, through the GEF Amazon Project, is linked to the specific objective of the Project:

- **Objective**: Forest ecosystems of Amazonia are managed by indigenous and local communities (TIOCs) in such a way as to generate multiple GEBs, as well as local benefits that reinforce the communities' continued motivation and ability to participation in their protection.

The expected results of the Project are two[7]. These are listed below with definitions of what each expected result/component entails and the products to be obtained within each result/component:

- **Component 1.** Enabling environment at national level in support of integrated and sustainable management of forests and life systems in TIOCs. The project's actions, under this component, focus heavily on the development of sustainable capacities among national institutions at the central, regional, local and community levels to support the proposed long-term sustainable comprehensive forest management model. For which this component, through various actions and tasks seeks to achieve two products:
    - Output 1.1: Institutional mechanisms and capacities at national and regional levels support the sustainable management of life systems in TIOCs
    - Output 1.2: Monitoring, systematization and communication of knowledge including dialogue between the scientific community and indigenous actors.
- **Component 2**: *Integrated management of natural resources in TIOCs.* The emphasis of the activities proposed under this component is the development of capacities in local communities in the four target ICTOCs to manage their forests sustainably, through activities that aim to meet their subsistence needs and business activities that allow them to earn forest income in a sustainable way. This is complemented by supporting productive activities on non-forest land in and around ICT: this support will not promote the expansion of certain activities (such as livestock and commercial crop planting), but rather will focus on promoting their sustainability to anticipate the risk of invasion into forest lands. This component through various actions and tasks seeks to achieve five products:
    - Output 2.1: Local/community-based institutions with technical and organizational capacities to support sustainable forest/resource management
    - Output 2.2: Local communities with technical, organizational, marketing and financial capacities required to carry out sustainable use and management of natural resources
    - Output 2.3: Enhancement of regeneration

[7] Components is the word used for expected results in planning documents such as the PIF and Project Document (ProDoc).

- Output 2.4: Instruments for planning and enforcement
- Output 2.5: Sustainable agriculture and agroforestry practices in non-forest areas.

The two components have a certain level of interaction between the national level (mainly Result/Component 1) and a local level (mainly Result/Component 2). Therefore, due to this second component, the Project is clearly focused on the Amazon region (North) of the country and focused on the four target TIOCs.

As for the focused area of the Project, it is the area where the four target TIOCs are located with a population of 12410 people. Which cover about 1.6 million hectares as an area of action (out of a total of 19 TIOCs covering 3.5 million hectares in the Bolivian Amazon). They are located within the Amazon region in northern Bolivia. The Amazon region, globally – not just target TIOCs--, – has a population of about half a million people, out of 19 different ethnic groups. Its climate is warm humid tropical, with an altitude ranging between 90 and 289 meters above sea level. Brazil nut (i.e. the target product of this Project) only grows in the Amazon region and Bolivia is a major global player in the production and export of this product. The indigenous communities of the Bolivian Amazon make up 68 percent (almost three million people) of the country's total indigenous population.

PROJECT IMPLEMENTATION ARRANGEMENTS: SHORT DESCRIPTION OF THE PROJECT BOARD, KEY IMPLEMENTING PARTNER ARRANGEMENTS

The Project follows an assisted national implementation mechanism being the Plurinational Authority of Mother Earth (APMT), the Executing Entity/Implementing Partner. UNDP is the GEF agency implementing the Project.

The organizational and governance structures of the Project are as follows. At the direction level, the general management is through a Project Board (Management Committee) which will carry out the integral direction of the Project.[8] The following members would form the Board according to project design documents:

- The Executive, who will chair the Board. This role will be filled by a representative of the Plurinational Authority for Mother Earth (APMT), as IP.
- A representative of the Senior Supplier, who will provide guidance regarding the technical feasibility of the project. This role will be filled by UNDP.
- Senior Beneficiaries, who will represent the interests of those who will ultimately benefit from the project and ensure the realization of project results from the perspective of project beneficiaries. The beneficiaries in this case will be represented by CIRABO.
- The Vice-Ministry of Environment, as head of the environment sector.
- The Vice-Ministry of Planning, with overall responsibility for national planning of project investments and lead role in relation to the concept of life systems.

PROJECT TIMING AND MILESTONES

The project has its formal start in January 2018 (signature of the Project Document) with a planned implementation of five years.

[8] Source: Project Document.

MAIN STAKEHOLDERS: SUMMARY LIST

Stakeholders are several, starting from the ministerial level of the Plurinational State of Bolivia to local communities and actors, producers, municipalities. The summary list, which is defined at the design level in the Project Document, can be found below:

- UNDP
- APMT
- ABT
- CIRABO and CIPOAP
- Representatives from TIOCs
- Community technicians
- Community representatives and leaders
- Community assemblies
- Community members
- Municipal and departmental governments
- Academic institutions (universities, technical institutions, research centres) NGOs, individual researchers.
- Ministry of Environment and Water (MMyA)
- Ministry of Planning
- Ministry of Rural Development and Land
- INIAF, IBIF, SENASAG.

4. FINDINGS

4.1 PROJECT STRATEGY

Recognizing that sustainable development problems related to the forestry sector in the country, as well as barriers and challenges inherent to this topic, the strategy of the GEF Amazonia Project (explicit from its design level) is manifested in:

(i) Orient extractive activities in order to ensure that, under conditions of increasing demand for forest products, they do not exceed ecologically- and productively-sustainable levels, or indirectly undermine resource sustainability;

(ii) Orient resource management in order to ensure that it focuses not only on the direct protection of the economically-important elements themselves, but also on ensuring the species diversity of the forest;

(iii) Strengthen the capacities of indigenous groups to maximize the economic benefits they receive from resources;

(iv) Orient the management of non-forest lands in and around the TIOCs, in order to promote the stabilization of processes of land use change that indirectly threaten the forest resources, and to reassert indigenous groups' ownership, occupancy and use rights of their traditional lands as a whole.

PROJECT DESIGN

From the perspective of the problem to be addressed by the project and its applied hypotheses, as noted in design, the formulation was appropriate. That is, in general terms it can be established that the Project, in its formulation, followed an appropriate logic, not only formally (i.e., following the format of a general objective, baseline indicators, target indicators, results) but also identifying a correct hypothesis in relation to the identified barriers and how to overcome them by implementing strategies.

Beyond that, however, the design of the project presents several flaws conceptual as well as regarding basic information. These conceptual and basic flaws therefore hinder the ability to achieve consistent results related to assumptions and to the definition of problems to be faced. Some of the gaps (identified by this review process, as well as validated by the main actors involved in the Project) are as follows:

- The proposal to implement management elements that are not entirely applicable in the areas of intervention. This is clear around PGIBT plans and through diagnostics carried out during implementation (not at design) indicating that PGICTs do not apply in TIOC territories.[9]

- Baseline is not fully established; it is indicated that Project would determining at its beginnings. A number of indicators are not set with baseline in the design. There are also serious doubts about the quality of the basic information presented in the design documents

[9] While the PGIBT may not apply, the Project Document indicates in Product 1.1 paragraph 149 "formulation of technical instruments for the Integral and Sustainable Management of Forests in ICT and life systems in indigenous communities under the responsibility of the ABT". A fruitful relationship between the project and the ABT would have enabled the generation of the right instrument, which would have been a solid contribution from the Project.

(such as socio-economic indicators, general information on productivity and the diversity of sources of income/work, etc.).

- The Project is based to some extent on a vision of ecological [10] studies and transfigures in a project with transformative goals through the design process. Despite this, some ecological/conservationist vision and not of sustainable use remains in the overview, or it is not clear to many actors how these biological studies are assembled to activities to improve the quality of life of the population, in a context of forest planning.

- Vision of the productive sector of TIOCs somewhat slanted, not complete, internal threats do not have adequate weight in analyses, the complexity of the productive sector is simplified. For example, while correctly emphasizing Brazil nut as a production line, as it is the most important product in that region with open markets and prices that are handled by TIOCs, productivity is multi-product. Although there are a number of potentially usable products, the design (and therefore implementation) does not take due account of this complexity (e.g. the full importance of each product, other productive sectors and jobs carried out in TIOCs, the exploitation of timber by indigenous communities, etc.). It also does not fully account for productive, social and economic differentiations between the four TIOCs.

- Co-financing, as set out in the design (i.e. in the Project Document), is highly unattainable and in turn the Project Implementation Unit is unaware of territorial territory of the entities presented as co-financers. Most of the entities listed there (which would contribute about US$30 million as co-funding counterparties) or do not intervene in the territory where the Project is executed at the implementation stage or do not support the activities of the project. [11] In addition, project co-financing is not monitored when it does occur.

GENDER

Project delineation, as contained in planning and design documents, does not incorporate a gender dimension fully. The Project at its design level does not incorporate relevant gender-themed cross-cutting issues. Although there are some references to the subject in the Project Document (such as[12] "the project will promote gender equity"), other references are detrimental to the gender equity issues that should be promoted by the Project and support women in home roles and do not account for all of their integral productive roles. For example, the diagnosis in the Project Document (on which the gender strategy should be based) states " In all of the target communities there are clearly-defined traditional divisions of gender roles: women are typically responsible for domestic activities including washing, cooking, food preparation and care of children, while men are responsible for agriculture and extraction". This is a flaw easily corroborated as such by the literature of the region and validated by the most diverse actors involved in the Project, since at the implementation stage the managers and the main actors (CIRABO

[10] This is not only recorded from the project's design documents but also by key players who participated in the formulation of the project, which validates this assertion.

[11] These topics are more fully developed in the financing and co-financing sections of this report.

[12] It should also be noted that gender analysis with action plans is only required for projects approved since July 2018. Therefore, this was not a requirement for this Project. However, by including gender-related processes and activities, the Project should ensure that the tools that support gender equality are an integral part of this intervention.

members, TIOC managers, both male and female) realize that women are involved in productive roles in the target area.

This is a flaw easily corroborated as such by literature of the region and validated by the most diverse actors involved in the Project, since at the implementation stage the managers and the main actors (CIRABO members, TIOC managers, both male and female) realize that women are involved in productive roles in the target area. This conceptual flaw in women's roles circumscribes the Project's ability to act for gender equality and women's empowerment. The expressions used also reflect language that does not lead to a perception of gender equality often expressing the home and reproductive roles of women and not productive ones (for example, they are classified as 'mothers' and not as women) even when women's productive role in forest resources is being analysed.

Several key players and the literature on gender equality in the Amazon indicate that there are significant gender-associated gaps there. For example, it is noted that women's participation in the Project is similar to that of men in numerical terms, but that women's participation in the leadership positions of community organizations is markedly asymmetrical. In addition, in community organizations in the target area, there is a high and active participation on the part of women, assuming important roles. Despite this, it is the men who assume higher-ranked positions and therefore men lead the decisions.

Similarly, in terms of gender equity, it has also been found in the Bolivian Amazon that there are problems and difficulties in women's access to land and collective natural resources. Also these analyses present information that there are cross-sectoral tensions in decision-making spaces with indigenous peasant women and that barriers are manifested such as the naturalization of the unequal distribution of domestic roles, labour overload and cultural patterns of discrimination strongly rooted in the population and its institutions.[13]

Project implementation reports advance slightly further on the issue of gender equality in the context of intervention. The Project ranks GEN2: Gender equality as an *objective,* and it *would help close gender gaps in access and control of resources, improve women's participation and decision-making in natural resource governance, and guide socio-economic benefits and services for women.* However, there are no concrete guidelines on this, as the Project lacks a gender analysis and action plan to date.

RESULTS FRAMEWORK/LOGFRAME

The results framework format (or logical framework) follows generic guidelines for this type of project by setting a general objective, baseline indicators, target indicators, results. The overall proposed framework is logical and generally well presented and the objective is clear. However, the design of the Project and Results Framework is not entirely explicit about how products transit to expected results. That is, the results framework and design in general are not explicit on how change is generated through the products to be produced by the Project.

There is also some confusion in the design whereas there is no full distinction between products and effects. For example, for expected Component 2, most of the five products are expressed as effects:

Output 2.1: Local/community-based institutions with technical and organizational capacities to support sustainable forest/resource management; Output 2.2: Local communities with technical, organizational, marketing and financial capacities required to carry out sustainable use and management of natural resources; Output 2.3: Enhancement of Brazil nut regeneration. Only two of the five expected outputs

[13] Source: *ODS y Desarrollo Territorial.*

are expressed as such: Output 2.4: Instruments for planning and enforcement; Output 2.5: Sustainable agriculture and agroforestry practices in non-forest areas.

The results frame analysis takes an overview of the components, especially their indicators. In order to undertake a critical analysis of the logical framework's indicators and end of project targets, the extent to which the mid- and final-term goals of the project meet the "SMART" criteria is evaluated. It is highlighted that in GEF-funded projects implemented by UNDP in relation to project formulation (and requested to be analysed in evaluations) that assessment processes should consider whether the planned results were "SMART". That is, if the indicators are S (Specific: results should use the language of change: they must describe a specific future condition); M (Measurable or Quantifiable: results, whether quantitative or qualitative, must have measurable indicators in order for it to be possible to assess whether or not they were achieved); A (Affordable or achievable: results should be commensurate to what partners can achieve); A (Relevant: results should contribute to selected national development framework priorities); and, T (Time-limited or time-bound: results are never indefinite. There should be a planned date for achieving the results).

The analysis of basic indicators is difficult as several of these are not expressed as such in the Project Document (ProDoc), or in other design documents. For several of them it is indicated that "The baseline values to be determined at the start of the project". Therefore, almost half of indicators do not have a baseline. Others are not quantified as, for example, when hunting is analysed as problematic, it is not indicated that gages will be quantified and verification methods tend to be weak as this information would be reached through "interviews with community members" without indicating the numerical goal for this. Baseline formulation has not been carried out as it had been committed in design documents.

4.2 PROGRESS TOWARDS RESULTS

PROGRESS TOWARDS OUTCOMES ANALYSIS

The analysis of progress in achieving results reviews the logical framework indicators and compares them with the progress made in the targets set by the Progress Matrix in Achieving Results and as specified in the "*Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*". This matrix is found in annexes (see Annex 3: Progress Towards Results Matrix).

The following paragraphs contain a description of progress towards results analysis and are linked to the above matrix. In general, as contained in monitoring tools, such as the 2020 Project Implementation Report (PIR), and other progress reports, progress in implementation has been low. This is not only at the results level, but also at the product level. Delivery relative to the budget is 32 percent, as reported in the PIR 2020, and the Project is not adequately in route to achieving the expected results/products (off track) at this time. Following the indicator metric, it is established that eight out of nine indicators do not have implemented activities (some activities are indicated to be in the planning stage, but have not been carried out). Therefore, there is no significant progress in obtaining most of the target indicators. Some of the activities and/or products self-reported as obtained by the Project Implementation Unit are as follows:

- Construction of six nut collection centres in six communities, benefiting two hundred and five families in the process of storing this product.
- Preparation of family centres for the sustainable use of rubber.
- Purchase of materials to work with rubber.
- Cooperation with communities to obtain or adjust legal entities, statutes, etc.
- A series of brochures and documents on forestry issues.

- Survey of forest cover information in target TIOCs

- Technical assistance to indigenous community organizations for the process of preparing traceability documents and recording the production of organic Brazil nuts, as well as for internal inspection and management of accounting records, income and expenses, cash/bank funds.

- Support activities are reported to improve the state of the forest (natural regeneration of Brazilian walnut, production, establishment and management of plantings), such as identification of deforested areas to be restored, infrastructure improvements (roads, bridges, etc.) as well as production of native cocoa plantings.

The Project Implementation Unit also self-reports a number of ongoing processes, however, there are no specific products associated with them. For example, it is reported that:

- Plans and financial costs are being developed so that the pilot plant would sustainably use the fruit of the majo palm, banana flour, and cassava flour.

- Socio-economic data of the region was gathered; however, the Project is still in the process of analysing the information.

- Plans for the use and marketing of forest products were developed.[14]

The last PIR also self-reports effects, but without metrics/indicators that can validate them. For example, the Project Implementation Unit reports that people in the four TIOCs have increased their income levels due to their participation in productive initiatives. However, the Project has no full information on the level of revenue growth, and another section of the same monitoring document (PIR 2020) indicates that there has been no increase in the price of the product. Therefore, the first claim of effect cannot be validated.

It is reported in the 2020 PIR that integrated forest management plans have not been developed nor implemented. It is also noted that during the period governmental and community actors have not increased awareness of the concepts and determinants of sustainable forest management and associated life systems. The Project has also carried out some social assistance processes with communities regarding COVID – 19 that were not featured in an intervention of this type. It should be noted that this assistance was approved from the UNDP-GEF Unit for the country offices and was registered as adaptive management against the unexpected risk by the COVID-19 pandemic.

REMAINING BARRIERS TO ACHIEVING THE PROJECT OBJECTIVE

Three years into implementation (since January 2018), in a five-year intervention, the results have not been strong relative to what was expected. There are a number of barriers that the GEF Amazonia project has endured and that are expected to not happen again in the immediate future (such as changes of government party at the national level). However, many of the barriers remain and still present obstacles to achieving the results and achieving the objective of the intervention if they are not adjusted quickly. These include:

- Political and institutional barriers at the national level, including:

[14] As indicated elsewhere in this report, this mid-term review has not had access to these products, so only what the Project Implementation Unit self-reports is here, without making valuations on the product itself.

- Changing national policies and institutional changes because of the three different governments that have taken place in Bolivia in the course of implementation.
- Weak implementation capacity by the project implementing partner institution (APMT) and by other key stakeholders.
- Limited coordination within the Plurinational State of Bolivia that hinders the coordination of action and work plans between different levels and sectors, which are necessary for a project that acts, theoretically, from the local level to the national level in an integrated way, and that needs internal coordination of different national government divisions (APMT, Ministry of Environment, Ministry of Planning) for this.
- Some key new authorities for the Project, which are part of the government that started in November 2020, do not yet have ownership of the Project.

- Design problems and conceptual issues (these are detailed in the relevant section), such as:
  - Objectives not achievable nor relevant within current national regulations (Plans for Integral Forest and Land Management –PGIBT—are not valid within ICT).[15]
  - Poor visions or analyses, vision of productive activities/threats to the forestry sector within the target area, etc., simplified or – when implemented – unrealistic.
  - Weak baseline of information, conceptual and indicators.
  - Conceptual quality of the products are perceived as insufficient in terms of their actual impact and in terms of their usefulness regarding the improvement of quality of life associated with sustainable management. Several actors (beneficiaries, government actors, etc.) are perceived as non-transformative nor innovative activities.
  - Conceptual disconnections between the Project and direct beneficiaries as to what would be implemented through productivity interventions. TIOCs/CIRABO have another vision of what would be implemented, not so much the generation of technical capabilities – as promoted in design and conceptualization – but rather direct financing to CIRABO/TIOCs.

- Lack of understanding of the roles of the Project's members – CIRABO. CIRABO's role is changed multiple cases and not entirely defined. According to the implementation plan, CIRABO is a member of the Board of Directors, but its role changes according to later interpretations, without clearly delineating the contributions of CIRABO and TIOCs members to participate in the Project, nor do they have specific work plans in relation to their performance within the Project, nor changes that need to be implemented in order to eliminate conflicts of interest. There are conflicts as this institution is a direct beneficiary and at the same time a member of the Project's governance bodies. In addition, at different stages, CIRABO has been

[15] The correct involvement of the ABT (Forest and Land Authority) could have solved this problem at the start of the project.

in conflict with different areas of the State, including with the APMT, causing problems in implementation.

- Lack of understanding of the roles of the Project's members – UNDP: GEF/UNDP roles are not fully understood by the parties. The roles of the implementing GEF agency (i.e. UNDP) as defined in the agreements embodied in the Project Document, are several, but are not fully perceived by the parties involved in the implementation. As indicated in the above-mentioned document, UNDP's roles are varied, including: providing guidance and assistance in relation to the technical feasibility of the project as well as providing guidance and technical assistance; carry out contracting and purchasing, systematizing learning and exchange of experiences. In addition, as a member of the Project Board, UNDP participates in the management and decision-making processes related to the Project.

- Technical support is weak, non-innovative, and is restricted to specific issues (e.g. road cleaning, plant nursery, etc.) and not to all-inclusive comprehensive approaches. For example, when it comes to working on socio-economic improvements, comprehensive technical knowledge is not applied, qualified technical advice (for example, including not only specific issues but comprehensive matters such as business plans, etc.) is not used.

- Some delays and barriers during the previous year were due to the COVID-19 pandemic as it has had several impacts, generally due to travel bans in the country, and other mobilization restrictions, as well as issues related to addressing the consequences of the pandemic on communities, carried out by the Project Implementation Unit. Although adaptation to some level is expected to have taken place, even now this issue remains a barrier, as some prohibitions are envisaged in the future.

In short, there has been no substantial progress in the achievement of the objectives, nor significant progress in obtaining products that lead to robust and sustainable results. Although the Project has already been implementing for three years (out of five scheduled as its full implementation period), it has not yet demonstrated a robust drive to generate products, nor to forge results.

4.3 PROJECT IMPLEMENTATION AND ADAPTIVE MANAGEMENT

MANAGEMENT ARRANGEMENTS

Management agreements were openly established in design. The Project is implemented under the Assisted National Implementation modality in Bolivia. The Implement Partner is the Plurinational Authority of Mother Earth (APMT). UNDP is the GEF agency implementing the Project.

The organizational and governance structures of the Project are as follows. At the directive level the Project Board is constituted for general management (Management Committee) and will carry out Project overall management. The following members would make up the Board according to project design documents:[16]

- The Executive, who will chair the Board. This role will be filled by a representative of the Plurinational Authority for Mother Earth (APMT), as IP.

- A representative of the Senior Supplier, who will provide guidance regarding the technical feasibility of the project. This role will be filled by UNDP.

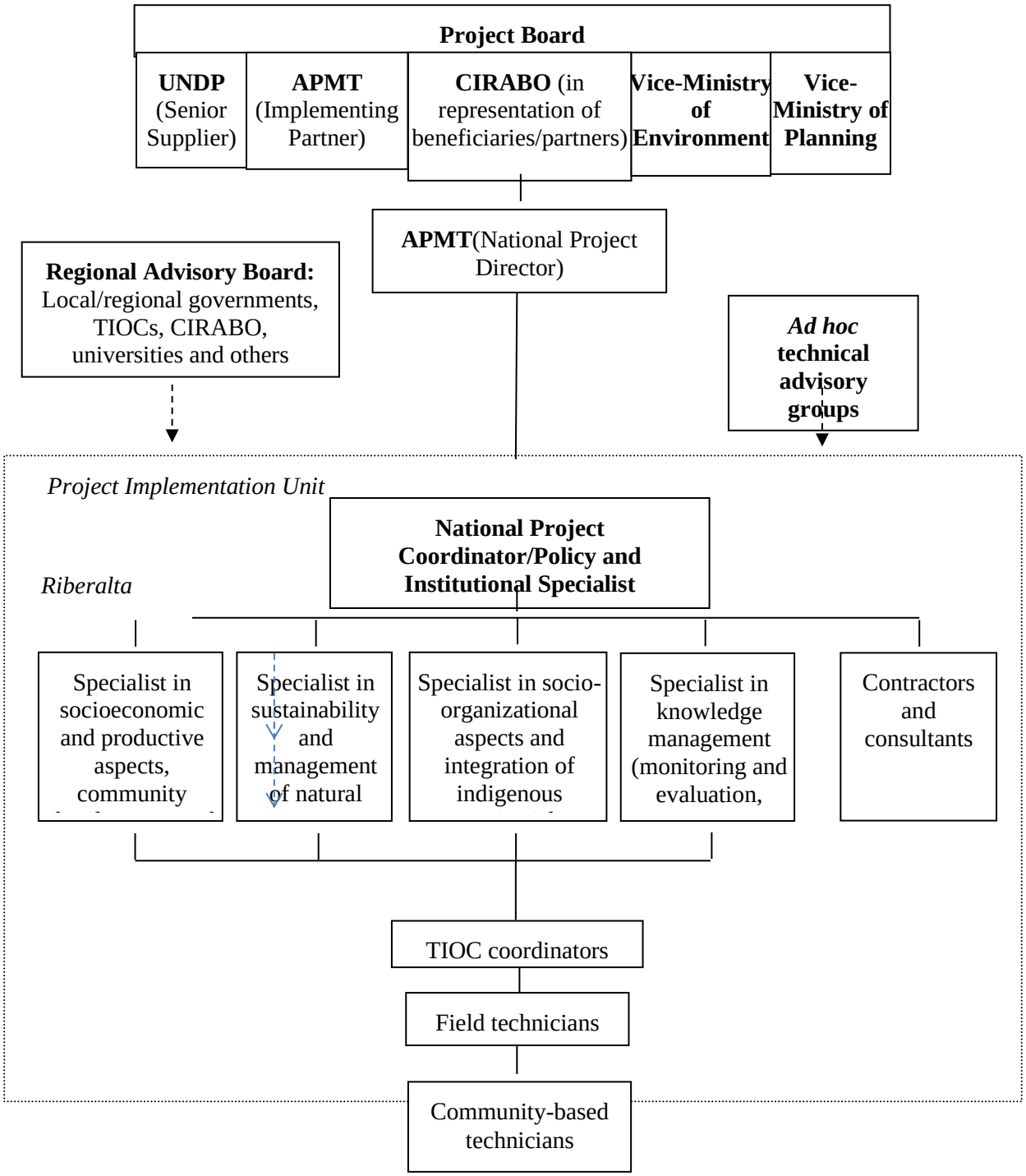
[16] Source: Project Document

- Senior Beneficiaries, who will represent the interests of those who will ultimately benefit from the project and ensure the realization of project results from the perspective of project beneficiaries. The beneficiaries in this case will be represented by CIRABO.

- The Vice-Ministry of Environment, as head of the environment sector.

- The Vice-Ministry of Planning, with overall responsibility for national planning of project investments and lead role in relation to the concept of life system Vice-Ministry of Planning with responsibility for project investment planning and leading role in relation to the concept of life systems.

Therefore, the agreed management mechanisms have been clear. The following is a graph of the management mechanisms as contained in the Project Document (and agreed by the parties) and illustrates what the composition of the operational units of the intervention should look like.


Project Board
UNDP (Senior Supplier)
APMT (Implementing Partner)
CIRABO (in representation of beneficiaries/partners)
Vice-Ministry of Environment
Vice-Ministry of Planning
APMT(National Project Director)
Regional Advisory Board: Local/regional governments, TIOCs, CIRABO, universities and others
Ad hoc technical advisory groups
Project Implementation Unit
Riberalta
National Project Coordinator/Policy and Institutional Specialist
Specialist in socioeconomic and productive aspects, community
Specialist in sustainability and management of natural
Specialist in socio-organizational aspects and integration of indigenous
Specialist in knowledge management (monitoring and evaluation,
Contractors and consultants
TIOC coordinators
Field technicians
Community-based technicians

The overall effectiveness of project management has been low, which is validated by the few achievements so far. One of the problems associated with this has been the weak supervisory role that arises from the governance structure. That is, directional levels have not effectively channelled nor re-routed the Project in order to speed up implementation processes and achieve durable results.

WORK PLANNING

Project start – up as well as implementation are highly delayed. Budget execution (clearly associated with delivery, and a key indicator of the implementation level) is only 32% of the budget as of February 2021.

Cumulative delivery against total approved amount (in Project Document):	32 %
Accumulated disbursement as of October 2020	USD 1 990 245

The causes of these delays are several, many of them intricated with each other and complex. Some appear to have been overcome (changes in government political parties, changes of the Project's management unit). Others continue as barriers for guiding work planning to focus on results. These causes range from administrative issues, a changing national political context, to conceptual issues such as those associated with the expected results and products.

Since the beginning of the implementation of the Project, Bolivia has had three national governments. This has led to three policy changes in terms of the institution designated as an implementing partner (APMT), as well as in relation to the other relevant national government institutions (Ministry of Environment, Ministry of Planning) and members of the Project governance bodies. As noted above, these changes are currently expected to be no longer occurring in the immediate future, and that there will be political continuity at the macro level (party continuity). However, there are still two problems to be seen about this: the poor appropriation of the Project by the current authorities and the high turnover of officials related to development policy and the environment field that occurs in the country, even when there are no changes of government at the partisan level (that is, within governments of the same political sign there is a high and constant rotation of technical and political officials).

Likewise, delays are associated to some extent with the high rotation at the level of Project coordination / personnel. At the time of this evaluation the GEF Amazonia Project has had two coordinators. With these coordination changes there have been changes of technical and administrative personnel as well as re-addressing implementation. On the other hand, coordination changes are also associated with a restructuring of Project staffing, since – as reported from the implementation unit – the previous coordination had a heavy structure, with up to 25 staff and a large amount of materials to provide services (cars, etc.).

Generally speaking, it can therefore be established that, for the most part, work planning processes have not been entirely results-based and have not been streamlined to obtain products that can contribute to achievements of the objectives.

One of the most critical problems, however, (not only around planning of the Project's work, but as it affects all its angles) are the conceptualization deficiencies. After over two years of implementation it is established that the premise and basic tool to generate/improve/implement in Result 1, the PGIBT, does not apply to the target territories of this Project. This has obviously slowed the development of this tool and there has not been substantial progress in the analysis or generation of a suitable tool. Regarding Result 2 (Comprehensive Management of Natural Resources in TIOCs) there have also been a number of problems on how comprehensive management is conceptualized vis-à-vis communities and TIOCs, and how it is applied comprehensively to generate improvements in quality of life associated with sustainable use and – in turn – in accordance with community expectations.

Also, regarding Expected Result 2 conceptual flaws are also seen that impact upon tool development and capacity building. For example, given the simplification of internal threats or by not fully realizing the inherent complexity of productivity with differentiations between different TIOCs (as contained in the design section of this report).

These inaccuracies in conceptualization (some hauled from design – as seen in this report's design section, and others that arise at different stages of implementation – as indicated in the implementation section itself in this report) make work planning slow, delivery incomplete, and prospects for durable results remote, if necessary adjustments are not made.

FINANCE AND CO-FINANCE

The Project Document indicates that the levels of finance and co-financed expected in order to implement the intervention are as follows:

TABLE 3: FUNDING AND CO-FINANCING BY SOURCE ACCORDING TO THE PROJECT DOCUMENT

Total Resources Required:	**US$36,604,594**
Total resources allocated:	
GEF	**$6 208 848**
UNDP	**$387,746**
Other:	
DANIDA	**$11,000,000**
Bolivian Nut Company	**$11,000,000**
Bolivian Public Dairy Enterprise	**$ 5 800 000**
German cooperation GIZ	**$2,208,000**

TABLE 4: TOTAL PROJECT BUDGET BY COMPONENT

Project Components	Financing GEF		Co-Financing		Total (USD$)
	($)	%	($)	%	
Enabling environment at national level in support of integrated and sustainable management of forests and life systems in TIOCs	1 211 168	20	5 929 337	20	7 140 505
Integrated management of natural resources in TIOCs	4 702 021	75	23 018 995	75	27 721 016
Project management	295 659	5	1 447 414	5	1 743 073
Total project cost	6 208 848	100	30 395 746	100	36 604 594

The Project Implementation Unit presents the following co-financing table based on endorsement letters at the design stage:

Ministry	Through	Co-financing	INVESTMENT USD ACCORDING TO SIGNED ENDORSEMENT LETTERS	INVESTMENT USD ACCORDING TO PRODOC
Environment and Water (MMAyA)	Vice-Ministry of Water Resources and Irrigation (VRHR)	National Basin Plan	3 343 420.00	
Environment and Water (MMAyA)	National Forest Development Fund (FONABOSQUE)	National Reforestation Forestry Program	14 000 000.00	
	DANESA cooperation	Mother Earth's Plurinational Authority	6 000 000.00	5 800 000.00
	GERMAN Cooperation - GIZ	Pro-Island Program	500 000.00	
	GERMAN Cooperation - GIZ	Pro Forest Program	2 162 220.00	2 208 000.00
		Elimination of Malaria SEDES BENI	287 746.00	287 746.00
	UNDP		100 000.00	
TOTAL			26 393 386.00	

The Implementing Unit indicates that it has no actual co-financing data. Therefore, an analysis cannot be carried out on whether the resources received are those committed or not. However, it is perceived by this review that co-financing commitments have not been mobilized at planned levels.

There are, however, two issues that it is useful to explore. First, what was considered co-financing at the design stage and secondly the time that elapsed between the design and implementation of the Project.

Although as seen in one of the tables above (Table 4: Total project budget by Component) it is indicated that co-financing would be mobilized contributions ***to the project,***[17] this was not really planned in this way. This review considers that the inclusion of co-financing was mechanical and not entirely clear as to

[17] GEF/UNDP definitions indicates that co-financing includes aid, loans/concessionals (compared to market types), loans, equity holdings, in-kind contributions and other mobilized contributions ***for the project*** from other multilateral agencies, bilateral development cooperation agencies, NGOs, the private sector and the beneficiaries themselves. Emphasis in bold from this mid-term review.

how it would be mobilized for the Project in terms of resources such as funds or other direct support. At the design stage, co-financing was considered to be actions in the area (TIOCs) that had some conceptual similarity to the expected actions and results of the Project. Therefore, there is no level of realism as to the expected funds to support the Project.

The other existing problem is the time that elapsed between design and deployment. As indicated by the Project Implementation Unit, the expected level of co-financing was unrealistic given that at the time of implementation several of the entities that were supposed to co-finance the Project were no longer working in the target territories (in particular those committed co-financings that ended when the Project was just beginning). The time between design and execution was several years. Therefore, there is a wide time gap between pre-approval planning of the Project and implementation itself. It is also clarified that there has been no full follow-up by the Project with respect to the management of committed co-financing.

PROJECT-LEVEL MONITORING AND EVALUATION SYSTEMS

The monitoring and evaluation framework at design is standard and follows the basic criteria for monitoring this type of project. It includes processes such as (up to the midterm) inception workshop and its report, periodic status/progress reports, APRs, implementation reports (PIRs), periodic visits to the sites where the Project is developed, etc. The purpose of the project monitoring and evaluation plan is the continuous monitoring of the results and objectives of the project. The budget allocated for project monitoring and evaluation is adequate.

Based on the reports accessed, it is discerned that there has been no feedback on monitoring and evaluation activities used for adaptation management, as there has been no strong adaptive management to date to guide the course of implementation based on monitoring tools. Reports and other monitoring mechanisms to date mostly have not been implemented , as indicated, there is no sign of changes resulting in adaptation management. The results framework/logical framework of the project is not strongly used as a management tool.

Another problem identified around project-level monitoring systems relates to indicators (baseline and target indicators). The baseline indicators are basically non-existent for most of the products and processes that the Project expects to generate. Design documents indicate that these would be generated at the beginning of the intervention, but 60% of the implementation period has already elapsed and they have not yet been generated.

The Project governance system is also a monitoring mechanism as it must not only approve operational plans, executive decisions and annual reports, but also follow up on the implementation of these plans and decisions. Among the responsibilities of the Project Board are several that relate to monitoring and follow up directly and indirectly, as set out in the Project Document:

> *"Project Board will play a critical role in facilitating inter-ministerial coordination, project monitoring and evaluations by quality assuring these processes and products, and using evaluations for performance improvement, accountability and learning. It will ensure that required resources are committed and will arbitrate on any conflicts within the project or negotiate a solution to any problems with external bodies. In addition, it will approve the appointment and responsibilities of the Project Coordinator and any delegation of its Project Assurance responsibilities. Based on the approved Annual Work Plan, the Project Board will also consider and approve the quarterly plans and will also approve any essential deviations from the original plans."*

The monitoring documents (PIR, etc.)account that, although the Board meets regularly and has even doing so even in the last year, notwithstanding the COVID-19-related emergency, many of these guidelines are not followed, and the Board/PSC does not make decisions on redirecting based on monitoring and evaluation systems as necessary to properly channel or re-route project performance.

On the other hand, a number of other monitoring and reporting problems are identified. For example, the Project Unit does not report differently between TIOCs, so variations between them in the implementation are not represented.

In order to meet donor requirements, other monitoring tools have been completed. In this case three tracking tools have been completed since the Project is inserted within three GEF focal areas (biodiversity, sustainable forest management, and soil degradation). Due to the project's high delay, there is no great level of products and achievements to report on these instruments (as is the case with PIRs). The tools indicate in multiple sections that the information is not available for the reports, reflecting lack of progress. However, some discrepancies are also visible compared to what information was collected during this mid-term review process. For example, documents generated by the Project to date are not reported.[18] In addition, the tools are not clear as to the management tools to be used as a result of the Project (indicating that there are mechanisms proposed or adopted) when it is indicated in the PIR and it is validated in this revision that this is not the case.

Therefore, it is found that there are deficiencies in the use of project management tools (such as planning and monitoring tools, logical framework/results framework) and formal management mechanisms (board/steering committees/platform).

STAKEHOLDER ENGAGEMENT

The GEF Amazonia Project is an intervention that is strongly based on developing and forging alliances between a number of direct and indirect actors and stakeholders. The Project itself internally positions with leading roles the various institutions that are involved in forest management and productive capacity in the target area. These roles were defined in the design for the following actors:

APMT

ABT

CIRABO

CIPOAP

UNDP

Representatives from TIOCs

Community technicians

Community representatives

Community leaders

Community assemblies

Community members

Municipal governments

Departmental governments.

[18] Documents:

Producción Orgánica De Hortalizas (Huerta En Casa)

Implementación Y Manejo De Sistemas Agroforestales Suscesionales En Comunidades De Cuatro TIOCs

Manejo – Rehabilitación De Cacaotales Antiguos

Producción De Plantines En Vivero

Metodología Para La Siembra De Plantines En Lugar Definitivo En Los Tiocs Chacobo Pacahuara Y Territorio Indígena Multiétnico - Tim II

Beneficiado del Cacao.

A typology of stakeholders therefore includes national and local government sectors (territory-based authorities, and sub-national authorities) civil society and international organizations.

The Project has forged a number of alliances (formal and informal), in particular with territory based indigenous associations, as well as with other indirect stakeholders actors (universities, etc.). Despite this positive inclusion aspect, these partnerships have been developed with some problems. The previous project team had little territorial insertion, so their relationship with the sub-national actors was not fluid. However, even the current team (and in general the Project) has had to face some problems when interacting with the beneficiary communities. The Project identifies that, from the outset, community leadership has assimilated this intervention, but this has not permeated to the communities' base. Similarly, the role in general of territorial organizations has not been entirely clear to the parties, and it is changing in their perception of what they obtain (or should obtain) from the Project. These expectations on the part of the communities' leadership parallels to what their role is within the Project, what their benefits are vis-a-vis the Project, and what activities the intervention implements or promotes. Some actors believe that the Project should transfer funds to community representation institutions for them to implement their own activities such as productive enterprises without a direct relationship to the goals and/or objectives of the intervention. Other actors consider that the activities the intervention should promote are linked to the transfer of capacities for the improvement of quality of life through production with sustainable management in territory.

There is, however, a generation of interests and expectations for local actors, where they expect direct funding, support, generation of activities that often do not match the Project's objective and expected results. Local actors, communities, etc., also have had a mixed trajectory with cooperation interventions that has generated a degree of frustration and that they transfer to this project. To begin with, local communities perceive that these projects are traverse through the region without leaving them greater benefits, and perceive that they are only instances to generate "consultancies" or studies without generating a transfer of improvements to communities. Therefore, this explains to some extent their discouragement with interventions in territory based on previous experiences and the lack of appropriation of certain activities such as capacity building through workshops or other similar activities of which they do not see an immediate usefulness.

The involvement of stakeholders and key players has also been affected by changes in government. The appropriation of the parties was slowed down due to these various changes. The relationship between CIRABO and APMT has been complicated and at the same time difficult in some ways due to tensions between national actors and local actors regarding natural resource management. In addition, the scarcity of internal coordination within the State to address comprehensive and integrated issues is reflected in the Project. The key – government – partners of the Project are the APMT, the ABT, the Ministry of Environment and the Ministry of Planning. However, there has been little aptitude until the now for joint work within the Project between these governance bodies to define their full involvement, leadership, and ownership.

These variations with the new changes of government since the end of 2020 and part of some sectors of the State, but as indicated in other sectors of this report, the new authorities are not fully appropriate of this project. Some variations are seen with the new changes of government since the end of 2020 and on the part of some sectors of the State, but as indicated in other sectors of this report, the new authorities are not fully appropriated of this project.

Stakeholder involvement is also a two-way path, as the Project should be involved with government institutions' mechanisms and structures of operation to adequately insert itself into them. For example, the national implementation agency – APMT– has several mechanisms for developing its functions.[19] These Mechanisms aim to strengthen, conserve and protect living systems and their environmental functions by promoting and strengthening comprehensive and sustainable social and community management of forests. These Mechanisms work with comprehensive territorial approaches, articulating goals for the development of sustainable production systems, conservation of environmental functions and eradication of extreme poverty. It can therefore be understood that the approaches of these APMT mechanisms are very similar to the Project's conceptual approaches. For the operation of these mechanisms, the APMT has regulations to be linked to and even Territorial Consultative Platforms. However, it is not seen that the GEF Amazonia Project has completed the appropriate steps to be inserted into the APMT with this mode. However, it is not apparent that the GEF Amazonia Project has complied with the appropriate steps to be involved with the APMT in this modality.

UNDP is a key player in the Project. As defined in the planning documents, the Agency's roles as a GEF implementation entity are several. These range from their administrative role to their technical role, as well as their role in project governance systems as a full member of the Project Board. However, these roles are not entirely perceived or admitted by the Project, generating confusion or even conflicts with different actors and problems of external and internal communication.

There is a relationship – although moderate to slight in most cases – with some other actors who, although they are not direct nor indirect beneficiaries, may support or work in conjunction with the Project at some relevant levels, in particular at technical levels, such as universities, etc. These partnerships can be beneficial if forged in the immediate future, not only with technical actors but also with civil society organizations.

Regarding alliances outside direct beneficiaries, it is reported in the 2020 PIR that the perimeter wall of the AIPRAMCA indigenous organization processing plant has been built in the community of Carmen Alto, which (as reported in that document monitoring) helped meet the requirements to obtain food safety certification and it is also indicated that UN Women supports this initiative. However, this is not a result of the GEF Amazonia Project, although it is reported in the aforementioned PIR as such, since there is no formal association between UN Women and the Project for the development of these activities, nor their direct implementation. It is indicated that the TIOC Tacana Cavineño supported the activities in part, but not the Project.[20] Despite this, it would be very useful for the Project to create alliances with these types of actors in order to consolidate its results in the field and generate synergies.

[19] Adaptation Mechanism, Mitigation Mechanism, and Joint Mitigation and Adaptation Mechanism that is responsible for the Integral Management of Forests and Mother Earth.

[20] The UN Women project is developed with funding from the Italian Agency for Development Cooperation (AICS), UN Women and the Ministry of Productive Development and Plural Economy and has provided technical assistance, technology and productive assets to improve the production of 10 women-led ventures in four municipalities in the GEF Amazonia Project target area

SOCIAL AND ENVIRONMENTAL STANDARDS (SAFEGARDS)

The Project is updating the Social and Environmental Standards Procedure (SESP) following the new guidelines of 2021 and identifying risks that have become more strongly visible during implementation than in the design and inception stages.

Following the SES Principles and Standards of the 2021 guidelines, the following relevant risk types are identified under the Amazon GEF Project: disadvantaged or vulnerable individuals or groups; adverse impact related with gender, biodiversity conservation and sustainable management of live natural resources, restrictions on land use, indigenous people, labour and working conditions. The number of risks identified and to be identified give an account of the social and environmental complexity which this intervention is susceptible to and the complex vision that must be faced not only to identify the risks but also to generate safeguards.

Since originally there were a number of unidentified risks and some risks were identified as low or moderate when the implementation practice has indicated that they are high or potentially high, it is believed that these need to be validated and updated where relevant. In particular, there are some that must be pointed out, which are associated more than anything with installed capacities and the high social conflict that has existed in the field, such as:

- Risk that duty-bearers (for instance government agencies that implement or participate in the GEF Amazonia Project) do not have the capacity to meet their obligations.
- Risks associated with complaints or objections from community stakeholders (such as CIRABO, TIOCs directors).
- Working conditions, design potentially involves and can lead to child labour.[21]
- Risks of reproducing discriminations against women based on gender, especially regarding participation in decision making process and / or access to opportunities and benefits.
- Limitations on women's ability to use, develop natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services, in particular within the context of communities in the target area.

The recommendations included in the relevant section of this report include a number of management measures that are safeguards to minimize identified social and environmental risks that could be used in the SESP update process.

[21] The Project has as Indicator 1.9 The numbers of Brazil nut boxes collected per unit of effort. There the average crop of chestnut per person in kilograms is differentiated and the collection by young children per capita per day is estimated at 5.75 Kg as a baseline. It is set out in the target indicator that the daily per capita harvest quantity remains at least stable. Child labour is therefore potentially being involved and – by establishing that the harvest remains at least stable – it is indicated that the Project can lead to future child labour.

INFORMATION

The main mechanism used by project management to inform/communicate to the Project Board has been the regular meetings held by this governance body. Activities are reported there, etc. The project parties have generated two PIRs (2019 and 2020) to date, meeting the formal GEF information requirements. Monitoring tools have also been developed by the Country Office in 2021 to measure progress towards portfolio-level impacts and results in pertinent focal areas. However, some information indicated in the tracking tools show that they are not entirely complete. For example, this mid-term review has collected information products generated by the Project, but these are not reflected in the mid-term tracking tools. Much of the on-site implementation information for this operational point is absent in the Tracking Tools (this is because the information is either not reported or it is indicated that it is not available, or the Project Implementation Unit does not maintain adequate lines of communication with the other actors to report what it is carrying out).

Despite the processes, and documents mentioned above, there are no clear lines of communication inward of the Project (between the parties, etc.). There remains a lack of understanding by the parties about project roles as well as a conceptual paralysis on what can or should be achieved during deployment.

COMUNICATION

As seen in the information section (above) and in other sections of this report, the project's internal communication with stakeholders has not been effective. Although there have been a number of project board meetings, serious problems remain that can be attributed in part to faulty internal communication.

For example, issues such as confusion or lack of understanding about the roles of key players or little feedback on decisions made by the Project's governance system to channel implementation relate – to some extent – to internal communication problems.

The external communication of the Project is also in weak. In part this is explained by the project – to date – has had little delivery. There are no robust communication channels established to express the progress of the Project and desired public impact. The Project does not have an internet presence beyond the general information about it presented by the implementing agency and the funding agency. [22] The Project has not carried out communication and public awareness campaigns. The information documents generated by the Project have not been disseminated to a wide audience.

SUSTAINABILITY

Within GEF-funded and UNDP-backed projects, *sustainability* is established as the likelihood that the effects and results of a project will be maintained over time after an intervention ends. Since this is a mid-term review and is an assessment of a project with severe delays in its implementation, as well as a conceptual restraint on what will be obtained from this intervention, it is complex to determine the possibility of sustainability of the results. This is because even at this stage there is or no consensus on products to be generated that can transcend in results.

FINANCIAL RISKS TO SUSTAINABILITY

The likelihood of sustainability regarding the availability of economic resources once GEF and UNDP support ceases, in order to continue with products and results to be generated, is relatively low for the financing reasons outlined below. First, so far, the level of co-financing scheduled and expected for the

[22] www.gef.org and https://www.bo.undp.org/content/bolivia/es/home/projects/gestion-sostenible-de-los-ecosistemas---amazonia.html

Project has not taken place (and no timely follow-up has been provided to this topic). And although from this review it is understood that financial sustainability does not depend on co-financing resources, all assessment analyses and guidelines indicate that this is one of the future ownership indicators and therefore future funding. That is, if there is co-financing during the development of a project, the likelihood that financial support will continue for results once cooperation concludes is higher. Therefore, this is not only an indicator of poor ownership and support by the parties but also an indicator that potential resources from the public sector or civil society may not materialize. Likewise, various actors involved have emphasized that resources for sustainable management and improvement of the quality of life of the target population in the area are scarce.

SOCIO-ECONOMIC TO SUSTAINABILITY

The low level of stakeholders' ownership (government, civil society actors and local actors) and by some partners and beneficiaries during the implementation of the project is a factor of uncertainty regarding sustainability. If partners do not fully take ownership of the Project, then the sustainability of the results is doubtful at best and political commitment to continue working on the results is uncertain. This type of sustainability is linked to the operation of the productive activities of the Project. Therefore, if the actions of the Project do not promote integrated and sustainable productive activities, with properly visualized benefits, the risks of results appropriation and therefore of socio-economic risks, are high.

INSTITUTIONAL FRAMEWORK AND GOVERNANCE RISKS TO SUSTAINABILITY

Regarding sustainability related to institutional framework and governance, in the case of the GEF Amazonia Project there are conditions that indicate that there are social or political risks that could jeopardize the sustainability of the project's results. These include risks associated with the level of ownership and involvement of stakeholders, including national government and relevant local actors/beneficiaries such as indigenous peoples who are part of the Project. That is, if the relevant governance systems (from the national government, indigenous communities, etc.) do not institutionally assume the results (and as has been seen in various sections of this report and in monitoring documents) appropriation to date is weak, then there are risks to sustainability.

ENVIRONMENTAL RISKS TO SUSTAINABILITY

The most salient environmental risk that can jeopardize the maintenance of expected project results is the vulnerability of the implementation zone to environmental threats. From the Project design stage a series of analyses have been developed on environmental threats to forest management and to the quality of life of the inhabitants in the four TIOCs. Threats that are certainly associated and respond not only to environmental vulnerabilities but also to social vulnerabilities. The threats identified in the design, as well as others that arise during implementation, remain in place and present a critical issue. Problems outside indigenous communities remain current (such as deforestation, climate change and the problems it entails such as floods, extractive industries and agricultural/livestock industries advancing in these areas). However, during the period in which the Project is carrying out activities on site a number of internal environmental threats to the territories have also been identified that either were not identified at design or whose intensity was not adequately recognised. For example, forest fires derived from internal agricultural practices to

TIOCs[23] appear to be more intense (according to local actors and Project staff) than evaluated in the planning stages.[24]

In terms of sustainability valorisation, the probability of sustainability can be described as moderately likely products and results are achieved in the remainder of the project. This is an overall probability outlined and based on the sustainability risks presented earlier in this section (financial, socio-economic, institutional, and environmental).

[23] Slash and burn.

[24] Here it is not a reference to the mega wildfires that occurred in the second half of 2019 and in the second half of 2020. What is being identified are the smaller fires internal to TIOCs that are carried out periodically associated with the agricultural practices mentioned above.

5. CONCLUSIONS AND RECOMMENDATIONS

Below is a table with the main findings, their corresponding conclusions and recommendations. These items are summarized in this table. The narrative section immediately afterwards details and expands on each of the conclusions and recommendations.

Findings	*Conclusions*	*Recommendations*
Lack of execution associated with multiple and repeated rotations of the management and staff of the Project, as well as the counterparts of the Bolivian State	The multiple and repeated rotation of the Project's management and staff as well as of the counterparts of the Bolivian State (APMT, associated ministries, ABT, etc.), which have occurred for various reasons such as changes in the government political parties, but also repeated rotations within the various government distributions even when the ruling party is the same, have created significant gaps in implementation.	Make a full and complete transmission of information of the GEF Amazonia Project to all relevant new national authorities (such as APMT, ABT, the Ministry of Environment, Ministry of Planning, GEF Focal Point within the national administration, etc.).
		Project must be comprehensively entrenched within the relevant State spheres, spaces and architecture. For this it must follow the involved institutions' appropriate mechanisms and include all relevant areas of State in Project processes (APMT, ABT, etc.). This is linked to placing part of the Project team in the APMT.
Weakness in design	Design weakness manifests itself mainly in analysis and conceptual limitations. First, as manifested during implementation – albeit belatedly – the natural resource management tools for the Amazon forestry sector that were proposed to apply are not entirely relevant in the intervention area. This is established late in the implementation process, therefore the time used as Project start-up and for two-thirds of the implementation period have been wasted, as it is only in recent months that this is clearly manifested by key management actors. This issue is juxtaposed with a weakness of working on the part of the Project with essential government partners on these issues in a joint manner, since it is understood that if the ABT had been fully integrated into the management of the Project to date this circumstance could have been realized early and work could have been done to address this problem from outset. Therefore, the lack of key actors' full integration as an execution mechanic is added to the design problems encountered.	Generate basic design elements for proper management. It is recommended that these changes be formed immediately (before the 2021 PIR is generated – maximum mid-May 2021) so that implementing processes can begin as soon as possible and to generate products with basic management elements and similarly (as of PIR 2021) monitor implementation, adhering to donor policies.
		Project must envisage a review of the key products it needs to generate for obtaining results. For this the following revisions are suggested for **Component 1.** *Enabling environment at national level in support of*

		integrated and sustainable management of forests and life systems in TIOCs:.
		Project must envisage a review of the key products it needs to generate for obtaining results. For this the following revisions are suggested for **Component 2** - *Integrated management of natural resources in TIOCs.*.
		Develop a gender analysis and its action plan. This analysis and the relevant action plan should address key factors that have differentiated impacts between men and women leading to unequal access to property and of control of natural resources (as is the case with regard to forest resources and associated resources – land, water, etc.) and how these impact upon women's production. In this way, the analysis and plan must account for the gender gap in natural resource governance (understood as governing ownership, appropriation modes and the distribution of costs and benefits vis-a-vis renewable and non-renewable natural resources, so that society as a whole can benefit from their exploitation and/or conservation). Other points to be collected involve the involvement and inclusion of women in decision-making processes related to the sustainable management of forest resources and other natural resources. The gender action plan should include formal partnerships with other institutional actors in territory dealing with gender issues related to forestry activity and productivity. This action plan should be linked to changes in planning, management and product elements as well as monitored to ensure their implementation.
		Avoid a paternalistic and simplistic vision of local actors, and generate initiatives that demonstratively foster communities' ability to manage forest resources in an integrated sustainable and equitable manner.
Structural implementation weakness by key partners	Key partners have a structural weakness that creates problems in the implementation and appropriation of the Project, its management and the expected results.	Generate an alliance strategy. Generate partnerships and associations with entities (technical institutions, development organizations, other areas of UNDP and UN , universities, bilateral cooperation, etc.) and with other institutions acting in territory and/or acting upon issues related to those of the Project, creating synergies in order to promote the goals, underpin the positive effects, and eventually help the sustainability of the results reached.
Lack of understanding between the parties as to what the roles and responsibilities of each of the	A lack of understanding between the parties as to what are the roles and responsibilities of each of the	The governance system and decision-making processes should be consolidated and underpinned within the Project. To this end, the

partners/actors are and this is generating a series of internal conflicts within the Project	partners/actors has also led to a delay in implementation. Beyond that, this has also spawned a series of inward project conflicts between the various key players. Not only does there is no understanding regarding what are the roles of each of the key organizations and institutions, there is a retrogression from what was established when the Project was approved. This has led to serious internal conflicts.	decision-making roles of the Project Board and their responsibilities in the governance of the Project must be made clear.
		The Project should envision a comprehensive review of its architecture to strengthen its administrative arrangements and components, as well as its technical scopes. For this purpose, the following review and strengthening mechanisms are suggested to promote strengthening of project management by the Project Implementation Unit and the National Implementation Agency (APMT):
Implementation and generation of non-innovative or non-transformative products of and processes	Lack of effects to date are also associated with other issues, such as the implementation of non-innovative or non-transformative processes.	Generate from now on a clear exit strategy in order to contribute to the sustainability of efforts to achieve.
		Create, promote, generate synergies between the two expected results. Currently they work fractionally. The two expected outcomes are part of an objective that must be implemented and promoted jointly not as separate interventions.
		The development of all materials must account for the ethnic and linguistic variety of the communities with which the Project works. It is recommended that the materials and products to be generated and generated already should reflect the cultural and ethnic diversity of the actors with which the Project works (including the generation of materials in the various local languages, as necessary).
Little use of management, monitoring and follow – up tools consistent with the magnitude of the Project	The Project has made little use of management, monitoring and follow up tools consistent with intervention's magnitude. Management and monitoring tools have been mechanically developed, without the full involvement of stakeholders. These instruments have not been used – therefore – to monitor progress or not of the intervention, nor have they been used as tools to channel the Project when it diverts from the planned implementation course.	Develop and/or implement the necessary monitoring systems in order to channel an agile and strategic project implementation. For this, it should not only develop the aforementioned baseline and roadmap, but it must track its implementation through the appropriate instruments for this case. Capacity building in monitoring and follow up should be directed to guide the necessary changes that need to take place in view of the risks and barriers that the Project faces.

CONCLUSIONS

The main objective of the project is to promote indigenous community arrangements as a means of protecting forests from current and emerging threats in a comprehensive context and improving the quality of life of communities. The central theory of the project lies in generating productive benefits to communities through sustainable landscape management that protects both forests and their productive economic services in original indigenous legally recognized peasant territories(TIOCs) located within the Amazon region in northern Bolivia.

The Project has to date a low level of delivery (with only 32 per cent budget implementation) over a three-year period (when the schedule implementation is of five years). This is associated with a number of internal problems and externalities that can be related to multiple dynamics. Among the causes of these delays and other problems associated with the lack of results to date are:

- weakness in design;
- lack of execution associated with multiple and repeated rotations of the management and staff of the Project, as well as the counterparts of the Bolivian State (APMT, Associated Ministries, ABT, etc.);
- structural implementation weakness by key partners;
- lack of understanding between the parties as to what the roles and responsibilities of each of the partners/actors are and this is generating a series of internal conflicts within the Project;
- little use of management, monitoring and follow – up tools consistent with the magnitude of the Project;
- implementation and generation of non-innovative or non-transformative products of and processes;
- to some extent implementation was also slowed by the COVID-19 pandemic.

Design weakness manifests itself mainly in analysis and conceptual limitations. First, as manifested during implementation – albeit belatedly – the natural resource management tools for the Amazon forestry sector that were proposed to apply are not entirely relevant in the intervention area. This is established late in the implementation process, therefore the time used as Project start-up and for two-thirds of the implementation period have been wasted, as it is only in recent months that this is clearly manifested by key management actors. This issue is juxtaposed with a weakness of working on the part of the Project with essential government partners on these issues in a joint manner, since it is understood that if the ABT had been fully integrated into the management of the Project to date this circumstance could have been realized early and work could have been done to address this problem from outset. Therefore, the lack of key actors' full integration as an execution mechanic is added to the design problems encountered. As seen in the relevant sections of this report, design flaws are multiple (including the one mentioned here) and have an indelible impact on implementation to date.

The multiple and repeated rotation of the Project's management and staff as well as of the counterparts of the Bolivian State (APMT, associated ministries, ABT, etc.), which have occurred for various reasons such as changes in the government political parties, but also repeated rotations within the various government distributions even when the ruling party is the same, have created significant gaps in implementation. Not only does this involve having to re-establish working relationships on an ongoing basis, but also installing the Project within these government divisions, and weakening the appropriation of objectives, results, and products that the Project generates or should generate. The inherent weakness of in-state coordination and

the structural weakness of relevant government divisions are factors that have negatively impacted the joint implementation.

A lack of understanding between the parties as to what are the roles and responsibilities of each of the partners/actors has also led to a delay in implementation. Beyond that, this has also spawned a series of inward project conflicts between the various key players. Not only does there is no understanding regarding what are the roles of each of the key organizations and institutions, there is a retrogression from what was established when the Project was approved. This has led to serious internal conflicts.

The Project has made little use of management, monitoring and follow up tools consistent with intervention's magnitude. Management and monitoring tools have been mechanically developed, without the full involvement of stakeholders. These instruments have not been used – therefore – to monitor progress or not of the intervention, nor have they been used as tools to channel the Project when it diverts from the planned implementation course.

Lack of effects to date are also associated with other issues, such as the implementation of non-innovative or non-transformative processes. The Project acts on specific issues but does not work comprehensively in the management of the forest ecosystems of the Amazon so that these are managed by indigenous and local communities generating multiple environmental and social benefits.

All these problems combine in delaying project management. This, in turn, raises serious doubts on the part of several key players about what the Project can achieve in its remaining time of execution.

Below are a number of recommendations that can help guide the Project towards agile and proactive implementation at the remaining implementation time. The recommendations are conceptual and programmatic and that in general and in particular could strengthen the participating partners and institutions to manage and direct the Project towards achieving results. However, there are several considerations that need to be taken into account around these recommendations. First, there must be a general horizon as to why these decisions are made. That is, it is understood from this mid-term review that the suggested changes must be made not to mechanically generate products but with a management perspective to obtain lasting results and effects. Secondly, being realistic about what can and cannot be achieved, and thus focusing on the most viable products and results, with greater potential for effect. Furthermore, the recommendations are intended to reduce conflict and risks, as their proliferation has hampered proper implementation to date. Finally, taking into account that if the changes are not generated quickly, there will not be time to channel the Project in the best possible way in the remaining period of execution.

Despite the changes, delays and conflicts it has experienced, the *Sustainable management of forest ecosystems in Amazonia by indigenous and local communities to generate multiple environmental and social benefits* project is also highly relevant to the Plurinational State of Bolivia and to the different implementing partners. Threats to the local population livelihoods are still in force, and the land management of productive activities within a sustainable and equitable productive context is even an algid issue in the Bolivian Amazon region. The next implementation period will be essential to channel the Project so that it concludes with key results meeting the expectations of all partners.

RECOMMENDATIONS

Below is a series of recommendations to channel the implementation of the Project in its final stage to achieve the expected objectives and results. The proposed actions are intended at the Project and the actors that compose it.

1 Make a full and complete transmission of information of the GEF Amazonia Project to all relevant new national authorities (such as APMT, ABT, the Ministry of Environment, Ministry of Planning, GEF Focal Point within the national administration, etc.). This transmission of information should include not only planned activities, but also outline what changes must be implemented in the short term in order to be able to channel the Project to generate results and at the same time engender appropriation by key government actors. Delineate clearly through manuals/procedures what are the roles and responsibilities of each institution within the Project and they should comply with them (UNDP – Country Office and Regional Office, GEF, CIRABO, ABT, Ministries of Environment and Planning, etc.) [25], as executor, guarantor, and others without mutual appropriation of the roles of other Project partners. Seeking—also--, to insert the Project into the country's institutionality.

2 Generate basic design elements for proper management. It is recommended that these changes be formed immediately (before the 2021 PIR is generated – maximum mid-May 2021) so that implementing processes can begin as soon as possible and to generate products with basic management elements and similarly (as of PIR 2021) monitor implementation, adhering to donor policies. For this, it is recommended to:

   a. Conduct a critical analysis of the project logical framework in order to generate design components that are either missing or inappropriate[26], such as those listed below.

   b. Generating the baseline with SMART and gender-disaggregated indicators, it is also recommended mainstream this topic through the new results framework to be generated after this evaluation.

   c. Reformulation should make the theory of change underlying the Project explicit, building on how products and interventions would lead to changes sought and making explicit the intervention logic.

   d. Generate a clear schedule for the time-bound action (roadmap) regarding the activities that the Project intends to implement in relation to objectives and results-based management (in the remaining period of implementation).

   e. Targeted strategic prioritization dispensing of activities that do not lead to reliable results given the late delivery to date context. For example, those activities or expected products that realistically do not have expectations of adequate achievement or quality in their execution could be dispensed with (such as - for example - some theoretical studies, of good practices, as well as work and analysis related to forest fire management, or work for replicability).

   f. Include issues of gender equality and respect for human rights (such as ensuring that child labour does not take place within the project). Also, assuring that these issues are included

[25] Below are more specific recommendations on these procedural guides.

[26] Missing or inappropriate components are those indicated in the narrative of this report. Changes or additions are those that are made explicit in this section of the recommendations.

in the management tools reforms and in the changes to the products that are generated from now on and monitor their compliance.

3 Project must envisage a review of the key products it needs to generate for obtaining results. For this the following revisions are suggested for **Component 1.** *Enabling environment at national level in support of integrated and sustainable management of forests and life systems in TIOCs*:[27]

a. Activate a review of the expected result first following recent analyses where it is noticed that PGIBT management plans – as proposed in Project design and inception documents – are not entirely applicable in TIOCs territories. For this it is recommended that urgently development of management models that engender comprehensive and sustainable forest management is suitable for TIOCs should begin to be address (evidently taking into account all relevant variables, such as land area, ownership, community management, external and internal threats, governance, as well as the sustainable use of resources in order to improve systems and quality of life of the inhabitants). The development of these plans should be based on existing instruments applied in different areas of the country (not only PGIBTs but also PGTIs or others considered as the basis for learning regarding community-based management systems) or other instruments already outlined – such as the one developed by the Project Implementation Unit at the beginning of the implementation stage for learning by adjusting them to TIOCs' requirements.[28]

b. The development of these instruments requires high technical capacity. Therefore, the Project must convene local, national, regional technicians, etc., in order to collaborate in the generation of suitable and applicable instruments within the context of the Bolivian Amazon

[27] Source: Project Document - **Component 1.** Enabling environment at national level in support of integrated and sustainable management of forests and life systems in TIOCs. The project's actions, under this component, focus heavily on the development of sustainable capacities among national institutions at the central, regional, local and community levels to support the proposed long-term sustainable comprehensive forest management model. This component seeks to achieve two outputs through different actions and tasks:

- Output 1.1: Institutional mechanisms and capacities at national and regional levels support the sustainable management of life systems in TIOCs
- Output 1.2: Monitoring, systematization and communication of knowledge including dialogue between the scientific community and indigenous actors.

[28] Documentos:

Producción Orgánica De Hortalizas (Huerta En Casa)

Implementación Y Manejo De Sistemas Agroforestales Suscesionales En Comunidades De Cuatro Tiocs

Manejo – Rehabilitación De Cacaotales Antiguos

Producción De Plantines En Vivero

Metodología Para La Siembra De Plantines En Lugar Definitivo En Los Tiocs Chacobo Pacahuara Y Territorio Indígena Multiétnico - Tim II

Beneficiado del Cacao.

TIOCs, with clear guidelines on sustainable management and improvement of quality of life. These technical capacities must be achieved in constant dialogue with communities.

c. The instruments should incorporate cross-wise basic human rights issues (e.g. women's rights concerning natural resources and decisions taken regarding productivity associated to these; children's rights relating to the eradication of child labour).

d. The participation of the ABT in all relevant processes should be ensured, as this institution is one of the key pieces of the country's governmental framework in order to address this issue.

e. In order to develop these integrated and appropriate plans, political articulation between the different areas of state and government and TIOCs is required. Therefore, the Project should encourage dialogue between the parties for the development, appropriation and eventual implementation of these instruments.

f. For the sustainability of any plan generated, the Project should also work with incidence upon public policies on what are or should be the appropriate regulations that affirm this type of planning instrument within the country's institutionality.

4 Project must envisage a review of the key products it needs to generate for obtaining results. For this the following revisions are suggested for **Component 2** - *Integrated management of natural resources in TIOCs*[29]:

a. Exhaustibly define, based on up-to-date information and studies of the area, what products and processes to generate to obtain the expected results.

b. Generate institutional instruments and provide concrete technical support in this thematic area in order to improve the competitiveness of the forestry sector. Seek partnerships with sectors related to productivity, marketing, and productive development at the State level in order to promote this issue.

c. Products and processes should be comprehensive and integrated, not primarily based on specific issues (such as nurseries, road improvement, etc.) that do not in themselves lead to sustainable integrated management if they do not have an adequate framework. These products and processes must attend to comprehensive management, with a level of technical

[29] Source: Project Document - **Component 2**: Integrated management of natural resources in TIOCs. 159.

The focus of activities proposed under this component will be on developing capacities in local communities in the four target TIOCs to manage their forests in a sustainable manner, through activities aimed at meeting their subsistence needs and commercial activities that enable them to earn income in a sustainable manner from the forests. This will be complemented by support to productive activities in non-forest lands within and around the TIOCs. This component seeks to achieve five products through different actions and tasks:

- Output 2.1: Local/community-based institutions with technical and organizational capacities to support sustainable forest/resource management
- Output 2.2: Local communities with technical, organizational, marketing and financial capacities required to carry out sustainable use and management of natural resources

Output 2.3: Enhancement of regeneration

Output 2.4: Instruments for planning and enforcement

Output 2.5: Sustainable agriculture and agroforestry practices in non-forest areas.

inputs suitable for products. These products must be comprehensive and deal with the multiple inherent facets of sustainable and equitable productivity, including technical, commercial, organizational capabilities, as contained in the design of this project. General activities (management plans, business plans, etc.) should be underpinned upon quality technical supports for this to be obtained.

5 Create, promote, generate synergies between the two expected outcomes. Currently they work fractionally. The two expected outcomes are part of an objective that must be implemented and promoted jointly not as separate interventions.

6 Develop a gender analysis and its action plan. This analysis and the relevant action plan should address key factors that have differentiated impacts between men and women leading to unequal access to property and of control of natural resources (as is the case with regard to forest resources and associated resources – land, water, etc.) and how these impact upon women's production. In this way, the analysis and plan must account for the gender gap in natural resource governance (understood as governing ownership, appropriation modes and the distribution of costs and benefits vis-a-vis renewable and non-renewable natural resources, so that society as a whole can benefit from their exploitation and/or conservation). Other points to be collected involve the involvement and inclusion of women in decision-making processes related to the sustainable management of forest resources and other natural resources. The gender action plan should include formal partnerships with other institutional actors in territory dealing with gender issues related to forestry activity and productivity. This action plan should be linked to changes in planning, management and product elements as well as monitored to ensure their implementation.[30]

7 Avoid a paternalistic and simplistic vision of local actors, and generate initiatives that demonstratively foster communities' ability to manage forest resources in an integrated sustainable and equitable manner. For this:

   a. Seek concrete technical support in the search for generating incentives for conservation and sustainable use of natural resources, promoting quality of life improvements for the population in territory.

   b. When working with communities, work modalities similar to those with other actors and partners involved should be implemented (such work plans with specific expected products/results).

   c. Implement conditions so that work with communities is based on specific considerations based on outputs, also implementing results-based management here. For example, it should be implemented that communities that are being remunerated must submit a concrete work plan with expected results so that they can be given the resources associated with planned activities. Likewise, it is considered that these considerations based on outputs should be monitored with transparency with the same rules as the rest of the Project (analysing products, inputs, results, etc.).

8 The development of all materials must account for the ethnic and linguistic variety of the communities with which the Project works. It is recommended that the materials and products to be generated and generated already should reflect the cultural and ethnic diversity of the actors with

[30] A cross-reference is made for the gender plan to be included in any reforms that are carried out in management elements and planning instruments, such as changes in indicators, result framework and the like. The gender action plan should also be linked to any product changes in expected Components 1 and 2 proposed in previous recommendations.

which the Project works (including the generation of materials in the various local languages, as necessary).

9 The governance system and decision-making processes should be consolidated and underpinned within the Project. To this end, the decision-making roles of the Project Board and their responsibilities in the governance of the Project must be made clear. It is therefore suggested that

   a. To re-address and use the Steering Committee's Manual of Procedures, revised and updated as appropriate and sent to the Committee when meetings are called, as this document makes explicit the roles of each of the actors as well as which decision-making processes should be carried out by this committee (such as the approval of operational plans and management reports – annual or quarterly reports as appropriate--, executive decision-making of different kinds including those concerning the management team, etc.). In addition, this procedural manual may be cited/consulted by the parties when or if a lack of clarity arises in the roles and commitments of the partners/actors involved.

   b. Where this procedural manual does not contain any relevant guidelines on the project governance system, these should be explicitly agreed upon within the steering committee for their inclusion. If there are no clear guidelines on the basic agreements regarding the instruments that provide written evidence of the sequence of decisions and follow-up of this committee, they should be generated (not only minutes such as those already generated, but also proceedings that account for those of decisions made and their implementation in between meetings).

   c. Consideration could be given (if there is sufficient time) to setting up a technical committee that reaches technical implementation decisions as a complement to the project board's more global decisions and that this technical committee should inform the board of the decisions to be made.

   d. Track the actions taken by the governance system in order to verify their correct implementation.

10 The Project should envision a comprehensive review of its architecture to strengthen its administrative arrangements and components, as well as its technical scopes. For this purpose, the following review and strengthening mechanisms are suggested to promote strengthening of project management by the Project Implementation Unit and the National Implementation Agency (APMT):

   a. Seek project management strengthening, in particular in relation to the Project Implementation Unit and the National Implementation Agency. For this the incorporation of suitable personnel in La Paz is recommend (in the APMT) so that it can channel a better administration and be an alliance between the Project's national and local management, support and streamline project-related processes. In addition to positioning/internalizing the Project actions within the APMT.

   b. It is also recommended that project and APMT staff who need management knowledge be trained.

   c. Seek to strengthen project management by convening advisors (national, regional, etc.) and expert teams in project management and administration (such as in the generation of monitoring and follow up tools proposed in other items of these recommendations).

   d. Seek technical strengthening by convening advisors (national, regional, etc.), experts or teams in the Project themes and / or with quality experience in the technical studies to be developed.

11 The Project should develop and/or implement the necessary monitoring systems in order to channel an agile and strategic project implementation. For this, it should not only develop the aforementioned baseline and roadmap, but it must track its implementation through the appropriate instruments for this case. Capacity building in monitoring and follow up should be directed to guide the necessary changes that need to take place in view of the risks and barriers that the Project faces. For example through:

   a. Preparation of a monitoring system taking up the new results framework, gender plan, critical roadmap, etc. to follow up correspondingly and appropriately.

   b. Appropriate development by Project management of follow-up, planning and monitoring instruments (work plans, PIRs, etc.).

   c. Involvement of APMT in monitoring, follow up, and planning tools.

   d. Reports should also be prepared (quarterly or annual as appropriate), reporting differently for each of the four TIOCs, these reports being part of the monitoring system as deliverables provided to the APMT and the UNDP Country Office.

   e. Implement adaptive management plans based on these monitoring tools, such as follow up instruments and financial monitoring tools.

   f. The timely update of the SESP, updating project risks, and updating tracking tools required by the donor should also be carried out.

   g. Start managing a lesson learned document to show what was the learning process developed within the context of the intervention. Link this document to the exit strategy to be generated (see recommendation 13).

12 Project must be comprehensively entrenched within the relevant State spheres, spaces and architecture. For this it must follow the involved institutions' appropriate mechanisms and include all relevant areas of State in Project processes (APMT, ABT, etc.). This is linked to placing part of the Project team in the APMT.[31]

   a. Generate an alliance strategy. Generate partnerships and associations with entities (technical institutions, development organizations, other areas of UNDP and UN , universities, bilateral cooperation, etc.) and with other institutions acting in territory and/or acting upon issues related to those of the Project, creating synergies in order to promote the goals, underpin the positive effects, and eventually help the sustainability of the results reached.

[31] Suggested in recommendations prior to this.

13 It is recommended that the Project generate from now on a clear exit strategy in order to contribute to the sustainability of efforts to achieve. The strategy should include aspects such as:

a. Risks analysis (financial, institutional, socioeconomic or environmental) that may affect the sustainability of project results in the medium and in the long term.

b. Based on this information, this strategy should contain guidelines for underpinning achievements and outcomes to generate sustainability at all these levels.

c. Promote the institutionalization of results that warrant it, for example through the adoption of government regulations and customary processes, that anchor the results (such as management plans, etc.) for their sustainability.

d. Link this strategy to the lessons learned left by the Project.

6. ANNEXES

ANNEX 1: TERMS OF REFERENCE

ANEXO 1 - TÉRMINOS DE REFERENCIA

PNUD SPD 5335/20
"REVISION DE MEDIO TERMINO"
Contratista Individual

Título del Proyecto: Gestión sustentable de ecosistemas del bosque amazónico por las comunidades indígenas y locales para generar múltiples beneficios ambientales y sociales

Título del Proceso:	Evaluación de medio término
Tipo de contrato:	Contrato Individual
Duración del contrato:	60 días calendario / 30 días de esfuerzo consultor
Lugar del servicio:	La Paz, Bolivia (Trabajo remoto)

1. Introducción

El presente documento contiene los términos de referencia para la Revisión de Medio Término (MTR por sus siglas en inglés) del PNUD-GEF para el proyecto denominado "Gestión sustentable de ecosistemas del bosque amazónico por las comunidades indígenas y locales para generar múltiples beneficios ambientales y sociales" Project Award (PNUD) 00095725 (Project ID 00099776), GEF ID Project 5755 (GEF Agency UNDP PIMS ID 4743), implementado por la Autoridad Plurinacional de la Madre Tierra con la asistencia del PNUD en el período 20182022.

El proyecto se inició el 8 de enero de 2018 con la firma del PRODOC y actualmente se encuentra en su tercer año de ejecución. En los presentes TDRs se fijan las expectativas para la MTR. El proceso de la MTR debe seguir las directrices establecidas en el documento "Guía para la Realización del Examen de Mitad de Periodo en Proyectos Apoyados por el PNUD y Financiados por el GEF" (http://web.undp.org/evaluation/guidance.shtml#gef).

2. Antecedentes e información del proyecto

Este proyecto generará múltiples beneficios socio ambientales apoyando los roles de las comunidades indígenas en la salvaguarda de sus bosques contra actuales y potenciales amenazas en Territorios Indígena Originario Campesinos legalmente titulados (TIOCs) localizados dentro de la región de la Amazonía en el norte de Bolivia. Estos TIOCs han sido manejados sosteniblemente por los pueblos indígenas, y por consiguiente constituyen una forma de "área conservada y manejada sosteniblemente por comunidades indígenas" (ICCA), en la terminología del GEF. Los TIOC no son formalmente áreas protegidas ni están incluidos en el sistema nacional de áreas protegidas (aun cuando varios TIOCs se superponen con áreas protegidas). Así el enfoque principal del proyecto estará en aumentar al máximo la sostenibilidad del uso y recolección de productos no maderables del bosque (sobre todo la castaña o nuez de Brasil), ampliando y diversificando la base de recursos, además del uso de subsistencia del bosque por los actores indígenas, dada la efectividad de estas formas de uso en promover a las comunidades para que continúen salvaguardando sus bosques. La continuidad de estas actividades está actualmente bajo la amenaza de factores que incluyen la pérdida de otras especies de plantas de las que los polinizadores de la castaña dependen, cuando ésta no se encuentra en flor, y el declive de poblaciones de

especies de mamíferos que dispersan la semilla de la castaña, debido a la caza (en algunos casos por los mismos recolectores de la nuez). Esto se complementará con la promoción de prácticas sostenibles en las áreas no boscosas dentro y alrededor de los TIOCs.
El proyecto trabajará en 4 TIOCs que cubren alrededor de 1.6 millones de hectáreas, como área de acción (de un total de 19 que cubren 3.5 millones de hectáreas en la Amazonía boliviana). Estos territorios se han priorizado porque se han consolidado legalmente. Los cuatro TIOCs (que son contiguos: Chacobo Pacahuara, Tacana Cavineñi, Cavineño y Multiétnico TIM II) interactúan entre sí; lo que permite tener colectivamente una perspectiva de sus sistemas de vida, dado que sus condiciones biofísicas, productivas, y culturales son similares, y encaran problemas parecidos, y por tanto se espera que respondan de forma semejante ante los mismos tipos de soluciones.

El enfoque del proyecto requerirá desarrollar un marco habilitador de las acciones a los niveles nacional y regional, y a nivel del campo en los cuatro TIOCs, diseñado para producir beneficios concretos a través del desarrollo de capacidades entre los actores locales y la generación de replicabilidad en las experiencias. Este acercamiento a dos niveles es necesario dada la separación de roles y responsabilidades con respecto a la biodiversidad, ambiente, silvicultura, problemas agrarios, regulación, planificación de uso de la tierra, definición de políticas de manejo de los recursos naturales entre el gobierno central, gobiernos regionales y municipales y comunidades locales.

Este proyecto generará beneficios ambientales globales en tres áreas focales estratégicas del FMAM[32,] (BD, DT y MFS) abordando los factores que amenazan con socavar la sostenibilidad de la gestión de bosques en territorios indígenas de la Amazonía boliviana.

El proyecto plantea los siguientes dos componentes:

Componente 1: Ambiente habilitador a nivel nacional en apoyo a la gestión integral y sustentable de bosques en TIOCs:
Las acciones del proyecto, bajo este componente, se enfocan fuertemente en el desarrollo de capacidades sustentables entre las instituciones nacionales a los niveles central, regional, local y a nivel de las comunidades para apoyar al modelo propuesto de gestión integral sustentable del bosque a largo plazo. Para lo cual este componente, a través de diversas acciones y tareas busca lograr dos productos: Producto 1.1.- Mecanismos institucionales a nivel regional y nacional en apoyo de la gestión sustentable de sistemas de vida en los TIOCs; y el Producto 1.2.- Monitoreo, sistematización y difusión de conocimiento incluyendo el diálogo de saberes entre la comunidad científica y los actores indígenas.

Componente 2: Gestión integral de los recursos naturales en TIOCs:
El énfasis de las actividades que se propone bajo este componente es el desarrollo de capacidades en comunidades locales en las cuatro TIOCs meta para gestionar sus bosques de manera sustentable, a través de actividades que apuntan a satisfacer sus necesidades de subsistencia y actividades comerciales que les permitan ganar ingresos del bosque de manera sustentable. Esto se complementa mediante el apoyo a actividades productivas en tierras no forestales dentro y alrededor de los TIOCs: este apoyo no promoverá la expansión de ciertas actividades (tales como ganadería y plantación de cultivos comerciales), sino más bien se enfocará en promover su sostenibilidad para anticipar el riesgo de invasión en tierras forestales.

[32] Áreas de trabajo del Fondo Mundial para el Medio Ambiente (FMAM) cuyo nombre y sigla en inglés es "Global Environmental Facility -GEF.

Este componente a través de diversas acciones y tareas busca lograr cinco productos: Producto 2.1.- Instituciones comunitarias/locales con capacidades técnicas y organizacionales para apoyar la gestión integral sustentable de bosques; Producto 2.2.- Las comunidades locales con medios técnicos, organizativas, comerciales y económicos necesarios para llevar a cabo el aprovechamiento sustentable; Producto 2.3.- Mejoramiento de la regeneración de castaña; Producto 2.4: Instrumentos para la planificación y ejecución; y el Producto 2.5.- Prácticas sustentables de agricultura y agroforestería en áreas no forestales.

La siguiente tabla muestra la información general del proyecto

Tabla 1: Información general

País	Modalidad de Contrato	Autoridad Nacional/Socio Implementador	Fecha de la firma de la portada de ProDoc	Fecha del Inicio de la Implementación del proyecto	Presupuesto USD
Bolivia	Nacional Asistida (Assisted National Implementation Modality) en Bolivia.	Autoridad Plurinacional de la Madre Tierra (APMT)	8 enero 2018	19 de marzo del 2018	6,208,848

El documento del proyecto se encuentra disponible en adjunto, y hace parte de los documentos a revisar, según Anexo 1.

3. Objetivos del MTR

Los objetivos de la evaluación de medio término (MTR) son:

- Determinar el progreso físico y financiero en el logro de los objetivos y resultados establecidos en el Documento del Proyecto (PRODOC), analizando los indicios tempranos de logro, de dificultades o imposibilidad de conseguir las metas del proyecto
- Evaluar la estrategia del proyecto, los instrumentos complementarios como la lógica del proyecto y la factibilidad del logro del Marco de Resultados
- Identificar los riesgos y en consecuencia los posibles cambios a incorporar para conseguir los resultados esperados inicialmente
- Obtener recomendaciones destinadas a mejorar la gestión del proyecto para el logro de sus resultados en dimensiones tales como: gerencia del proyecto, cumplimiento de los indicadores de la matriz de resultados, uso de los recursos financieros y factibilidad del logro de las actividades y resultados restantes
- Mejorar el aprendizaje organizacional (documentar, retroalimentar y difundir las lecciones aprendidas)
  - Evaluar las funciones de supervisión y gestión del proyecto
- Recomendar las acciones necesarias para mejorar la gestión adaptativa del proyecto
- Identificar la sostenibilidad del proyecto en las condiciones actuales y recomendar mejoras a futuro

La presente evaluación se enmarca en las actividades de evaluación previstas en el documento de proyecto y en el Plan de Evaluación 2020 de la Oficina de Bolivia del Programa de las Naciones Unidas para el Desarrollo.

4. Enfoque y Metodología del MTR

Los datos aportados por la MTR deberán estar basados en información confiable y útil. El/la Evaluador/a del MTR examinará todas las fuentes de información relevantes, según el listado del Anexo 1, y en ese sentido se considerarán dos tipos de fuentes de información: la primera estará conformada por los documentos elaborados durante la fase de preparación (p.e. Project Identification Form - PIF, Plan de Iniciación del PNUD, Política de Protección Medioambiental y Social del PNUD, Documento del Proyecto - PRODOC) así como por los documentos de gestión elaborados durante la fase de implementación (p.e. Examen Anual/Project Intermediate Report - PIR, UNDP Gender Equality Global Strategy, informes de seguimiento, revisiones del presupuesto y otros documentos que el consultor considere relevantes para una mejor comprensión de los antecedentes, contexto, planificación y gestión del proyecto presentadas por el proyecto a la APMT). Asimismo, el/la consultor/a de la MTR analizará la Herramienta de Seguimiento del área de actuación del GEF Tracking Tool (TT) que se completó a inicio y a mitad de ciclo del proyecto.

La segunda fuente de información se construye en base entrevistas a actores directos del proyecto (socios implementadores, aliados estratégicos y beneficiarios) de modo que aporten en la evaluación del progreso del proyecto y con sugerencias para aumentar la probabilidad de lograr las metas propuestas.

Entre los principales actores a entrevistar se encuentran los detallados en el Anexo 02-A. Ante las restricciones de viajes nacionales e internacionales debido a la pandemia por el COVID-19, los consultores deberán presentar una propuesta de solución para realizar dichas entrevistas, la cual podrá incluir medios virtuales o cualquier otra alternativa para obtener la información que se requiera de los principales actores.

El/la consultor/a debe realizar al menos tres reuniones de presentación, las cuales podrán ser virtuales, con los actores clave en cada país:

- una al inicio, para presentar la metodología y plan de trabajo de la evaluación;
- otra al finalizar las entrevistas a los principales actores, para presentar los hallazgos y conclusiones iniciales; - y otra al final de la evaluación, para la presentación de los resultados.

La organización de las reuniones será responsabilidad del consultor con apoyo del equipo del proyecto y deberá considerar medidas ante el COVID-19, como el uso de herramientas tecnológicas y entrevistas virtuales. El personal del proyecto apoyará en la coordinación para la realización de las reuniones virtuales.

Todos los costos para la organización de reuniones y talleres deberán ser asumidos por el consultor. Además, deberá coordinarse con el equipo del proyecto.

Se espera que el/la Evaluador/a de la MTR, siga un enfoque colaborativo y participativo que garantice una relación estrecha con el Equipo de Proyecto, agencia de implementación (APMT), socio implementador (CIRABO), puntos focales de entidades estatales relacionadas al proyecto y los Puntos Focales del GEF de las Oficinas de País (PNUD Bolivia), el Asesor Técnico Regional (RTA) del PNUD-GEF y otras partes interesadas clave.

El principal producto derivado de este proceso es el informe final de la MTR, el cual deberá contener una descripción completa de la metodología seguida y las razones de su adopción, señalando explícitamente las

hipótesis utilizadas y los retos, puntos fuertes y débiles de los métodos usados para el MTR de acuerdo con el formato del Anexo 02-B: Estructura del informe final.

Consideraciones adicionales debidas a la pandemia por el covid-19

A partir del 11 de marzo de 2020, la Organización Mundial de la Salud (OMS) declaró al COVID-19 una pandemia mundial a medida que el nuevo coronavirus se propagó rápidamente a todas las regiones del mundo. Los viajes al país han estado restringidos desde 22/03/2020 y los viajes dentro del país también están restringidos, de acuerdo con las zonas y fases establecidas por decreto. Si no es posible viajar hacia o dentro del país para la evaluación, entonces el equipo de evaluación deberá desarrollar una metodología tomando en consideración la realización de la evaluación de forma virtual y remota, incluyendo el uso de métodos de entrevista remota y revisiones de gabinete extendidas, análisis de datos, encuestas y cuestionarios de evaluación. Esto debe detallarse en el informe inicial y acordarse previamente con el PNUD y la Unidad de Proyecto.

Si toda o parte de la evaluación se deberá llevar a cabo virtualmente, se debe tener en cuenta la disponibilidad de las partes interesadas, y la capacidad o la voluntad de ser entrevistados de forma remota. Adicionalmente, tomar en consideración que la accesibilidad a Internet/computadora podría representar un inconveniente, puesto que muchas contrapartes del gobierno y nacionales pueden estar trabajando desde sus hogares. Estas limitaciones deben reflejarse en el informe de evaluación.

Si no es posible una recopilación de datos/misión de campo, se pueden realizar entrevistas remotas por teléfono o en línea (skype, zoom, etc.). El/la consultor/a internacional podrá trabajar de forma remota. No se debe poner en peligro a los interesados, consultores o personal del PNUD, ya que la seguridad es la prioridad clave.

5. Ámbito detallado del MTR

El/la Evaluador/a de la MTR evaluará las siguientes cuatro categorías de progreso del proyecto. Para una descripción más amplia véase la Guía para la Realización del Examen de Mitad de Periodo en Proyectos Apoyados por el PNUD y Financiados por el GEF (Guidance for Conducting Midterm Reviews of UNDP-Supported, GEFFinanced Projects) (http://web.undp.org/evaluation/guidance.shtml#gef).

I. Estrategia del proyecto

Diseño del proyecto:

- Analizar el problema abordado por el proyecto y las hipótesis aplicadas. Examinar el efecto de cualquier hipótesis incorrecta o de cambios en el contexto sobre el logro de los resultados del proyecto recogidos en el Documento del Proyecto.
- Analizar la relevancia de la estrategia del proyecto y determinar si ésta ofrece el camino más eficaz para alcanzar los resultados deseados/buscados. ¿Se incorporaron adecuadamente al diseño del proyecto las lecciones aprendidas de otros proyectos relevantes?
- Analizar cómo quedan recogidas en el proyecto las prioridades del país y específicamente del sector competente. Comprobar la propiedad nacional del proyecto en el país. ¿Estuvo el concepto del proyecto alineado con las prioridades de desarrollo del sector nacional y los planes para el país?
- Analizar los procesos de toma de decisiones. ¿Se tuvo en cuenta durante los procesos de diseño del proyecto la perspectiva de quienes se verían afectados por las decisiones relacionadas con el mismo,

de quienes podrían influir sobre sus resultados y de quienes podrían aportar información u otros recursos durante los procesos de diseño?
- Analizar hasta qué punto se tocaron las cuestiones de género relevantes en el diseño del proyecto. Para un mayor detalle de las directrices seguidas véase Guía para la Realización del Examen de Mitad de Periodo en Proyectos Apoyados por el PNUD y Financiados por el GEF.
- Analizar si existen áreas importantes que requieren atención, recomendar aspectos para su mejora.
- ¿Se recogió la voz de beneficiarios durante el diseño del proyecto?
- Analizar los mecanismos de evaluación de impacto en los beneficiarios considerados en el proyecto, principalmente, en los proyectos piloto.

Marco de resultados/marco lógico:
- Realizar un análisis crítico de los indicadores y metas del marco lógico del proyecto teniendo en cuenta los ajustes realizados a este (de haberlos), evaluar hasta qué punto las metas de mitad y final de periodo del proyecto cumplen los criterios "SMART"(abreviatura en inglés de Específicos, Cuantificables, Conseguibles, Relevantes y Sujetos a plazos) y sugerir modificaciones/revisiones específicas de dichas metas e indicadores en la medida que sea necesario.
- Determinar la factibilidad del logro de los objetivos y resultados del proyecto o sus componentes con los recursos disponibles de tiempo, humanos, económicos, entre otros.
- Analizar si el progreso hasta el momento ha generado efectos de desarrollo beneficioso o podría catalizarlos en el futuro (por ejemplo, en términos de generación de ingresos, igualdad de género y empoderamiento de la mujer, mejoras en la gobernabilidad, calidad de vida, etc.) de manera que deberían incluirse en el marco de resultados del proyecto y monitorizarse de forma anual.
- Asegurar un seguimiento efectivo de los aspectos más amplios de desarrollo y de género del proyecto. Desarrollar y recomendar los indicadores de “desarrollo” SMART, que deberán incluir indicadores desagregados en función del género y otros que capturen los beneficios de desarrollo.
- Analizar cómo se está considerando y/o aplicando el enfoque de género en los componentes del Proyecto, así como recomendar indicadores desagregados en función del género en la medida que sea necesario, con el fin de asegurar una plena y correcta integración de los beneficiarios de desarrollo del proyecto.

II. Progreso en el logro de resultados

Análisis del progreso en el logro de resultados:
- Revisar los indicadores del Proyecto y compararlos con el progreso realizado en el logro de las metas establecidas para fin de proyecto mediante la Matriz de Progreso en el Logro de Resultados (ver Tabla 2) y en función de lo establecido en la “Guía para la Realización del Examen de Mitad de Periodo en Proyectos Apoyados por el PNUD y Financiados por el GEF”; reflejar los avances siguiendo el sistema de colores "tipo semáforo" basado en el nivel de progreso alcanzado; asignar una valoración del progreso obtenido a cada resultado; efectuar recomendaciones desde las áreas marcadas como "No lleva camino de lograrse" (rojo).

Tabla 2: Matriz de progreso en el logro de resultados (resultados obtenidos en comparación con las metas para el final del proyecto

Lógica vertical	Indicador	Valor Base	Valor Objetivo	Nivel en el 2do PIR (Auto reportado)	Nivel y evaluación a Mitad de Periodo 2	Valoración de los logros conseguidos	Justificación de la valoración
Objetivo: los ecosistemas forestales de la Amazonía son manejados por las comunidades indígenas y locales (TIOCs) de tal manera que generan múltiples beneficios ambientales globales (BAGs) que contribuyen a motivar la participación continuada de comunidades locales en su aprovechamiento y protección.	1.1 El área forestal en los 3 TIOCs designados está sujeta a una gestión integral y sustentable del bosque, incluyendo: - Limitación del aprovechamiento de fauna y Productos del Bosque No Maderables (PBNMs) a niveles sustentables. - Raleo y enriquecimiento para promover la regeneración de la diversidad de especies y/o los polinizadores de las que ellas dependen; - Respeto a las zonas ecológicamente sensibles (por ejemplo, donde las especies ecológicamente importantes están bajo los procesos de recuperación)	Todo el bosque (1.147.643 ha) está sujeto a distintos niveles y tipos de aprovechamiento (principalmente castaña en las 933,463 ha de bosque alto).	700,000 ha (61% del área del bosque total en los TIOCs designado) son gestionadas de acuerdo a los instrumentos de planificación de gestión Territorial indígena en coherencia con los instrumentos de planificación nacional. y como consecuencia: El aprovechamiento de productos del bosque está dentro de los limites ecológicamente sustentables. Se manejan PBNMs activamente (por ejemplo, a través de raleo y regeneración asistida). Se están tomando medidas activamente para proteger especies de plantas de importancia como fuentes de alimentación alternativas para los polinizadores y/o. Se establecen las zonas de conservación para proteger las áreas sensibles ecológicamente o aquellas en proceso de recuperación. Esto creará condiciones que				

			permitirán evitar la deforestación de 6,948 ha de bosque (y en consecuencia evitar la emisión de 2,560,894tC)				

[2] Colorear solo esta columna, en función al Código para la evaluación de los indicadores.
[3] El área total de las cuatro TIOCs meta es 1,626,536ha, incluyendo 67 comunidades

			en los 10 años posteriores al proyecto (vea la explicación en tabla 23 debajo)				
	1.2 Los números de personas de las 4 TIOCs designadas que han aumentado sus niveles de ingreso, debido a su participación en el manejo sustentable de bosques y sistemas de vida, sin afectar la diversidad y sustentabilidad de sus medios de vida.	El ingreso familiar promedio en los TIOCs designados es de US$ 6.347 de los cuales US$3,999 (63%) derivan del bosque - y los productos forestales.	2,000 personas han aumentado su ingreso por lo menos 10%, como resultado de agregar valor para los productos forestales, ganando acceso a precios mejorados y diversificando las fuentes de ingresos basadas en el bosque.				
	1.3 El área no forestal y las áreas adyacentes sujetas a prácticas de manejo sustentable.	Los TIOCs designadas contienen 4.619 ha de la tierra han tropical (agricultura a secano) y 420.932 ha de pastizales que están sujetas a manejo no sustentable en la forma de quemas periódicas que plantean una amenaza a los bosques circundantes	160 ha (80 familias) de áreas agrícolas, y 500 ha de sabanas, con manejo de quema mejorada debido al establecimiento de escuelas de campo.				
	1.4 El área de otros TIOCs cubierta por normas e instrumentos que apoyan GISB, como una medida del efecto indirecto (la réplica) del proyecto	Iniciativas dispersas de planificación en varios TIOCs	1.600.000 ha en otras partes en la Amazona boliviana				
	1.5 La abundancia y presencia a de especies de dispersores de la castaña	Los valores de línea base a ser determinado al inicio del proyecto.	Los valores permanecen estables.				
	1.6 El estado de la población de especies polinizadoras.	Los valores base a ser determinados al inicio del proyecto	Los valores permanecen estables				
	1.7 Los números de animales cazados (por especie) por unidad de esfuerzo, como una medida del estado de las poblaciones de fauna,	Los valores básicos ser determinado al inicio del proyecto	Los valores permanecen estables				

	1.8 Las tendencias en los indicadores del estado del ecosistema, como definidos a través del diálogo de conocimiento entre científicos y miembros de la comunidad.	Los indicadores y valores de la línea base a ser determinados al inicio del proyecto a través del diálogo de conocimiento entre científicos y miembros de la comunidad.	Los valores permanecen estables				
	1.9 Los números de cajas de castaña recolectadas por unidad de esfuerzo.	Cosecha promedio diaria de castaña por persona (el kg): padre 57.5 madre 34.5 hijo mayor 34.5 hija 11.5 mayor hijo menor 5.75	La cantidad de cosecha de per cápita diaria permanece por lo menos estable				
Resultado 1: Ambiente habilitador a los niveles regionales y nacionales en el apoyo	2.1. El grado del desa1rollo, armonización y aplicación de principios y procedimientos para la planificación territorial a nivel regional, de paisaje y TIOC, para optimizar el	Los Planes incorporan el concepto de sistemas de vida en términos generales, pero no incorporan	Las consideraciones de manejo sustentable de sistemas de vida incorporaron y armonizaron en los principios y procedimientos para el desarrollo de los				
de la gestión sustentable de bosques y siste1nas de vida en los Territorios Indígenas Originario Ca1npesinos (TIOCs)	logro de beneficios ambientales y sociales.	específicamente principios armonizados y procedimientos para la aplicación del concepto .	siguientes instru1nentos para su aplicación en la región de la Amazonia: Los Planes Territoriales Desarrollo Integral (PTDIs) municipales Los Planes de Gestión Integral de Bosques y Tierra (PGIBTs).				
Resultado 1: Ambiente habilitador a nivel nacional en apoyo de la gestión integral y sustentable de bosques en los TIOCs	2.2 El número de actores que participan activamente en las plataformas consultivas a nivel regional en apoyo de toma de decisiones de múltiples actores con relación a la gestión del bosque y sistemas de vida (por ejemplo, las situaciones y naturaleza de inversiones institucionales en el desarrollo social, recomendaciones sobre lo productivo y/o infraestructural, de normas ambientales) .	Ningún no existe mecanismo consultivo forma que se reúne sobre una base regular con una visión de paisaje/interdep artamental	Plataforma Bi-departamental que cubre la integridad de los dos departa1nentos meta, involucrando: Los Gobiernos departamentales Los Gobiernos municipales CIRABO CIPOAP El sector privado APMT y otras entidades pertinentes de Gobierno central ONGs Las universidades y las escuelas técnicas				

	2.3. Los números de instituciones que pa1ticipan en el monitoreo de indicadores del de la condición de los recursos naturales de relevancia al modelo de gestión del bosque promovido por el Provecto.	No existe ningún monitoreo sistemático y armonizado de Parámetros de relevancia sobre la salud global del ecosiste1na y su sostenibilidad.	ABT APMT Gobiernos departamentales y municipales.				
	2.4. Grado en que se han tomado recaudos específicos en los instrumentos presupuestarios para apoyar GISB en TIOCs	El PDES asigna presupuesto que ayudará a los productores a manejar sustentablemente los bosques, pero esto no provee recursos que fortalezcan a la investigación, desarrollo de capacidades, planificación y aplicación específicamente en el contexto de GISB en TIOCs.	- Las asignaciones del presupuesto específicas definieron dentro del marco del PDES para apoyar GISB (la investigación, desarrollo de capacidades, planificación y puesta en vigor) en TIOCs				
Resultado 2: Manejo integral de recursos naturales en TIOCs	2.1. El área cubierta por los PGIBT contemplando la gestión sustentable de bosques para PNMBs y/o madera Número de actores gubernamentales y comunitarios dialogando regularmente y coordinando sus acciones respecto a GISB	No hay ningún PGIBT en la actualidad en los TIOCs designados, pero hay 9 Planes Generales de Manejo de Bosque que cubren un total de 249,187.63 ha (alrededor de 22% del área del bosque total)	Todos los cuatro TIOCs designados se cubren completamente por PGIBTs (1,626,536 ha).				
	2.2 Área cubierta por recomendaciones eficaces (normas y recursos humanos/logísticos) para la inspección y control de los bosques meta y sistemas de vida, basado en los mecanismos tradicionales para vigilancia y control, en	En la actualidad los controles tradicionales son principalmente eficaces, pero falta una visión integrada, no se basan adecuadamente sobre la información del recurso y estado	1,147,643 ha (el área total de bosques de tierra firme, inundable y de bosque de varsea en los TIOCs designados)				

	coordinación con las autoridades centrales.	de la amenaza, y no prevén la adaptación a las amenazas cambiantes en el futuro.					
	2.3 El área de los bosques designados dónde los actores locales están aplicando a nivel local el monitoreo holístico de bosques y sistemas de vida, incluyendo los valores de línea base y análisis de ele1nentos ambientales, sociales y productivos de bosques y sistemas de vida, y sus interacciones; la resiliencia y las capacidades regenerativas, las funciones ambientales (vinculadas a fuentes de información externas)	La información sobre el estado de recursos es basada actualmente en estudios únicos, pero ninguna estructura penamente, o sistema institucionalizad o de monitoreo existe capaz de guiar la gestión futura en respuesta a condiciones cambiantes.	100% del área de los TIOCs designado (con intensidades variantes y enfoques de monitoreo según el uso de la tierra y tipo de vegetación)				
	2.4 Los números de comunidades con planes desarrollados y puestos en práctica para el uso y comercialización de productos, contribuyendo a la dirección sustentable de los bosques designados	Ningún plan desarrollo comercial actualmente en funcionamiento.	50 comunidades (50% del total en los 4 TIOCs designados)				
	2.5.El número de familias con acceso a fuentes de financiamiento sustentables que permiten el desarrollo de sus negocios basados	19 proyectos han sido a la fecha apoyados por el Fondo Indígena	300 (25% de las familias en las 50 comunidades con los planes para el uso y comercialización (vea Indicador 2.4)).				
	dos en la venta y uso de productos, contribuyendo a la gestión sustentable de los sistemas de vida designados						
	2.6 Los aumentos en los precios recibidos para los productos seleccionados del bosque por los miembros de la comunidad, debido a las mejoras en sus capacidades agregar valor y co1nercializar, en	Los precios actuales: castaña: US$25/kg Paiche: US$2.02.5/kg en las comunidades locales, US$2.5- 3.0 en Riberalta.	Castaña: 15% sobre precios recibidos por las comunidades control Paiche: 100% sobre precios recibidos por las comunidades control				

	comparación con comunidades control.						
	2.7. El número de actores gubernamentales y comunitarios con mayor conocimiento de los conceptos y factores determinantes de la gestión sustentable de bosques y los sistemas de vida asociados	A determinados por levanta1niento KAP al inicio del proyecto.	Actores con mayor conocimiento de aspectos estratégicos, requeridos para asegurar la existencia de un ambiente favorable de políticas e Inversiones: Ministerio de Medio Ambiente y Agua, Desarrollo Rural y Tierras, APMT, y ABT al nivel nacional Actores con mayor conocimiento de aspectos técnicos, para asegurar el suministro de apoyo concreto y coherencia de planes e inversiones a nivel local: Los gobiernos municipales y departamentales, las comunidades locales,				
	2.8. Número de actores gubernamentales y comunitarios dialogando regularmente y coordinando sus acciones respecto a GISB.	A ser determinado al inicio del proyecto.	Los ministerios de Ambiente y Desarrollo rural, APMT, ABT, y los gobiernos regionales y municipales reportan sobre diálogo constructivo frecuente y la coordinación respecto a la gestión sustentable de bosques y sistemas de vida.				

Justificación de la valoración

Rojo = No lleva camino de lograrse	Amarillo = camino de lograrse	Verde = Logrado

Además del análisis de progreso en la consecución de resultados:

- Comparar y analizar la Herramienta de Seguimiento del GEF (Tracking Tool) al nivel inicial de referencia con la completada inmediatamente antes de la revisión de mitad de periodo.
- Identificar las barreras al logro de los objetivos del proyecto en lo que resta hasta su finalización, y aquellas relevantes que se hayan presentado en esta etapa de implementación del proyecto.
- Una vez examinados los aspectos del proyecto que han tenido éxito, identificar fórmulas para que el proyecto pueda ampliar los beneficios conseguidos.

III. Ejecución del proyecto y gestión adaptativa

Mecanismos de gestión:

- Analizar la eficacia general en la gestión del proyecto con base en el Documento del Proyecto y determinar si: ¿Se han realizado cambios? ¿Son efectivos? ¿Están claras las responsabilidades y la cadena de mando? ¿Se toman las decisiones de forma transparente y en el momento adecuado? Recomendar áreas de mejora.
- Analizar la calidad de la ejecución del Proyecto, de acuerdo a la modalidad de implementación.
- Analizar la calidad del apoyo proporcionado por el Organismo Asociado del GEF (PNUD) y recomendar áreas de mejora.
- Analizar la eficacia y empoderamiento de la participación de las entidades que integran el Comité Directivo.

Planificación del trabajo:

- Analizar cualquier demora en la puesta en marcha e implementación del proyecto, identificar sus causas y examinar si ya se han resuelto. Asimismo, evaluar si es necesario realizar un ajuste en los tiempos de implementación del proyecto, para la consecución de sus resultados y metas esperados.
- ¿Están los procesos de planificación del trabajo basados en los resultados? Si no es así, ¿se pueden sugerir maneras de reorientar la planificación del trabajo para enfocarse en los resultados?
- Examinar el uso del marco de resultados/marco lógico del proyecto como herramienta de gestión y revisar cualquier cambio producido desde el inicio del proyecto.

Financiación y cofinanciación:

- Evaluar la gestión financiera del proyecto, con especial referencia a la rentabilidad o relación costo/rendimiento de las intervenciones. Se analiza la eficacia de la gestión financiera en base al presupuesto aprobado por el GEF.
- Analizar los cambios producidos en las asignaciones de fondos como resultado de revisiones presupuestarias y determinar si dichas revisiones han sido apropiadas y relevantes.
- ¿Cuenta el proyecto con controles financieros adecuados, incluyendo una apropiada información y planificación, que permitan a la Dirección del Proyecto tomar decisiones informadas relativas al presupuesto y que faciliten un flujo de fondos en tiempo y plazos adecuados?
- A partir de la información contenida en la tabla de seguimiento de la cofinanciación que hay que rellenar, ofrecer comentarios sobre la cofinanciación. ¿Se utiliza la cofinanciación estratégicamente para ayudar a los objetivos del proyecto? ¿Se reúne el Equipo del Proyecto regularmente con todos los socios en la cofinanciación a fin de alinear las prioridades financieras y los planes de trabajo anuales?

Sistemas de seguimiento y evaluación a nivel de proyecto:

- Analizar las herramientas de seguimiento usadas actualmente. ¿Ofrecen la información necesaria? ¿Involucran a socios clave? ¿Están alineadas con los sistemas nacionales o incorporados a ellos? ¿Usan la información existente? ¿Son eficientes? ¿Son rentables? ¿Se requieren herramientas adicionales? ¿Cómo pueden hacerse más participativas e inclusivas?
- ¿Se cuenta con instrumentos del monitoreo de indicadores del proyecto?
- Analizar la gestión financiera del presupuesto para el seguimiento y evaluación del proyecto. ¿Se asignan recursos suficientes para el seguimiento y evaluación? ¿Se usan estos recursos con eficacia?

Implicación de las partes interesadas:

- Gestión del proyecto: ¿Ha desarrollado y forjado el proyecto las alianzas adecuadas, tanto con las partes interesadas directas como con otros agentes tangenciales?
- Participación y procesos impulsados desde el país: ¿Apoyan los gobiernos locales y nacionales los objetivos del proyecto? ¿Siguen teniendo un papel activo en la toma de decisiones del proyecto que contribuya a una ejecución eficiente y efectiva del mismo?
- Participación y sensibilización pública: ¿Hasta qué punto ha contribuido la implicación y la sensibilización pública en el progreso realizado hacia el logro de los objetivos del proyecto?

Información:

- Analizar los mecanismos empleados por la Dirección del proyecto para informar de los cambios en la gestión adaptativa y comunicarlos al Comité Directivo del Proyecto.
- Evaluar hasta qué punto el Equipo de Proyecto y sus socios llevan a cabo y cumplen con todos los requisitos de información del GEF (p.ej: ¿qué medidas se han tomado para abordar los PIR con valoraciones bajas, cuando sea aplicable)?
- Evaluar cómo se han documentado y compartido las lecciones derivadas del proceso de gestión adaptativa con los socios clave y cómo han sido internalizadas por éstos.

Comunicación:

- Examinar la comunicación interna del proyecto con las partes interesadas: ¿Existe una comunicación regular y efectiva? ¿Hay partes interesadas importantes que se quedan fuera de los canales de comunicación? ¿Existen mecanismos de retroalimentación cuando se recibe la comunicación? ¿Contribuye la comunicación con las partes interesadas a que estas últimas tengan una mayor concienciación respecto a los resultados y actividades del proyecto, y a un mayor compromiso en la sostenibilidad a largo plazo de los resultados del mismo?
- Examinar la comunicación externa del proyecto: ¿Se han establecido canales de comunicación adecuados –o se están estableciendo– para expresar el progreso del proyecto y el impacto público deseado (por ejemplo, ¿hay presencia en la Web?)? ¿Llevó a cabo el proyecto campañas de comunicación y sensibilización pública adecuadas?).
- A efectos informativos, redactar un párrafo de media página que resuma el progreso del proyecto hacia los resultados en términos de su contribución a la generación de beneficios relacionados con el desarrollo sostenible y el medio ambiente global.

IV. Sostenibilidad

Validar si los riesgos identificados en el Documento del Proyecto, el Examen Anual del Proyecto/PIR y el Módulo de Gestión de Riesgos del Sistema ERP del PNUD denominado ATLAS son los más importantes y si las valoraciones de riesgo aplicados son adecuadas y están actualizadas. En caso contrario, explicar por qué.

Asimismo, evaluar los siguientes riesgos a la sostenibilidad:

Riesgos financieros para la sostenibilidad:

- ¿Cuál es la probabilidad de que se reduzca o cese la disponibilidad de recursos económicos una vez concluya la ayuda del GEF (teniendo en cuenta que los recursos potenciales pueden provenir de múltiples fuentes, como los sectores público y privado, actividades generadoras de ingresos y otros recursos que serán adecuados para sostener los resultados del proyecto)?

Riesgos sociales o políticos para la sostenibilidad:

- ¿Existen riesgos sociales o políticos que puedan poner en peligro la sostenibilidad de los resultados del proyecto? ¿Cuál es el riesgo de que el nivel de propiedad e implicación de las partes interesadas (incluyendo el de los gobiernos y otras partes interesadas) sea insuficiente para sostener los resultados/beneficios del proyecto? ¿Son conscientes las diversas partes interesadas clave de que les interesa que los beneficios del proyecto sigan fluyendo? ¿Tienen el público y/o las partes interesadas un nivel de concienciación suficiente para apoyar los objetivos a largo plazo del proyecto? ¿Documenta el Equipo del Proyecto las lecciones aprendidas de manera continuada? ¿Se comparten/transfieren a los agentes adecuados que estén en posición de aplicarlas y, potencialmente, reproducirlas y/o expandirlas en el futuro?

Riesgos para la sostenibilidad relacionados con el marco institucional y la gobernabilidad:

- ¿Presentan los marcos legales, las políticas, las estructuras y los procesos de gobernabilidad riesgos que puedan poner en peligro la continuidad de los beneficios del proyecto? Al evaluar este parámetro, es preciso tener

en cuenta también si están instalados los sistemas/mecanismos requeridos para la rendición de cuentas, la transparencia y los conocimientos técnicos.

Riesgos medioambientales a la sostenibilidad:

- ¿Hay algún riesgo medioambiental que pueda poner en peligro la continuidad de los resultados del proyecto?

Las escalas de las valoraciones tanto sobre el progreso en el logro de resultados, ejecución del proyecto y gestión adaptativa como sobre la sostenibilidad del proyecto que se detallan en la "Guía para la Realización del Examen de Mitad de Periodo en Proyectos apoyados por el PNUD y Financiados por el GEF".
Ver: http://web.undp.org/evaluation/guidance.shtml#gef.

Conclusiones y Recomendaciones

El/la Evaluador/a del MTR incluirá una sección en el informe donde se recojan las conclusiones obtenidas a partir de todos los datos recabados y pruebas realizadas.

Las recomendaciones deberán ser sugerencias sucintas para intervenciones críticas que deberán ser específicas, cuantificables, conseguibles y relevantes. Se debería incluir una tabla de recomendaciones dentro del resumen ejecutivo del informe de evaluación. Para más información sobre la tabla de recomendaciones y Rastro de Auditoria, véase la Guía para la Realización del Examen de Mitad de Periodo en Proyectos Apoyados por el PNUD y Financiados por el GEF. Las recomendaciones del MTR deberían limitarse a 15 como máximo.

El/la Evaluador/a del MTR incluirá sus valoraciones de los resultados del proyecto y breves descripciones de los logros asociados en una Tabla Resumen de Valoraciones y Logros en el Resumen Ejecutivo del Informe del MTR. Véase ToR Anexo 3 de la "Guía para la Realización del Examen de Mitad de Periodo en Proyectos Apoyados por el PNUD y Financiados por el GEF" para comprobar las escalas de valoración. No es necesario hacer una valoración de la Estrategia del Proyecto ni una valoración general del mismo.

Tabla 3. Resumen de valoraciones y logros del MTR

Proyecto: Gestión sustentable de ecosistemas del bosque amazónico por las comunidades indígenas y locales para generar múltiples beneficios ambientales y sociales

Parámetro	Valoración MTR	Descripción del logro
Progreso en el logro de resultados	Valoración del grado de logro del objetivo. Valoración del grado de logro del Componente 1 (Calificar según escala de 6 pt.)	
	Valoración del grado de logro del objetivo. Valoración del grado de logro del Componente 2 (Calificar según escala de 6 pt.)	
Ejecución del proyecto y gestión adaptativa, monitoreo y evaluación	Calificar según escala de 6 pt.	
Sostenibilidad	Calificar según escala de 4 pt.	

6. Plazos y cronograma

La duración total del MTR será de 60 días calendario, contados a partir del día siguiente de la firma del contrato. El cronograma provisional del MTR es el siguiente:

Tabla 4. Cronograma provisional de ejecución del MTR

PERIODO DE EJECUCIÓN	ACTIVIDAD
A la fecha de firma del contrato	Inicio del Servicio Preparación del/ de la Evaluador/a del MTR (envío virtual de los Documentos por parte del Proyecto)
A los 5 días calendario de iniciado el servicio	Presentación del Informe de Iniciación del MTR de manera virtual.
A los 10 días calendario de iniciado el servicio	Presentación del Informe de iniciación con observaciones levantadas vía correo electrónico.
A los 12 días calendario de iniciado el servicio	Inicio de la Misión del MTR: entrevistas virtuales con actores ubicados en territorio, en base a un cronograma de 15 días de duración como máximo.
PERIODO DE EJECUCIÓN	ACTIVIDAD
A los 30 días calendario	Reunión virtual para presentación de los primeros hallazgos y conclusiones, con la Unidad Implementadora del Proyecto, las Dirección de la APMT, CIRABO, PNUD CO y RTA, y actores clave.
A los 45 días calendario	Presentación del borrador del informe final completo con anexos (vía electrónica)
A los 52 días calendario	Preparación y comunicación de la respuesta de la APMT.
A los 60 días calendario de iniciado el servicio	Envío virtual del Informe Final de MTR revisado con anexos (incluida versión en inglés y español) incluyendo la prueba de auditoría (programada para ser realizada en noviembre 2020) donde se detalla cómo se ha abordado (o no) en el informe todos los comentarios recibidos por parte de los socios y/o actores claves del proyecto. El informe deberá incluir también la complementación de la matriz de cofinanciamiento, y la revisión/edición del SESP.
En función de la fecha que se coordine con la APMT una vez presentado el informe	Presentación virtual del informe Final de MTR

7. Productos y Responsabilidades

El/la consultor/a será responsable de entregar los siguientes productos[33]:

Nº	Producto	Descripción	Plazo	Responsabilidades
1	Informe de Iniciación del MTR (en español	El consultor del MTR clarifica los objetivos, alcances y métodos de la revisión de mitad de periodo. Explica cómo entiende el proyecto examinado, el enfoque aplicado, presenta su plan de trabajo propuesto, matriz de evaluación y criterios aplicados	A los 10 días calendario de iniciado el servicio de consultoría y una vez realizada la revisión documentaria del proyecto.	El/la Evaluador/a del MTR lo presenta de manera virtual, al PNUD, a la APMT y a la Unidad Implementadora del proyecto.

[33] En general la supervisión del contrato está bajo responsabilidad del PNUD y dependiendo de los productos, (ver cuadro de productos y responsabilidades, pto. 7), se establece el procedimiento y autoridades responsables de su revisión

2	Presentación de hallazgos iniciales	Conclusiones Iniciales	A los 30 días calendario de iniciado el servicio (Incluye los hallazgos de la misión y del trabajo de gabinete)	El/la Evaluador/a del MTR las presenta, virtualmente, ante el PNUD, a la APMT y a la Unidad Implementadora del proyecto.
3	Borrador de Informe final	Informe completo con Anexos (usar las directrices sobre el contenido recogidas en el Anexo B de la Guía	hasta los 45 días calendario del inicio del servicio	Enviado al PNUD, examinado por el Asesor Técnico Regional del PNUD – GEF y el Coordinador
Nº	Producto	Descripción	Plazo	Responsabilidades
		de la MTR, incluida la nueva plantilla de Cofinanciamiento [34]		de Operaciones del GEF, enviado a la APMT y a la Unidad Implementadora del proyecto.
4	Informe Final*	Informe completo revisado (usar las directrices sobre el contenido recogidas en el Anexo B de la Guía de la MTR), incluyendo la prueba de auditoría donde se detalla cómo se ha abordado (o no) en el informe todos los comentarios recibidos por parte de los socios y/o actores claves del proyecto. Incluir la revisión de las Herramientas de Seguimiento del GEF (TT por sus siglas en inglés), al cofinanciamiento, el SESP y la matriz de evaluación. Este informe deberá ser elaborado en idioma español e inglés. Breve informe de la reunión virtual de presentación del MTR.	A los 60 días calendario del inicio del servicio.	Enviado al PNUD Bolivia y a la RTA, a la APMT y a la Unidad Implementadora del proyecto. La aprobación del informe final será realizada por la RTA

8. Forma de Pago

[34] http://web.undp.org/evaluation/guidance.shtml#gef

Los pagos se realizarán como máximo dentro de los 15 días calendarios siguientes a la presentación de los productos abajo mencionados, previa conformidad emitida por la Autoridad Plurinacional de la Madre Tierra. En caso de existir observaciones a los informes presentados, el plazo se contabilizará a partir del levantamiento de las mismas:

Pagos	Concepto	Porcentaje
1er Pago	A la conformidad del Informe de Iniciación del MTR (en español)	20%
2do Pago	A la aprobación del borrador del informe del MTR en versión en español	30%
3er Pago	A la aprobación del informe del MTR en versión inglés y español e informe de la reunión virtual de	50%
	presentación de resultados finales de la MTR	

9. Arreglos para el MTR

La responsabilidad principal en la gestión de la presente MTR corresponde a la Unidad Adjudicadora de este proyecto que es PNUD Bolivia contratará al consultor/a y garantizará el pago oportuno de los productos entregados, previa conformidad de los productos entregados.

La Unidad Adjudicadora será responsable de ponerse en contacto con el consultor a fin de proporcionarle el paquete de información y todos los documentos pertinentes del proyecto. Asimismo, el equipo del proyecto apoyará al consultor en la elaboración de un cronograma y coordinación de entrevistas con las partes interesadas.

10. Perfil característico de la persona a contratar: calificaciones y experiencia

El Consultor/a no podrá haber participado en la preparación, formulación y/o ejecución del proyecto (incluyendo la redacción del Documento del Proyecto) y no deberá tener un conflicto de intereses con las actividades relacionadas con el mismo.

Se realizará entrevista al consultor para verificar su formación, conocimientos y experiencia requeridas.

a) Formación Académica

- Con estudios de 4to nivel (Máster en Ciencias o Doctorado) vinculados con manejo integral de bosques o de ecosistemas, manejo de recursos naturales, desarrollo sostenible, medioambiente o afines.
- Deseable especialización, o curso, o seminario, relacionado a: gobernanza de los bosques, conservación de ecosistemas de bosques tropicales, planificación espacial de bosques.
- Dominio del español escrito, leído y hablado, dominio de inglés escrito y leído.

b) Experiencia Profesional

- Al menos 7 años de experiencia en la formulación, monitoreo, asesoría, asistencia técnica y/o implementación de proyectos o programas relacionados a gobernanza de bosques, gestión integral y sustentable de bosques, conservación de ecosistemas, biodiversidad. Se valorará experiencia en planificación espacial en áreas de bosques tropicales.

- Experiencia liderando al menos tres evaluaciones realizadas en proyectos o programas vinculados a cualquiera de los siguientes temas: gobernanza de bosques, gestión integral y sustentable de bosques, conservación de ecosistemas, conservación de la biodiversidad, planificación espacial en áreas de bosques tropicales.
- Experiencia de al menos dos servicios de trabajo con el GEF y/o con evaluaciones realizadas a proyectos financiados por el GEF. (EXCLUYENTE). Se valorará si alguno de los proyectos fue implementado por el PNUD.
- Experiencia en la aplicación de indicadores SMART y en la reconstrucción o validación de escenarios iniciales (líneas de base).
- Deseable experiencia en evaluaciones y análisis sensibles a la interculturalidad y enfoque de género.
- Se otorgará 1 punto adicional si alguna de las experiencias fue en la región amazónica.

CRITERIOS DE EVALUACIÓN – Consultor Internacional	
Evaluación Curricular, Propuesta Técnica y Entrevista (700 puntos). El Puntaje Mínimo para habilitarse a la entrevista es de 350 puntos. El Puntaje Mínimo para habilitarse a la evaluación económica es de 490 puntos.	700 PUNTOS

Perfil: Formación académica 100 Experiencia Específica 400			MAXIMO 500 PUNTOS
Formación académica del profesional Máximo 100 puntos	-Con estudios de 4to nivel (Máster en Ciencias o Doctorado) vinculados con manejo integral de bosques o de ecosistemas, manejo de recursos naturales, desarrollo sostenible, medioambiente o afines. 60 puntos -Deseable especialización, o curso, o seminario, relacionado a: gobernanza de los bosques, conservación de ecosistemas de bosques tropicales, planificación espacial de bosques. 20 puntos -Dominio del español escrito, leído y hablado, dominio de inglés escrito y leído. 20 puntos	100	Presentar documentación probatoria
Experiencia Específica del profesional. Máximo 300 puntos	-Al menos 7 años de experiencia en la formulación, monitoreo, asesoría, asistencia técnica y/o implementación de proyectos o programas relacionados a gobernanza de bosques, gestión integral y sustentable de bosques, conservación de ecosistemas, biodiversidad. Se valorará experiencia en planificación espacial en áreas de bosques tropicales.	50	Presentar documentación probatoria
	-Experiencia liderando al menos tres evaluaciones realizadas en proyectos o programas vinculados a cualquiera de los siguientes temas: gobernanza de bosques, gestión integral y sustentable de bosques, conservación de ecosistemas, conservación de la biodiversidad, planificación espacial en áreas de bosques tropicales.	50	Presentar documentación probatoria
	-Experiencia de al menos dos servicios de trabajo con el GEF y/o con evaluaciones realizadas a proyectos financiados por el GEF. (EXCLUYENTE). Los 2 trabajos con fondos GEF 170 puntos Se valorará si alguno de los proyectos fue implementado por el PNUD.(20 puntos adicionales si alguno fue con PNUD)	190	Presentar documentación probatoria
	-Experiencia en la aplicación de indicadores SMART y en la reconstrucción o validación de escenarios iniciales (líneas de base).	50	Presentar documentación probatoria
	-Deseable experiencia en evaluaciones y análisis sensibles a la interculturalidad y enfoque de género.	50	Presentar documentación probatoria

	-Se otorgará 10 puntos adicionales si alguna de las experiencias fue en la región amazónica.	10	Presentar documentación probatoria
PROPUESTA TECNICA Y ENTREVISTA			200 PUNTOS
	PROPUESTA TECNICA	100	

	Se evaluará el contenido del Anexo 3-Propuesta Técnica		
	ENTREVISTA Competencias en Gestión Adaptativa aplicadas a Biodiversidad • Explicación de resultados en experiencias similares. • Habilidades analíticas demostrables • Excelentes capacidades de comunicación	100	
Propuesta Económica El Puntaje Mínimo para habilitarse a la evaluación económica es de 490 puntos.			300 PUNTOS
El precio más bajo será calificado con el máximo de 300 puntos. Los precios mayores, se calificarán de acuerdo a la siguiente fórmula: Donde: EE= Evaluación económica PEMB= Propuesta económica más baja Pei= Propuesta económica del proponente i $EE = \frac{PEMB \times 300}{Pei}$		300	

ANNEX 2: EVALUATION MATRIX

Sub Preguntas de Evaluación	Indicadores	Fuentes	Métodos
Pregunta de evaluación: ¿Cuáles han sido los logros del proyecto?			
¿Qué resultados esperados se han logrado hasta ahora? ¿Hasta qué punto se han alcanzado hasta ahora los resultados y objetivos previstos del proyecto?	Grado de logro frente a los indicadores de resultados esperados	PIR 2019 / 2020 Partes interesadas del proyecto	Análisis de documentos Entrevistas
¿Es el proyecto efectivo en la obtención de resultados?	Indicación de orientación política en los resultados de proyectos, documentos, productos. Cambios en la política atribuibles al proyecto.	Resultados del proyecto Partes interesadas del proyecto	Análisis de documentos Normas, políticas debatidas, adoptadas Entrevistas a las partes interesadas Cuestionario
¿Qué tan bien ha implicado y empoderado el proyecto a las partes interesadas?	Participación de las partes interesadas/beneficiarios en el desarrollo e implementación de proyectos Análisis de la participación de las partes interesadas(gobierno, comunidades indígenas, sociedad civil, etc.).	Resultados y resultados del proyecto Partes interesadas del proyecto	Entrevistas
¿Algunos resultados están más avanzados que otros en su implementación? ¿Algunos TIOC o comunidades están más avanzadas que otros? ¿A qué factores se le pueden atribuir estas diferencias entre TIOC / comunidades, si las hubiera? ¿Qué está causando retrasos en la implementación en determinados resultados para el proyecto? ¿Dónde están los 'cuello de botella' de la implementación? ¿Cómo se pueden resolver estos problemas? ¿Los productos se están desarrollando de acuerdo con el calendario?	Discrepancias entre los productos/resultados esperados en el momento de los logros a medio plazo y reales Asociaciones para la implementación Funcionamiento de las juntas/comités	Documentos de proyecto (hallazgos en documentos de proyecto, indicadores de logros) Participantes principales Socios estratégicos de relaciones de trabajo Documentos: Hallazgos en documentos del proyecto (PIRs, actas de reuniones, reuniones de comités) Indicaciones en entrevistas	Análisis de documentos (actas de análisis de las reuniones) Entrevistas a las partes interesadas Análisis de documentos Entrevistas a las partes interesadas
¿De qué manera se prevén los efectos a largo plazo del Proyecto?	Nivel de coherencia entre los resultados esperados y la lógica interna de diseño.	Principales interesados	Entrevistas
¿Participaron los representantes pertinentes del gobierno y la sociedad civil en la ejecución del proyecto, incluso como parte del proyecto?	Nivel de coherencia entre el diseño del proyecto y el enfoque de implementación del proyecto Aproveche la eficacia analizando cómo se cumplieron los resultados del proyecto con respecto a los resultados u objetivos previstos Dibuje lecciones aprendidas/buenas prácticas de la implementación y el logro de resultados	Socios del proyecto y otros actores relevantes	Entrevistas

•Pregunta de evaluación: Como se ha desarrollado la implementación del Proyecto y su manejo adaptativo?			
¿Se implementó el proyecto en línea con las normas y normas internacionales y nacionales?	Políticas adoptadas/promulgadas Políticas implementadas Medios presupuestarios/financieros para implementar las políticas	Los documentos de política contienen factores de sostenibilidad (política adoptada, implementada) Acuerdos presupuestarios (asignaciones, etc.) para sostener los resultados y los resultados de los proyectos	Análisis de documentación Entrevistas a las partes interesadas
¿Se utilizó hasta ahora la gestión adaptativa y, en caso afirmativo, cómo contribuyeron estas modificaciones al proyecto a la obtención de los objetivos?	¿Ha sido capaz el proyecto de adaptarse a las condiciones cambiantes hasta ahora? En qué medida los sistemas de monitoreo y evaluación a nivel de proyecto, la presentación de informes y las comunicaciones de proyectos apoyan la implementación del proyecto?	Calidad de los sistemas de información existentes para identificar los riesgos emergentes y otras cuestiones	Documentos de proyecto
¿Cómo influyeron los arreglos institucionales en el logro de resultados del proyecto?	¿Cómo se ha visto afectada la eficiencia por los acuerdos institucionales?	Estrategias de calidad de mitigación de riesgos desarrolladas y seguidas	Entrevistas de las partes interesadas, Gobierno, equipo de Project, PNUD
Pregunta de evaluación: Sostenibilidad: ¿En qué medida existen riesgos financieros, institucionales, socioeconómicos y/o ambientales para sostener los resultados de los proyectos a largo plazo?			
Sostenibilidad, probabilidades de sostenibilidad a mediano/largo plazo	¿De qué manera es probable que los beneficios del proyecto se mantengan o aumenten en el futuro??	Documentos de proyecto (indicadores en el marco de resultados del documento de proyecto y el marco de registro) Participantes del Proyecto	Análisis documental Entrevistas
Factores sociales de sostenibilidad	¿Hay suficiente conciencia pública/interés en apoyo de los objetivos a largo plazo del proyecto?	Documentos (Evidencia de que se mantendrán determinadas asociaciones/vinculación	Entrevistas
Sostenibilidad financiera/política	¿Los marcos legales, las políticas y las estructuras y procesos de gobernanza dentro de los cuales opera el proyecto plantean riesgos que pueden poner en peligro la sostenibilidad de los beneficios del proyecto?	Documentos	Análisis de documentos e informes Entrevistas a las partes interesadas
Replicabilidad	¿Cuáles de los aspectos del proyecto merecen ser replicados en futuras iniciativas? ¿Qué herramientas específicas se están desarrollando para la replicabilidad y el escalado?	Evidencia de que las prácticas particulares serán sostenidas, ampliadas y replicadas.	Entrevistas

ANNEX 3: PROGRESS TOWARDS RESULTS MATRIX

Codificación según la “Guía para la Realización del Examen de Mitad de Periodo en Proyectos Apoyados por el PNUD y Financiados por el GEF". (a) ya se ha logrado: verde; b) se ha logrado parcialmente o lleva camino de lograrse a la conclusión del proyecto: color amarillo; o c) existe un alto riesgo de que no se logre antes de finalizar el proyecto y necesita atención (color rojo).

Verde= Logrado	Amarillo= Camino de lograrse	Rojo= No lleva camino de lograrse

Verde= Logrado Amarillo= Camino de lograrse Rojo= No lleva camino de lograrse

Se usa la escala de valoración del progreso en el logro de resultados en sus 6 puntos: AS, S, MS, MI, I, AI, según directrices de la “Guía para la Realización del Examen de Mitad de Periodo en Proyectos Apoyados por el PNUD y Financiados por el GEF". Esta escala se rige por las siguientes valorizaciones: Altamente satisfactoria (AS) Se espera lograr o exceder los objetivos/resultados establecidos para el final del proyecto sin grandes carencias; Satisfactoria (S) Se espera lograr la mayor parte de los objetivos/resultados establecidos para el final del proyecto sólo con mínimas carencias. Moderadamente satisfactoria (MS) Se espera lograr la mayor parte de los objetivos/resultados establecidos para el final del proyecto, pero con carencias significativas. Moderadamente insatisfactoria (MI) Se espera lograr la mayor parte de los objetivos/resultados establecidos para el final del proyecto con importantes carencias. Insatisfactoria (I) No se espera lograr la mayor parte de los objetivos/resultados establecidos para el final del proyecto. Altamente insatisfactoria (AI) No se han logrado los objetivos/resultados para la mitad del periodo y no se espera lograr ninguno de los establecidos para el final del proyecto.

Las valorizaciones son producto del análisis de los resultados obtenidos o no. Las justificaciones para estas valorizaciones se encuentran obviamente resumidas en la matriz. Las valorizaciones se basan no solo en lo aquí indicado sino en lo explicitado en todo el reporte de forma general

Description of Indicator	Baseline Level	End of project target level	Nivel en el PIR 2020 auto reportado	Midterm Level & Assessment	Achievement Rating	Justification for Rating
O1. Area of forest in the target TIOCs subject to sustainable management, including: - Limitation of the extraction of fauna and NTFPs to ecologically sustainable levels; - Thinning and enrichment planting to promote the regeneration of target species and/or the pollinators on which they depend; - Respect of ecologically sensitive zones (for example where ecologically important species are under processes of recovery)	All of the forest (1,147,643ha) is subject to varying levels and types of extraction (Brazil nut principally in the 933,463ha of high forest).	700,000 ha (61% of the total forest area in the target TIOCs) managed in accordance with PGIBTs, and where as a consequence: - Extraction of products is within ecologically sustainable limits; - Timber is sustainably harvested; - NTFPs are actively managed (e.g. through thinning, assisted regeneration) - Measures are being actively taken to protect plant species of importance as alternative food sources for pollinators and/or - Conservation zones are established to protect ecologically sensitive areas or those under processes of recovery. This will create conditions that will allow the avoided deforestation of 6,948ha of forest (and the consequent avoided emission of 2,560,894tC) in the 10 years following the project (see explanation in Table 23 below)	During the reporting period no PGIBT management has been undertaking, since TIOC's base line and legal aspects had to be verified. A diagnosis of forest management instruments has been prepared, and it is worth to note that the PGIBT does not apply for TIOC This assertion is based on the second final provision of Law 337 and the Technical Note for the preparation of PGIBT approved with Administrative Resolution ABT No. 250/2013; here the specific issue of non-application refers to the term Community and Territory. The PGIBTs are applied to communities and not to Territories, the main issue is the size of the area covered by each of these. (Evidence 1). Currently there are 20 General Forest Management Plans (PGMF) prepared by other entities in the years prior to the project, which have a resolution of approval of the ABT, covering an area of 402,178.07 hectares equivalent to 33.05% of the area forest of the four TIOCs. The more detailed results of these PGMF are described in indicator 2.1. (Evidence 3)		**U**[35]	Since the implementation of some of the seven components is not leading to effective and efficient project execution as evidenced by low product generation, and thus low targeting and expected results. The Project Implementation Unit reports that some products have been generated (e.g. management diagnostics). However, these documents were not shared with this mid-term review. Therefore, this information cannot be valued or validated. The Project has generated some technical products (such as brochures, or publications) on specific production topics. The Project Implementation Unit also reports that it has collaborated with TIOCs to obtain legal entities from their organizations. However, as it is self-reported in the PIR columns reproduced in this chart, most of the products or processes to be obtained have not started. The lack of full monitoring indicates that these assertions cannot be validated. Although Project Implementation Unit reports that the four TIOCs increased their level of revenue, it has no information on these levels or whether it is attributable to the Project. The Project auto reports also that it has not carried out technical assistance activities in sustainable management practices in non-forest areas and also did not generate Biological/ecological/environmental studies (e.g. nut dispersion,

[35] Most of the objectives/results set for the end of the project are not expected to be achieved.

			Due to the existence of these PGMF in the TIOCs it is needed to adjust the project baseline. This will be of fundamental importance to propose the forestry regulations, and the inter-institutional talks to be developed within the framework of the Regional Platform, which will begin its work by September. 2020. Plans and financial costs are being developed for the community centers and local observatories for the TIOCs, which will have the purpose of having in each TIOC a documentation center of the TIOC and the generation of capacities of the residents, and will also comply the function of hosting delegations of researchers and others who developed technical activities in the four TIOCs of the project intervention area.			pollination, hunting etc.) were not developed according to the Project Implementation Unit reporting. Although there has been some progress, in summary, there has been no substantial progress in the achievements of these objectives/results of this objective.
O2. Numbers of people in the 4 target TIOCs who have increased their levels of income due to their participation in the sustainable management of forests and life systems, without affecting the diversity and sustainability of their livelihoods.	Average family income in the target TIOCs is US$6,347, of which US$3,999 (63%) is from forest- and tree-based products	2,000 people have increased their income by at least 10%, as a result of adding value to forest products, gaining access to improved prices and diversifying forest-based sources of income	During the reporting period people in the 4 target TIOCs have increased their levels of income due to their participation in the productive initiatives . Although the percentage of the income increase has not yet been measured, technical assistance has been given to 305 indigenous families which represent approximately 1.400 people of the four TIOCs to identify and define productive			

			initiatives for the sustainable use and the generation of added value to forest resources to generate additional income for indigenous families. For this purpose the following actions have been carried out: • 6 Brazilian nuts collection centers have been built in six communities, which have benefited two hundred five (205) families in the process of storing this product (Evidence 4), according to the following detail: one (1) for the TIOC TIM II: 35 families from the Sinai community; one (1) for the TIOC Cavineño: 65 families in the Buen Destino community; three (3) for the TIOC Chacobo Pacahuara: 105 families in three communities: 15 in Trinidacito, 60 in Los Cayuces and 30 in Nueva Unión; and the improvement and expansion of one (1) collection for the TIOC Tacana Cavineño: in Carmen Alto community, benefiting 45 families. The sustainable use of rubber from the Hevea brasiliensis tree has started through the production of laminated rubber, which will initially benefit 100 families (71 families in eight (8) communities of the TIOC Chacobo Pacahuara, and 29 families in three (3) communities in the TIOC Cavineño). These families have completed the work of			

			preparing their family centers for the sustainable use of rubber, each center has approximately three hundred (300) trees on three (3) pathways for their use. (evidence 5) The process to purchase 20 manual rubber laminating machines and the tools for the collection of rubber has been concluded .(Evidence 6:. It is estimated to establish 10 rubber transformation centers in the two above mentioned TIOCs and start the productive phase to laminate rubber wich will start from March 2021, since due to the COVID 19 this activity could not be implemented. The blueprints and financial costs are being developed for the pilot plant to sustainable use the fruit of the palm tree Oenocarpus distichicus called locally majo. This pilot plant will be located in the city of Riberalta. It is expected to finish the design work by the end of September 2020. The blueprints and financial costs are being developed for an artisanal plant for the production of banana flour (Musa spp), which is located in the community of Trinidacito in the TIOC TIM II, which will initially benefit 50 families. It is expected to finish the design work by the end of September 2020.			

			The blueprints and financial costs are being developed for an artisanal plant for the production of cassava flour (manihot esculenta), which is located in the Galilea community of the TIOC TIM II, which will initially benefit 40 families. It is expected to finish the design work by the end of September 2020.			
O3. Area of non-forest land in the TIOCs and adjacent areas subject to sustainable management practices	The target TIOCs contain 4619ha of anthropic (rainfed cropping) land and 420,932ha, all of which is subject to unsustainable management in the form of periodic fires that pose a threat to adjoining forests	160ha (80 families) of cropping areas, and 500ha of savannah, with improved fire management due to establishment of Farmer Field Schools	During this report period no technical assistance has been given for the sustainable management practices of non forest land in the TIOCs and adjacent areas. Although this work was planned to take place this year, it was not possible due to the COVID 19 pandemic. An strategy and specific materials have been generated to carry out the strengthening and generation of capacities of local actors in fire management.(evidence 33)			
O4. Area of other TIOCs covered by planning instruments and regulations that support SFM, as a measure of the indirect (replication) effect of the project	Dispersed initiatives of planning in a number of TIOCs	1,600,000ha elsewhere in the Bolivian Amazon	During this report period no area of other TIOCs covered by planning instruments and regulations that support SFM, as a measure of the indirect (replication) effect of the project. Indirect effects actions (replication) have not been developed regarding the planning instruments and regulations that support SFM in other TIOCs, due to the fact that it has not been			

			possible to generate the territorial plans and the proposed regulation for the management of forest resources.. (evidence 27)			
O5. Abundance and occupancy of Brazil nut disperser species	Baseline values to be determined at project start	Values remain stable	During the reporting period the values of abundance and occupancy of Brazil nut disperser species haven't been determined. Nonetheless during 2020 it is planned to develop a specialized studies regarding the abundance and disposition of dispersing species, This will be the baseline information and the indicators will be identified for the monitoring process, The results will be available by December 2020 and they will be reported in 2021.			
O6. Population status of pollinator species	Baseline values to be determined at project start	Values remain stable	During this 2020 it is planned to develop specialized studies regarding the status of the population of pollinator species. This will be the baseline information and the indicators will be identified for the monitoring process. The results will be available by December 2020 and they will be reported in 2021.			
O7. Numbers of animals hunted (by species) per unit of effort, as a measure of the population status of fauna populations	Baseline values to be determined at project start	Values remain stable	During this 2020 it is planned to develop specialized studies regarding the hunting situation in TIOCs (by specie) establishing a baseline information and identifying the indicators for the monitoring process on the status of fauna hunted. The results will			

			be available by December 2020 and they will be reported in 2021.			
O8. Trends in indicators of ecosystem status, as defined through knowledge dialogue between scientists and community members.	Indicators and baseline values to be determined at project start through knowledge dialogue between scientists and community members.	Values remain stable	During this 2020 it is planned to develop specialized studies to determine the trends in the indicators of the state of the ecosystem in the project area of intervention , The results will be available by December 2020 and they will be reported in 2021			
O9. Numbers of boxes of Brazil nuts harvested per unit of effort	Average daily harvest of Brazil nut per person (kg): - Father 57.5 - Mother 34.5 - Older son 34.5 - Older daughter 11.5 - Younger son 5.75	Daily per capita harvest quantities remain at least stable	During this 2020 it is planned to develop specialized studies regarding the abundance of Brazilian nut trees and its productive factors in the four TIOCs, the results will be available by December 2020 and they will be reported in 2021			
Resultado 1: Ambiente habilitador a nivel nacional en apoyo a la gestión integral y sustentable de bosques en TIOCs.						
1.1. Degree of development, harmonization and application of principles and procedures for territorial planning at regional, landscape and TIOC levels, to optimize the delivery of environmental and social benefits	Plans provide for the concept of life systems in general terms, but do not specifically incorporate harmonized principles and procedures for the application of the concept	Considerations of sustainable management of life systems incorporated and harmonized in principles and procedures for the development of the following instruments for application in the Amazon region: - Municipal Development Plans - Municipal Territorial Land Use Plans (PMOT) - General Plans for the Integrated Management of Lands and Forests (PGIBT)	During the reporting period the project is working on increasing the level of development, harmonization and application of principles and procedures for territorial planning at regional, landscape and TIOC levels, to optimize the delivery of environmental and social benefits. A suitable too (survey) for the region has been designed and consolidated to collect socio-economic and productive information of the indigenous communities of the		**U**	The Project Implementation Unit reports that it has collected socio-economic data from the target population. However, it is reported that these are still under analysis and are not available because of this. Lack of base information. The Project Implementation Unit reports that it has not had meetings of the advisory platform. It has had operational committee meetings. No decisions made or specific products originating from these meetings are reported. The Project Implementation Unit states that it has not carried out in the reporting period dialogues to generate a monitoring system and indicators to apply to forest management models.

			project intervention area. (evidence 8) The basic socio-economic and social information of 100% of the local communities has been collected. This information is in the processing and analysis stage to prepare the document for the socio-economic diagnosis of the communities of the TIOCs, which will be the base document for the preparation of the territorial management plans of the TIOCs. This will be concluded by the end of December 2020.			The Project Implementation Unit reports that there has been no progress in obtaining most products.
1.2. Numbers of actors participating actively in consultative platforms at the regional level in support of multi-stakeholder decision-making regarding forest management and life systems (e.g. locations and nature of institutional investments in social, productive and/or infrastructural development, provisions of environmental regulations)	No formal consultative mechanism meeting on a regular basis, with a landscape/inter-departmental vision	Bi-departmental platform covering the entirety of the two target departments, involving: - Departmental Governments - Municipal Governments - CIRABO/CIPOAP - Private sector - APMT and other relevant entities of central Government - NGOs - Universities and technical schools	During the reporting period, no official meetings of the consultative platform have been held, since it is in the process of being conformed The project operating committee has been set up, which is made up of the four representatives of the TIOC, a representative of CIRABO, the project coordinator and, upon request, the specialists of the IPU. Meetings are held monthly and according to the request of the members of the Committee. Operational aspects of the project and proposals to be presented to the members of the Steering Committee are analyzed. (evidence 9) The incorporation and recognition of the territorial consultative platform in its organic statute is in the			

			process of being approved by CIRABO. (evidence 10) Advice and technical support is given to the weekly meetings of the CIRABO board that they hold with the captains and representatives of the different communities of the territories, as well as with the Government Entities convened for the treatment of specific issues, within the framework of the activities of the CIRABO territorial consultative platform.			
1.3. Numbers of institutions participating in monitoring systems/applying indicators of the condition of the natural resources of relevance to the model of forest management promoted by the Project.	No systematic and harmonized monitoring of parameters of relevance to overall ecosystem health and sustainability	- ABT - APMT - Departmental and municipal Governments	During the reporting period, the Project has scheduled inter-institutional dialogues to consolidate the monitoring system and application of indicators of the condition of natural resources of relevance to the forest management model. These dialogues did not take place due to the COVID 19 pandemic; this work will be resumed in September 2020. The identification and preparation of the relevant indicator for the region is in progress, as well as the proposal of a monitoring system to monitor the life systems and biological diversity of the territories (Evidence 28). This indicator will be reported in 2021.			
1.4. Degree to which specific provision is made in budgetary instruments to	The Plan Quinquenal assigns budget that will assist producers in	Specific budget allocations defined within the framework of the Plan Quinquenal to support SFM (research,	During the reporting period there is not any progress on the degree to which specific provision is made in			

support SFM in TIOCs	managing their forests sustainably (the USD39,787,500 Government cofinancing for the project), but this does not specifically provide for research, capacity development, planning and enforcement in the context of SFM in TIOCs.	capacity development, planning and enforcement) in TIOCs	budgetary instruments to support SFM in TIOCs. As the project has not yet consolidated the indigenous territorial management plans of each of the territories (which are in the preparation stage), this indicator will be reported in 2021. It is complementary to indicator 1.1.			
Resultado 2: Gestión integral de los recursos naturales en TIOCs.						
2.1. Area covered by General Plans for the Integrated Management of Lands and Forests (PGIBT) providing for the sustainable management of forests and life systems for NTFPs and/or timber.	There are no PGIBTs at present in the target TIOCs, but there are 9 General Forest Management Plans covering a total of 249,187.63ha (around 22% of the total forest area)	All four target TIOCs are covered entirely by PGIBTs (1,626,536ha)	During the reporting period, no work has been done on the development and application of General Plans for Integrated Land and Forest Management (PGIBT) that provide for the sustainable management of forests and life systems for NTFPs and / or timber. A diagnosis has been prepared on the application of forest management instruments for the four (4) TIOC of the project intervention area, in which it is evidenced that in compliance with the 1996 forest law which establishes that the sustainable use of the Timber and non-timber resources must be carried out using forestry instruments, and since the PGIBT currently do not apply to the TIOC, in these areas there are only general timber and non-timber forest management plans (PGMF) for each of		**U**	Some advances are reported by the Project Implementation Unit, which have been validated by this mid-term review. Such as the generation of some instruments (brochures, analysis documents) and support to communities in obtaining and/or streamlining the corresponding legal persons. All other expected results are presented as non-progress, and the Project Implementation Unit reports that there has been no progress in obtaining most of the expected products/results.

			them, according to the following data • TIOC TIM II has 9 PGMF covering 117,076.59 Ha equivalent to 28.72% of its territory. • TIOC Chacobo Pacahuara has 5 PGMF covering 167,095.25 Ha equivalent to 34.43% of its territory. • TIOC Cavineño has 1 PGMF covering 4,527.07 Ha equivalent to 0.96% of its territory. • TIOC Tacana Cavineño has 9 PGMF covering 1,113,479.16 Ha equivalent to 34.43% of the its territory. • The 4 TIOCs have 20 PGMF covering 402,178.07 Ha equivalent to 24.73% of the territory of the four TIOCs (1,626,536.09 Ha) and 33.05% of the forest surface, corresponding to 1,216,914.25 Ha.(Evidence 3) The preparation of the technical administrative regulation proposal for the integral management of the TIOCs' forests is being carried out; also the implementation of management plans for non-timber forest products is planned in 1,000 hectares of forests. Results of the work will be reported in the PIR 2021.			
2.2. Area covered by effective provisions (norms and human/logistical resources) for the	At present traditional controls are largely effective, but lack an integrated vision, are not	1,147,643ha (total area of dryland, flooded and varsea forest in the target TIOCs)	During the reporting period, the project supports technically and logistically the authorities of the four TIOCs to apply their local or ancestral			.

inspection and control of the target forests and life systems, based on traditional mechanisms for oversight and control, in coordination with central authorities	adequately based on information on resource and threat status, and do not provide for adaptation to evolving threats in the future		provisions for the inspection and control of forests and life systems in their territories, which have been generated with based on their local customs and uses, for which these local regulations are not written. To date, the survey and consolidation of these existing local regulations in the different territories is being carried out, which will be reflected in a consolidated document validated by the inhabitants, orienting in the future the supervision and control of the management and use of the natural resources of each one of the TIOC. This advance will be reported in 2021. Within the framework of what is established in the Law to support food production and forest restitution (Law 337), the records or folders of Annual Individual Compliance Reports (RCIA) have been prepared for the 2018, 2019 and 2020 periods for the four TIOCs: (Evidence 11) • 31 records for 36 TIOC communities Multi-ethnic TIM II • 4 records for 13 TIOC communities Tacana-Cavineño • 1 records for 27 TIOC communities Cavineño • 1 records for 50% of the TIOC Tacana-Cavineño			

			With this information (evidence 11) it has been established that there are 14,806.58 hectares illegally deforested, and the 4 TIOCs have signed the commitment to carry out forest restitution work on 903.71 Ha (TIM II: 332.16 Ha, Chacobo Pacahuara: 245.54 Ha, Cavineño: 272.26 Ha and Tacana Cavineño: 53.73 Ha). (evidence 11 and 3) The process of adjustment and socialization of the CIRABO Statute and regulations has been concluded; it is currently awaiting the large consultative assembly to be held in August 2020 for its approval. (Evidence 12) The statute of the Multi-ethnic TIOC TIM II, which was approved by the territorial assembly of the TIOC, has been adjusted and socialized; currently the document is in the process of layout and printing for its dissemination. (Evidence 13) 3 legal entities of the TIOCs have been updated: Tacana-Cavineño, Cavineño and Chacobo-Pacahuara. This means that the TIOC are legal entities, but due to changes in the name of the country from Republic of Bolivia to the Plurinational State of Bolivia must be present. This process is called updating the legal personality. (Evidence 14) The management of the legal status of the			

			TIOC Multi-ethnic TIM II is in its final steps. 81 folders with constitutive legal documentation of 81 communities corresponding to the 4 TIOCs have been consolidated. In these folders are the notarized act book, the history of the constitution of the community, the act of current election of the community, the act of possession of the community directory, the list of people (men and women) affiliated to the community organization, photocopies of the Identity Cards of the people affiliated with the community, certification of community membership in the indigenous territory issued by the captaincy, certification from the municipal government that the community belongs to that municipality, and a photocopy of the executive title of the territory. With these documents, the process of legal status of the community begins. For the indigenous communities of the TIOCs Chacobo Pacahuara, Cavineño and Tacana Cavineño, 15 new legal entities have been obtained, 14 have been updated and 2 have been ratified. (Evidence 15) The departmental government of Pando is processing 4 new and 4 updates of legal status for the TIOC			

			Multi-ethnic TIM II communities. (Evidence 16)			
2.3. Area of the target forests where local stakeholders are applying local level holistic monitoring of forests and life systems, including baseline values and analysis of environmental, social and productive elements of forests and life systems, and their interactions; resilience and regenerative capacities environmental functions and services (linked to external sources of information)	Information on the status of resources is based on one-off studies, but no permanent, structured or institutionalised system of monitoring exists capable of guiding future management in response to evolving conditions.	100% of the area of the target TIOCs (with varying intensities and approaches of monitoring according to land use and vegetation type)	This indicator will be reported in 2021 due to the lack of a monitoring system. At this point the Project is in the stage of identifying the indicators to develop the above mentioned system.			
2.4. Numbers of communities with plans developed and implemented for the use and commercialisation of products, contributing to the sustainable management of the target forests	No business development plans currently in operation.	50 communities (50% of the total in the 4 target TIOCs)	During the reporting period 10 communities are with plans developed and implemented for the use and commercialization of products, contributing to the sustainable management of the target forests. Evidence is detailed below: The strategy for the reactivation of the sustainable use of rubber from the Hevea Brasiliensis tree has been developed, and currently is in the implementation phase. (evidence 17) Technical assistance has been provided to the indigenous organization MUYJE for the process of preparing traceability documents and registration of organic			

			brazilian nut production, as well as for internal inspection and management of accounting records, income and expenses, cash/bank funds. Under this process it was possible the collection of 10,000 boxes of Brazilian nuts to be exported to Italy. This brazilian nuts were collected by 50 members of the MUYJE organization, settled in 6 indigenous communities of the TIOC Tacana Cavineño. (Evidence 18) The perimeter wall of the asaí processing plant of the indigenous organization AIPRAMCA has been built, in the community of Carmen Alto, this helped to comply the requirements to be granted the food safety certification. This initiative is being supported by UN Women. (Evidence 29)			
2.5. Number of families with access to sustainable sources of finance that allow the development of their businesses based on the useand sale of products, contributing to the sustainable management of the target life systems	19 projects have been supported by Fondo Indígena to date.	300 (25% of the families in the 50 communities with plans for use and commercialisation (see Indicator 2.4)).	This indicator will be reported in 2021, since institutions involved (FDI and YPFB) due to COVID 19 pandemic have suspended their activities without a date set for their restart.			
2.6. Increases in the prices received for selected forest products by community members, due to	Current prices: - Brazil nut: US$25/kg - Paiche: US$2.0-2.5/kg in local communities,	- Brazil nut: 15% above prices received by control communities - Paiche: 100% above prices received by control communities	During the reporting period there is no increases in the prices received for selected forest products by community members,			

improvements in their capacities to add value and market, relative to control communities	US$2.5-3.0 in Riberalta.		Support activities are being developed to improve the state of the forest (natural regeneration of the Brazilian nut, production, establishment and management of NTFP seedlings), consisting of: • The forest restitution strategy for the four TIOCs has been drawn up and agreed upon, having identified and quantified the illegally deforested areas in each one of the TIOCs and the requirements for their restitution. (evidence 30) • The production of 18,000 native cocoa seedlings is in process for the regeneration of degraded areas in the TIM II Multi-ethnic TIOC. • During the last quarter of the 2019 administration, at the TIOC Cavineño, silvicultural work has been carried out in the collection centers of 200 indigenous families, improving pedestrian bridges and paths used to take the collected product to the collection centers . (evidence 31) • It is planned in the last quarter of this administration (2020) to develop silvicultural activities in almond trees (Bertholletia excelsa) in the four TIOCs, determining the almond harvesting areas and activities that contribute to the natural regeneration of young trees of the almond (evidence 32).			

2.7. Number of Government and community-based actors with increased awareness of the concepts and determining factors of sustainable management of forests and associated life systems	To be determined by KAP survey at Project start	Actors with increased awareness of strategic aspects, required to ensure the existence of a favourable environment of policies and investments: - Ministries of Environment and Rural Development, APMT, and ABT at national level Actors with increased awareness of technical aspects, to ensure the provision of concrete support and coherence of plans and investments at local level: - Municipal and departmental governments, local communities	During period 0 (zero) government and community actors have not increased awareness of the concepts and determinants of sustainable management of forests and associated life systems. This activity was not carried out due to the effects of the COVID 19 pandemic, because the health measures taken by the levels of government have made it impossible to carry out talks, meetings and / or events to carry out discussions and activities with government and community actors that generate greater awareness of the concepts and determinations for the sustainable management of forests and associated life systems, this activity will be rescheduled to begin and be reported in 2021.			
2.8. Number of Government and community-based actors regularly dialoguing and coordinating their actions in relation to SFM	To be determined at project start	Ministries of Environment and Rural Development, APMT, ABT, and regional and municipal governments report frequent constructive dialogue and coordination in relation to the sustainable management of forests and life systems	No activities developed by project for this indicator.			

ANNEX 4: MTR RATINGS

Ratings for Progress Towards Results: (one rating for each outcome and for the objective)

6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as "good practice".
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.

Ratings for Project Implementation & Adaptive Management: (one overall rating)

6	Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as "good practice".
5	Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Ratings for Sustainability: (one overall rating)

4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future

3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained

ANNEX 5: LIST OF CONSULTED DOCUMENTS

- ABT. Directriz Técnica Para Elaboración De Planes De Gestión Integral De Bosques Y Tierra (PGIBT) En Comunidades Campesinas Indígena Originarias, Interculturales Y Afro bolivianas N.º 250/2013. PPT.
- ABT. Plan De Gestión Integral De Bosques Y Tierra (PGIBT). Instrumento de autorregulación y control social. PPT.
- Herramienta de Seguimiento del área de actuación del GEF al inicio del proyecto (Tracking Tools)
- http://web.undp.org/evaluation/guidance.shtml#gef
- https://www.bo.undp.org/content/bolivia/es/home/projects/gestion-sostenible-de-los-ecosistemas---amazonia.html
- OXFAM. Lorenzo Sóliz Tito; Oscar Bazoberry Chali; Vincent A. Vos. *ODS y desarrollo territorial: Medición experimental en el norte amazónico de Bolivia*. Instituto para el Desarrollo Rural de Sudamérica, 2020.
- PIF
- PIR 2019
- PIR 2020
- Project Document (PRODOC)
- Proyecto GEF Amazonía. *Implementación Y Manejo De Sistemas Agroforestales Suscesionales En Comunidades De Cuatro Tiocs*
- Proyecto GEF Amazonía. Manejo – *Rehabilitación De Cacaotales Antiguos*
- Proyecto GEF Amazonía. *Metodología Para La Siembra De Plantines En Lugar Definitivo En Los Tiocs Chacobo Pacahuara Y Territorio Indígena Multiétnico - Tim II*
- Proyecto GEF Amazonía. *Producción De Plantines En Vivero*
- Proyecto GEF Amazonía. *Producción Orgánica De Hortalizas (Huerta En Casa)*
- Proyecto GEF Amazonía. *Beneficiado del Cacao*
- Reporte de Progreso Anual 2020.
- www.gef.org

ANNEX 6: SIGNED UNEG CODE OF CONDUCT FORM

Evaluators/Consultants:

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

MTR Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:
Name of Consultant: Maria Onestini
I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.
Signed at Buenos Aires, Argentina on *17 December 2020.-*

Signature: