

Terminal Evaluation of the Seventh Operational Phase of the Small Grants Program (OP7/SGP) in Bolivia for submission to the Global Environment Facility (GEF)



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UNDP Project ID#: 6561

GEF Project ID#: n/a

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Region and country covered by the project: Latin America and the Caribbean - Bolivia

GEF Focal Area / Strategic Program: Biodiversity

Project implementing agency: UNDP

Implementing Partner: United Nations Office for Project Services (UNOPS)

GEF Focal Point: Ministry of Development Planning (MPD), through the Vice-Ministry of Planning and Coordination (VPC)

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Photo on Cover

Mrs. Marisol Román Méndez - Motacusito Nuevo community, Otuquis National Park and Integrated Management Natural Area, Municipality of Puerto Suárez, Sustainable Community Tourism project.

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iv. Acronyms and abbreviations

Acronym	Full Name
CBO	Community Based Organization
CEO	Chief Executive Officer and Chairperson UNDP
CEPAC	Center for the Promotion of Peasant Agriculture and Livestock
CERAI	Center for Rural Studies and International Agriculture Foundation
CIPCA	Center for Research and Promotion of the Peasantry
COVID	Coronavirus, disease caused by the SARS-CoV-2 virus
DGBAP	Biodiversity and Protected Areas General Directorate
FAO	Food and Agriculture Organization of the United Nations
FCBC	Foundation for the Conservation of the Chiquitano Forest
FONABOSQUE	National Forest Fund
FTE	Fundación Trabajo Empresa
FUNDESOC	Bolivian Foundation for Social Development
GEF	Global Environment Facility
GEN 3	Project Gender Category
ICCA	Indigenous Peoples' & Community Conserved Areas and Territories
IRFA	Instituto Radiofónico Fe y Alegría
KfW	State Development Bank of the Federal Republic of Germany
KOICA	Korea International Cooperation Agency
MMAyA	Ministry of Environment and Water
MPD	Ministry of Development Planning
M&E	Monitoring and Evaluation
NC	National Coordination of Small Grants Program
NGO	Non-Governmental Organization
NSC	National Steering Committee
OP6/SGP	Small Grants Program Operational Phase 6
OP7/SGP	Small Grants Program Operational Phase 7
ORE	Legal and Social Support Organization
OTB	Grassroots Territorial Organizations
PA	Protected Area
PIR	Project Implementation Reports
PNDES	National Economic and Social Development Plan
PROAGRO	Agricultural Promoters
PRODECO	Community Development Project
ProDoc	Project Document
QA	Quality Assurance
RBM	Results Based Management
SAVIA	Biodiversity, Conservation and Sustainable Development
SDGs	Sustainable Development Goals
SERNAP	National Protected Areas Service
SGP	Small Grants Program
TE	Terminal Evaluation
ToC	Theory of Change
TRAC	UNDP Regular Resources
UNDP	United Nations Development Program
UNEG	United Nations Evaluation Group
UNOPS	United Nations Office for Project Services
VMA	Vice-Ministry of Environment, Biodiversity, Climate Change and Forestry Management and Development
VPC	Vice-Ministry of Planning and Coordination

Executive Summary

Project Summary Table

Project Details		Project Milestones	
Project title:	Seventh Operational Phase of the Small Grants Program in Bolivia (OP7/SGP).	Approval date / CEO endorsement:	12/21/2020
UNDP Project ID (PIMS #):	6561	First disbursement date:	06/01/2022
GEF Project ID:	n/a	ProDoc Signature Date:	09/08/2021
UNDP Atlas Award ID:	00126342	Atlas Project/Output ID:	0012435
Country:	Bolivia	Date Project Manager hired:	05/01/2005
Region:	Latin America and the Caribbean	Start-up Workshop Date:	03/22/2022
Focal Area:	Biodiversity	Terminal Evaluation Completion date:	12/31/2024
GEF Strategic Objective:	Preserve globally significant biodiversity in landscapes and seascapes.	Planned operational closure date:	01/31/2025
Trust Fund:	GEF		
Implementing Partner (GEF executing entity):	United Nations Office for Project Services (UNOPS)		
NGOs involvement:	CEPAC, CERAI, CIPCA, FCBC, KAA IYA FOUNDATION, FTE, FUNDACION NATURA, FUNDESOC, IRFA, ORE, PROAGRO, PRODECO, SAVIA.		
Private sector involvement:	N/A		
Intervention sites:	Municipalities of San José de Chiquitos, Pailón, Charagua (KAA IYA National Park and Integrated Management Natural Area); municipalities of Puerto Suarez, Puerto Quijarro and Charagua (Otuquis National Park and Integrated Management Natural Area); and municipalities of San Matías, Carmen Rivero Torrez; Puerto Suarez, Puerto Quijarro, San Rafael, San José de Chiquitos and Roboré (San Matías National Park and Integrated Management Natural Area).		
Financial Information			
GEF Funds (amount endorsed):	US\$ 2,009,132	US\$ 2,009,132	
Financing (US\$) [1] [1] [1]	At date of approval (US\$)	As of the date of the final evaluation (US\$)	
GEF funds (earmarked for project implementation):	US\$ 1,959,132	US\$ 1,959,132	
Cofinancing (US\$) [2].	As of the date of approval	As of the date of the final evaluation	
		Real	Difference (+) or (-)
UNDP (in kind):	US\$ 200,000	US\$ 200,016	(+) US\$ 16
Government (SERNAP) (in kind)	US\$ 200,000	US\$ 200,000	US\$
Community organizations (in kind):	US\$ 1,040,000	US\$ 1,269,	(+) US\$ 229,
Community organizations (in cash):	US\$ 260,000	US\$ 198,098	(-) US\$ 61,902
Other contributions (in kind) - FONABOSQUE	US\$ 800,000	US\$ 800,000	US\$ 0
Other contributions (in cash) - FONABOSQUE	US\$ 1,200,000	US\$ 0	(-) US\$ 1,200,000
ICCA funds (in cash)	US\$ 0	US\$ 315,000	(+) US\$ 315,000
Total Cofinancing:	US\$ 3,700,000	US\$ 2,982,393	(-) US\$ 717,607
Sum (US\$) [1+2].	As of the date of approval	As of the date of the final evaluation	
Total Funds (earmarked for project implementation):	US\$ 5,659,132	US\$ 4,941,525	(-) US\$ 717,607

Brief description of the project

OP7/SGP in Bolivia focuses on consolidating and replicating the results of the previous phase of the SGP, especially those involving collective action for adaptive landscape management, increasing social, ecological and productive resilience, and improving sustainable livelihoods, to achieve local and global environmental benefits in the prioritized ecoregions. OP7/SGP is aimed at conserving biodiversity; protecting and preserving forest ecosystem services; adopting and applying sustainable production intensification practices; and developing alternative livelihoods that are compatible with biodiversity conservation and ecosystem services. All of this is achieved by integrating the gender approach, which promotes the equitable participation of women and men, guarantees equal access to resources and benefits, and recognizes the differentiated and complementary contributions of both in the conservation and sustainable management of natural resources.

OP7/SGP promotes the intensification of the inclusive and participatory processes initiated in the previous phase and provides for the involvement of different actors and sectors in landscape planning and management, ensuring the equitable participation of women and men in all stages of the process. In addition, the sustainability of production systems in the target landscapes is strengthened through integrated agroecological practices. From a perspective that combines the international with the national and local, the OP7/SGP project was formulated to promote the development of initiatives aimed at contributing to global efforts to address environmental problems, and to foster joint work with local organizations and communities, with a view to implementing actions aimed at biodiversity conservation in ecoregions of global relevance.

In the case of OP7/SGP in Bolivia, the prioritized ecoregions are national parks and protected areas in the Chaco, Chiquitanía and Pantanal ecoregions, all in the department of Santa Cruz, on the border with Paraguay and Brazil. The selected landscapes and protected areas are Kaa Iya National Park and Integrated Management Natural Area, San Matías National Park and Integrated Management Natural Area, and Otuquis National Park and Integrated Management Natural Area, including their respective buffer zones.

These landscapes and natural areas were identified and prioritized by the Vice Ministry of Environment, Biodiversity, Climate Change and Forestry Management and Development (VMA), in coordination with the National Protected Areas Service (SERNAP), considering the successful results of previous operational phases of the SGP. These landscapes are home to a privileged wealth of flora and fauna, as well as important human groups such as the Guaraní communities of Alto and Bajo Isoso, and communities settled in these national parks and natural areas and their buffer zones.

At the beginning of the OP7/SGP project management, baseline information was collected through visits to the territory, meetings, workshops, focus groups, etc. As a result of this process, a diagnosis was generated that allowed the participatory and inclusive construction of social, ecological and productive resilience strategies, which were designed for each of the selected intervention areas. These strategies involve the landscape approach and consider the priorities established in the management plans of the protected areas and their buffer zones, becoming also facilitating elements for the prioritization of the needs demanded by the local communities, and the consequent implementation of initiatives and actions. The principle underlying this process was to ensure the empowerment of stakeholders as a means for landscape conservation.

OP7/SGP in Bolivia works closely with the PA management committees to promote and support local initiatives and small grant projects that strengthen the capacities of women and men in the communities to manage natural resources.

The planned activities favor the increase and improvement of local knowledge, the capacities of stakeholders for governance and integrated landscape management, and a greater and progressive participation/articulation of the inhabitants of the selected areas with the different initiatives financed.

Component 1 of the project "Resilient Landscapes for Sustainable Development and Global Environmental Protection" aims to conserve and enhance ecosystem services in the Chaco, Chiquitanía and Pantanal landscapes through multifunctional land-use systems; promote the sustainability of production systems in the target landscapes; and promote the improvement of alternative livelihoods of small-scale families and community organizations settled in these landscapes through the development of innovative, ecological and value-added products. Component 2 of the project "Capacity building and knowledge management" aims to establish and strengthen multi-stakeholder platforms to improve the governance of the Chaco, Chiquitanía and Pantanal landscapes and facilitate the increase of social, ecological and productive resilience through knowledge management.

In October 2021 and October 2022, respectively, the first and second calls were launched for the presentation of project ideas that promote community initiatives to contribute to the conservation of ecosystem functions and environmental quality, and improve the living conditions of the local population in the municipalities of San José de Chiquitos, Pailón, Charagua (within the KAA IYA National Park and Integrated Management Natural Area); municipalities of Puerto Suarez, Puerto Quijarro and Charagua (within the Otuquis National Park and Integrated Management Natural Area); and, municipalities of San Matías, Carmen Rivero Torrez; Puerto Suarez, Puerto Quijarro, San Rafael, San José de Chiquitos and Roboré (within the San Matías National Park and Integrated Management Natural Area).

The competitive funds were available for Community Organizations such as Grassroots Territorial Organizations (OTB), Grassroots Community Organizations (OCB), Agrarian Unions, Indigenous Organizations, Peasant and/or Indigenous Productive Organizations, Non-Governmental Organizations (NGOs or Foundations), and Institutes or Research Centers of public academic entities. The calls for proposals also considered the articulation between governmental entities, local governments, private enterprise and universities with the capacity to form alliances.

OP7/SGP has supported the implementation of 36 community projects financed by the GEF, 14 of which are projects from the first public call for proposals, 18 from the second call for proposals and 4 strategic (cross-cutting) projects. The projects were selected and approved by the National Steering Committee (NSC). A table with the coordinates of the geographic location of the funded projects is included in Annex 1.

OP7/SGP has also considered the development of communication, dissemination and knowledge management activities framed in a specific communication strategy that considers a local-national approach, with an intercultural and gender perspective, as well as the integration of communication work throughout the project cycle. The actions and strategies implemented make it possible to generate products to make visible and disseminate activities and achievements.

In the formulation of the OP7/SGP, according to the ProDoc, the project was categorized as GEN 2. Subsequently, UNDP Bolivia revised the gender markers for all its projects, including OP7/SGP, which was reclassified as GEN 3. The analysis of this revision in the project's gender marker is included in the gender focus section of the project, paragraphs 80 and 81 of this report.

In this context, during project implementation, and based on GEF guidelines, the Gender Action Plan that had been designed in the previous phase was updated. This plan includes a gender context specific to the scope of the project and refers to the division of labor by gender and use of time, the differentiated needs of women and men, access and control of resources and benefits, participation and decision making, and differentiated knowledge and capacities; additionally, the plan incorporates the identification of risks from a gender perspective, whose objective, within the framework of program planning, is to facilitate the detection of practices, behaviors or omissions that may affect the expected results and impacts of the program or its projects, from a gender perspective.

The Gender Action Plan is divided into two parts, one that provides guidelines for integrating the gender perspective into each stage of the project cycle, and the second that contains the Plan itself. In addition, based on GEF guidelines, the guide for gender mainstreaming in the formulation of community projects was updated to enable proponents of local initiatives to incorporate gender analysis, identify gaps and prepare proposals for closing these gaps as a result of the intervention.

On the other hand, in terms of installed capacity useful for OP7/SGP follow-up and monitoring, and therefore a key input for its terminal evaluation, there is a Monitoring System, which made it possible to know the progress, difficulties, limitations and trends in the development of community projects.

Evaluation ratings

Table 0-1 Evaluation ratings

1. Monitoring & Evaluation (M&E)	Rating
M&E design at entry	HS
M&E Plan Implementation	S
Overall Quality of M&E	S
2. Implementing Agency (IA) Implementation & Executing Agency (EA) Execution	Rating
Quality of UNDP Implementation/Oversight	HS
Quality of Implementing Partner Execution	S
Overall quality of Implementation/Execution	S
3. Assessment of Outcomes	Rating
Relevance	HS
Effectiveness	S
Efficiency	S
Overall Project Outcome Rating	S
4. Sustainability	Rating
Financial sustainability	ML
Socio-political sustainability	ML
Institutional framework and governance sustainability	MU
Environmental sustainability	ML
Overall Likelihood of Sustainability	ML

Evaluation Ratings Table

Table 0-2 Evaluation Ratings Table

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings:
6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings	4 = Likely (L): negligible risks to sustainability
5 = Satisfactory (S): meets expectations and/or no or minor shortcomings	3 = Moderately Likely (ML): moderate risks to sustainability

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings:
<p>4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings</p> <p>3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings</p> <p>2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings</p> <p>1 = Highly Unsatisfactory (HU): severe shortcomings</p> <p>Unable to Assess (U/A): available information does not allow an assessment</p>	<p>2 = Moderately Unlikely (MU): significant risks to sustainability</p> <p>1 = Unlikely (U): severe risks to sustainability</p> <p>Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability</p>

Brief summary of key findings

<p>Design OP7/SGP Bolivia</p>	<ul style="list-style-type: none"> • The strategic objective, outcomes and deliverables of OP7/SGP Bolivia are clear, practical, measurable and achievable. • OP7/SGP leverages the results of previous phases and puts lessons learned to good use to facilitate replication and scaling up. • The OP7/SGP was aligned with the national and international policies and priorities analyzed, as well as with local needs. The expected results contribute to the achievement of global environmental objectives. • The OP7/SGP has a results framework with information that facilitates the development of project activities and follow-up, monitoring and evaluation actions. • The indicators in the results framework are measurable, achievable, relevant and have defined timeframes for their achievement (SMART). • The risks stated in the ProDoc are logical and consistent with reality. The initiatives designed include concrete, measurable and feasible options to reduce/eliminate the identified risks. • OP7/SGP was designed based on positive experiences and lessons learned during the development of previous phases of the SGP in Bolivia. • The Landscape Strategies to build social, ecological and productive resilience, foreseen from the design phase, have proved to be a key instrument for a normal and satisfactory progress of the project. • The assumptions included in the design are explicit and consistent with the conditions of the territory and the Bolivian national context. • The intervention strategies designed detail the roles and functions of the various actors involved in the local projects. • The perspective of synergies and collaborations with other actors, projects, initiatives are incorporated in the design of the OP7/SGP. • The Gender Action Plan is a fundamental element and key tool for systematically identifying and addressing inequality gaps, promoting a structured approach to ensure the application of the gender approach. • The inclusion of the gender approach in a cross-cutting manner in the various initiatives is conducive to their sustainability and the achievement of equity.
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	<ul style="list-style-type: none"> • The design foresaw that the gender marker for the project is GEN 2 (gender sensitive). Subsequently, UNDP reviewed the gender markers for all its projects and determined, in the case of OP7/SGP, that it corresponds to a GEN 3 gender marker. • The project anticipated challenges associated with extreme weather conditions (e.g., droughts), which are threats capable of impacting the achievement of project results.
<p>Implementation and results OP7/SGP Bolivia</p>	<ul style="list-style-type: none"> • The development of local initiatives, based on landscape strategies, has achieved positive results, highlighting the significant participation of women in implementation and decision making. • The projects implemented in the territory show strong levels of community empowerment, involvement of key actors, highlighting the participation of women and youth. • The projects developed in the territory are perceived/understood as pilot or seed projects and intrinsically entail significant social, environmental and economic benefits. • The beneficiaries' perception of the results achieved the reduction of gender inequality gaps, and the sustainability of the initiatives is positive. • The proposed projects used key instruments such as the guide for the presentation of projects with a gender approach. • The communication strategy used during OP7/SGP makes it possible to disseminate and make results visible to the communities, civil society and other stakeholders. • Most of the indicators were achieved with no deficiencies, exceeding by far the targets set in the ProDoc. • Stakeholder participation was key to the development of local projects, as they contributed funds, labor, logistical and institutional support, knowledge, specific technical expertise, and traditional and ancestral knowledge. • As of September 30, 2024, 86.79% of the total GEF budget allocated to the project had been executed. In addition, 12.74% of the total budget is committed (reserved for OP7/SGP operations, mostly salaries and audit costs), and is expected to be fully executed by the end of January 2025, reaching 99.53% execution. • The amount of co-financing provided is lower than what was foreseen in the design phase, reaching 81% of what was planned; of this total, the in-kind portion constitutes 82.8%, while 17.2% is in cash. In relation to the ProDoc, the amount of co-financing actually provided in kind is 110.24% of what was planned, while the amount provided in cash is 35.14% of what was planned. However, this situation did not have a negative impact on the achievement of project results. • The evaluation criteria (relevance, effectiveness, efficiency, impact, and catalytic role) were mostly rated as satisfactory by the interviewees. • Adaptive management has been an essential pillar of OP7/SGP to adjust activities to the dynamics of circumstances and external factors affecting the initiatives. • The performance of the project stakeholders can be qualified as highly representative and successful, especially on the part of the communities, with emphasis on the involvement of women and youth.

Summary of recommendations

Note: See detail of recommendations in paragraphs 251 to 259.

Rec #	TE Recommendations	Responsible Entity	Time frame
A	Category 1: Corrective recommendations for the design, implementation, monitoring and evaluation of new phases of the SGP.		
A.1	Ensure the financial sustainability of community projects: During the design of the next phase of the SGP, various sources and mechanisms of financing should be explored to provide concrete possibilities to ensure the sustainability of new initiatives that emerge with the FO8/SGP, including access to international funds and public-private partnerships, as well as other small-scale mechanisms such as microcredits provided by national banks and/or agricultural cooperatives.	UNDP, government institutions.	Short term
A.2	Strengthen local capacities to contribute ensure sustainability: During the implementation of the next phase of the SGP, depending on the type of projects, processes to strengthen capacities, abilities, skills, technical knowledge and traditional knowledge specifically linked to issues that allow for effectively addressing the problems associated with the effects of climate change (droughts and floods) and impacts related to forest fires should be maintained and promoted.	UNDP, facilitating / implementing NGOs, other relevant local stakeholders	Short & medium term
A.3	Implement periodic community monitoring systems: Based on the current monitoring system (applied during OP7), and in order to ensure that during project implementation the communities maintain periodic monitoring actions (not only during field visits) as a tool to help ensure the effectiveness and sustainability of local initiatives, the use of the existing monitoring system should be promoted, appropriate to community capacities, and involving women, men and youth of the communities in the continuous monitoring of progress achieved (environmental, social and/or economic).	UNDP, local communities, municipal governments, NGOs.	Short & medium term
A.4	Enrich communication and knowledge management strategies: Based on the communication and knowledge management strategies developed during OP7/SGP, consider complementing the scope of these strategies in the design of the next phases of the SGP in Bolivia, taking as a starting point the systematization of project results and lessons learned from OP7/SGP.	UNDP, government institutions.	Short term
A.5	Strengthen marketing and commercialization in productive initiatives: In the upcoming phases of the SGP, it is recommended to consolidate economic initiatives focused on the sustainable use of natural resources, given their greater potential for long-term sustainability. It is crucial that producers take a central role in managing these activities, while implementing organizations act as facilitators, providing tools and connections with potential buyers. Furthermore, it is essential to explore mechanisms that ensure sustained and effective market access, tailored to the specific needs of the participating communities.	Local governments, NGOs, UNDP	Medium term

Rec #	TE Recommendations	Responsible Entity	Time frame
A.6	<p>Ensure a complete and consistent transition process: For the new operational phase of the SGP, and given the changing circumstances that determine that as of FO8/SGP the project will be entirely under UNDP as the sole implementing agency, a transition process must be ensured that allows for the adequate and timely generation of the necessary documentation for the new phase, and that considers the participation of the personnel that is indispensable to guarantee full operability during the transition period, including, therefore, access to the corresponding UNDP financial administrative platforms, and incorporating complete and updated information into the process.</p>	UNDP	Short term
A.7	<p>Identify pending challenges in the context of landscape resilience strategies: Based on the results and lessons learned from OP7/SGP, and taking into account the systematizations of the projects, consider during the design of the next phase of the SGP the identification of pending challenges for the implementation of social, ecological and productive resilience strategies.</p>	UNDP, government institutions.	Short term
A.8	<p>Foster replicability and scalability of successful SGP practices: For the next phase of the SGP, evaluate the possibility of taking successful OP7/SGP practices to new communities and regions. This includes the creation of practical manuals, pilot replication projects and mentoring programs that allow communities to learn about and replicate sustainable initiatives in a way that is efficient and adapted to their local contexts.</p>	UNDP, facilitating / implementing NGOs	Short & medium term
A.9	<p>Include ICCA resources among the co-financing funds foreseen in the design: For the next phases of the SGP in Bolivia, include among the expected co-financing funds, those linked to the so-called "ICCA funds". This situation, common in other countries in the region that implement the SGP, will provide greater possibilities of having resources available to complement the funds provided by the GEF, and facilitate the expectations of increasing the impact of the projects being carried out.</p>	UNDP	Short term

1. Introduction

Purpose and objective of the terminal evaluation

1. In accordance with UNDP and GEF Monitoring and Evaluation policies and procedures, all UNDP-supported regular and medium-sized projects financed by different donors such as the GEF must undergo a terminal evaluation as a requirement for project closure. The Terms of Reference for this terminal evaluation are provided in Annex 2.
2. This terminal evaluation is carried out in accordance with the "Guide for Conducting Terminal Evaluations of UNDP-supported GEF-funded Projects", and its objectives are to review the achievement of the objectives of OP7/SGP, the factors that have affected it, the impact achieved, the fulfillment of the expected goals, the effectiveness of the strategies implemented, and the performance against the expectations included in the Results Framework.
3. A participatory and consultative approach has been applied during the evaluation to ensure close collaboration with the OP7/SGP team, and sufficient interaction with government counterparts (including GEF Operational Focal Point), Implementing Partners, UNDP Country Office, Regional Technical Advisor, direct OP7/SGP participants and other stakeholders relevant to the evaluation. The itinerary of field visits is included in Annex 3, as well as the list of interviewees and interview schedule
4. The evaluation makes it possible to objectively identify and describe findings and draw lessons that can improve the sustainability of the benefits achieved and support the improvement of UNDP programming. To this end, evaluation criteria, indicators and procedures agreed upon in the inception phase of the terminal evaluation are systematically applied.
5. The further purposes of the evaluation are to enhance the development of subsequent phases of the SGP, assess the sustainability of the actions implemented in OP7/SGP, contribute to the overall assessment of the results achieved in achieving the GEF's strategic objectives for global environmental benefit, generate useful inputs for management transparency and accountability to the donor, and measure the coherence of the interventions with respect to UN and UNDP priorities.
6. The findings, conclusions and recommendations will be used by UNDP and the GEF to optimize the prioritization, design and execution of new projects and/or the development of the next operational phases of the SGP, correcting any weaknesses and limitations that are detected, promoting the positive aspects that are identified, and taking advantage of the lessons learned during the implementation of OP7/SGP.

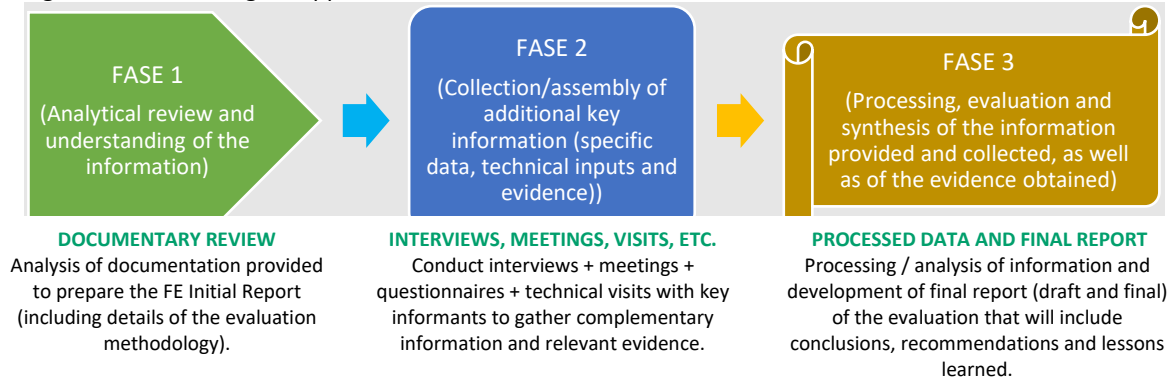
Scope

7. The scope of the evaluation covers the design and implementation phases of OP7/SGP, as well as the results finally achieved, and includes conclusions, recommendations and lessons learned on these aspects. The cut-off date for the evaluation is September 30, 2024. As of that date, some 2024 planning activities had yet to be completed, 86.79% of the total GEF funds allocated for project implementation had been executed, and resources representing 12.74% had been committed.

Methodology

8. The approach applied to achieve the objectives of the assessment comprises a three-phase process, as shown in Figure 1, as follows: a) Analytical review and understanding of the information (provided by the OP7/SGP team at the beginning of the final assessment); b) Collection/assembly of additional key information (specific data, technical inputs and evidence); and, c) Processing, evaluation and synthesis of the information provided and collected, as well as of the evidence obtained.

Figure1 : Methodological approach to the Final Evaluation of OP7/SGP



Data collection and analysis

9. During the terminal evaluation, various relevant sources of information have been reviewed, including the project document (ProDoc) and its annexes, documents related to the kick-off workshop, project progress reports (in UNDP format), performance reports to be submitted to the donor (PIR2023 and PIR2024), supervision mission reports, key information on environmental and social safeguards, Steering Committee meeting minutes, monitoring reports / application of project indicators, specific information on progress and results achieved in the territory by local projects, financial data (including data on co-financing), examples of communication materials, technical information on local projects and implementation sites, examples of project deliverables, risk matrix, photographic record, gender-related information, among others. Details of the information reviewed are provided in Annex 4.
10. Other sources of information used for data collection during the final evaluation were individual or group interviews (face-to-face and virtual mode); on-site observations during field visits; and questionnaires for key informants. In all cases, the existence of stakeholders at various levels, who provide information from their own perspectives, is taken into consideration.
11. Techniques for the analysis of the data collected and evidence obtained during the terminal evaluation include documentary review; processing and analysis of oral information obtained in situ; and triangulation (confirmation) of the information gathered.
12. During the terminal evaluation, the Evaluation Matrix included in Annex 5 was used as a tool to guide the development of the tasks and to summarize the evaluation approach and methodology, as well as the evaluation criteria, the questions posed, the data sources, the data collection procedures and the information analysis methods.
13. In addition, specific questionnaires were applied to key actors and local informants, which are shown in Annex 6, and a portfolio of questions related to the gender approach was also used.

Ethics

14. This terminal evaluation has been carried out in an independent, impartial and rigorous manner, with the utmost professional and personal care and attention to detail, and following the guidelines for final evaluation of GEF projects, in accordance with the principles described in UNEG's "Ethical Guidelines for Evaluation", these have been maintained to ensure the rights and confidentiality of the interviewees, to whom it has been explained, at all times, that their input and comments will be handled confidentially, and therefore, the terminal evaluation report will not relate any comments or statements to any specific person, organization or entity.

Limitations of the evaluation

15. In operational terms, the situation of the forest fires that occurred in the Bolivian Amazon between May and October 2024, and the consequent restrictions on mobilization in the affected areas due to the risks associated with fire and the deterioration of air quality, made it possible to choose a representative sample of 9 projects (of the 36 implemented) linked to the 3 ecoregions / national parks and integrated management areas in which OP7/SGP is involved.

16. In addition, the long distances that must be covered to reach the project sites, and the fact that the route to these sites crosses or passes through places adjacent to areas affected by the fires, implies much longer times than those available for the field visit phase, foreseen for the final evaluation.
17. In financial terms, the projects visited represent an investment of 29% of the total budget executed by OP7/SGP. The projects are in 7 communities, and 3 non-governmental organizations are involved as executors. Of this total, 4 projects correspond to the first call, 3 projects to the second call, and 2 projects are of a strategic nature.
18. The rotation of key personnel linked to the national institutions associated with OP7/SGP (especially SERNAP and MMAyA) has restricted the process of gathering information related to the early stages of the design and implementation phases of OP7/SGP, because when they leave their positions there is not a complete transfer of the institutional memory of such information.

Structure of the terminal evaluation report

19. The final report contains relevant data on OP7/SGP; overview of the theory of change and results framework; objectives, scope, methods and approach of the terminal evaluation; description of the procedures used to collect and analyze data and evidence; and, findings, conclusions, lessons learned and recommendations.
20. In addition, this report includes information on the period under review and the FO7/SGP phases considered in the evaluation, the identification of relevant stakeholders, the geographic area or territories covered in the evaluation, the sample chosen for fieldwork, and the targets and results achieved as of the cut-off date of the TE.
21. Additionally, the report includes the respective annexes, in accordance with the guidelines for the terminal evaluation.

2. Project description

Project start-up and duration (including key milestones)

22. The "Seventh Operational Phase of the Global Environment Facility Small Grants Program (OP7/SGP)", funded by the Global Environment Facility (GEF) is in its third year of implementation, and the project is scheduled to close by January 31, 2025.
23. The project was approved by the GEF in July 2021, when the letter of endorsement was issued. Subsequently, the ProDoc was signed on September 8, 2021, by the Vice Ministry of Environment, Biodiversity, Climate Change and Forest Management and Development, and UNDP. The project officially began implementation on September 23, 2021.

Context of project development

24. Bolivia is a country of great biodiversity, with ecologically important areas such as the Gran Chaco, the Chiquitanía and the Pantanal, located in the department of Santa Cruz. These ecoregions face significant environmental pressures, especially due to agricultural and livestock expansion, deforestation, and the recurrence of forest fires. The loss of natural habitats represents a threat to biodiversity and essential ecosystem services for local communities. Furthermore, limited transportation infrastructure and market access difficulties impose additional barriers to sustainable economic development in these areas.
25. At the socioeconomic level, these rural areas have high levels of poverty and depend on natural resources for subsistence. This situation was exacerbated by the COVID-19 pandemic, which affected the local economy and limited product marketing opportunities, impacting rural household incomes. Although the intervention areas are relatively remote and sparsely populated, mobility restrictions and distancing measures hindered the marketing of agricultural products and handicrafts and affected the incipient ecotourism industry. These circumstances increased the workload in households, especially affecting women, who saw their work responsibilities increase due to social and cultural norms that assign women most of the care and domestic work, which intensified even more during the pandemic, evidencing and deepening inequalities in the distribution of responsibilities within the household.
26. In institutional terms, the administration and protection of protected areas is the responsibility of the National Protected Areas Service (SERNAP) and the Vice Ministry of the Environment, Biodiversity, Climate Change, and Forestry Management and Development. Therefore, project implementation has required close coordination with these entities and with local communities to foster an inclusive conservation approach. In addition, the project is aligned with the "Plan for the Recovery of Areas Affected by Fires in Santa Cruz," a Bolivian government initiative that seeks to restore degraded areas and improve resilience to climate change and other environmental stressors, highlighting the importance of working in synergy with national policies and efforts.

Problems that the project sought to address

27. OP7/SGP in Bolivia focused on addressing a series of critical threats affecting biodiversity and ecosystem services in the intervention ecoregions (Gran Chaco, Chiquitanía and Pantanal). These areas have experienced accelerated conversion of natural habitats due to agricultural and livestock expansion, excessive logging and overexploitation of non-timber forest products. This habitat conversion has increased the vulnerability of the ecosystems and local communities, which are highly dependent on subsistence agriculture for food security, without much possibility of developing alternative livelihoods.
28. The main threats to landscapes identified include: (i) **Conversion of natural habitats:** The expansion of the agricultural frontier and extensive cattle ranching activities have led to significant loss of forests and other natural areas, reducing the habitat available for endemic species and affecting the overall biodiversity of the region, a situation that has been exacerbated by the actions of Mennonite communities engaged in land trade, (ii) **Uncontrolled forest fires:** In many areas, fires are used to clear land for grazing or agriculture, but these frequently get out

of control, causing catastrophic habitat conversion and affecting both ecosystems and human populations, (iii) **Progressive resource degradation**: Unsustainable agricultural and ranching practices have degraded soil and water resources, decreasing productivity and affecting the ability of ecosystems to provide essential services. This deterioration is especially serious in the context of climate change, where periods of drought and other extreme events are becoming more frequent, (iv) **Human settlements without adequate planning**: The expansion of human settlements in vulnerable areas has increased pressure on natural resources, promoting the fragmentation of ecosystems and hindering the conservation of key biodiversity areas.

29. In addition, several barriers were identified during project design that limit the ability of communities to mitigate these problems:
- **Lack of technical knowledge**: Women and men in the communities lack the technical skills needed to improve the sustainability of their farming and resource management practices, which perpetuates practices that degrade ecosystems.
 - **Lack of conditions for developing alternative livelihoods**: Women and men in the communities find it difficult to access markets and develop sustainable business initiatives, which limits their options for generating income without negatively affecting the environment.
 - **Weak landscape governance and management capacities**: Insufficient governance and lack of experience in integrated landscape management hinders the implementation of conservation and sustainable resource use practices at the community level.
30. In this context, the objective of OP7/SGP fits with national priorities aimed at managing and conserving biodiversity in these areas, while promoting sustainable productive practices and the development of economic alternatives for local communities.

Immediate and developmental objectives of the project

31. The objective of OP7/SGP outlined in the ProDoc is to empower local communities and organizations to take action in favor of socio-ecological resilience and sustainable livelihoods for local and global environmental benefits in the Chaco, Chiquitanía and Pantanal ecoregions of Bolivia.
32. The purposes of OP7/SGP in Bolivia were aligned with GEF priorities, implementing an integrated landscape management approach through community-based initiatives focused on improving practices that contribute to global environmental benefits through sustainable livelihoods. This approach included agroforestry and agroecology initiatives as innovative land use and conservation practices that incorporate circular economy principles.
33. In accordance with the objectives specified in the ProDoc, and through its activities, outputs and expected results, OP7/SGP in Bolivia contributed to 2 GEF core indicators; 1 UNDP priority (established in the Strategic Plan in force at the time of project design); 4 outcomes of the Country Program Document (aligned to the United Nations Development Assistance Framework 2018-2022); and 6 Sustainable Development Goals.
34. The project is also aligned with the following GEF-7 focal area objective - BD-1-1: Mainstream biodiversity in all sectors, as well as landscapes and seascapes, by integrating biodiversity in priority sectors.
35. The key GEF Indicators and sub-indicators related to OP7/SGP are:
- **Sub-indicator 4.1**: Area of landscapes under improved management for biodiversity benefit.
 - **Sub-indicator 4.3**: Area of landscapes under improved practices.
 - **Indicator 11**: Number of direct beneficiaries disaggregated by gender.
36. OP7/SGP in Bolivia is also aligned with the Convention on Biological Diversity (CBD) for the adoption of measures to prevent or minimize the risk of reduction or loss of biodiversity.

Description of the Theory of Change and expected results of the project

37. The Theory of Change (ToC) incorporated in the ProDoc allows understanding the expected change at the end of the project implementation phase, and contains elements such as the

existing problems, the requirements to promote the expected change, the barriers with the potential to limit the development of the interventions, the components, results and products related to the project, the assumptions of the planned intervention, the feasible risks, and the expected impacts.

38. The description of expected results, outputs, targets, indicators and expected environmental impacts are included in the Project's Results Framework and are summarized in Table 2-1 below (information generated by the evaluator from what is included in the Results Framework in the ProDoc).

39. Table 2-1 : Expected results of OP7/SGP

<p>Project Objective: Empower local communities and organizations to undertake actions in favor of socio-ecological resilience and sustainable livelihoods for local and global environmental benefits in the Chaco, Chiquitania and Pantanal ecoregions of Bolivia.</p>	<p>Indicators of objectives and results</p>	<p>Expected target at the end of the project</p>
	<p>Mandatory indicator 1: Number of direct project beneficiaries disaggregated by gender (Number of direct beneficiaries disaggregated by gender).</p>	<p>3,124 beneficiaries within the landscapes, of which 50% are women and/or girls.</p>
	<p>Mandatory indicator 2: Number of indirect project beneficiaries broken down by gender (individuals).</p>	<p>5,686 indirect beneficiaries within the landscapes, of which 50% are women and/or girls.</p>
	<p>Mandatory GEF core indicators: Total area under improved management</p>	
	<p>Mandatory Indicator 3: Area (hectares) of landscapes under improved practices.</p>	<p>15,265 hectares under improved management practices.</p>
<p>Outcome 1.1: Ecosystem services in the Chaco, Chiquitania and Pantanal landscapes are conserved and enhanced through multifunctional land use systems.</p>	<p>Outputs to achieve the result 1.1: Small grant projects at the community level in selected landscapes that improve connectivity, support innovation with respect to biodiversity conservation and optimization of ecosystem services (including reforestation, natural regeneration of native vegetation; protection of water sources and fire risk prevention).</p>	
	<p>Indicators</p>	<p>Final target</p>
	<p>Indicator 4: Area of landscapes under improved management for the benefit of biodiversity.</p>	<p>15,110 hectares under improved management to benefit biodiversity.</p>
	<p>Indicator 5: Community volunteer fire departments trained, equipped and operational.</p>	<p>At least 4 community brigades trained and equipped in target landscapes.</p>
	<p>Indicator 6: Area of landscapes under sustainable land management in production systems.</p>	<p>At least 155 ha of landscape under sustainable land management in production.</p>
<p>Result 1.2 Sustainability of production systems in target landscapes for biodiversity conservation and optimization of ecosystem services is strengthened through integrated agroecological practices.</p>	<p>Outputs to achieve the result 1.2: Targeted community projects that improve the sustainability and resilience of production systems, including soil and water conservation practices, agroforestry and silvopastoral systems, agrobiodiversity conservation; sustainable use of biodiversity; agroecological practices and cropping systems.</p>	
	<p>Indicators</p>	<p>Final target</p>
	<p>Indicator 7: Number of households (disaggregated by women or men) adopting sustainable practices (agroecology, agroforestry and others).</p>	<p>At least 120 families, broken down by female-headed and male-headed families.</p>
	<p>Indicator 8: Number of efficient irrigation systems installed and in operation that contribute to improving agroecological production.</p>	<p>25 efficient irrigation systems installed and in operation.</p>
	<p>Indicator 9: Number of initiatives led by women that adopt sustainable production systems.</p>	<p>At least 4 women-led initiatives adopt sustainable production systems.</p>

<p>Result 1.3 <i>Alternative livelihoods in target landscapes are enhanced by developing innovative, eco-friendly and/or value-added products from small-scale community-based organizations and improving market access.</i></p>	<p>Products to achieve result 1.3 Specific community projects that promote sustainable alternative livelihoods of community and producer organizations that enhance biodiversity through innovative, gender-sensitive and/or value-added initiatives for market access, including agrobiodiversity products.</p>	
	Indicators	Final target
	Indicator 10: Number of communities or productive organizations (members disaggregated by gender) with strengthened capacities for productive management and market access.	At least 6 community and/or productive organizations (50% of members are women) with strengthened capacities and access to local markets.
	Indicator 11: Number of innovative and/or value-added economic initiatives that improve their access to markets (members disaggregated by gender).	At least 6 innovative and/or value-added economic initiatives (50% of members are women) with improved market access.
	Indicator 12: Number of families reporting improved income from small-scale community enterprises.	150 families report improved small-scale community enterprises.
<p>Result 2.1 <i>Multi-party (stakeholder) governance platforms established/strengthened to improve governance of the Chiquitania Chaco and Pantanal landscapes, facilitate socio-ecological resilience building and knowledge management.</i></p>	<p>Products to achieve result 2.1 A multi-stakeholder governance platform in each target landscape develops and implements multiple landscape agreements and development strategies based on sustainable production priorities. A landscape strategy supported by multi-stakeholder platforms for each target landscape to improve socio-ecological resilience through projects (grants). Knowledge of project innovations is shared for replication and scaling up through the SGP global network (and institutional outreach programs) and an environmental education program supported in 3 local schools/communities.</p>	
	Indicators	Final target
	Indicator 13: Number of local platforms / management committees comprised of at least 30% of women leaders are strengthened in their technical, managerial, and organizational capacities, with management tools and support to their organizational structures.	4 multi-stakeholder platforms, comprised of at least 30% women leaders are strengthened.
	Indicator 14: Number of landscape resilience strategies developed, based on respective landscape management plans.	3 new landscape strategies being implemented and evaluated at the end of the project.
	Indicator 15: Number of youth and women leaders from local communities (including indigenous peoples) benefiting from a training program in landscape resilience strategies and project design.	30 youth and women leaders ("champions") have completed the training and training with the corresponding certification and have developed and presented community projects.
	Indicator 16: Environmental education program to improve socio-ecological resilience in schools/communities supported by the District Education Directorates.	At least 6 schools benefit from environmental education activities.
	Indicator 17: Case studies systematizing landscape resilience experiences that include gender outcomes, supported by university students/volunteers as part of a communication strategy.	3 videos and 4 documents of case studies and systematization of resilience experiences at the landscape level, systematized and disseminated.

Total amount of project resources

40. The total amount endorsed by the GEF for the project is US\$2,009,132. Of this amount, the amount earmarked for OP7/SGP implementation in Bolivia was US\$1,959,132 and a total co-financing of US\$3,700,000 (in-kind and cash) from various sources was foreseen. The cash portion of the expected co-financing amounted to US\$1,460,000 and was planned to be provided by community organizations (US\$260,000) and FONABOSQUE (US\$1,200,000), while the expected in-kind portion amounted to US\$2,240,000 and was expected to be provided by community organizations (US\$1,040,000), FONABOSQUE (US\$800,000), SERNAP (US\$200,000) and UNDP (US\$200,000). Details of the financing and co-financing amounts are shown in the project summary, as well as in the financing and co-financing section of this report.

Summary of key stakeholders involved in the project (ProDoc)

41. Key stakeholders related to OP7/SGP in Bolivia include:
- (i) Peasant and indigenous community organizations: Local associations of agricultural producers, forest managers, collectors of biodiversity products and sustainable ecotourism entrepreneurs in the Chaco, Chiquitanía and Pantanal ecoregions, involved in landscape planning and the implementation of resilience projects.
 - (ii) Government institutions: The Ministry of Environment and Water, the General Directorate of Biodiversity and Protected Areas, and SERNAP, which provide oversight and technical support, especially in the areas of natural resource management and protected area administration.
 - (iii) Local and municipal governments: Municipalities in the intervention areas participate in the co-financing of projects and in the coordination of resilience strategies.
 - (iv) Non-governmental organizations: NGOs with experience in conservation, community development and technical support, such as CEPAC, CIPCA, FCBC and others that act as strategic allies for sustainable development initiatives in each landscape.
 - (v) Protected area management committees: These committees collaborate in the integrated management of the landscape and the implementation of conservation strategies, acting as a link between communities and conservation authorities.

Key project partners

42. OP7/SGP in Bolivia was implemented through a participatory, multi-stakeholder and multilevel management model, composed of the following instances:
- **UNDP** (Implementing Agency): Responsible for overall supervision and alignment with GEF objectives.
 - **UNOPS** (Implementing Partner): Responsible for the operational implementation of the project, providing technical and administrative support.
 - **National Steering Committee**: Composed of representatives of the Ministry of Environment and Water (MMAyA) through the Vice Ministry of Environment, Biodiversity, Climate Change and Forestry Management and Development, the General Directorate of Biodiversity and Protected Areas (DGBAP), and the National Protected Areas Service (SERNAP). As established in the SGP Operational Manual, various representatives of civil society participated as members of the Steering Committee, including delegates from NGOs that are part of the Management Committees in the protected areas where the OP7/SGP intervenes, community delegates and thematic specialists who come as invited experts and form a collegiate body.
 - **Note**: Subsequently, and due to the change of focal point to the GEF, the Ministry of Development Planning (MPD), through the Vice Ministry of Planning and Coordination (VPC), joined the NSC.

- **Local and indigenous communities, grassroots organizations and other key stakeholders:** Local community associations, non-governmental organizations, and territorial actors responsible for the execution of conservation undertakings and practices in the intervention areas. These actors (executors/facilitators in the territory) are relevant allies who have a continuous participation before and during the implementation of community and strategic projects, as they start to intervene from the conception of the project proposals and continue to participate throughout the implementation stage. This group includes governmental entities (national and local) that provide accompaniment and technical support for the development of the initiatives.

3. Findings

3.1 Project design / formulation

Analysis of the results framework

43. The OP7/SGP results framework included in the ProDoc contains the description of expected contributions in relation to the Sustainable Development Goals (SDGs), indicating contributions to: SDG 1 End Poverty; SDG 5 Gender Equality; SDG 6 Ensure availability and sustainable management of water and sanitation for all; SDG 11 Sustainable Cities and Communities; SDG 13 Climate Action; and SDG 15 Life of Terrestrial Ecosystems.
44. The aforementioned results framework contributes to the results established in UNDAF/CPD, RPD, GPD, related to Outcome 2.1: "Sustainable, resilient, inclusive and egalitarian productive systems are strengthened, guaranteeing food and nutritional security and sovereignty, based on decent work, technological development and strengthening of the plural economy, conserving and improving the functions of Mother Earth: water, soils, forests and biodiversity, within the framework of life systems".
45. What is described in the results framework also determines that the project contributes to the following results of the United Nations Complementarity Framework for Living Well in Bolivia - 2023-2027 / Country Program Document 2023-2027: Outcome 1 - By 2026, the State and society move towards ecological transition and a sustainable and inclusive economy, decarbonized and resilient to the effects of climate change, conserving biodiversity, avoiding land degradation and pollution of ecosystems, with a focus on gender, inclusion and diversities; and, Outcome 2 - Strengthening sustainable, resilient, inclusive and egalitarian productive systems that guarantee food and nutritional security and sovereignty, based on decent work, technological development and the strengthening of the plural economy, conserving and improving the functions of Mother Earth: water, soils, forests and biodiversity, within the framework of life systems.
46. The results framework also indicates that the project is linked to the UNDP Strategic Plan, through Outcome 1: Output 1.4.1: Solutions for sustainable natural resource management, including sustainable commodities and green and inclusive value chains, are scaled up.
47. The strategic objective of OP7/SGP stated in the ProDoc is: To empower local communities and organizations to act in favor of socio-ecological resilience and sustainable livelihoods for local and global environmental benefits in the Chaco, Chiquitanía and Pantanal ecoregions of Bolivia.
48. Overall, the strategic objective, components, outcomes and expected outputs of OP7/SGP in Bolivia, as outlined in the results framework, were clear, practical and achievable within the time horizon of the project.
49. In order to achieve more robust development impacts, OP7/SGP was designed to strengthen and replicate the SGP methodological proposal in landscapes, seeking to enhance the results of the previous phase (OP6/SGP).
50. The local initiatives envisaged in the project design are expected to improve the quality of life of the beneficiaries, increase the economic income of the participating communities, improve the governance of national entities and local organizations linked to the projects, promote gender equality, reduce gender gaps and empower women in decision-making, and contribute to the conservation of ecosystem services and the sustainable use of natural resources in the landscapes in which the project intervenes.
51. The indicators included in the results framework and mentioned in the Bolivia OP7/SGP ProDoc are specific, measurable, achievable, relevant and time-bound (SMART).
52. Thirteen of the seventeen targets indicated in the results framework for OP7/SGP have been quantified with values lower than the targets achieved in OP6/SGP, and reported as baseline for OP7/SGP, which is adequate and consistent with reality considering that the timeframe and resources available for OP7 are significantly lower than those of the previous phase. The remaining four targets were quantified with higher values than those achieved in OP6 and refer to physical spaces where field actions would be carried out (area of landscapes under

sustainable land management in production systems), number of initiatives led by women, number of school units benefiting from environmental education, and number of videos and case studies to be developed.

53. OP7/SGP was designed considering national priorities in terms of landscape and ecosystem conservation, and management of potential impacts caused by threats (natural and anthropogenic) capable of causing negative effects on biodiversity in forest and Amazon rainforest areas, ecosystem fragmentation, soil degradation, etc. The design of OP7/SGP focused on three ecoregions corresponding to the following landscapes and protected areas: Kaa Iya National Park and Integrated Management Natural Area; San Matías National Park and Integrated Management Natural Area; and Otuquis National Park and Integrated Management Natural Area (protected areas include their respective buffer zones).
54. The Theory of Change (ToC) contained in the ProDoc indicates the change expected to be achieved at the end of the project, and contains characteristic elements such as: existing problems in the landscapes and natural areas where the project-related interventions are expected to be implemented; requirements that are indispensable to drive and realize the expected change; barriers that currently obstruct or have the potential to limit the development of the planned interventions; project components; results and products expected to be achieved through its implementation; assumptions on which the intervention design is based; risks that could prevent the achievement of results; and expected impacts in the medium and long term.
55. In accordance with the guidelines established for the formulation of a Medium Size Project, as is the case of OP7/SGP, the corresponding Results Framework was designed, which has not been updated during the implementation phase of OP7/SGP, and therefore the content of the signed ProDoc was maintained.

Assumptions and risks

56. In the ProDoc of the OP7/SGP project in Bolivia, explicit assumptions were stated in the theory of change and monitoring plan, which were considered essential for the achievement of results. Critical assumptions included the existence of sustained community interest in participating in conservation and sustainable development initiatives, the capacity for effective collaboration between community organizations and state actors, and the willingness of stakeholders to adopt sustainable practices that respond to environmental and climate challenges.
57. The risk matrix in ProDoc identified key factors that could have affected implementation, such as risks related to inter-institutional coordination, limitations in the technical capacities of local actors, and climate variability in the intervention areas. These risks were largely addressed through training and capacity building at the local level, although interviews indicated that there were challenges in project implementation, especially in relation to coordination with public institutions and management of protected areas.
58. The reality observed during implementation showed that the assumptions made were valid, although some of the challenges in terms of resources and capabilities required adjustments in the technical support strategy. The prevailing climate variability in the intervention areas, exacerbated by climate change, highlights the importance of the measures implemented to minimize the corresponding impacts. Among the measures implemented, cites as an example the sustainable management systems and ecosystem restoration practices in collaboration with SERNAP.
59. Overall, the assumptions and risk mitigation measures identified in the project design were appropriate to the Bolivian context. Implementation highlighted the importance of maintaining flexible and adaptive management to respond to the dynamics of local contexts and emerging challenges. Field experience showed that, while capacity building and inter-agency collaboration strategies contributed to the achievement of objectives, adequate contingency planning and continuous technical support / accompaniment provided by the OP7/SGP team during the implementation phase were crucial factors in maintaining project effectiveness under changing conditions.

60. As the project progressed, it became evident that collaboration between local and national actors required more structured communication and coordination mechanisms to respond to the challenges of each community. This highlights the importance of establishing support networks and clear communication channels from the design phase, allowing the actors to jointly adapt to changes and emerging needs, ensuring greater sustainability of the interventions over time.

Lessons learned integrated in the project design

61. OP7/SGP in Bolivia was designed taking advantage of the lessons learned and results of the previous phase (OP6/SGP), adapting the approach to the specific needs and challenges identified in that period. One of the most significant contributions of OP6 was the adoption of a landscape-based approach, which proved to be effective in addressing environmental threats through integrated conservation and sustainable use strategies. This approach profoundly influenced OP7/SGP, which was structured to continue promoting socio-ecological resilience in key areas such as the Gran Chaco, Chiquitanía and Pantanal, replicating and expanding the successful activities of the previous phase in these strategic ecosystems.
62. In addition, lessons from previous phases of the SGP have demonstrated the importance of working directly with local and indigenous communities on community projects, which motivated the continuation of capacity building and sustainable livelihood development activities in OP7/SGP. The evaluation identified that many of the strategies implemented in OP6/SGP, such as promoting agro-ecological practices and fostering inclusive participation, were replicated in OP7/SGP, and were adjusted to address emerging needs and enhance collaboration with local entities. For example, OP7/SGP incorporated more specific measures to strengthen community governance and improve inter-institutional collaboration, ensuring greater involvement and long-term sustainability.
63. The summary of threats, activities of the previous phase, and gaps for the FO7/SGP (ProDoc Annex) was the instrument that allowed the identification of needs and areas for improvement in the design of the FO7/SGP. This analysis allowed the OP7/SGP to respond to previously observed gaps, such as the need to improve the commercialization and sustainability of community initiatives, and to address governance challenges in protected areas. These lessons were integrated through the design and implementation of projects and technical support mechanisms, which have facilitated the expansion of initiatives to new communities, thus strengthening social cohesion and the conservation of natural resources in these landscapes. A key aspect in this regard are the social, ecological and productive resilience strategies, which are fundamental instruments of success as they have allowed for improved governance, increased community participation, greater social cohesion and improved resource management.
64. The experience of OP6/SGP showed the importance of integrating a gender approach in a cross-cutting manner. This led OP7/SGP to strengthen strategies to include women and youth in project activities, promoting their participation in leadership roles and in decision-making at the community level. This comprehensive approach not only sought equity but also enhanced the sustainability of interventions by tapping into the perspectives and knowledge of traditionally underrepresented groups. In summary, OP7/SGP effectively leveraged the learnings from OP6/SGP to optimize its intervention strategies, developing a management model that is more inclusive and adaptive to local realities.

Planned stakeholder involvement

65. The project's ProDoc in Bolivia includes a Stakeholder Participation Plan, which articulates the collaboration with key stakeholders for the implementation of the Seventh Operational Phase of the Small Grants Program (SGP) in Bolivia. This plan foresees the participation of national entities, such as the Ministry of Environment and Water (MMAyA) and the National Protected Areas Service (SERNAP), along with community organizations and NGOs, which play essential roles in the technical support, monitoring and ongoing support of project activities.

66. In addition, the OP7/SGP Intervention Strategies in Bolivia detail the roles and functions of each stakeholder, specifying the planned activities, the timing of their involvement and the expected objectives of their contributions. The planned interactions occur in the buffer areas of the priority landscapes of the Chaco, Chiquitanía and Pantanal, where the involvement of these actors is key to strengthening socio-ecological resilience through sustainable management practices and the promotion of productive initiatives.
67. A fundamental premise of the OP7/SGP design is that the sustainability of landscape planning and management processes will be strengthened through the formation of multi-stakeholder partnerships including local government, national agencies and institutions, NGOs and others. It was envisaged to draw on NGO networks and to obtain technical assistance from NGOs themselves, universities, academic institutes, etc.
68. The project also emphasizes the participation of community organizations and protected area management committees, which play a crucial role in planning and establishing partnerships to promote social, ecological and productive resilience in the prioritized landscapes. These management committees, composed of representatives of associations, governmental and non-governmental institutions, local organizations and grassroots groups, facilitate the legitimacy of community demands and are essential for monitoring resilience strategies and local projects.
69. Likewise, management committees and other local entities, such as electrification committees or water managers at the supra-communal and municipal levels, actively contribute to the mobilization of additional financial resources and support for integrated landscape management. This collaborative network enables the promotion and commercialization of products derived from productive projects, which strengthens the autonomy and improves the living conditions of local communities within the framework of sustainable development.
- [Linkages between the project and other interventions in the sector](#)
70. In the formulation of OP7/SGP in Bolivia, strategic collaborations were planned with several initiatives funded by both the Global Environment Facility (GEF) and other development agencies, in order to avoid duplication of efforts and take advantage of synergies.
71. One of the collaborations foreseen in the project design was with the FAO/GEF project entitled "Strengthening integrated and sustainable management of biodiversity and forests by indigenous peoples and local communities in fragile ecosystems of the Bolivian Chaco". This initiative, coordinated by FAO and the Bolivian government, was designed to focus on community management of biodiversity in the dry forest ecosystems of the Chaco. Given that the SGP had already operated in the Gran Chaco in OP6/SGP, the design considered a potential exchange of information on previous and future activities in that geographical and ecological context, with a view to strengthening community interventions in the area.
72. Another project with which collaboration was envisaged was the "Sustainable Management of Forest Ecosystems in the Amazon" implemented by UNDP/GEF. Although there was no direct geographic overlap, this collaboration would allow for an exchange of lessons learned and experiences due to common conservation and sustainable development objectives in indigenous and local communities in eastern Bolivia.
73. It was also planned to link efforts with the Early Recovery Laboratory in Chiquitanía, led by UNDP with technical cooperation from KOICA and in partnership with the private sector through the Fundación del Banco Mercantil Santa Cruz. This intervention was aimed at restoring essential ecosystem functions, such as water supply in areas affected by forest fires. In this context, the creation of a recovery fund was planned to support community solutions, with the objective of scaling them within the National Recovery Plan.
74. These collaborations, foreseen in the project design phase, were intended to lay a solid foundation for the expansion and sustainability of the project, facilitating the replication of experiences and strengthening local capacities in conservation and sustainable management of natural resources. In practice, these partnerships did not materialize; however, this did not affect the development of the project or the achievement of objectives, results, targets and milestones.

Gender-sensitive approach in the design of the project

75. In the design of the OP7/SGP project for Bolivia, the gender approach was integrated through a Gender Action Plan aimed at promoting equal opportunities between women and men in the areas of intervention. This approach included specific guidelines in each phase of the project cycle to ensure equitable participation and reduce structural barriers that limit the inclusion of women in decision-making and natural resource management.
76. The plan considered the creation of mechanisms to promote women's effective participation at all stages, with gender-disaggregated indicators to monitor access to resources and benefits. Specific activities were proposed to empower women, such as training in community leadership and resource management. Affirmative measures were also incorporated, such as childcare services during meetings and gender-segregated consultations, thus ensuring conditions for women's more active participation in the project.
77. The project design also promoted the development of productive activities led by women, aimed at improving their economic autonomy and recognizing their knowledge of local biodiversity. These activities, defined within the framework of the Gender Action Plan, aimed to reduce gender gaps in income generation and access to economic opportunities, making the gender approach a fundamental component in achieving the expected environmental and social benefits.
78. In terms of potential impact, the gender activities proposed in the Action Plan have the potential to reduce some existing gender gaps and to facilitate greater participation of women in areas such as leadership, training and access to resources and decision-making spaces. However, the plan does not recognize clearly enough that creating the conditions for achieving gender equality is a gradual and complex process that exceeds the typical short timeframe of a project. Nonetheless, the activities identified and implemented constitute a fundamental step, as they lay the necessary foundations for addressing the challenge of transforming deeply rooted social and cultural norms.
79. The UNDP gender marker rating assigned to the project in its design phase, as recorded in the ProDoc, is (GEN 2). However, UNDP Bolivia's subsequent review of the gender markers determined the reclassification of the marker to GEN 3. This review was carried out through the application of a UNDP analysis tool that allows the assignment of a gender marker to each project in its portfolio based on some strategic aspects and various technical issues related to the planning, implementation and project closure phases, such as the approach to gender in the project document, the availability and use of gender disaggregated information, the expected contribution of the project to the reduction of gender gaps, the wording referring to gender-sensitive outcomes, outputs and indicators, etc.
80. The analysis conducted would have determined that the project focuses on transforming gender relations and promoting equality in a comprehensive manner, and therefore the project falls into category GEN 3, as it implements transformative actions aimed at changing social and cultural norms that perpetuate gender inequality. One of the main strategies was the implementation of masculinities workshops, which sensitized men to the importance of women's equal participation in key spaces, such as community water management committees. This approach not only allowed women to integrate these committees, but also recognized their central role in water management, both for domestic use and crop irrigation. By including women in these decision-making spaces, the project contributed to transforming traditionally male power dynamics. In addition, a practical approach was implemented to facilitate women's participation in technical training by assigning nannies to care for their children during these activities. Although this is an interim measure, it demonstrates an understanding of the gradual process needed to balance household and care responsibilities, which requires structural and long-term changes
81. In the PIRs and quarterly reports, it is mentioned that the UNDP gender marker assigned to OP7/SGP corresponds to GEN 3, and it is under this consideration that the reports are prepared.

This rating is ambitious, although it is generally considered by interviewees to be consistent with the expectations set for OP7 by UNDP

Social and environmental safeguards

82. Overall, the social and environmental risks identified for OP7/SGP in Bolivia through UNDP's Social and Environmental Screening Procedure (SESP) were rated as low to moderate significance. These risks included the involvement of communities in areas of high ecological value, such as areas adjacent to national parks, and the possible exclusion of marginalized groups from accessing project benefits. The project design adopted mitigation measures to address these risks and ensure that activities do not negatively impact critical habitats and sensitive areas of the landscape, such as wetlands and other key biodiversity areas. In addition, measures for natural regeneration and reforestation of degraded areas in priority landscapes were integrated.
83. The safeguards also contemplated a gender-sensitive approach, with emphasis on promoting equal access to project benefits for women and men. The risk analysis identified gender inequalities as a potential source of discrimination in productive participation and decision-making in community organizations. To mitigate these risks, the design included the implementation of affirmative activities and capacity building to facilitate equal participation.
84. The project also anticipated challenges related to extreme climatic conditions, such as drought and forest fires, which could impact biodiversity conservation and management interventions. In response to these risks, actions were planned for ecosystem restoration, reforestation, and the adoption of agroforestry and silvopastoral systems. Landscape management strategies included local capacity building and community education on fire prevention to reduce threats to the project and to the socio-ecological resilience of the prioritized areas.

3.2 Project Implementation

Adaptive Management.

85. Adaptive management involves government entities, local stakeholders, counterparts (beneficiaries), NGOs, etc., for example, through changes implemented in the monitoring system of productive initiatives, synergies with ICCA initiatives, involvement of stakeholders in participatory processes that include stakeholders from a perspective of adjusting initiatives according to community demands/needs.
86. Adaptive management has been an essential pillar in SGP Bolivia to adjust planned activities to changing circumstances, ensuring that project goals are met despite external factors. During the COVID-19 pandemic, the project implemented biosecurity protocols and adapted its trainings to outdoor and small group formats, which allowed activities to continue without significant interruptions. This ability to adapt in complex health circumstances was crucial to maintaining community engagement and advancing the interventions.
87. One of the greatest environmental challenges in the intervention areas has been the recurrent threat of forest fires, which led the project to strengthen the community fire departments through specialized training and the implementation of early warning systems in collaboration with local actors. These measures not only responded to the emergency but also increased the communities' capacity to face future environmental threats, promoting a preventive and sustainable approach to landscape management.
88. At the institutional level, the project had to adjust to transitions in government leadership and the updating of Bolivia's National Biodiversity Strategy, adapting its goals and activities to new national conservation priorities. This included consultations and meetings with governmental actors and NGOs to align the objectives of the SGP with current public policies, ensuring that the project maintained coherence and relevance.
89. In financial terms, the project faced a major challenge due to the lack of "cash" co-financing from FONABOSQUE, originally planned in PRODOC in the amount of US\$1.2 million, as well as a reduction of about 24% in the amount of cash co-financing funds provided by community

organizations (US\$198,098 instead of US\$260,000), which was expected to increase the project's impact. In addition, an unplanned US\$315,000 in cash co-financing from ICCA funds is accounted for. Considering the above, the project chose to prioritize strategic activities to ensure the achievement of the expected impacts, thus preventing the lack of cofinancing from affecting the achievement of results.

90. Taken together, these adaptive actions allowed OP7/SGP in Bolivia not only to remain resilient in the face of adversity, but also to strengthen the capacity of communities to respond to future environmental and social challenges, contributing to the fulfillment of its goals and the sustainability of its achievements in the long term.

Real stakeholder involvement and partnership agreements

91. During project implementation, the effective participation of various stakeholders was evident, including the national government, municipalities, local communities and private entities with a focus on strategic collaboration to maximize the expected conservation and sustainable development impacts; however, there were also circumstances that affected the achievement of the initial expectations regarding the level of participation and support of government institutions in the progress of the project. This affected, for example, the knowledge and understanding of the objectives, scope and focus of the project on the part of the person designated as the GEF focal point in the previous administration, which limited the degree of empowerment and support during the initial phase of the project.
92. As for the contribution of the national and local governments, a significant commitment was anticipated to facilitate the execution of activities and ensure co-financing in kind and in cash. The frequent institutional changes in SERNAP, as well as internal dynamics in the municipal governments during the implementation phase, were not an obstacle and the constant and effective participation of these entities was possible, as the support of technicians and park rangers in some important activities was achieved. In general, government participation allowed the project to move forward, although it was not as extensive as planned during the design phase, thus limiting their role in the planned activities.
93. NGOs and other implementing partners played a key role in project implementation, providing technical expertise and adapting intervention approaches to the specific context of each area. The participation of these organizations was strong and, in some cases, exceeded expectations, demonstrating outstanding commitment in the field. NGOs such as PRODECO and PROAGRO expanded their activities, developing synergies with other projects and communities that allowed the project experiences to be extended to new areas. A notable example is the development of the "Pedagogical Forest" concept, which emerged as an extension of the educational garden model, integrating traditional knowledge and strengthening local capacities in conservation, in line with the cultural and natural context of the lowlands.
94. At the community level, participation was extensive and, in many cases, exceeded expectations. Local communities demonstrated strong ownership of the project, taking on organizational roles and leading key activities, especially around critical issues such as water security and food security. However, the socioeconomic and political context introduced additional challenges that had not been anticipated. Annotations generated from field visits and interviews conducted during the final evaluation highlight that, in some cases, internal conflicts and divisions within communities made it difficult to fully integrate local stakeholders. In addition, limited technical capacity and lack of resources in some communities conditioned the impact of several capacity building activities, thus highlighting the need for more consistent technical support to overcome such structural limitations.
95. Although the projects implemented in the territory are small in terms of budget (maximum US\$ 30K for community projects and up to US\$ 50K for strategic projects) and each one is developed in 1 or 2 communities, the projects are generally comprehensive, as they include more than one thematic aspect and have an articulating element, as agreed in the social, ecological and productive resilience strategies.

96. As an example of this, we can mention those projects that were developed to ensure the availability of water for human consumption. Based on water -if the supply for consumption is covered- vegetable gardens were developed. In addition, the organizational logic of EPSAs (Water Service Providers) began to develop, the use of meters and payment controls became popular, and an organizational leap was made from "water committees" - a traditional figure linked to water management - to a business and service provider figure. In addition, to guarantee water supply, water recharge areas are protected, and the forest is conserved.
97. In all cases, these are small projects, which the target groups and institutions see as seed projects. For the executing NGOs, these are seeds that allow them to develop complementary proposals, add funds to their own initiatives or propose second phases to the projects (e.g., complementary food in the case of PROAGRO, which will allow continuing the work started with the project implemented in Santa Rosa de Bocaina, or resources from Fundación Semilla in the case of PRODECO in the project to strengthen the sustainable use of the Totaí, in the San Salvador Community, Municipality of Puerto Suarez).
98. In the case of PRODECO and PROAGRO, the small projects implemented in the buffer zones of protected areas of San Matías, Kaa Iya and Otuquis have allowed them to expand their work areas from one department to another, share their experience and strengthen their capacities according to the context in which they find themselves. The economic and capacity building support received by the beneficiaries is usually perceived as something great, which they are making grow with other projects they manage, either in a next phase or by developing a complementary line with another project.
99. In practically all the projects visited, a high participation of women was noted, which is a response to the fact that the projects and the implementing organizations promoted and encouraged greater participation of women in all the initiatives. Some of the projects are even known as "women's projects" (e.g., sustainable production and transformation of cassava to strengthen resilience to climate change in communities of the Bolivian Pantanal eco-region). Thus, there are beekeeping projects with women, vegetable gardens with women, manufacture of cassava flour with women, processing of totaí with women, and various enterprises (bakery, cooking, etc.) with women.
100. During the implementation of OP7/SGP, events and meetings have been held especially for women participating in the project. These meetings allowed women to expand their knowledge networks, share their experiences that go beyond the production in which they are involved and their own enterprises, to share their experiences as women. These are spaces that the women have appreciated and remember with a smile on their lips.
101. Although most of the women participating in the project are involved under the concept of "entrepreneurs", it is important not to lose sight of the fact that the communal conception of gender conceives them especially as actual or potential "mothers" and that the specific roles they are expected to fulfill have to do with house and family care tasks. Although several women were heard to say that their partners "support" and "help" them to develop as entrepreneurs, it was not so common to hear that there is "help" and even less common to hear that there is "co-responsibility" in the fulfillment of household tasks.
102. The projects encourage the formation of associations to carry out undertakings that seek to generate income. However, in several cases, what is achieved is to increase production for the family's own consumption, with positive connotations for food in the case of the orchards, health (in the case of melipona honey) and the general economy of the family, not by increasing income, but by generating their own food.
103. In general, the projects are more interested in showing the monetary income generated or that could be generated, while less attention is paid to the non-monetary income generated. The community members do emphasize what they save with their production; however, strictly speaking, it is not a saving because it is not that the families used to buy vegetables, honey or cassava flour. The reality is that the availability of food has increased and therefore the household economy has grown.

- 104. The projects generally respond to priorities and prioritizations that were made at the level of the OTBs (grassroots territorial organizations) or the associations themselves during the general formulation of the operational phase. These are traditional projects, and they have also prioritized working with innovative projects in which they had no experience or references, taking on major challenges such as beekeeping and “meliponiculture”. To initiate the operational phase, work was done in a participatory manner in the construction of the social, productive and ecological resilience strategy.
- 105. The projects that can be classified as massive, in terms of participants, have to do with the Environmental Education projects that involve different educational centers, educational units, teachers and students; and in addition, given that the proposal involves the promotion of municipal law proposals, District Directorates and Human Development commissions of the municipal governments are also involved.
- 106. Another project with massive participation is the "Strengthening of capacities for the prevention and management of forest fire risks in pilot communities in the Chaco, Chiquitanía and Pantanal eco-regions of Bolivia".
- 107. The participation of older adults was mainly considered within the framework of the pedagogical forests that conceive and involve them as wise men and women.
- 108. In terms of the beneficiary communities' perceptions of the results achieved, the equitable participation of men and women in the initiatives, the satisfaction of community needs, and expectations of project sustainability, the results are, in general, very positive and they view the future and sustainability of the initiatives with optimism (see details in Annex 7).
- 109. The integration of the private sector in project activities, although projected in the design as a desirable/possible element, turned out to be rare during the implementation phase, with a few exceptions, such as the partnership with the ITACAMBA cement plant in Puerto Suarez, focused on supporting local sustainable production initiatives. In general, OP7/SGP's link with the private sector did not materialize in a broad, forceful and systematic manner, reflecting an unrealized opportunity to diversify and strengthen project support in the intervention areas.

Project financing and co-financing.

- 110. The United Nations Office for Project Services (UNOPS) is the implementing partner entrusted by UNDP with the procurement of goods and services, including human resources and financial management, as well as oversight of project financial expenditures.
- 111. The total budget allocated to the implementation of OP7/SGP was US\$1,959,132. At the close of the final evaluation, 86.79% of this budget had been executed, equivalent to US\$1,700,419.42. As of the closing date of the FE, of the total allocated for project implementation, there remains a remainder of US\$ 249,565.12 (12.74%) that is committed/reserved for OP7/SGP operations and is expected to be executed by January 31, 2025. There remains an available, unspent budget of US\$ 9,147.46 (0.47%).
- 112. Co-financing consisted of cash and/or in-kind contributions (see Table 3-1 by source and type of co-financing).
- 113. Table 3-1 : Co-Financing according to ProDoc

Source	Type	Value (US\$)
Community Organizations	In-kind	US\$ 1,040,000
Community Organizations	Cash	US\$ 260,000
UNDP	In-kind	US\$ 200,000
FONABOSQUE	Cash	US\$ 1,200,000
FONABOSQUE	In-kind	US\$ 800,000
SERNAP	In-kind	US\$ 200,000
TOTAL		US\$ 3,700,000

114. ProDoc established an expected co-financing of US\$3,700,000, consisting of cash and in-kind contributions from various sources. However, at the close of the project, a total of US\$ 2,982,393 was reached, representing 81% of the expected amount. Of this total, only 17.20% is in cash, although this percentage was originally expected to reach 39.46% of the total amount of cofinancing. This reduction is due to the lack of cash contributions from FONABOSQUE, planned at US\$1,200,000, which were not allocated, and to the reduction in the cash contribution from the community organizations, which was reduced by 24% (US\$62,000 less than expected). The comparative details can be seen in Table 3-2.

115. Table3 -2: Co-financing executed at the end of TE compared to that foreseen in ProDoc

Source	Type	Value (US\$) planned	Value (US\$) executed	% achieved
Community Organizations	In-kind	US\$ 1,040,000	US\$ 1,269,279	122%
Community Organizations	Cash	US\$ 260,000	US\$ 198,098	76%
UNDP	In-kind	US\$ 200,000	US\$ 200,016	100%
ICCA Funds	Cash	US\$ 0	US\$ 315,000	100%
FONABOSQUE	Cash	US\$ 1,200,000	US\$	0%
FONABOSQUE	In-kind	US\$ 800,000	US\$ 800,000	100%
SERNAP	In-kind	US\$ 200,000	US\$ 200,000	100%
TOTAL		US\$ 3,700,000	US\$ 2,982,393	81%

116. The budget was distributed into four main components, with the following implementation levels. Table 3-3 shows the planned allocation of GEF funds by year.

117. Table3 -3: Summary of GEF budget allocated by year (according to ProDoc).

	Year 1	Year 2	Year 3	Year 4	TOTAL
Budget (ProDoc)	US\$ 523,988	US\$ 500,718	US\$ 754,718	US\$ 179,708	US\$ 1,959,132

118. At the time of the final evaluation of the project, the annual budget execution amounts, related to the amounts expected to be executed per year, are shown in Table 3-4.

119. Table-3 -4: Summary of executed budget vs. allocated budget by project year (as of September 2024), with budgeted GEF values.

	Year 1 (US\$)	Year 2 (US\$)	Year 3 (US\$)	Year 4 (US\$)	Total (US\$)
Budget	523.988,	500.718,00	754.718,	179,708,00	1.959.132,
Executed	56.635,95	549.542,60	738.867,56	355.373,31	1.700.419,42
Percentage Execution	11%	110%	98%	198%	86,79%

120. The distribution reflects a progressive increase in annual execution, with peaks during the second and third years due to the intensive implementation of key activities. It is understood that the high execution in the fourth year is related to the completion of project activities and strategic adjustments.

121. Table 3-5 shows the detailed execution of funds during the years 2021 to 2024, and Table 3-6 shows the summary of the executed budget and the committed budget for each project outcome

122. For the purposes of this final evaluation, the budget values provided by the UNOPS office were considered

Table 3-5: Execution and commitments by components for the years 2021 to 2025 of the GEF funds (as of September 2024) expressed in US\$.

Result	2021 (US\$)			2022 (US\$)			2023 (US\$)			2024 (US\$)			2024 (US\$)	2025 (US\$)
	Assigned	Executed	Execution	Assigned	Executed	Execution	Assigned	Executed	Execution	Assigned	Executed	Execution	Committed	Committed
Result 1	\$427.000,00	\$20.752,76	5%	\$395.000,00	\$421.830,74	107%	\$446.000,00	\$523.789,02	117%	\$51.000,00	\$234.295,67	459%	\$110,487.52	\$9,476.58
Result 2	\$48.300,00	\$21.747,98	45%	\$50.800,00	\$62.305,87	123%	\$224.800,00	\$147.247,47	66%	\$43.300,00	\$65.772,66	152%	\$90,996,15	\$3,665.38
M&E	\$7.500,00	\$1.875,35	25%	\$15.666,00	\$9.038,15	58%	\$22.666,00	\$14.630,21	65%	\$50.782,00	\$34.296,34	68%	\$16,527,14	\$2,118.35
Management Cost	\$41.188,00	\$12.259,86	30%	\$39.252,00	\$56.367,84	144%	\$61.252,00	\$53.200,86	87%	\$34.626,00	\$21.008,64	61%	\$393.52	\$15,900.00
Total	\$523.988,00	\$56.635,95	11%	\$500.718,00	\$549.542,60	110%	\$754.718,00	\$738.867,56	98%	\$179.708,00	\$355.373,31	198%	\$218,404.81	\$31,160.31

Table 3-6: Summary of executed and committed budget by result

Results	Amount in US\$	Amount in US\$	% of execution	Amount in US\$	% Committed	% total Execution + Committed	Amount in US\$
	Total assigned	Total executed		Total Committed (2024 & 2025)			Available Budget
Result 1	1.319.000,00	1.200.668,19	91.02%	119,964.10			
Result 2	367.200,00	297.073,98	80.90%	94,661.53			
M&E	96.614,00	59.840,05	61.93%	18,645.49			
Project Management	176.318,00	142.837,20	81.01%	16.293.52			
TOTAL	1.959.132,00	1.700.419,42	86.79%	249,565.12	12.74%	99.53%	9,147.46

Monitoring and Evaluation: input design and implementation (*)

- 123. The GEF Monitoring and Evaluation Policy (2010) is designed under the Results Based Management (RBM) methodology. This document indicates that monitoring will be carried out with the participation of relevant stakeholders, including government entities, NGOs and civil society organizations, the private sector and representatives of local communities, who will provide views and insights during evaluations, and contribute to the collection of monitoring data and provision of information.
- 124. In the initial design of the OP7/SGP project in Bolivia, a monitoring and evaluation (M&E) system aligned with the RBM methodology promoted by the GEF was established. This M&E system included specific indicators to measure key results, such as the number of hectares under conservation and the number of direct beneficiaries. The ProDoc also specified the roles and frequency of monitoring, with an annual reporting structure and periodic evaluations to adjust and strengthen project implementation.
- 125. During project implementation, the monitoring system experienced adjustments due to external factors, including the COVID-19 pandemic and logistical constraints in the intervention zones. These conditions prevented all planned field visits from taking place, and the M&E team had to rely partially on virtual communication tools and reports submitted by community organizations. Although virtual monitoring allowed for some continuity in follow-up, these tools were not able to fully capture the level of qualitative detail expected, especially in terms of social changes and community dynamics that are usually better observed through in-person visits.
- 126. The monitoring system implemented was able to report progress in quantitative indicators, such as areas conserved and adoption of sustainable practices. However, some limitations emerged in the assessment of indirect impacts and qualitative aspects related to social cohesion, gender empowerment and socioeconomic resilience. In some cases, it is mentioned that the monitoring did not include detailed measurement guidelines for certain indicators, which made it difficult to track and benchmark results achieved between community projects.
- 127. The M&E system faced some delays in the generation of final reports for community projects, which is mainly attributed to the additional workload of local staff accompanying the development of local projects, and to the characteristics of the M&E system implemented, which considered periodic visits (quarterly / semi-annual) to verify progress and compliance with indicators, with the support of the specialist responsible for M&E for OP7/SGP. Although some NGO partners provided support in the preparation of reports, these delays partially affected the efficiency of the system in terms of timeliness in delivering complete reports. To accommodate this, monitoring was focused with greater emphasis on priority activities and tracking of key indicators.
- 128. In general, the OP7/SGP monitoring and evaluation system demonstrated good capacity and flexibility to adapt to external circumstances, although some difficulties in qualitative monitoring underscore the need to maintain an adaptive approach and specific resources to ensure full coverage in hard-to-reach areas. The monitoring system implemented has provided an effective and robust tool for measuring quantitative results, but when this monitoring was done in virtual mode (due to pandemic conditions) it was not effective enough to reflect social and cultural changes capable of impacting the sustainability of interventions. Nevertheless, in general terms, the information generated by the M&E system implemented for OP7/SGP is consistent, reliable, timely and complete.

129. Table3 -7: Rating of monitoring and evaluation system design and implementation

Monitoring and Evaluation	
Overall rating of the general quality of M&E	S
<i>Rating of monitoring and evaluation in design</i>	<i>HS</i>
<i>Rating of monitoring and evaluation during implementation</i>	<i>S</i>

Coordination in the execution of IA & EA during project implementation.

- 130. OP7/SGP was implemented under the modality of "Implementing Agency" and in accordance with UNDP and UNOPS rules and regulations. The Executing Partner is UNOPS, and the Implementing Agency is UNDP Bolivia.
- 131. UNOPS executes its assigned activities under its rules and in accordance with GEF guidelines. During the implementation of OP7/SGP, UNOPS provided the necessary financial resources for the implementation of planned activities (budget for workshops, travel, consultancies), as well as contributions for the preparation and review of financial reports, semi-annual reports and the provision of financial inputs for the generation of the PIRs. Financial reporting was done on a quarterly basis and was sent from UNOPS to UNDP.
- 132. At the time of the terminal evaluation, the audit of OP7/SGP had not been initiated.
- 133. The terminal evaluation is contracted from UNOPS and is carried out in coordination with UNDP through the support of an external evaluator who applies the guidelines for terminal evaluations of GEF-funded projects implemented by UNDP.
- 134. Coordination and coordination between the UNDP country office and UNOPS is mainly related to financial and budgetary issues. Coordination between OP7/SGP and UNOPS is generally handled (and has been handled in previous phases) through the SGP technical team, maintaining continuous and fluid communication. It should be taken into account that for OP7/SGP the Bolivia program still maintains the status of "graduated country", therefore, it is not part of the global program in this phase.
- 135. In qualitative terms, the coordination/articulation of actions between the NC of OP7/SGP and the UNDP country office is fluid and facilitates decision-making and the orderly development of activities, in line with the project design.
- 136. At the executive level, the UNDP country office authorities hold regular meetings with the project and supervise and rate the quality of its progress, monitor identified risks, review and contribute their analysis to the PIR and are part of the Steering Committee.
- 137. In the interviews conducted in the framework of the information gathering with key stakeholders, an adequate level of coordination between the project and the OP7/SGP implementing and executing agencies was reported, although in the first stage of the project, such coordination did not have a predefined frequency; however, the modality of monthly meetings established as of last year has made such coordination more timely and effective.
- 138. The documentary review and the interviews carried out allow us to conclude that the quality assurance tasks are carried out systematically and allow the generation of reliable and consistent information.
- 139. Table3 -8: Rating of IA and EA coordination during the implementation of the project

Coordination on implementation and operational issues of the Implementing Agency and Partner.	
Overall quality of implementation/execution	S
<i>Quality of the implementing agency in implementation & oversight</i>	<i>HS</i>
<i>Quality of implementing partner execution</i>	<i>S</i>

3.3 Program Results

Overall results (*)

- 140. At the time of the terminal evaluation, OP7/SGP in Bolivia has achieved 15 of the 17 indicators foreseen in the Results Framework (see Table 3-5). These indicators are divided into: (i) 3 mandatory indicators and (ii) 14 specific indicators to measure expected results, corresponding to the two main components of the project. As of the closing date of the TE, indicator 17 (Case studies systematizing landscape resilience experiences that include gender results, with the support of university students/volunteers as part of a communication strategy) is in the final stage of being achieved, while indicator 6 (area of landscapes under sustainable land management in production systems) has not been met.

- 141. The analysis of the indicators shows that most of the planned results were achieved or exceeded, even in a context marked by challenges such as the COVID-19 pandemic and the reduction in the amount of cash co-financing from FONABOSQUE and the community organizations as foreseen in the ProDoc. It is worth mentioning that the expected cash co-financing funds were not expected to finance direct project activities, but that such resources would generate synergies with OP7/SGP. Flexibility in implementation and adaptive management allowed targets to be adjusted and activities to be prioritized strategically. Details on these specific adjustments and impacts are presented in the Adaptive Management and Efficiency sections.
- 142. It is important to note that the indicators related to direct and indirect beneficiaries significantly exceeded the initial goals. As direct beneficiaries, 11,460 people are reported (more than 50% are women), and 24,790 indirect beneficiaries are reported. These results are evidence of the positive impact of the project in terms of improved livelihoods, social inclusion and environmental sustainability in the communities.
- 143. Based on the results obtained and the solid implementation of the project in the Chaco, Chiquitanía and Pantanal ecoregions, the evaluation concludes that the SGP has been a key driver in promoting conservation practices, strengthening local governance and improving the quality of life of communities. Although one specific indicator will not reach its final goal at the end of the project, most of the achievements are aligned with the strategic goals set out in the ProDoc and contribute directly to the overall objectives of the GEF and national policies for conservation and integrated and sustainable forest management.
- 144. At the close of the TE, the targets for indicator 17 have made significant progress and are close to being met in their entirety, with completion expected in January 2025. As for indicator 6 (area of landscapes under sustainable land management in production systems), the target set will not be achieved because it was overestimated during the project design phase by not taking into account aspects such as the limited extent of cropland in the intervention sites due to difficult access to water, the agroecological production approach that also limits the extent of crops, the limited investment capacity of local producers, and the fact that the production of such crops is oriented in practice mostly to self-consumption. However, given that indicator 6 is part of the project's mandatory indicator 3, and that the rest of the targets for this indicator are well above expectations, the gap in indicator 6 does not affect the overall result.

145. Table3 -9: Rating of the project results

Results of the OP7/SGP	
Overall rating of compliance with the results	S

Relevance (*)

- 146. Relevance, in the context of evaluations, is the extent to which the objectives and design of an intervention respond to the needs, policies and priorities of the beneficiaries, at the global, country and partner/institution levels, and continue to do so if circumstances change.
- 147. The OP7/SGP project in Bolivia was designed and implemented with a highly relevant approach to the needs and priorities of local communities, in line with national policies and international commitments. Since its formulation, the project has responded to key issues identified by communities in the intervention areas, such as secure access to water, conservation of natural resources and strengthening social, ecological and productive resilience in three priority landscapes: the Chaco, the Chiquitanía and the Pantanal. This relevance has been manifested through the increase in the number of beneficiaries and impacts of the project on priority issues, such as water and food security, which increased the project's trust and credibility among local stakeholders.
- 148. At the national level, the project aligns with key frameworks such as the Mother Earth Law and the National Economic and Social Development Plan (PNDES) 2021-2025, which emphasize environmental sustainability and inclusive development. During implementation, OP7/SGP

integrated these policies through social, ecological and productive resilience strategies, which were approved by the National Steering Committee and have guided landscape interventions. These strategies have strengthened local capacities, promoted sustainable forest management and facilitated biodiversity conservation, responding to conservation priorities in protected areas and their buffer zones.

- 149. The project has also been articulated with Bolivia's international commitments, especially with the Convention on Biological Diversity and several of the Sustainable Development Goals (SDGs). In particular, OP7/SGP supports goals related to poverty reduction, gender equality, climate action and life in terrestrial ecosystems. This alignment with international frameworks has allowed the project to not only promote conservation practices, but also strengthen community resilience and sustainability, which has been crucial to its acceptance and relevance in a changing local and global context.
- 150. During its implementation, the project demonstrated flexibility and adaptability in the face of changes in the country's political and socioeconomic context, especially during the COVID-19 pandemic. This adaptability resulted in adjustments to the schedule of activities and the expansion of coverage to more communities, especially in areas of high ecological value. These changes allowed the project to maintain its relevance and respond to new emerging needs, such as strengthening food security and supporting sustainable livelihoods in response to the health crisis and its effects on communities.
- 151. The project also sought close collaboration with other national initiatives to avoid duplication of efforts and increase the effectiveness of its interventions. This coordination included joint efforts with the SNAP Support Program and cooperation with community brigades for risk management, such as forest fires in conservation areas. These partnerships have maximized available resources and strengthened results in priority landscapes, ensuring a more holistic and effective intervention.
- 152. Overall, the OP7/SGP project in Bolivia has maintained a high relevance in terms of its objectives and design, adapting and responding to the needs and priorities of the communities, while complying with national and international conservation and sustainable development frameworks.

153. Table3 -10: Rating of Program Relevance

Relevance	
Relevance Rating	HS

Effectiveness and Efficiency (*)

- 154. Effectiveness. Is the extent to which an intervention has achieved, or is expected to achieve, its objectives and outcomes. It is the extent to which the objectives, outcomes and outputs of the development intervention were achieved or are expected to be achieved taking into account their relative importance. It is also an aggregate indicator of the merit or value of an activity, i.e., the extent to which an intervention has achieved, or is expected to achieve, its main relevant objectives in a sustainable manner and with a positive impact on institutional development.
- 155. OP7/SGP has demonstrated considerable effectiveness in achieving its environmental conservation, sustainable development and community empowerment objectives in three protected areas: Kaa Iya National Park and IMNA, San Matías IMNA and Otuquis National Park and IMNA, as well as in strategic projects outside specific protected areas. This positive impact has reached 84 communities, benefiting from the work of a network of key facilitators, including IRFA, SAVIA, FUNDESOC, PRODECO, Fundación Natura, Fundación CERAI, FCBC, Fundación Kaalya and PROAGRO. Collaboration with these actors has been decisive in mobilizing resources, responding to the specific needs of the territory and consolidating a robust inter-institutional structure.

156. From the point of view of strategic stakeholders, the project is perceived as aligned with national biodiversity and sustainable development policies and is seen as a relevant contributor to the National Biodiversity Strategy (NBS) and the National Development Plan. The effectiveness of the SGP in integrating landscape conservation and resilience strategies was considered by these stakeholders as a valuable contribution to the fulfillment of Bolivia's international commitments, such as the Convention on Biological Diversity and the Kunming-Montreal Global Agreement.
157. At the community level, the interviews reflect widespread satisfaction among beneficiaries, who reported improvements in quality of life and income opportunities thanks to the beekeeping, totaí production and vegetable garden projects. These initiatives have not only improved food security in the communities, but have also contributed to income diversification, a crucial factor for sustainability. Solar-powered water pumping systems, for example, have facilitated constant and reliable access to water in several communities, reducing operating costs and improving autonomy in the management of critical resources.
158. The effectiveness of OP7/SGP can also be seen in the empowerment of women in the communities involved. Thanks to workshops and local production projects, such as beekeeping, bakery and cassava flour production, women have gained leadership positions and strengthened their role in the family economy. The interviews highlight the positive change in women's perception of their skills and position in the community, and the recognition they have gained for their contribution in areas traditionally led by men, such as the management of water committees. This inclusion has been valued by both beneficiaries and project facilitators, who have highlighted the progress towards greater gender equity.
159. In terms of environmental awareness and education, the project has been effective in implementing programs such as "pedagogical forests" and "park rangers", which have promoted a change in attitude towards environmental protection. These activities have involved teachers, students and their families, achieving a multiplying effect of environmental awareness in the community. The response of young people, encouraged by these programs, has been particularly positive, as they have shown an active interest in the conservation of natural resources, which is fundamental for the future of sustainable practices in these areas.
160. However, the effectiveness of the project has faced some challenges. For example, the US\$1.2 million in cash co-financing from FONABOSQUE was not received, and a smaller amount of cash than planned was received from the community organizations. This situation limited the expansion capacity of some activities, since the co-financing funds are not directly directed to the project activities and therefore do not have an impact on the expected results. Nevertheless, the project adapted to these limitations by using the "in-kind" contribution and by establishing additional partnerships with local facilitators to supplement funds. This financial adjustment tested the project's adaptability and its capacity to optimize available resources and evidenced the importance of having stable co-financing to contribute to the replication, scaling up and sustainability of interventions in the long term.
161. The table below shows the portfolio of projects implemented under OP7/SGP and includes the number of beneficiary communities in each case.
162. Table3 -11: Portfolio of implemented projects

Protected Area/ Facilitator	Sum of N° OF BENEFICIARY COMMUNITIES
IMNA San Matías	19
FCBC	1
Fundación CERAI	1
FUNDESOC	3
PROAGRO	10
PRODECO	4
Kaa Iya NP-IMNA	48
FTE	4
Fundación CERAI	4

Protected Area/ Facilitator	Sum of N° OF BENEFICIARY COMMUNITIES
Fundación Natura	4
IRFA	10
LEADER	3
PRODECO	10
SAVIA	13
NP-IMNA Otuquis	11
FCDB	2
Fundación KAA IYA	1
FUNDESOC	6
PRODECO	2
Strategic	6
FUNDESOC	3
ORE	
PRODECO	3
SAVIA	
Grand total	84

163. Indicators not met as of the cut-off date of the terminal evaluation are: (i) Indicator 6, related to the area of landscapes under sustainable land management in production systems, whose target has not been met due to having been significantly overestimated in the project design phase; and, (ii) Indicator 17, related to the production and dissemination of case studies and audiovisual materials for the systematization of experiences, which shows partial progress as of the closing date of the TE, anticipating that it may be reported as met until January 2025, given the significant progress it shows at that date.
164. Twelve of the seventeen targets included in the project's results framework have been met and have exceeded design-level expectations. One target will not be met, three targets have achieved as planned in the results framework, and one target has very significant progress and is on track to be achieved by January 2025.
165. The target that will not be met is related to indicator 6, which corresponds to the area of landscape under sustainable land management in production systems (area measured in hectares), whose value has been overestimated during the design phase, based on qualitative / verbal information from informants in the intervention areas, This has resulted in not taking into account the limitations in the extension of land for cultivation due to water shortages, the reduced extension of crops given the agroecological approach to be applied, the investment limitations of local producers and the destination of agroecological production oriented mainly to self-consumption.
166. Targets that include sex-disaggregated data are highly positive and demonstrate high levels of compliance with the gender approach.
167. Some processes to promote economic initiatives for forest harvesting were not fully achieved because they are new and complex activities due to the insufficient capacity of key actors to ensure associativity, commercialization, market access and product marketing. This situation is further complicated by the fact that there are short-term projects that do not allow for longer-term support to achieve the expected results.
168. Table3 -12: Effectiveness Rating

Efficiency	
Effectiveness Rating	S

Table3 -13: Program Results Framework and fulfillment of indicators

Objective: Build socio-ecological resilience of the landscape of local communities in the Chaco, Chiquitania and Pantanal ecoregions of Bolivia through capacity building, conservation and restoration activities of degraded ecosystems and sustainable production, to improve their livelihoods and generate global environmental benefits.					
Indicator Description	Baseline	Target Medium Term	End of the Project Target	Target achieved to TE	TE Commentary
<i>Mandatory indicator 1: # direct beneficiaries of the project broken down by gender (individual persons)</i>	<i>6,156 people, as direct beneficiaries in the target landscape during GEF 6</i>	<i>1,500 beneficiaries in the target landscape of which 50% are women</i>	<i>3,124 beneficiaries within the landscapes, of which 50% are women and/or girls.</i>	<i>11,460 beneficiaries within the landscapes of which 5963 are women and/or girls.</i>	<i>Target exceeded. The direct beneficiary target has been exceeded by 367%. 52% of direct beneficiaries are women and/or girls.</i>
<i>Mandatory indicator 2: # indirect beneficiaries of the project broken down by gender (individual persons)</i>	<i>9,234 people, as indirect beneficiaries in the target landscape during GEF 6</i>	<i>2,200 indirect beneficiaries in the target landscape of which 50% are women</i>	<i>5,686 indirect beneficiaries within the landscapes, of which 50% are women and/or girls.</i>	<i>24,790 indirect beneficiaries within the landscapes of which more than 50% are women and/or girls.</i>	<i>Target exceeded. The indirect beneficiary target has been exceeded by 436%.</i>
<i>Mandatory Indicator 3: Increased area (hectares) of landscapes with improved practices (GEF Core Indicator 4)</i>	<i>45,580 hectares during GEF6</i>	<i>4,600 hectares with improved practices</i>	<i>15,265 hectares with improved practices</i>	<i>38,862.91 hectares under improved practices</i>	<i>Target exceeded. We have surpassed the target of 255% of hectares with landscape areas with improved practices.</i>
Outcome 1.1 Ecosystem services in the Chaco, Chiquitania and Pantanal landscapes are conserved and enhanced through multifunctional land use systems.					
Indicator Description	Baseline	Target Medium Term	End of the Project Target	Target achieved to TE	TE Commentary
<i>Indicator 4: Area of landscapes under improved management for the benefit of biodiversity.</i>	<i>45,474 hectares during GEF 6</i>	<i>4,530 hectares under improved management for the benefit of biodiversity.</i>	<i>15,110 hectares under improved management for the benefit of biodiversity.</i>	<i>38,848 hectares under improved management for the benefit of biodiversity.</i>	<i>Target exceeded. We have exceeded the target of hectares with landscape areas under improved management for the benefit of biodiversity by 257%.</i>
<i>Indicator 5: Community volunteer fire departments trained, equipped and operational.</i>	<i>1-2 community brigades established and operational during GEF-6</i>	<i>At least 4 community brigades trained and equipped in target landscapes.</i>	<i>At least 4 community brigades trained and equipped in target landscapes.</i>	<i>4 community brigades trained and equipped in targeted landscapes.</i>	<i>Target achieved.</i>

<p><i>Indicator 6: Area of landscapes under sustainable land management in production systems.</i></p>	<p><i>106 hectares of landscape under sustainable land management in production during GEF 6</i></p>	<p><i>At least 70 hectares of landscape under sustainable land management in production.</i></p>	<p><i>At least 155 hectares of landscape under sustainable land management in production.</i></p>	<p><i>15 hectares of landscape under sustainable land management in production.</i></p>	<p><i>Target Not achieved.</i> <i>The target was overestimated in the design.</i> <i>However, given that indicator 6 is part of project outcome 3, and that the rest of the targets of that outcome are well above the design expectation, the gap in indicator 6 does not impact the outcome.</i></p>
<p>Outcome 1.2 Sustainability of production systems in target landscapes for biodiversity conservation and optimization of ecosystem services is strengthened through integrated agroecological practices.</p>					
<p>Indicator Description</p>	<p>Baseline</p>	<p>Target Medium Term</p>	<p>End of the Project Target</p>	<p>Target achieved to TE</p>	<p>TE Commentary</p>
<p><i>Indicator 7: Number of households (disaggregated by women or men) adopting sustainable practices (agroecology, agroforestry and others).</i></p>	<p><i>464 families</i></p>	<p><i>At least 60 families, broken down by female-headed and male-headed families.</i></p>	<p><i>At least 120 families, broken down by female-headed and male-headed families.</i></p>	<p><i>371 families, broken down by female-headed and male-headed families.</i> <i>48 male and 349 female heads of household.</i></p>	<p><i>Target exceeded.</i> <i>The goal of families adopting sustainable practices has been surpassed by 309%.</i> <i>88% of households adopting sustainable practices are headed by women.</i></p>
<p><i>Indicator 8: Number of efficient irrigation systems installed and in operation that contribute to improving agroecological production.</i></p>	<p><i>68 efficient irrigation systems installed during GEF6.</i></p>	<p><i>12 efficient irrigation systems installed and in operation.</i></p>	<p><i>25 efficient irrigation systems installed and in operation.</i></p>	<p><i>36 efficient irrigation systems installed and in operation.</i></p>	<p><i>Target exceeded.</i> <i>The goal of efficient irrigation systems installed, and operating has been surpassed by 309%.</i></p>
<p><i>Indicator 9: Number of initiatives led by women that adopt sustainable production systems.</i></p>	<p><i>4 initiatives led by women (51) during GEF6.</i></p>	<p><i>At least 2 initiatives led by women (24) adopt sustainable production systems.</i></p>	<p><i>At least 4 initiatives led by women (48) adopt sustainable production systems.</i></p>	<p><i>14 women-led initiatives adopt sustainable production systems. In total, 475 women leaders in 30 communities within the 3 landscapes where the OP7/SGP intervenes.</i></p>	<p><i>Target exceeded.</i> <i>The target for the number of initiatives led by women that adopt sustainable production systems has been surpassed by 309%.</i></p>

Outcome 1.3 <i>Alternative livelihoods in target landscapes are improved by developing innovative, eco-friendly and/or value-added products from small-scale community-based organizations and improving market access.</i>					
Indicator Description	Baseline	Target Medium Term	End of the Project Target	Target achieved to TE	TE Commentary
<i>Indicator 10: Number of communities or productive organizations (members disaggregated by gender) with strengthened capacities for productive management and market access.</i>	<i>16 community and productive organizations with strengthened capacities and access to markets in GEF 6</i>	<i>At least 2 community and/or productive organizations with strengthened capacities and access to local markets.</i>	<i>At least 6 community and/or productive organizations (50% of members are women) with strengthened capacities and access to local markets.</i>	<i>17 community and/or productive organizations with strengthened capacities and access to local markets. Fifteen of the 17 organizations show women's leadership.</i>	<i>Target exceeded. The target of productive community organizations with strengthened capacities has been surpassed by 283%. 88% of the beneficiary organizations are led by women.</i>
<i>Indicator 11: Number of innovative and/or value-added economic initiatives that improve their access to markets (members broken down by gender).</i>	<i>14 innovative economic initiatives supported during GEF 6.</i>	<i>At least 2 innovative and/or value-added economic initiatives (50% of members are women) with improved market access.</i>	<i>At least 6 innovative and/or value-added economic initiatives (50% of members are women) with improved market access.</i>	<i>9 innovative and/or value-added economic initiatives (50% of members are women) with improved market access. The initiatives supported (agroecological horticulture, beekeeping/meliponiculture, sustainable use of non-timber forest resources: medicinal plants and wild fruits, handicrafts, processing of value-added products, community-based ecotourism) are led by women.</i>	<i>Target exceeded. The target of innovative economic initiatives with improved market access has been exceeded by 150%. More than 80% of innovative economic initiatives with improved market access are led by women, except in some cases (beekeeping/meliponiculture), where there are some men participating in the boards, which does not exceed 20% of the cases.</i>
<i>Indicator 12: Number of families reporting improved income from small-scale community enterprises.</i>	<i>During OP6/SGP, 741 families reported improvements in economic income from small-scale community enterprises.</i>	<i>Increase in the range of 5 to 10% in family income. 70 families report improved increases in small-scale community enterprises.</i>	<i>150 families report improved small-scale community enterprises.</i>	<i>693 families report improved increases in small-scale community enterprises.</i>	<i>Target exceeded. We have exceeded the target for the number of families reporting income increases by 462%.</i>

Outcome 2.1 multi-party (stakeholder) governance platforms established/strengthened to improve governance of the Chiquitania Chaco and Pantanal landscapes, facilitate socio-ecological resilience building and knowledge management.					
Indicator Description	Baseline	Target Medium Term	End of the Project Target	Target achieved to TE	TE Commentary
<i>Indicator 13: Number of local platforms / management committees comprised of at least 30% women leaders are strengthened in their technical, managerial, and organizational capacities, with management tools and support to their organizational structures.</i>	<i>5 landscape-level platforms (committees) supported during GEF6.</i>	<i>2 multi-stakeholder platforms, comprised of at least 30% women leaders are strengthened.</i>	<i>4 multi-stakeholder platforms, comprised of at least 30% women leaders are strengthened.</i>	<i>4 multi-actor platforms According to the records of the Project for Strengthening the Governance of Protected Areas, there are 80 representatives of organizations in the Management Committees, of which 54 are men and 26 are women.</i>	<i>Target achieved. 32.5% of multi-stakeholder platforms are led by women.</i>
<i>Indicator 14: Number of landscape resilience strategies developed, based on the respective landscape management plans.</i>	<i>5 landscape strategies in the target landscapes developed during GEF 6</i>	<i>3 new landscape strategies being implemented and evaluated during the mid-term evaluation.</i>	<i>3 new landscape strategies being implemented and evaluated at the end of the project.</i>	<i>3 new landscape strategies being implemented and evaluated at the end of the project.</i>	<i>Target achieved.</i>
<i>Indicator 15: Number of youth and women leaders from local communities (including indigenous peoples) benefiting from a training program in landscape resilience strategies and project design.</i>	<i>45 people trained during OP6/SGP.</i>	<i>30 young men and women leaders (champions) have begun their education and training.</i>	<i>30 youth and women leaders (champions) have completed the training and training with the corresponding certification and have developed and presented community projects.</i>	<i>45 young men and women leaders (champions) have completed the training and training with the corresponding certification and have developed and presented community projects. Of this total, 31 leaders are young men and 14 leaders are young women.</i>	<i>Target exceeded. The target for the number of young people and women who have completed training in project development and presentation has been exceeded by 150%. 31.1% of trained young leaders are women.</i>
<i>Indicator 16: Environmental education program to improve socio-ecological resilience in schools/communities supported by the District Education Directorates.</i>	<i>3 educational units.</i>	<i>At least 3 schools benefit from environmental education activities.</i>	<i>At least 6 schools benefit from environmental education activities.</i>	<i>34 schools benefit from environmental education activities.</i>	<i>Target exceeded. The target number of educational units benefited has been exceeded by 467%</i>

<p><i>Indicator 17: Case studies systematizing landscape resilience experiences that include gender outcomes, supported by university students/volunteers as part of a communication strategy.</i></p>	<p><i>2 videos and 4 documents of case studies and systematization of experiences produced during GEF 6.</i></p>	<p><i>2 systematized case studies of target landscape resilience experiences.</i></p>	<p><i>3 videos and 4 documents of case studies and systematization of resilience experiences at the landscape level, systematized and disseminated.</i></p>	<p><i>4 videos and 2 case studies and systematization of resilience experiences at the landscape level, systematized and disseminated.</i></p>	<p><i>Target in process. The evidence gathered indicates that this target has made significant progress and will certainly be met before the project closes.</i></p>
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169. **Efficiency.** Efficiency is the extent to which an intervention produces, or is likely to produce, results in a cost-effective and timely manner. In this sense, efficiency is defined as the conversion of inputs (funds, expertise, natural resources, time, etc.) into outputs, outcomes and impacts, in the most cost-effective manner possible, compared to viable alternatives in the context. This criterion also includes operational efficiency.
170. **Efficiency during implementation.** The implementation of the OP7/SGP project in Bolivia showed high operational efficiency thanks to its adaptive approach and the inclusion of additional non-governmental organizations, which allowed the project to address specific community needs effectively. Organizations such as PRODECO, FUNDESOC, SAVIA Bolivia, Fundación NATURA, and Fundación CERAI played a key role in the implementation of strategic activities, providing expertise in areas such as water access, natural resource management and sustainable livelihood generation.
171. PRODECO was instrumental in implementing photovoltaic water systems in communities such as Guandare and Aguas Negras. These systems not only improved access to clean water but also strengthened the communities' resilience to extreme weather events and fostered social cohesion around resource management. SAVIA Bolivia led the implementation of the ICCA Funds, developing projects focused on the revaluation of traditional knowledge and the management of territories under principles of conservation and sustainable practices. In areas such as Kaa Iya NP-IMNA and San Matías IMNA, SAVIA contributed significantly to the strengthening of local governance through technical assistance and support for the self-management of indigenous communities.
172. FUNDESOC also implemented projects in the area of agroecological production in Chaco communities, such as the development of agroecological gardens with micro-irrigation systems in Santo Corazón and the promotion of multi-layered agroforestry techniques in Porvenir, thus ensuring a more resilient and sustainable agricultural production. The interventions facilitated community ownership of sustainable practices, promoting a participatory and multi-stakeholder approach that has been essential to the project's progress.
173. The project's flexibility in terms of public calls for proposals and low-value agreements allowed for the incorporation of a total of 36 projects, thus expanding coverage and improving OP7/SGP's responsiveness in priority landscapes such as the Chaco, Chiquitanía and Pantanal. This approach, complemented by the creation of community management committees, facilitated the direct participation of communities in decision making and allowed for efficient coordination between local stakeholders and the implementation team. Regular meetings and joint planning with these committees were key to solving logistical challenges and ensuring the continuous flow of activities, strengthening operational efficiency in the intervention zones, even in the face of logistical constraints in remote areas.
174. Collaboration with ICCA initiatives not only broadened the scope of the project, but also complemented the approach to forest fire management, promoting an environmentally conscious self-management model based on ancestral knowledge. This fund facilitated the formation of local brigades, which have become a vital resource for mitigating environmental risks in critical areas and preserving natural resources in indigenous territories. The communities that participated in this strategy acquired significant capacities to prevent and manage environmental emergencies, which has been a fundamental contribution to the efficiency and sustainability of the project.
175. Overall, OP7/SGP implementation in Bolivia demonstrated significant efficiency in operational management through effective collaboration with additional NGOs and an adaptive approach to respond to emerging community needs. The inclusion of specialized organizations and the creation of a multi-stakeholder community management model resulted in a high degree of ownership and sustainability of the interventions, consolidating the project's efficiency in its implementation capacity and adaptation to contextual challenges.

- 176. Financial Efficiency.** The OP7/SGP financing model in Bolivia was another key aspect of the project's efficiency, maximizing the use of resources through a combination of GEF funds and counterpart contributions from local communities and partners. This shared funding scheme allowed the project to significantly extend its scope without incurring substantial increases in operating costs, and maximizing the cost-effectiveness of the activities implemented. The participation of NGOs and community organizations was also key to mobilizing additional in-kind resources and financing complementary activities, optimizing the use of the allocated budget.
177. OP7/SGP demonstrated flexible financial management, allocating additional funds to high impact activities such as the installation of water systems and the implementation of conservation practices in ecologically vulnerable areas. This adaptive approach was particularly relevant during the COVID-19 pandemic, when the coordination team reallocated funds to support emergency activities and respond to urgent community needs, demonstrating the project's ability to remain efficient even under adverse conditions.
178. While some disbursement delays were due to administrative processes and communication challenges in remote areas, the coordination team mitigated these problems by reorganizing activities and reprogramming resources. This allowed for continuity in interventions and ensured that funds were used according to project priorities. Financial management of OP7/SGP was sound, with execution that maximized the use of available resources to achieve high-impact results, meeting financial standards and ensuring efficient use of resources in each phase of the project.
179. **Efficiency in M&E.** The ProDoc specifies the guidelines for the Monitoring and Evaluation (M&E) of OP7/SGP, following the framework of the GEF Results Based Management methodology. In this context, the results of OP7/SGP have been subject to a continuous monitoring process through semi-annual and annual reports (PIRs), as well as other quality assurance actions led by the implementing agency. During the 2023 period, the PIR rated progress on the development objective and project implementation as Satisfactory, an assessment that was also maintained in the 2024 PIR, indicating strong adherence to objectives and effective management in terms of execution and results achieved.
180. As previously discussed in the section on "Monitoring and Evaluation: Input Design and Implementation" (for details please see monitoring and evaluation section), OP7/SGP in Bolivia implemented a Monitoring and Evaluation system aligned with GEF's Results Based Management methodology. This system included semi-annual and annual reports, which facilitated constant monitoring of the project's performance indicators and objectives. The collection of gender-disaggregated data and the use of virtual monitoring tools at certain times helped to maintain adequate tracking of progress, despite the limitations imposed by logistical complexities (mainly the long distances to the projects) and other external factors such as social mobilizations and forest fires.
181. Even when faced with challenges, the M&E team adapted effectively, ensuring continuous oversight that supported efficiency in achieving key project deliverables. Overall, most deliverables were achieved in a timely, strategic, comprehensive, and cost-effective manner.
182. Table3 -14: Efficiency Rating Results

Efficiency	
Overall Efficiency Rating	S
<i>Efficiency in implementation</i>	S
<i>Financial Efficiency</i>	HS
<i>M&E efficiency</i>	S

Sustainability.

183. The **sustainability** of a project is defined as the extent to which the net benefits of an intervention continue, or are likely to continue, after the intervention is completed. Within the project there are some very specific and concrete potential sustainability factors and elements.

These relate to issues such as relevance/ownership, institutional capacity and development, policy, etc., that the project supported. The following is a description of the sustainability of the project results and the extent to which different potentially sustainable elements exist.

184. **Socio-political sustainability.** There is a high level of ownership by local stakeholders in the project intervention areas (Kaa Iya, Otuquis and San Matías). The resilience workshops and participatory processes facilitated the creation of governance mechanisms and strengthened the autonomy of the communities. According to testimonies, the future success of these initiatives will depend on factors such as: (i) the strengthening of community organization and local governance, especially around water management and forest conservation; (ii) the continued inclusion of key actors, such as municipalities and local organizations, in decision making; and (iii) the fostering of inter-community support networks to ensure stable collaboration and sustainability of interventions.
185. Social cohesion and the creation of inter-community networks have been strengthened through the organization of forest brigades and other working groups for natural resource management. This process not only facilitates landscape protection but also generates a sense of shared responsibility and promotes community autonomy. Interviews indicated that these networks provide a solid support base, allowing project achievements to be sustained over the long term and facilitating knowledge transfer between communities, which increases project resilience to external factors.
186. The inclusion of women and youth in leadership roles and community activities has been significant. This inclusive approach has strengthened the social sustainability of the project, diversified the social base of the initiatives and encouraged a cultural shift towards greater gender equity in decision-making. Women have played a prominent role in several production and conservation projects, consolidating their role in the local economy and in the preservation of natural resources.
187. A fundamental aspect of socio-political sustainability has been the rescue and preservation of traditional knowledge, especially in agricultural and natural resource management practices. Training workshops and efforts to involve the younger generations in learning these practices have strengthened the communities' cultural identity. According to testimonies, this integration of ancestral knowledge and modern knowledge is seen as a key factor for the long-term sustainability of the project, as it is aligned with local values and traditions, promoting the adoption of sustainable practices over time.
188. **Sustainability of the institutional and governance framework.** The sustainability of the institutional framework depends mostly on the support of municipal and national governments, as well as external resources. Although management committees have been established, interviews revealed considerable dependence on external financial support and limitations in the operational capacity of local institutions, which poses challenges for the continuity of interventions.
189. Political and institutional instability is a relevant risk factor for sustainability, as frequent changes in authorities and policies affect long-term planning capacity. According to testimonies, this weakens the local governance structure and increases the need for continuous support.
190. Capacity building has been a key component of the project, promoting community leadership and autonomous resource management. However, some patterns of dependency persist, and additional efforts are required to achieve effective institutional independence.
191. Water governance has proven to be an effective model within the project, managing to operate autonomously in several communities through committees that manage tariffs and system maintenance. This model has been identified as a promising practice for the institutional sustainability of the initiatives.
192. **Financial Sustainability.** The analysis of financial sustainability reveals that the continuity of the initiatives depends on the ability to secure alternative sources of financing and reduce dependence on external funds. The interviews indicate that, although some projects have

- managed to secure some level of self-financing, especially through beekeeping activities and the management of water systems with community tariffs, financing remains a general weakness.
193. Several productive projects have implemented measures to optimize resources and generate income, such as community fees in water committees, which allow them to cover operation and maintenance costs. However, in many cases, these strategies are not sufficient to fully sustain the projects in the long term without additional support.
194. Partnerships with private sector actors have proven to be an effective strategy to strengthen financial sustainability, although these alliances are still limited. Examples such as the support of the cement company ITACAMBA in local projects (provision of cement bags to build minor infrastructure works such as the platform of the totaí sustainable harvesting plant) show the potential of this type of collaboration, but a continuous effort is required to expand these partnerships and ensure recurrent co-financing.
195. **Environmental Sustainability.** The environmental sustainability of the project is supported by conservation and environmental education practices that have been integrated into the intervention communities. Interviews and documents indicate that the use of renewable resources, such as forest management and conservation of areas of biological interest, has had a positive impact, especially through the protection of water recharge areas and the sustainable harvesting of non-timber forest products.
196. Despite these achievements, the project faces significant external threats. The persistence of agricultural burning practices and pressure from land trafficking pose risks to long-term environmental sustainability. Interviews highlighted the need for stricter regulations and increased community awareness to mitigate these negative impacts.
197. The environmental education component, implemented through school and community activities, has been key to raising awareness among new generations. Initiatives around "pedagogical forests" and school gardens are contributing to a culture of conservation among young people, thus strengthening environmental sustainability in the future.
198. Table3 -15: Sustainability Rating Results

Sustainability	
Overall Sustainability Rating	ML
<i>Socio-political sustainability</i>	<i>ML</i>
<i>Sustainability of the institutional and governance framework</i>	<i>MU</i>
<i>Financial Sustainability</i>	<i>ML</i>
<i>Environmental Sustainability</i>	<i>ML</i>

Country ownership.

199. The level of ownership of the SGP in Bolivia is significant and is evidenced by the integration of project activities and results into local management practices and municipal planning. Through resilience workshops and governance committees, communities have taken an active role in natural resource management, reflecting effective ownership in the intervention territories. Partnerships with local authorities and community organizations have consolidated a support structure for the project, allowing conservation and sustainable management actions to remain relevant and adapted to the specific needs of the Bolivian environment.
200. In addition, the commitment demonstrated by institutional actors, such as municipal governments and some private associations, has reinforced the level of ownership by securing resources and long-term support. This local support has facilitated the implementation of successful models of water governance and forest conservation, adapted to Bolivia's environmental characteristics and challenges. Although challenges remain, especially regarding the stability of financial resources, the country has integrated and continues to integrate, the results and lessons learned from the program into the environmental management structure, thus strengthening its future sustainability.

Gender equality and women's empowerment.

201. The program has made significant progress in promoting gender equality and women's empowerment in various communities. One of the most notable achievements is the increased participation of women in leadership positions within water committees, environmental management brigades and other community organizations, an aspect that strengthens the social sustainability of the project. According to the data collected, women now occupy between 30% and 60% of decision-making positions in community projects, which represents a significant change in traditional power dynamics. To this end, various strategies were applied, such as sensitizing beneficiaries to the importance of women's equal participation in key spaces, such as community water management committees. In this way, women became members of these committees, with the respective recognition and assuming a leading role in water management, which also contributed to transforming power dynamics that were traditionally in hands of men.
202. In addition to occupying leadership positions, women have assumed a fundamental role in economic initiatives. Activities such as beekeeping and horticultural production have provided many of them with the opportunity to generate additional income, thus contributing to their economic autonomy and strengthening their position in the family and community economy. According to the program's gender indicators, the number of women leading these productive initiatives is significant, and participation in product marketing has been a key element in the development of their entrepreneurial skills.
203. Training workshops on gender equality and empowerment, held in areas such as Kaa Iya, San Matías and Otuquis, have been central to this process. These workshops not only offered training on gender and leadership issues, but also provided a safe space where women shared experiences and strengthened their self-esteem. In several sessions, participants reported increased confidence in their ability to influence decisions in their communities and to feel valued in their roles, both at home and at the community level.
204. The improvement in women's self-esteem is another outstanding result. In communities such as Charagua and San Matías, many participants expressed that they feel more recognized and listened to, especially on issues related to the use of natural resources and the management of their territories. This empowerment not only improves their quality of life but also strengthens social cohesion and creates a more equitable basis for local decision-making.
205. On the other hand, women have been encouraged to take active roles in the implementation of sustainable practices, which positions them as guardians of natural resources in their communities. Women's participation in conservation and sustainable water management activities, such as water management committees, has resulted in greater equity in access to resources and has promoted more efficient resource use.
206. The incorporation of young people has also been relevant, highlighting the presence of many young women in leadership roles. This generational change is fundamental for the development of more egalitarian and resilient communities. According to program indicators, in several areas young women have demonstrated great leadership capacity, which has helped break down traditional gender roles and created opportunities for future generations of women in their communities.
207. In summary, the program's results in terms of gender equality and women's empowerment are encouraging. Women have not only gained leadership positions and generated higher incomes, but have also transformed the power structures within their communities. These achievements reinforce the sustainability of the program and contribute to the creation of a more equitable social and organizational base, which will enable women to continue to play a key role in the development and conservation of their territories.
208. Applying the Gender Results Effectiveness Scale suggested in the evaluation guidelines to measure the effectiveness and quality of gender results, this project achieves a "Gender Sensitive" rating because the differentiated needs of women and men, and the equitable distribution of income, benefits, resources, status and rights have been addressed.

Cross-cutting themes

209. **Communication:** The communication strategy of the Small Grants Program (SGP) has achieved a good impact in making the project's initiatives and achievements visible, as well as in strengthening communication capacities among the communities involved. Through social media campaigns, local media and interpersonal communication activities, local stakeholders and a wider audience have been reached, positioning the results of the OP7/SGP and its conservation and sustainable development approach in key areas such as Kaa Iya, San Matías and Otuquis.
210. Among specific achievements, the program implemented an environmental education strategy that reached 34 educational units distributed in three municipalities: San José de Chiquitos, Carmen Rivero Torrez and Puerto Suarez. These activities involved 135 teachers (66 men and 69 women) and 1,883 students (591 boys, 563 girls, 391 young men and 338 young women), promoting a greater commitment to sustainability and environmental care in school communities.
211. One of the most important strategic alliances was with the Instituto Radiofónico Fe y Alegría (IRFA), which made it possible to broadcast radio and multimedia programs that raised awareness among the rural population about conservation and sustainable practices, expanding SGP's reach to areas that are difficult to access. This collaboration helped raise environmental awareness in remote communities where access to other media is limited.
212. In terms of digital visibility, social networks and digital media were used to share stories of community transformation, which strengthened social and political support, increasing positive public perception of the project. These platforms have connected local communities with a wider audience, helping to position SGP's achievements in a broader scope.
213. The program also facilitated communication and knowledge management workshops focused on women and youth. These trainings improved their abilities to share their achievements and experiences autonomously, promoting empowerment and strengthening social cohesion. As indicated, it is evident that this approach has enabled them to manage and communicate their initiatives effectively.
214. Finally, interpersonal communication at community events, fairs and intercultural meetings has been fundamental to strengthen the dialogue between communities and external actors, such as government institutions and NGOs. These spaces have allowed communities to directly present their needs and achievements, establishing solid relationships with local and regional strategic allies.

GEF Additionality

215. GEF additionality in OP7/SGP in Bolivia has been key to achieving incremental advances in conservation and sustainable development. Thanks to GEF funds, the project has expanded the scope of beneficiaries and increased the area of landscapes under sustainable management practices in regions such as Kaa Iya, San Matías and Otuquis, addressing priority issues such as environmental education and fire prevention and control.
216. The monitoring reports, including the PIR reports, confirm the fulfillment of the established objectives, especially in strengthening local capacities and in the creation of strategic alliances to ensure the sustainability of the achievements attained. Although the project faces challenges in terms of institutionalization and financial continuity, GEF inputs have provided a solid basis for improving environmental and social resilience and sustainability in the intervention areas.
217. In addition, the GEF has enabled communities not only to implement sustainable practices, but also to develop mechanisms for autonomous resource management, with a focus on conservation and responsible land use. This support has been instrumental in establishing replicable models of environmental governance and conservation that can be extended to other areas. The combination of technical assistance, financing and capacity building has created favorable conditions for the project's benefits to endure, provided that the institutional backing

and technical assistance needed to consolidate these achievements over the long term are maintained.

218. Meeting the mandatory indicators demonstrates that it is contributing to the achievement of the GEF's global objectives related to ecosystem conservation.

Progress towards impact

219. OP7/SGP has fostered significant behavioral change among beneficiary communities through the adoption of sustainable practices. Communities have integrated responsible management and conservation methodologies, especially in water management systems and agroecological agriculture. This change has driven strategies that preserve natural resources and strengthen the resilience of local ecosystems, especially benefiting vulnerable areas such as the Kaa Iya, San Matías and Otuquis national parks.

220. Strengthening strategic alliances has been another crucial impact, achieving collaboration between government institutions, NGOs and communities around environmental protection and social cohesion. These partnerships have facilitated initiatives such as water governance systems and community fire departments, which contribute to both landscape conservation and community well-being. This approach has improved the responsiveness of local stakeholders to environmental threats, integrating conservation with economic and social development.

221. From an environmental perspective, the implementation of agroforestry and agroecological practices has contributed to the conservation of protected areas and sustainable soil and water management, which enhances biodiversity and food security. The reduction of harmful practices such as agricultural burning and the promotion of local initiatives towards sustainability, within the specific areas of project intervention, reflect a change of mentality within the communities, which now perceive sustainability as key to their long-term wellbeing.

222. Overall, the impact analysis indicates that the objectives of OP7/SGP in Bolivia have been met, and that the expected results have been achieved and even exceeded (in several cases) significantly. The project has strengthened community capacities, promoted sustainable practices and improved ecological resilience, meeting its goal of conserving biodiversity and improving community well-being through sustainable productive activities. Although some challenges remain in terms of financial and institutional sustainability, the achievements in social cohesion, environmental conservation and community empowerment are in line with the objectives of this phase of the program.

Main findings, conclusions, recommendations and lessons learned

Main Findings

Main findings related to the design of the OP7/SGP

223. In general, the strategic objective, results and deliverables of OP7/SGP Bolivia are clear, practical, measurable and achievable, among other aspects, due to the accumulated experience gained by the SGP in previous phases.

224. OP7/SGP was aligned with the national and international policies and priorities analyzed. Community projects have been designed in a participatory manner, taking into account the realities of the territory, the needs of the beneficiaries and the alignment with the objectives of OP7/SGP.

225. OP7/SGP had a results framework and a Theory of Change (ToC) as an essential starting point during its design phase. The information contained in the results framework included in the ProDoc facilitated the development of the activities inherent to the project and allows the development of follow-up and monitoring actions, self-evaluations and external evaluations (including this TE).

226. The risks stated in the ProDoc are logical and consistent with reality. The community projects and strategic projects include concrete, measurable and feasible options to be implemented in order to reduce/eliminate the identified risks.

227. OP7/SGP was designed based on positive experiences and lessons learned during the development of previous phases of the SGP in Bolivia, which gives the project robustness and high potential to achieve its goals; additionally, the strategies to build social, ecological and productive resilience, foreseen in the design phase, are a key instrument for a normal and satisfactory progress of the project.
228. The assumptions incorporated in the ProDoc are consistent with the national context, the social, political, economic and environmental conditions prevailing in the territory at the date of preparation of the project document and have been written explicitly and clearly.
229. The social, ecological and productive resilience strategies provide technical support to the interventions and sufficiently describe the roles and functions of the stakeholders involved in the local community projects.
230. The Gender Action Plan (updated for OP7/SGP) is a fundamental element and key tool for systematically identifying and addressing inequality gaps, promoting a structured approach to ensure the application of the gender approach in all projects under the first and second calls for proposals. In addition, this plan, given its characteristics and contents, has facilitated and guided the generation of complementary instruments that have also made possible the design of community projects that integrate the gender approach in a practical manner, as well as the definition of indicators that can be measured and used as a reference for the analysis of the fulfillment of the respective goals. The ProDoc indicates that the gender marker for OP7/SGP is GEN 2; however, UNDP reviewed the gender markers for all its projects and determined that OP7/SGP has a GEN 3 gender marker.

Main findings related to project implementation

231. The development of local initiatives, based on landscape strategies to build social, ecological and productive resilience, has achieved positive results, with significant participation of women during the implementation of the initiatives and in the decision-making and self-evaluation processes.
232. The projects prepared and submitted for approval and financing by OP7/SGP have used various key instruments such as the guide for the presentation of projects with a gender perspective, which, from this perspective, has provided greater possibilities for ensuring aspects related to the reduction of gender inequality gaps and the effective inclusion of women and the most vulnerable groups.
233. The perception of the project beneficiaries, especially women and young people who participated in the field visit phase, is that the expected results have been adequately achieved, i.e., that community needs have been met. Similarly, the interviewees perceive that the gender inequality gaps have been significantly reduced, even though several of the prevailing gender inequalities in the intervention areas have yet to be overcome.
234. The communication strategy developed during OP6/SGP and used during the implementation of OP7/SGP makes it possible to disseminate and make results visible to communities, civil society and other stakeholders, incorporating the use of modern and powerful digital media such as social networks.
235. Most of the indicators were achieved and far exceeded the targets set in the ProDoc. At the cut-off date of the final evaluation, one indicator showed deficiencies (#6), and one indicator (#17) is in the final stages of being met and is expected to be reported as fully met by January 2025.
236. The participation of stakeholders was key in the development of local community initiatives or projects, as they contributed not only with funds (according to their possibilities), labor and logistical and institutional support, but also with knowledge, specific technical experiences, and even traditional and ancestral knowledge useful for the development of the projects.
237. As of the closing date of the TE, an execution equivalent to 86.79% of the total GEF funds budget allocated for OP7/SGP implementation is reported. An additional 12.74% is committed/reserved for project operations that are expected to be fully executed in the period October 2024-January 2025 (mostly salaries and audit costs), bringing the execution rate to 99.53%.

238. The amount of co-financing provided is less than the amount foreseen in the project design and reaches 81%. In relation to what was indicated in the ProDoc, the amount of co-financing actually provided in kind reached 110.24% of what was planned, while the amount provided in cash reached 35.14% of what was planned. However, this situation did not have a negative impact on the progress of OP7/SGP or on the achievement of the project's expected results.
239. The evaluation criteria (relevance, effectiveness, efficiency, impact, and catalytic role) are mostly rated as satisfactory by the interviewees. It is important to note that there are ratings of highly satisfactory and others of moderately satisfactory, i.e. the evaluations are in a range of 4 to 6. Sustainability is, in most of the interviews, classified as moderately likely.
240. Adaptive management has been an essential pillar of OP7/SGP to adjust activities to the dynamics of circumstances and external factors affecting the initiatives. Adaptive management has been implemented at various times and by multiple key actors, including the OP7/SGP team, beneficiaries, NGO partners and national stakeholders.
241. The performance of the project stakeholders can be qualified as highly representative and successful, especially on the part of the communities, with emphasis on the involvement of women and youth. The details of effective participation and high levels of empowerment were evidenced in the review of the documentation inherent to the community projects, and, especially, during the visits to the territory during the field mission.

Conclusions and Lessons Learned

242. The OP7/SGP in Bolivia has proven to be highly relevant and effective in promoting biodiversity conservation, sustainable resource management and strengthening socio-ecological resilience in the Chaco, Chiquitanía and Pantanal ecoregions. The implementation of 36 community and strategic projects directly benefited more than 11,000 people and reached more than 24,000 indirect beneficiaries, significantly exceeding the targets set out in ProDoc. These achievements are due, in large part, to the program's participatory and decentralized approach, which allowed it to adapt its strategies to contextual challenges and take advantage of opportunities for lasting impact.
243. One of the key lessons learned was the importance of flexibility and adaptive management, which made it possible to adjust activities in the face of challenges such as the COVID-19 pandemic and the lack of cash co-financing. These adaptations not only ensured that objectives were met but also laid the groundwork for including contingency mechanisms in future projects. This adjustment capacity highlighted the need to design projects that are resilient to dynamic contexts.
244. The inclusive approach, particularly in the integration of women and youth, proved to be a significant driver of change. The participation of women in leadership and decision-making roles, as well as the integration of youth in conservation and local governance activities, not only strengthened the social impact of the program, but also fostered cultural changes in the beneficiary communities. This learning underscores the importance of maintaining gender and youth approaches in future SGP interventions.
245. Another key result was the recognition of the projects as "seed" initiatives. The beneficiary communities and NGO partners perceived these interventions as starting points for broader initiatives, with potential for replication and scaling up in other regions, since they have allowed them, for example, to initiate ideas and ventures, develop complementary proposals, add funds to their own initiatives, propose second phases to the projects and identify synergies. This highlights the importance of designing projects that not only meet immediate targets but are also sustainable and attractive for attracting additional resources.
246. The strengthening of strategic alliances with municipal governments, NGOs and other stakeholders was essential to ensure the effective implementation and sustainability of the initiatives. However, the need to deepen and structure these partnerships to maximize efficiency, avoid duplication and optimize resources was also evident. This learning suggests that

future projects should prioritize the creation of formalized and well-articulated collaborative networks.

247. The program's success also underscores the importance of participatory monitoring and evaluation systems. The inclusion of communities in these processes strengthened the sense of ownership and commitment, in addition to improving the transparency and quality of results monitoring. This approach should be maintained and expanded in future phases to ensure inclusive and efficient governance.
248. The implementation of actions in buffer zones of protected areas not only benefited local communities but also contributed to the achievement of national and international conservation objectives. This demonstrated the effectiveness of integrating communities in biodiversity strategies, highlighting the need to continue linking environmental conservation with social and economic development in priority territories.
249. Overall, the experiences of OP7 reflect that the SGP has been a catalyst for positive changes in the communities and landscapes intervened, while generating valuable lessons for the design, implementation and sustainability of future phases of the program. Likewise, the importance of maintaining and scaling up participatory, inclusive and resilient approaches, which are fundamental pillars for the success of the program, is unavoidable.
250. In community projects that promote and support agroecological production in indigenous landscapes and territories, the scale of production and, therefore, the estimation of targets for indicators should be small due to several factors that limit the possibilities of reaching larger targets. Among these factors are limited investment capacity of indigenous families, restricted access to land and water to establish irrigation systems, and the need to apply good organic practices, such as crop diversification.

Recommendations

Corrective recommendations for the design, implementation, monitoring and evaluation of new phases of the SGP.

251. **Ensure the financial sustainability of community projects:** During the design of the next phase of the SGP, various financing sources and mechanisms should be explored to provide concrete possibilities for ensuring the sustainability of the new initiatives that emerge with the FO8/SGP, including access to international funds and public-private partnerships, as well as other small-scale mechanisms such as micro-credits provided by national banks and/or agricultural cooperatives. In addition, considering the use of community revolving funds, managed locally and where appropriate conditions exist, could enable communities to contribute to the desired sustainability and finance productive activities with a value chain approach. These strategies should consider the development of robust technical proposals that increase the likelihood of receiving external cash financing.
252. **Strengthen local capacities to contribute ensure sustainability:** During the implementation of the next phase of the SGP, depending on the type of projects, processes to strengthen capacities, abilities, skills, technical knowledge and traditional knowledge specifically linked to issues that will allow for an effective approach to problems associated with the effects of climate change (droughts and floods) and the impacts associated with forest fires should be maintained and promoted. These continuous processes should prioritize the participation of children and young people from the communities, who will have sufficient skills to contribute, in the medium and long term (beyond the timeframe of the operational phases of the SGP and the implementation time of the projects), to ensure the sustainability of the initiatives. The design of these strengthening processes should include eventual innovations or suggestions emerging from the systematization of FO7/SGP experiences and lessons learned from the community projects implemented in that phase.

253. **Implement periodic community monitoring systems.** Based on the current monitoring system (applied during OP7), and with the purpose of ensuring that during project implementation the communities maintain periodic monitoring actions (not only during field visits) as a tool that contributes to ensure the effectiveness and sustainability of local initiatives, the use of the existing monitoring system should be promoted, appropriate to community capacities, and that involves women, men and youth of the communities in the continuous monitoring of progress achieved (environmental, social and/or economic). The application of community monitoring should consider indicators that are easy to understand and measure, and accessible technologies such as paper forms adapted to each local context, avoiding the use of additional funds on the part of the communities and promoting the accompaniment of NGOs and allied institutions. Monitoring techniques based on on-site observation, complemented by simple questionnaires to measure satisfaction levels, offer practical possibilities for community monitoring.
254. **Enrich communication and knowledge management strategies:** Based on the communication and knowledge management strategies developed during OP7/SGP, consider complementing the scope of these strategies in the design of the next phases of the SGP in Bolivia, taking as a starting point the systematization of project results and lessons learned from OP7/SGP. It is suggested to explore the possibility of using accessible tools with broad dissemination potential such as digital and printed publications (with short and simple contents and, if possible, in local languages), workshops, and edu-communication techniques such as the use of community radio and social networks. The application of these strategies will facilitate the scalability and replicability of the projects, will make it possible to effectively and practically demonstrate the impacts of the SGP, will provide key inputs to the participating institutions on specific and cross-cutting issues, and will enable the timely visibility of stakeholders and relevant actors linked to the project (especially government institutions).
255. **Strengthen marketing and commercialization in productive initiatives.** In the upcoming phases of the SGP, it is recommended to consolidate economic initiatives focused on the sustainable use of natural resources, given their greater potential for long-term sustainability. While community projects have emphasized resilience-building efforts, there is a clear need to incorporate more robust marketing and commercialization strategies to ensure the sustainability of small-scale initiatives, particularly in communities with limited market experience. It is crucial that producers take a central role in managing these activities, while implementing organizations act as facilitators, providing tools and connections with potential buyers. Furthermore, it is essential to explore mechanisms that ensure sustained and effective market access, tailored to the specific needs of the participating communities. Additionally, collaboration with municipal governments is recommended to enhance the sustainability of these initiatives through actions such as integrating local production into school feeding programs or promoting local fairs to support commercialization. This integrated approach not only strengthens producers' capacity to manage their own commercial activities but also ensures broader and more lasting impacts within the local context.
256. **Ensure a complete and consistent transition process.** For the new operational phase of the SGP, and given the changing circumstances that determine that as of FO8/SGP the project will be entirely under UNDP as the sole implementing agency, a transition process must be ensured that allows for the adequate and timely generation of the necessary documentation for the new phase, and that considers the participation of the personnel that is indispensable to guarantee full operability during the transition period, including, therefore, access to the corresponding UNDP financial administrative platforms, and incorporating complete and updated information into the process.
257. **Identify pending challenges in the context of landscape resilience strategies:** Based on the results and lessons learned from OP7/SGP, and taking into account the systematizations of the projects, consider during the design of the next phase of the SGP the identification of pending

challenges for the implementation of social, economic and ecological resilience strategies, linked, for example, to the response capacities of communities in the face of critical situations such as forest fires, and the negative effects of climate variability and change (e.g. droughts, floods, intense rains, floods, thunderstorms, etc.) on their initiatives and livelihoods, so that it is feasible to foresee the development of key actions such as: anticipating risks before they happen, conducting drills and training; and others that arise from the interaction with relevant stakeholders and the contribution of the ancestral knowledge of local actors.

258. **Foster replicability and scalability of successful SGP practices:** For the next phase of the SGP, evaluate the possibility of taking successful OP7/SGP practices to new communities and regions. This includes the creation of practical manuals, pilot replication projects and mentoring programs that allow communities to learn about and replicate sustainable initiatives in an efficient manner adapted to their local contexts. The sustained and organized exchange of acquired knowledge, successful experiences and lessons learned will abound for these purposes, and should include interaction between executing institutions, national entities and the population involved in similar projects.
259. **Include ICCA resources among the co-financing funds foreseen in the design:** For the next phases of the SGP in Bolivia, include among the expected co-financing funds, those linked to the so-called "ICCA funds". This situation, common in other countries of the region implementing the SGP, will provide greater possibilities of having resources available to complement the funds provided by the GEF, and facilitate the expectations of increasing the impact of the projects being carried out.

ANNEXES

ANNEX 1: Geographical location of projects financed by OP7/SGP

Protected Area	No. of projects	Location / Municipalities	Coordinates	Link Google Maps
NP IMNA KAA IYA – GRAN CHACO	11	CHARAGUA	19°47'31" S 63°12'02" W	https://maps.app.goo.gl/mLBNmBqMEqQyGPgk9
	1	PAILON	17°39'34" S 62°43'11" W	https://maps.app.goo.gl/ami1edVXtzNmiiCK9
	2	SAN JOSE DE CHIQUITOS	17°51'00" S 60°45'00" W	https://maps.app.goo.gl/t6Qb6HTfkZGEGiWz8
IMNA SAN MATIAS	2	SAN MATIAS	16°21'41" S 58°24'04" W	https://maps.app.goo.gl/KBzCBnYAtToYBw4R6
	9	CARMEN RIVERO TORRES	18°49'38" S 58°37'28" W	https://maps.app.goo.gl/aYono2XFxgbWEAqw5
	0	ROBORE	18°19'52" S 59°45'25" W	https://maps.app.goo.gl/NE7j41yhWVsomghf9
NP IMNA OTUQUIS	6	PUERTO SUAREZ	18°57'48" S 57°47'52" W	https://maps.app.goo.gl/obumvJZgnLFYrW5K6
	1	PUERTO QUIJARRO	19°00'14" S 57°42'50" W	https://maps.app.goo.gl/E7ZEYq9f5UmtWNws9
TOTAL	32			

4 cross-cutting strategic projects are implemented in the municipalities of the 3 protected areas.

ANNEX 2: Terms of Reference of the Final Evaluation

Title:	Project Management Support - Consultant
Project:	MSP OP7 Bolivia
Duty station:	Home Based (with travel to, and within Bolivia).
Section/Unit:	SGP Bolivia, GMS, SDC, NYPO
Contract/Level:	ICS-11
Supervisor:	Kirk Bayabos, SDC Cluster Manager, P-5

1. General Information

UNOPS supports its partners in building a better future by providing services that increase the efficiency, effectiveness and sustainability of humanitarian, development and peacebuilding projects. Mandated as a central resource of the United Nations, UNOPS provides infrastructure, procurement and sustainable project management services to a wide range of governments, donors and UN organizations.

The New York Portfolio Office (NYPO) supports the United Nations Secretariat, as well as other New York-based UN organizations and bilateral and multilateral partners in fulfilling UNOPS mandate in project management, infrastructure management and procurement management.

The Sustainable Development Cluster (SDC) supports various partners in their peacebuilding, humanitarian and development operations. It was formed by combining the following portfolios: Grants Management Services (GMS), United Nations Technology Support Services (UNTSS), Development Portfolio and Special Initiatives (DSIP). It provides services to partner programs that are designed, structured and managed with a global focus. perspective and primarily serving partners based in New York. SDC has a presence in approximately 125 countries.

UNOPS has signed an agreement with the UNDP country office in Bolivia for the implementation of the Operational Phase 7 project activities of the Small Grants Programme in Bolivia.

In accordance with UNDP and GEF monitoring and evaluation policies and procedures, all GEF-funded and UNDP-supported full- and medium-sized projects are required to undergo a final evaluation at the end of the project. This mandate sets the expectations for the TE of the medium-sized project entitled Seventh Operational Phase of the GEF Small Grants Program in BOLIVIA-00110942 (PIMS #6255), implemented through the Implementing Partner UNOPS. The project started on September 23, 2021, and is in its 4th year of implementation. The TE process should follow the guidelines outlined in the document "[Guidance for Conducting Terminal Evaluations of UNDP-supported and GEF-funded Projects](#)".

The incumbent of this post will be UNOPS staff under his/her full responsibility.

The Small Grants Programme (SGP) is a corporate program of the Global Environment Facility (GEF) implemented by the United Nations Development Programme (UNDP) since 1992. SGP grantmaking in more than 125 countries promotes community-based innovation, capacity development and empowerment through sustainable development projects of local civil society organizations, with special consideration for indigenous peoples, women and youth. SGP has supported more than 20,000 community projects in biodiversity conservation, climate change mitigation and adaptation, prevention of land degradation, protection of international waters and reduction of the impact of chemicals, while generating sustainable livelihoods.

Project title:	Seventh Operational Phase of the GEF Small Grants Program in Bolivia			
GEF project identification:	00126342		<i>at endorsement (Millions of US\$)</i>	<i>at completion (Millions of US\$)</i>
Identification of the UNDP project:	6561	GEF funding:	1,959.132	1,959.132
Country	BOLIVIA	Own IA / AE:		
Region:	LACA	Government:	2,200.000	2,200.000
Focal Area:	Biodiversity	Other:	1,500.000	1,500.000
FA objectives, (OP/SP):	Support local communities and organizations to improve the social, ecological and productive resilience of the landscape, strengthening sustainable livelihoods for local and global environmental benefits in the Chaco, Chiquitania and Pantanal eco-regions of Bolivia.	Total co-financing:	3,701.959	3,701.959
Executing Agency:	UNDP/UNOPS	Total project expenditure:	3,701.959	3,701.959
Other partners involved:	Vice-Ministry of the Environment, Biodiversity, Climate Change and Forestry Management and Development Community Based Organizations SERNAP	ProDoc Signature (project start date):		September 23, 2021
		(Operational) Closing date:	Proposal: September 2025	Real: January 2025

Since 2008, following a SGP enhancement policy, nine SGP country programs (Bolivia, Brazil, Costa Rica, Mexico, India, Kenya, Mexico, Pakistan, and the Philippines) were upgraded at the start of OP-5 in 2011, with each of these country programs becoming a full-sized stand-alone project after cumulative grant disbursement of USD 6 million over 15 years. Six other SGP country programs (Egypt, Indonesia, Kazakhstan, Peru, Sri Lanka and Thailand) were upgraded at the start of OP-6 in 2016. These 15 upgraded country programs follow the same programmatic approach as other SGP country programs to achieve global benefits through local community and civil society action but emphasize integrated landscape-level solutions that can address the combination of income, food security, environmental and social issues facing rural communities. With each successive Operational Phase, SGP has refined its approach and streamlined its focus. This evolution has been marked by a gradual shift from funding stand-alone projects during the original pilot phase, to building progressively greater levels of coherence, consolidation and strategic focus within a Regional Program's portfolio of projects. This has culminated in the adoption of the current community-based landscape and seascape approach, which is a central feature of OP-7.

However, OP6 and OP7 presented a decrease in the allocation of the Transparent Resource Allocation System (STAR) and Medium Size Projects were implemented.

The GEF-7 project in Bolivia is working on the consolidation and replication of the results of GEF-6 The sustainability of production systems in target landscapes, for biodiversity conservation and the optimization of ecosystem services is strengthened through integrated agroecological practices. For this reason, the Vice Ministry of Environment, Biodiversity, Climate Change and Forestry Management and Development (VMA) in its capacity as GEF Operational Focal Point in Bolivia, in coordination with the National Service of Protected Areas (SERNAP) identified the landscapes and buffer zones corresponding to three national protected areas: Kaa Iya National Park and Integrated Management Natural Area (Kaa Iya NP IMNA), San Matías Integrated

Management Natural Area (San Matías IMNA) and Otuquis National Park and Integrated Management Natural Area (Otuquis NP IMNA) and other areas to be supported in GEF-7 guided by the successful results of previous SGP Operational Phases. To this end, three representative landscapes were selected corresponding to three important eco-regions of the country, such as the Chaco, Chiquitanía and Pantanal, where the planned activities and actions will have a positive effect and impact on conservation and sustainable development.

The Seventh Phase of the GEF Small Grants Program in Bolivia has promoted the intensification of the inclusive and participatory processes initiated in GEF 6 to involve different actors and sectors in landscape planning and management for biodiversity conservation, sustainable land management and social, ecological and productive resilience in three National Parks and Integrated Management Natural Areas representing three globally important ecoregions that are part of the department of Santa Cruz. The objective of the project is to increase the social, ecological and economic resilience of these landscapes by working closely with the three protected area management committees to promote and support local initiatives and small grant projects that strengthen local natural resource management capacities. In sum, the project seeks to conserve biodiversity; protect and preserve forest ecosystem services; adopt and implement practices for sustainable intensification of production; and develop alternative livelihoods that are compatible with or enhance biodiversity conservation and ecosystem services. Project activities contribute to increasing and improving local knowledge and stakeholder capacities for integrated landscape governance and management in pursuit of these objectives.

The project is aligned with SDG targets 1, 5, 6, 11, 13 and 15, as they will be one of the inputs for the design of the Economic and Social Development Plan for the next five years. Additionally, this project contributes to the following outcomes, included in the United Nations Complementarity Framework for Living Well in Bolivia - UNSCDF 2023-2027 / Country Program Document 2023-2027: 1.- In 2026, the State and society move towards ecological transition and a sustainable and inclusive economy, decarbonized and resilient to the effects of climate change, conserving biodiversity, avoiding land degradation and pollution of ecosystems, with a focus on gender, inclusion and diversities. UNSCDF outcome: 2 - Strengthening sustainable, resilient, inclusive and egalitarian productive systems that guarantee food and nutritional security and sovereignty, based on decent work, technological development and the strengthening of the plural economy, conserving and improving the functions of Mother Earth: water, soils, forests and biodiversity, within the framework of life systems.

This project will be linked to the following outcomes of the UNDP Strategic Plan 2023-2027: Outcome 2, Actors in the plural economy, with emphasis on those that make up the food systems and other productive sectors, increase their production and participation in markets with sustainability and sovereignty. Impact of the strategic plan: 1 - Growth and development are inclusive and sustainable and include productive capacities that create employment and livelihoods for the poor and excluded.

The project consists of one strategic objective, two components and four outcomes.

- Strategic Objective: Support local communities and organizations to improve the social, ecological and productive resilience of the landscape, strengthening sustainable livelihoods for local and global environmental benefits in the Chaco, Chiquitania and Pantanal ecoregions of Bolivia.
- Component 1: Resilient landscapes for sustainable development and global environmental protection.

- o **Outcome 1.1: Ecosystem services in the Chaco, Chiquitania and Pantanal landscapes are conserved and enhanced through multifunctional land use systems.**
 - o **Outcome 1.2: Sustainability of production systems in target landscapes for biodiversity conservation and optimization of ecosystem services is strengthened through integrated agroecological practices.**
 - o **Outcome 1.3: Alternative livelihoods in target landscapes are improved by developing innovative, ecological or value-added products of small-scale community-based organizations and improving market access.**
- Component 2: Capacity building and knowledge management.
 - o **Outcome 2.1: Multi-stakeholder platforms established/strengthened to improve governance of the Chaco, Chiquitania and Pantanal landscapes and to facilitate increased socio-ecological resilience through knowledge management.**

We have supported the implementation of 36 projects financed by the GEF, 14 corresponding to the first public call; 18 in the second public call and 4 strategic projects, all selected and approved by the National Steering Committee. As a result of these projects, 10,511 people have benefited directly, of whom 5,471 (52%) are women and 5,004 (48%) are men. In addition, 24,323 people have benefited indirectly, of which 12,637 are women (52%) and 11,686 are men (48%).

36,225 ha have been conserved and protected through different practices and actions for the management, protection and sustainable use of forest resources and biodiversity, framed in the three strategies of social, ecological and productive resilience of the project's intervention landscapes, built and developed in a participatory manner and therefore became a facilitating factor for the processes of identification and prioritization of the demands of local communities and their subsequent implementation.

The Gender Action Plan made it possible to effectively mainstream the gender approach in all projects, incorporating gender actions and indicators, which were later the subject of a participatory evaluation carried out by representatives of the women beneficiaries of all projects. In addition, communication and knowledge management strategies have been developed and implemented to generate products for the visibility and dissemination of activities, actions and achievements. For this reason, the project in its last year of implementation requires contracting the services of the Project Management Support - Advisor to carry out the final evaluation of the project as required in these terms of reference.

The TE will assess project performance against the expectations set out in the project's Logical Framework/Strategic Results Framework (see Annex A of the TOR).

The TE will assess results in accordance with the criteria outlined in the Guide for TEs of [UNDP-supported Guide for Conducting Terminal Evaluations of UNDP-supported and GEF-funded projects](#) GEF-funded projects .

The Findings section of the TE report will cover the topics listed below.

A complete summary of the contents of the TE report is provided in Annex C of the ToR.

The asterisk "(*)" indicates criteria for which a rating is required.

Results

- i. Project Design/Formulation
 - National priorities and country focus
 - Theory of change
 - Gender equality and women's empowerment
 - Social and environmental safeguards
 - Analysis of the results framework: project rationale and strategy, indicators, etc.
 - Assumptions and risks
 - Incorporation of lessons learned in the project design from other relevant projects (e.g., from the same field of activity).
 - Planned stakeholder involvement
 - Linkages between the project and other interventions in the sector
 - Management modalities

- ii. Project implementation
 - Adaptive management (changes in project design and project results during implementation)
 - Real stakeholder involvement and partnership agreements
 - Project financing and co-financing
 - Monitoring and evaluation: design at entry (*), implementation (*) and overall evaluation of M&E (*)
 - Executing Agency (UNDP) (*) and Executing Agency (*), overall project supervision/implementation and implementation (*)
 - Risk management, including social and environmental standards

- iii. Project results
 - Evaluate the achievement of results against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
 - Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
 - Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*), overall sustainability probability (*)
 - National involvement
 - Gender equality and women's empowerment
 - Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as appropriate).
 - GEF Additionality
 - Catalytic function / Replication effect
 - Progress towards impact

- iv. Major findings, conclusions, recommendations and lessons learned
 - The Project Management Support - TE Advisor will include a summary of the main findings of the TE report. The findings should be presented as statements of fact that are based on the data analysis.
 - The section on conclusions will be written in light of the findings. Conclusions should be complete and balanced statements that are well supported by the evidence and logically

connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, answer key evaluation questions, and provide information on the identification of important problems or issues relevant to the project beneficiaries, UNDP and GEF, including issues related to gender equality and women's empowerment.

- Recommendations should provide concrete, practical, feasible and specific recommendations addressed to the intended users of the evaluation on actions to be taken and decisions to be made. Recommendations should be specifically supported by evidence and linked to the findings and conclusions around the key questions addressed by the evaluation.
- The TE report should also include lessons that can be learned from the evaluation, including best and worst practices to address issues of relevance, performance and success that may provide insights from the particular circumstances (programmatic and evaluation methods used, partnerships, financial leverage, etc.) that are applicable to other GEF and UNDP interventions. Where possible, the Project Management Support - Advisor should include examples of good practice in project design and implementation.
- It is important that the conclusions, recommendations and lessons learned from the TE report include findings related to gender equality and women's empowerment.

The TE report will include an Evaluation Scorecard, as shown in the ToR Annex.

2. Purpose and scope of the assignment

The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can improve the sustainability of the benefits of this project and help improve UNDP's overall programming. The TE report promotes accountability and transparency and assesses the extent of the project's achievements.

The purpose of the final evaluation is to assess the achievement of project objectives, the factors affecting the project, the effects and broader impact of the project, and compliance with the established results and indicators.

In accordance with UNDP and GEF monitoring and evaluation policies and procedures, all GEF-funded projects that receive full and medium-term support from UNDP must undergo a final evaluation upon completion of implementation.

The TE will be conducted in accordance with established UNDP and GEF guidance, standards and procedures, as reflected in the UNDP Evaluation Guide for GEF-funded projects. This TE is included in the "UNDP Country Office Evaluation Plan 2023-2026, and the results will be reviewed with the main stakeholders: UNDP / UNOPS / MMAyA / VPC / NSC. The final report and management responses will be completed and approved by the CO and UNDP RCA. The final recommendations of the TE will be used for decision making and will improve future interventions.

3. Monitoring and progress controls

The ET should provide evidence-based information that is credible, reliable and useful.

The Project Management Support - Advisor will work with the support of the National Coordinator based in La Paz, Bolivia, who will provide the necessary substantive and operational support to carry out this evaluation.

The Project Management Support - Advisor will review all relevant sources of information, including documents prepared during the preparation phase (i.e. Project Identification Form (PIF), UNDP Initiation Plan, UNDP / SESP Social and Environmental Screening Procedure), Project Document (ProDoc), project reports, including annual Project Implementation Reports (PIRs), project budget reviews, lessons learned systematization reports, national strategic and legal documents, and any other material the team deems useful for this evidence-based evaluation. The Project Management Support - Advisor will review the baseline and mid-term GEF focal area monitoring core indicators submitted to the GEF at the CEO and mid-term approval stages, as well as the final monitoring core indicators to be completed before the TE field mission begins.

The Project Management Support - Advisor is expected to adopt a participatory and consultative approach that ensures close collaboration with the project team, government counterparts (the GEF Operational Coordinator), implementing partners/executing/facilitating entities, the UNDP country office, regional technical advisors, community-based organizations, IPs and local community participants in the three intervention landscapes and other stakeholders.

Stakeholder engagement is vital to the success of the TE¹. Stakeholder engagement should include interviews with stakeholders who have responsibilities for the project, including, but not limited to (list), executing agencies, senior officials and team/component leaders, key experts and consultants in the thematic area, National Project Steering Committee, project beneficiaries, academia, local government and CSOs, etcetera.

In addition, the Project Management Support - Advisor is expected to conduct field missions in the three regions of Bolivia: Chaco, Chiquitania and Pantanal, including the following project sites and intervention communities.

Protected Area	Department/ Municipality/
NP-IMNA KAA IYA	Santa Cruz de la Sierra (SCZ) San José de Chiquitos Pailon GAIIOC Charagua Iyambae
NP - IMNA OTUQUIS	Santa Cruz de la Sierra (SCZ) Puerto Suarez / SCZ Puerto Quijarro
IMNA SAN MATIAS	Santa Cruz de la Sierra (SCZ) San José de Chiquitos San Rafael Carmen Rivero Torrez San Matías Puerto Suarez Puerto Quijarro

The specific design and methodology for the TE should emerge from consultations between the Project Management Support-Advisor and the above-mentioned parties on what is appropriate and feasible to meet the purpose and objectives of the TE and answer the evaluation questions, given budget, time and data constraints. However, the Project Management Support - Advisor should use gender-sensitive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs, are incorporated into the TE report.

¹ (link to stakeholder engagement in the UNDP Evaluation Guidelines)

The final methodological approach, including the interview schedule, field visits and data to be used in the evaluation, should be clearly described in the inception report and thoroughly discussed and agreed upon by UNDP, the stakeholders and the Project Management Support - Advisor.

(Note: The terms of reference should retain sufficient flexibility for the evaluation team to determine the best methods and tools for collecting and analyzing data. For example, the terms of reference might suggest the use of questionnaires, field visits and interviews, but the evaluation team should be able to revise the approach in consultation with the evaluation manager and key stakeholders. These changes in approach should be agreed and clearly reflected in the TE Creation Report).

The final TE report should describe the full TE approach adopted and the rationale for the approach, making explicit the underlying assumptions, challenges, strengths and weaknesses about the evaluation methods and approach.

UNOPS will recruit the Project Management Support - Advisor and ensure that the Project Management Support - Advisor provides in-country travel and per diem in a timely manner. The project team will be responsible for liaising with the Project Management Support - Advisor to provide all relevant documents, arrange stakeholder interviews and organize field visits.

4. Duration and Schedule

The total duration of the TE will be approximately *35-45 working days* over a time period of *10 weeks* starting *September 16, 2024*, and will not exceed five months from the time the Project Management Support - Advisor is hired at The tentative timeframe for TE is as follows:

- *(6/9/2024)*: Closing of the application
- *(13/9/2024)*: Selection of the Project Management Support - Advisor
- *(16/9/2024)*: Preparation of Project Management Support - Advisor (delivery of project documents).
- *(23/9-27/9/2024)*: 4 days (recommended 2-4): Review of documents and preparation of the ET Initiation Report.
- *9/30-4/10/2024(dates)*: 5 days: Completion and Validation of TE Initiation Report: last start of TE mission
- *(10-19/10/2024 (dates))*: 10 days: TE Mission: Stakeholder meetings, interviews, field visits
- *(25/10/2024)*: Mission wrap-up meeting and presentation of first findings: the earliest end of the TE mission.
- *(28/10-6/11/2024 dates)*: 7 days: Development of draft TE report
- *(8/11/2024)*: Distribution of the draft TE report for comments.
- *(19-20/11/2024)*: 2 days: Incorporation of the comments on the draft TE report into the audit trail and finalization of the TE report
- *(25-26/11/2024)*: Preparation and Issuance of the Administration's Response
- *November 29, 2024*: Expected date of full completion of TE

The expected start date of the contract is *September 16, 2024*.

***Draft reports are expected to be submitted in Spanish for review by national stakeholders. The final technical evaluation report should be submitted in Spanish and English. The main responsibility for managing the technical appraisal lies with the Contracting Unit. The Contracting Unit for the technical appraisal of this project is the UNDP Country Office.**

5. Deliverables

The Project Management Support - TE Advisor will prepare and present:

- TE Inception Report: The Project Management Support - Advisor clarifies the TE objectives and methods no later than *2 weeks* prior to the TE mission. The Project Management Support - Advisor submits the Inception Report to the Commissioning Unit and project management. Approximate Date: *(1/10/2024)*
- Presentation: He/She presents the initial findings to the project management and the Commissioning Unit at the end of the TE mission.
- Draft TE report: The Project Management Support - Advisor submits the complete draft report with annexes *within 3 weeks* after the end of the TE mission.
- Final TE Report* and Audit Trail: The Project Management Support - Advisor submits a revised report, with an Audit Trail detailing how all comments received in the final TE report have (and have not) been addressed to the Start-up Unit *within 1 week* of receiving UNDP's comments on the draft.

*Draft reports are expected to be submitted in Spanish for review by national stakeholders. The final TE report should be submitted in Spanish and English.

The quality of all final TE reports will be assessed by the UNDP Independent Evaluation Office (IEO). Details on the quality assessment of decentralized evaluations by IEO can be found in section 6 of the UNDP Evaluation Guidelines.²

The final evaluation report will have a table of evaluation ratings, as shown below:

Table 2 of the Terms of Reference: Table of *project* evaluation ratings:

Monitoring and evaluation (M&E)	Rating ³
Start-up M&E design	
Implementation of the M&E Plan	
Overall M&E quality	
Implementation and execution	Rating
Quality of UNDP implementation/monitoring	
Quality of implementation of the implementation partner	
Overall quality of implementation/execution	
Evaluation of results	Rating
Relevance	
Effectiveness	
Efficiency	
Assessment of overall project results	
Sustainability	Rating
Financial resources	
Socio/politics	
Institutional framework and governance	
Environmental	
Overall probability of sustainability	

Field visit options should be provided in the final evaluation inception report.

² Access at: <http://>

³ Outcomes, effectiveness, efficiency, M&E, I&E performance and relevance are rated on a 6-point scale: 6 = Highly satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately satisfactory (MS), 3 = Moderately unsatisfactory (MI), 2 = Unsatisfactory (I), 1 = Highly unsatisfactory (HI). Sustainability is rated on a 4-point scale: 4 = Probable (P), 3 = Moderately probable (MP), 2 = Moderately improbable (MI), 1 = Improbable (I).

6. Payment Schedule

- Payment of 20% upon satisfactory delivery of the final TE initiation report and approval by the Commissioning Unit.
- Payment of 40% upon satisfactory delivery of the draft TE report to the Commissioning Unit.
- 40% payment upon satisfactory submission of the final TE report and approval by the Commissioning and RTA Unit (through signatures on the TE Report Authorization Form) and submission of the completed TE Audit Track.

Criteria for issuing the final 40% payment

- The final TE report includes all the requirements described in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and specific to this project (i.e., the text has not been cut and pasted from other MTR reports).
- The audit log includes responses and justifications for each comment listed.

7. Travel

- Travel to La Paz, BOLIVIA and travel to the city of Santa Cruz and to the project intervention areas in the respective municipalities during the TE mission will be required.
- The BSAFE course must be successfully completed prior to the start of the trip.
- The Project Management Support - Advisor is responsible for ensuring that they have vaccinations/inoculations when traveling to certain countries, as designated by the UN Medical Director.
- The Project Management Support - Advisor must comply with the United Nations security directives set forth at: <https://>
- All related travel expenses will be covered and reimbursed in accordance with UNDP rules and regulations upon submission of an F-10 claim form and supporting documents.

8. Qualifications and Experience

A one-person evaluator will conduct the TE (with experience and exposure to projects and evaluations in other regions and the project country). The Project Management Support - Advisor will be responsible for the overall design and writing of the TE report

The evaluator must not have been involved in the preparation, formulation and/or implementation of the project (including the drafting of the project document), must not have conducted the mid-term review of this project, and must not have a conflict of interest with project-related activities.

The selection of evaluators will be aimed at maximizing qualities in the following areas:

a. Education

Master's degree preferably in the areas of environment and sustainable development or other closely related field.

b. Work experience



- Minimum 7 years' experience in environmental management, sustainable development or a related field.
- Knowledge and experience in UNDP and/or GEF projects are required.



- Relevant experience with results-based management evaluation methodologies;
- Experience in the application of SMART indicators and in the reconstruction or validation of reference scenarios;
- Experience working in the region.
- Demonstrated understanding of gender and biodiversity issues (GEF focal area); experience in gender-sensitive assessment and analysis;
- Excellent communication skills;
- Demonstrable analytical skills;
- Experience in the evaluation and review of UN system and/or UNDP and GEF projects would be an asset;
- Experience with the GEF Small Grants Program will be an asset.

d. Language

- Fluency in written and spoken Spanish and English.

e. Class Competencies

 <p>Perspectiva Estratégica</p>	<p>Develops and implements sustainable operational strategies, thinks long-term and takes into account the external context in order to shape the structure of the organization. Anticipates and perceives the impact and implications of future activities and decisions on other parts of the organization.</p>
 <p>Integridad e Inclusión</p>	<p>Treats all individuals with respect, responds tactfully to differences and encourages others to do the same. Upholds ethical and organizational standards. Maintains high standards of trust. Is a role model for diversity and inclusion.</p>
 <p>Liderazgo propio y de los demás</p>	<p>Acts as a positive role model contributing to team spirit. Collaborates and supports the development of others.</p> <p>For personnel managers only: through the use of appropriate leadership styles, acts as a positive leadership role model, motivates, directs and inspires others to succeed.</p>
 <p>Desarrollo de asociaciones</p>	<p>Demonstrates an understanding of the impact their role has on all associates and always puts the beneficiary first. Develops and maintains strong external relationships and is a competent partner to others (if it falls within their role).</p>
 <p>Orientación hacia los resultados</p>	<p>Effectively establishes a course of action for self and/or others with the objective of achieving a goal. Actions result in the successful accomplishment of the task with a focus on quality in all areas. Identifies opportunities and takes initiative to act. Understands that responsible use of resources maximizes the impact we can have on our beneficiaries.</p>
 <p>Agilidad</p>	<p>Is open to change and flexible in a fast-paced environment. Adapts his/her perspective to changing circumstances or requirements. Reflects on past experiences and modifies own behavior. Performance is consistent, even under pressure. Always strives for continuous improvement.</p>

	<p>Evaluates data and procedures to be followed to achieve logical and pragmatic decisions. Adopts an unbiased and rational approach with calculated risks. Applies innovation and creativity to the problem-solving process.</p>
	<p>Expresses ideas or facts clearly, concisely and openly. Communication indicates consideration for the feelings and needs of others. Listens actively and proactively shares knowledge. Manages conflict effectively by overcoming differences of opinion and finding common ground.</p>

Annexes:

- **Annex A:** Project Logic/Results Framework
- **Annex B:** Project Information Package to be reviewed by the Project Management Support - Advisor
- **Annex C:** Contents of the TE report
- **Annex D:** Evaluation criteria matrix template.
- **Annex E:** Code of Conduct for UNEG Evaluators
- **Annex F:** TE Rating Scales and TE Rating Chart
- **Annex G:** TE Report Authorization Form
- **Annex H:** TE Audit Record Template
- **Annex I:** Cofinancing Template

ANNEX 3: List of people interviewed and schedule of field visits

Name	Institution / position	Tentative date
María Inés Santos	SGP - UNDP	17.10.2024
Mario Tapia	Monitoring & Evaluation Technician	21.10.2024
Yeri Gallardo	PRODECO	22.10.2024
Oscar Aguilar	Chairman Steering Committee	22.10.2024
Juan Carlos Beltran	PROAGRO	23.10.2024
María José Montero	FUNDESOC	29.10.2024
Gabriela Monje	Vice-Ministry of Planning	29.10.2024
Ruben Salas	SGP - UNDP	30.10.2024
Rocio Chain	UNDP	30.10.2024
Rossana De Luca	UNOPS	04.10.2024
Carlos Montenegro	UNDP	04.10.2024
Dana Lara	Advisor Vice Ministry of Environment	04.11.2024
Diana Salvemini	Ex - UNDP RTA	05.11.2024
Marta Vallejo	UNDP Resident Representative	11.11.2024

Schedule of visits to the territory from 14.10.2024 to 18.10.2024

Day	Activity	Time	Remarks
Monday 14-10-24	Trip Santa Cruz - San José de Chiquitos - Natividad	7:00	PRODECO vehicle
	Visit to the Apiculture Project (PRODECO)	11:00	PRODECO, PROAGRO and FUNDESOC participate.
	Trip Natividad - San José de Chiquitos - Carmen Rivero Torres	12:30	
	Meeting with Municipal Government (mayor and councilors)	18:30	Overnight at Hotel Mandiore - CRT
Tuesday 15-10-24	Trip Carmen Rivero Torres - Naranjal Colombo Community	08:00	PROAGRO, PRODECO and FUNDESOC vehicles
	Visit to Horticulture and Beekeeping projects (PROAGRO)	10:30	PROAGRO, PRODECO and FUNDESOC vehicles
	Trip Naranjal Colombo Community - Palm Tree Community	12:30	
	Visit to the Water-Vegetable and Pedagogical Forest Project (PRODECO)	14:30	PROAGRO, PRODECO and FUNDESOC vehicles
	Trip Palmera Community - Santa Rosa de Bocaina Community	16:30	
	Forest Fire Risk Management Project Visit (FUNDESOC)	18:00	Overnight at Hacienda Brasileño or others
Wednesday 16-10-24	Visit to the Apiculture-Meliponiculture Project (PROAGRO)	07:30	PROAGRO, PRODECO and FUNDESOC vehicles
	Visit to the Cassava Project (FUNDESOC)	09:00	
	Trip Santa Rosa de Bocaina Community - Carmen Rivero Torres - Yacuses	11:00	Overnight at Hotel Vini - Pto. Quijarro
	Visit to the Vegetable Project (FUNDESOC)	16:00	
	Yacuses - Puerto Quijarro Trip	17:30	
Thursday 17-10-24	Trip Puerto Quijarro - San Salvador Community	07:30	PRODECO vehicle
	Visit to the Environmental Education Project (PRODECO)	08:30	PRODECO vehicle Overnight at Hotel Chairu - SCZ
	Visit to the Totá Project (PRODECO)	10:00	
	San Salvador - Santa Cruz Community Trip	11:30	
Friday 18-10-24	Travel Santa Cruz - La Paz	7:40	Airway - BOA

ANNEX 4: List of Information Reviewed

#	Document (electronic versions preferred if available)
1	Project Identification Form (PIF)
2	UNDP Initiation Plan
3	Final UNDP-GEF project document with all annexes
4	Request for CEO endorsement
5	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)
6	Initiation Workshop Report
7	Mid-term review report and management's response to mid-term review recommendations
8	All Project Implementation Reports (PIRs)
9	Progress reports (quarterly, semi-annual or annual, with associated work plans and financial reports)
10	Supervision mission reports
11	Minutes of Project Board meetings and other meetings (i.e. Project Appraisal Committee meetings)
12	GEF monitoring tools (from CEO approval, mid-term and terminal stages)
13	GEF Core Indicators, Least Developed Countries and African Unified Science Fund, Core Indicators (FIP, CEO Endorsement, intermediate and terminal stages); for GEF-6 and GEF-7 projects only.
14	Financial data, including actual expenditures per project deliverable, including management costs, and including documentation of any major revisions to the budget
15	Co-financing data with expected and actual contributions broken down by type of co-financing, source and whether the contribution is considered as mobilized investment or recurrent costs.
16	Audit reports
17	Electronic copies of project results (brochures, manuals, technical reports, articles, etc.).
18	Example of project communication materials
19	Summary list of official meetings, workshops, etc., held, with date, place, topic and number of participants
20	Any relevant socio-economic monitoring data, such as average income/employment levels of stakeholders in the target area, changes in income related to project activities.
21	List of contracts and procurement items over ~US\$5,000 (i.e., organizations or companies contracted for project deliverables, etc., except in cases of confidential information).
22	List of related projects/initiatives that contribute to the achievement of the objectives of projects approved/initiated after GEF project approval (i.e., any leveraged or "catalytic" results).
23	Data on relevant activity of the project website, e.g. number of unique visitors per month, number of page views, etc., during the relevant time period, if available
24	UNDP Country Programme Document
25	List/map of project sites, highlighting suggested visits.
26	List and contact details of project staff, key project stakeholders, including Project Board members, the RTA, Project Team members and other partners to be consulted
27	Project deliverables that provide documentary evidence of achievements for the project results.
28	Cofinancing report updated as of the final evaluation cut-off date.
29	Risk matrix

ANNEX 5: Evaluation Matrix

Evaluation questions	Indicators	Resources	Methodology
<p>Relevance:</p> <p>Relevance and coherence of the project with respect to national policies and mandates. Consistency between the project and the needs of local stakeholders. Involvement of local and national stakeholders in project design and implementation.</p>			
<ul style="list-style-type: none"> ○ Were the project objectives in line with the country's needs and priorities, taking into account the political, social, legal and institutional context? ○ Does the project contribute to gender equality, women's empowerment and social inclusion? ○ Was gender mainstreaming designed and implemented according to the needs of socially excluded groups and women and men? ○ Has the project managed to ensure complementarity, harmonization and coordination with other relevant government interventions and/or other stakeholders, avoiding duplication of efforts? 	<p>Level of coherence between what was designed and implemented with respect to national policies, priorities and mandates and/or global environmental objectives and/or local priorities and/or GEF strategic priorities and/or UNDP regulations.</p> <p>Degree of involvement of local actors and stakeholders in the design and execution of the project.</p>	<p>Data from the monitoring system and follow-up actions;</p> <p>Technical project information and information applicable to the project (e.g. CBD; GEF Objectives; UNDP documents);</p> <p>Information gathered through individual or group interviews with various stakeholders (project team, local informants, CD members).</p>	<p>Documentary analysis;</p> <p>Interviews / questionnaires;</p> <p>Triangulation of the evidence collected.</p>
<p>Effectiveness:</p> <p>The extent to which the expected results and objectives of the project have been achieved. Involvement of key actors and stakeholders in the achievement of the expected results. Incidence of risks and assumptions on the objectives pursued by the project.</p>			
<ul style="list-style-type: none"> ○ What are the main achievements of the project and what was missing? ○ Briefly explain the reasons or factors for the success (or failure) of the project in achieving the expected results with the expected quality. ○ Were women, men and/or vulnerable groups sufficiently linked to the project interventions? ○ How were the difficulties that limited or jeopardized the achievement of the project objectives overcome? ○ What has been the contribution of partners and other organizations to the project results? ○ Have the project implementation processes been participatory? ○ What are the remaining risks and barriers to achieving global environmental benefits? ○ Has the project's response been adequate to the identified needs of beneficiaries/stakeholders, and to changes in the priorities of partners and vulnerable groups? 	<p>Degree of compliance between the goals and expected results with respect to the goals and results achieved.</p> <p>Level at which the project objectives have been achieved.</p> <p>Degree of effective participation of key actors and stakeholders with a gender perspective.</p> <p>Actions taken to address key assumptions and drivers for achieving objectives, impacts and targets.</p>	<p>Monitoring system data and follow-up actions;</p> <p>Technical information of the project and information applicable to the project;</p> <p>Information gathered through individual or group interviews with relevant stakeholders;</p> <p>On-site observations. Information collected through questionnaires with local informants.</p>	<p>Documentary analysis;</p> <p>Interviews / questionnaires;</p> <p>Analysis of oral information obtained in situ;</p> <p>Triangulation of the evidence collected.</p>

Evaluation questions	Indicators	Resources	Methodology
<p>Efficiency:</p> <p>The extent to which the project has been executed in a timely, strategic, comprehensive and cost-effective manner. Achievement or surpassing of goals and expected results.</p>			
<ul style="list-style-type: none"> ○ Have financial resources been allocated strategically and in a timely manner during project development? ○ Were the project activities fully implemented with the planned financial resources? ○ To what extent were the goals and expected results achieved? ○ To what extent have beneficiary groups, partners and other stakeholders contributed additional resources (cash and/or in-kind) to the project? ○ In what proportion were economic, human, or technical resources used to address existing inequalities in the territory and address gender issues? 	<p>Timeliness in achieving goals and expected results.</p> <p>Proportion of cofinancing achieved and percentage of funds used for gender issues.</p> <p>Extent to which goals and results achieved exceed expectations.</p> <p>Compliance of financial and monitoring procedures used with national standards and UNOPS & UNDP standards.</p>	<p>Monitoring system data and follow-up actions;</p> <p>Technical information of the project and information applicable to the project;</p> <p>Information gathered through individual or group interviews with relevant stakeholders;</p> <p>On-site observations.</p> <p>Information collected through questionnaires with local informants.</p>	<p>Documentary analysis;</p> <p>Interviews / questionnaires;</p> <p>Triangulation of the evidence collected.</p>
<p>Sustainability</p> <p>Probability that the results achieved by the project will be maintained. Availability of resources (human, economic, etc.) to maintain the benefits of the project. Empowerment and initiative of key local actors and stakeholders. Existence of risks (political, institutional, environmental, etc.) to maintain the benefits achieved.</p>			
<ul style="list-style-type: none"> ○ Are there social or political factors or other risks that may positively or negatively influence the maintenance of project results and progress towards expected impacts? ○ Is the level of ownership by key stakeholders sufficient to enable the project results to be sustained / increased over the long term? ○ Are there sufficient financial resources to ensure the sustainability of the results achieved by the project and/or to expand its scope in the medium and long term? ○ Is there sufficient awareness, interest, commitment and incentives from government and/or other key stakeholders to sustain the initiatives in the medium and long term? ○ What are the innovations/good practices that have been implemented in the framework of the project and that need to be further developed to contribute to sustaining the implemented initiatives over time? 	<p>Existence of financial, environmental, socio-political or institutional risks to sustain project results.</p> <p>Degree of empowerment of key actors and stakeholders.</p> <p>Financial and other supporting resources flow in the short, medium and long term.</p> <p>Level of awareness, interest and commitment of key actors and stakeholders.</p>	<p>Monitoring system data and follow-up actions;</p> <p>Information gathered through individual or group interviews with relevant stakeholders; On-site observations.</p> <p>Information collected through questionnaires with local informants.</p>	<p>Documentary analysis;</p> <p>Interviews / questionnaires;</p> <p>Analysis of oral information obtained in situ.</p>

Evaluation questions	Indicators	Resources	Methodology
<p>Gender equality</p>			
<p>Equal enjoyment of rights, opportunities, resources, etc., among men, women, girls and boys. Equal participation of men and women in project progress and results.</p>			
<ul style="list-style-type: none"> ○ Have stakeholders been actively, meaningfully and freely involved in the intervention activities? ○ Is there a specific gender strategy and are its objectives clear and realistic? ○ Do the activities in the proposed action plan lead to gender goals and objectives? ○ Does the action plan have the capacity to provide data for gender-sensitive evaluation? ○ Are there differentiated data on the situation of beneficiaries, particularly women, at the beginning of the intervention? ○ Is there gender-sensitive indicators integrated into the intervention? 	<p>Degree of equal participation in activities.</p> <p>Existence of gender analysis & action plan.</p> <p>Availability of data differentiated by gender.</p> <p>Relationship between expected gender results and expected project results (biodiversity conservation).</p>	<p>Monitoring system data and follow-up actions;</p> <p>Technical information on the project and information gathered through individual or group interviews with relevant stakeholders; On-site observations.</p> <p>Information collected through questionnaires with local informants.</p>	<p>Documentary analysis;</p> <p>Interviews / questionnaires;</p> <p>Analysis of oral information obtained in situ; Triangulation of the evidence collected.</p>
<p>Evaluation & monitoring</p>			
<p>Planned, continuous and systematic verification of project effectiveness and efficiency.</p>			
<ul style="list-style-type: none"> ○ Did the project have a robust monitoring and follow-up plan to monitor results and track progress towards achieving objectives? ○ Were project monitoring activities implemented in a timely manner and within the available budget? ○ How has the monitoring, follow-up and evaluation system used contributed to the timely and full achievement of project results? 	<p>Consistency, reliability, timeliness and completeness of the information generated by the monitoring and evaluation system.</p>	<p>Monitoring system data and follow-up actions;</p> <p>Project ;</p> <p>Information gathered through individual or group interviews with relevant stakeholders and/or questionnaires with local informants.</p>	<p>Documentary analysis;</p> <p>Interviews / questionnaires;</p> <p>Analysis of oral information obtained in situ; Triangulation of the evidence collected.</p>
<p>UNDP Supervision</p>			
<p>Monitoring/quality assurance (QA) by the country office and other UNDP bodies.</p>			
<ul style="list-style-type: none"> ○ Is monitoring & QA done systematically by UNDP? ○ Are follow-up & QA actions executed in a timely and planned manner? ○ Is reliable information generated as a result of monitoring & QA actions? 	<p>Robustness and timeliness of follow-up & QA actions - UNDP.</p> <p>Consistency of the information generated by monitoring & QA actions.</p>	<p>Monitoring system data and follow-up actions;</p> <p>Technical information of the project;</p> <p>Information gathered through individual or group interviews with relevant stakeholders.</p>	<p>Documentary analysis;</p> <p>Interviews / questionnaires.</p>
<p>Impact</p>			
<p>Actual effects and impacts achieved by the project</p>			
<ul style="list-style-type: none"> ○ What are the positive or negative changes, intended or unintended, brought about by the project interventions? 	<p>Differences between baseline data and current situation.</p>	<p>Monitoring system data and follow-up actions;</p>	<p>Documentary analysis;</p>

Evaluation questions	Indicators	Resources	Methodology
<ul style="list-style-type: none"> ○ What real differences have the project interventions made to the beneficiaries? ○ How many people have benefited from the project, and of these, is there equality between women and men? ○ From your point of view, how would you assess the degree of satisfaction of the main stakeholders / final beneficiaries regarding the implementation and results of the project? ○ To what extent has the project increased the levels of cooperation between the institutions involved? 	<p>Number of direct and indirect beneficiaries.</p> <p>Levels of participation and empowerment of women.</p>	<p>Technical information of the project.</p> <p>Information gathered through individual or group interviews with relevant stakeholders; On-site observations.</p> <p>Information collected through questionnaires with local informants.</p>	<p>Interviews / questionnaires;</p> <p>Analysis of oral information obtained in situ;</p> <p>Triangulation of the evidence collected.</p>

ANNEX 6: Evaluation questionnaires

Portfolio of evaluation questions

Relevance and consistency

- 1. What is the project's relevance to national policies and mandates?**
 - Were the project objectives relevant to the country's needs and priorities, taking into account the country's current political, social, legal and institutional context?
- 2. What level of consistency is there with respect to other interventions at the national level in the same area?**
 - To what extent was the theory of change presented in the results model a relevant and appropriate vision on which to base project activities?
 - To what extent have the different ministries and levels of government worked together to address CC adaptation under the project?
 - Are the project objectives and implementation strategies consistent with global, regional and national environmental policies and strategies, taking into account the GCF and the UN and UNDP strategic frameworks?
 - To what extent are gender equality and social inclusion integrated into the project? Has this integration been relevant to the needs of socially excluded groups and women and men?
 - Has the Project taken adequate measures to adjust its implementation strategy to the new circumstances and needs imposed by the COVID-19 pandemic?
 - To what extent has the Project managed to ensure complementarity, harmonization and coordination with other relevant government and other donor interventions, avoiding duplication of efforts and adding value?
 - In your opinion, how is the gender variable reflected in the design of the intervention (logical framework, indicators, activities, monitoring and evaluation systems, reporting mechanisms)?

Effectiveness

- 3. To what extent have the expected results and objectives of the project been achieved?**
 - To what extent have the expected results been achieved? What are the main achievements of the project? *(A summary of the project's progress against the results framework indicators will be presented in an annex to the evaluation report).*
 - Briefly explain the reasons for the success (or failure) of the Project in obtaining its different products and meeting the expected quality standards.
- 4. Has the involvement of key stakeholders in the delivery of planned outputs been adequate?**
 - To what extent and how effectively have the Project's approach and specific actions contributed to the outputs and outcomes achieved?
 - What has been the contribution of partners and other organizations to the results achieved by the project?
 - Based on the previous question, to what extent have the partnerships with different stakeholders under the project been effective in contributing to the achievement of the results?
 - To what extent has the project contributed to the country having operational roadmaps and institutions to advance medium- and long-term adaptation planning processes in the context of national development strategies and budgets?

Efficiency

- 5. Has the project been executed efficiently and in accordance with national and international norms and standards?**
 - (a) Financial Efficiency**
 - Have the resources (financial, human, technical) been allocated strategically and economically to achieve the Project's results?
 - Were the project activities implemented as planned and with the planned financial resources?

- Is the relationship between project inputs and outputs adequate and justifiable?
- (b) Efficiency in implementation**
 - To what extent have the target groups and other stakeholders played an active role in the implementation of the Project?
 - Have stakeholders (both women and men) participated in the various activities of the intervention in an active, meaningful and free manner?
 - What types of participation have taken place?
 - To what extent have partner institutions supported the implementation of the Project?
 - Have the communication and dissemination of the Project been satisfactory?
- (c) Monitoring, Follow-up and Evaluation Efficiency**
 - Did the Project have a robust monitoring and evaluation plan to monitor results and track progress towards the achievement of Project objectives?

Impact

- 6. What have been the real effects and impacts of the project?**
- What is the impact of the Project in qualitative and quantitative terms from a broader systems development and construction perspective?
 - How, in your opinion, would development have been in terms of adaptation at the national level without the Project's interventions (in the area of interest)?
 - What are the positive or negative changes, intended or unintended, brought about by the Project's interventions?
 - What real differences have the project interventions made to the beneficiaries? How many people have benefited? Have women and men benefited equally from the project?
 - From your point of view, how would you assess the degree of satisfaction of the main stakeholders/end beneficiaries regarding the implementation and results of the Project, specifically in terms of partner support and what are the specific issues that remain to be resolved in the area of interest?
 - To what extent has the Project enhanced cooperation between relevant institutions?
 - How have cross-cutting issues, such as **gender** equality and attention to vulnerable groups, been effectively addressed?
 - What is the Project's medium- and long-term influence on climate change adaptation in the country, as a result of the NAPA policy frameworks?

Sustainability

- 7. To what extent are the results and products obtained sustainable? How could the results of the Project be projected and expanded in a more sustainable way, taking into account the remaining needs? Through which institutions?**
- Are there social or political factors that may positively or negatively influence the sustainability of project outcomes and progress towards impacts?
 - Is the level of ownership by key stakeholders (institutional framework and governance) sufficient to enable the Project's results to be sustained?
 - Are the financial resources available to sustain the results achieved by the project and/or expand its scope?
 - Is there sufficient awareness, interest, commitment and incentives from government and other key stakeholders to use the tools, approaches and roadmaps for NIP implementation?
 - What are the innovations/best practices that have been implemented under the project and need to be further developed?
 - Did the intervention activities aim to promote (and did they promote) sustainable positive changes in attitudes, behaviors and power relations among the different stakeholders?
 - To what extent has the integration of human rights and gender mainstreaming led to an increase in the likelihood of sustainability of the Project's results?
 - What mechanisms has the NIP put in place to help the government sustain the improvements made through these interventions?

Catalytic role of the Project

8. **What has been the catalytic role of the project?** The catalytic role of the GEF's interventions is represented in its approach to support the creation of an enabling environment and to invest in pilot activities that are innovative and show how new approaches can work. Criteria for assessing the catalytic role played by this Project include the extent to which the Project has achieved:
- Catalyze behavioral changes in terms of use and application, by relevant stakeholders, of the capabilities developed;
 - Contribute to institutional changes, e.g., institutional adoption of technologies, practices or management approaches demonstrated by the Project;
 - Contribute to policy changes (on paper and in policy implementation);
 - Contribute to sustained follow-on funding (catalytic funding) from governments, the private sector, donors, etc.;
 - Create opportunities for particular individuals or institutions ("champions") to catalyze change (without which the Project would not have achieved all of its results).
 - Contribute to social change (e.g. reduction of inequalities between men and women, new opportunities for marginalized groups, etc.).

Concept and recommendations for the future

9. **What can be recommended for follow-up and/or future programming?**
- What are the possible priority interventions after the project?
 - What are the possible general recommendations that could ensure the sustainability and scaling up of the project's achievements?
 - In terms of gender mainstreaming and attention to vulnerable groups, what are the recommendations to help broaden the inclusion of these approaches at the national level?

Questionnaire for on-site visits

Please provide your opinion regarding the following: YES / PARTIALLY / NO

- Did the project achieve the expected results?
- Did the project have a balanced participation of men and women?
- Did the project respond to the needs of the organization/community?
- Were you and your organization treated equally with the rest of the stakeholders?

Please express your feelings (what do you feel?): JOY or GRATITUDE / NOTHING / ANGER.

- When you remember the people who contributed to the development of the project.
- When you remember the problems, they had to face during the project.
- When they tell their relatives or other people about what was done in the project.
- When you think about all the time and work you have put into the project.

Do you believe that: YES / DOUBT IT / NO

- The project will be maintained for many years?
- Will new funds be raised to increase the impacts/changes achieved?
- Will the local governments support the project in the future with additional resources?
- Were your expectations for the project exceeded?

How satisfied are you with: A LOT / A LITTLE / NOT AT ALL

- Bibliographic material generated, related to the project (brochures, videos, etc.)
- Knowledge learned, skills and abilities achieved.
- Level of participation in the development (design and execution) of the project.
- Increase in family economic capacity achieved because of the project.

Would you be willing to: YES / LIKELY / NO

- Re-engage in a new project related to the project.
- Share what you have learned with other communities / organizations
- Work in the short, medium and long term on the project to improve it.
- To invest more time and money to maintain the project.

Specific questions with a gender focus

<p>Quality of the intervention design</p>	<ol style="list-style-type: none"> 1. In your opinion, how is the gender variable reflected in the design of the intervention (logical framework, indicators, activities, monitoring and evaluation systems, reporting mechanisms)? 2. Did the intervention design benefit from a robust and inclusive stakeholder analysis? Was a gender analysis carried out to clearly define the underlying structural issues in the realization of gender? Does the design respond to this analysis? 3. Was there a clear identification of women and individuals/groups that are marginalized and/or discriminated against as the focus of the intervention? 4. Have gender roles and relations been examined and areas of discrimination against women been identified? 5. Have stakeholders (both women and men) participated in the various activities of the intervention in an active, meaningful and free manner? 6. Is there a specific gender strategy and are the objectives of the strategy clear and realistic? Do the proposed program activities lead to gender goals and objectives?
<p>Availability of information</p>	<ol style="list-style-type: none"> 7. Does the program have the capacity to provide data for gender-sensitive evaluation? 8. Are baseline data available on the situation of beneficiaries, particularly women, at the beginning of the intervention? 9. Is there gender-sensitive indicators integrated into the intervention? 10. Is there a consistent monitoring system to track progress in gender mainstreaming? 11. Have monitoring systems captured gender information (e.g., the situation of different groups of people, specific indicators, etc.)? 12. What kind of gender information is accessible and how can it be collected? 13. Do implementation records and activity progress reports contain information on how gender issues were addressed? 14. Are disaggregated data (e.g., by gender, ethnicity, age, etc.) the diversity of stakeholders available? 15. What are the likely costs of gender data collection and analysis?
<p>Context</p>	<ol style="list-style-type: none"> 16. Is the context in which the evaluation will be conducted conducive to gender-sensitive evaluations? Are stakeholder views on gender generally aligned with international standards? 17. Is the context (political, institutional, cultural, etc.) in which the intervention is inserted conducive to the advancement of gender? 18. If there are issues that may provoke resistance or political opposition, what strategies will be put in place to include gender analysis in the evaluation? 19. Is experience available to evaluate gender integration?

ANNEX 7: Results of the mission to the territory

Introduction

In the context of the external evaluation of Operational Phase 7 (OP7) of the UNDP Small Grants Program (SDP) in Bolivia, field visits were made to 9 of the 36 projects financed. These visits represented 29% of the total budget allocated to the phase, which amounts to \$334,641.17 USD. During the mission, interaction took place with direct beneficiaries, community representatives, technical staff of the executing NGOs and local authorities in 7 communities located in protected areas such as Kaa Iya, San Matías and Otuquis. The main purpose was to evaluate the implementation, achievements and lessons learned from the projects, as well as to identify replicable elements and strategic recommendations for future interventions. The projects visited and general information is summarized in the following table:

PROGRAMA DE PEQUEÑAS DONACIONES						
PROYECTOS SELECCIONADOS PARA LA VISITA DE CAMPO REALIZADA EN EL MARCO DE LA EVALUACIÓN EXTERNA A LA FOT						
#	Título del proyecto	Organización Beneficiaria	Organización Ejecutora	Tipo de Organización	Municipio	Monto Aprobado
1	Seguridad hídrica y alimentaria de mujeres chiquitanas, con buenas prácticas de conservación y gobernanza del agua y el bosque, en las comunidades de Palmera y Santa Rosa de Bocaina, Municipio Carmen Rivero Torrez	Comunidad Indígena Palmera	PRODECO	OCB	Carmen Rivero Torrez	30.180,75
2	La producción apícola y de meliponas como mecanismo de resiliencia ecológica y productiva de familias y comunidades indígenas del ANMI San Matías	PROAGRO	PROAGRO	ONG	Carmen Rivero Torrez	30.630,28
3	Apicultura y meliponicultura ecológica femenina, con buenas prácticas de producción de alimentos y conservación de bosques en 3 comunidades del Municipio de San José de Chiquitos	Comunidad Cristo Rey	PRODECO	OCB	San José de Chiquitos	30.180,75
4	Familias indígenas implementan estrategias productivas en el marco del respeto y aprovechamiento sustentable del paisaje	Comunidad Naranjal Colombo	PROAGRO	OCB	Carmen Rivero Torrez	30.090,10
TOTAL COMPROMETIDO (PRIMERA CONVOCATORIA)						121.081,88
#	Título del proyecto	Organización Beneficiaria	Organización Ejecutora	Tipo de Organización	Municipio	Monto Aprobado
5	Producción y transformación sostenible de la yuca para fortalecer la resiliencia frente al cambio climático en comunidades de la eco región del pantanal boliviano	Organización de Mujeres Chiquitanas German Busch OMC-GB (OCB)	FUNDESOC	OCB	Carmen Rivero Torrez	28.100,00
6	Fortalecimiento al aprovechamiento sostenible del Totai y educación ambiental, en la Comunidad San Salvador, Municipio de Puerto Suarez.	OCB COMUNIDAD SAN SALVADOR	PRODECO	OCB	Puerto Suarez	29.959,29
7	Familias promueven iniciativas productivas resilientes en la ecoregión del Pantanal, PN/ANMI Otuquis.	DISTRITO YACUSES	FUNDESOC	OCB	Puerto Suarez	26.000,00
TOTAL COMPROMETIDO (SEGUNDA CONVOCATORIA)						84.059,29
#	Título del proyecto	Organización Beneficiaria	Organización Ejecutora	Tipo de Organización	Municipio	Monto Aprobado
8	Educación Ambiental para la vida, dirigido a niñas, niños y adolescentes indígenas del nivel primario en las Áreas Protegidas del Kaa Iya, San Matías y Otuquis	PRODECO	PRODECO	ONG	TRANSVERSAL	50.000,00
9	Fortalecimiento de capacidades para la prevención y gestión de riesgos de incendios forestales en comunidades piloto de las ecoregiones del Chaco, Chiquitania y Pantanal boliviano" Areas protegidas Kaa Iya- San Matías y Otuquis	FUNDESOC	FUNDESOC	ONG	TRANSVERSAL	50.000,00
TOTAL PROYECTOS ESTRATEGICOS						100.000,00

Results of the Visits

1. Scope and Diversity of Projects

The projects visited covered a wide range of objectives, from the provision of potable water with renewable energy to the implementation of community and school gardens, beekeeping, and environmental education. In communities such as Palmera, Naranjal Colombo, San Salvador and Yacuses, it was observed how projects have integrated innovative components and participatory approaches to address critical needs. Testimonies gathered during the visits highlighted that these initiatives have strengthened the self-management capacity of the communities, who value the projects as "a dream come true" and an example of how working together can transform their environment.

2. Water Supply and Environmental Sustainability

Projects related to water provision stand out for their focus on sustainability through the use of photovoltaic energy. In communities such as Palmera and Santa Rosa de Bocaina, EPSAs (Empresas Prestadoras de Servicios de Agua) have been established, combining efficient technical management with community participation. These systems not only guarantee access to water for human consumption and productive activities but also protect water recharge areas and promote forest conservation practices. Participants emphasized how these initiatives have not only reduced operating costs by eliminating dependence on fuels but have also improved their quality of life by ensuring a reliable water supply. Phrases such as "we feel proud, let's keep going" reflect the sense of community ownership that has strengthened the success of these projects.

3. Bee Production and Meliponiculture

In communities such as Cristo Rey, Santa Rosa de Bocaina and Naranjal Colombo, beekeeping projects have generated multiple benefits. In addition to generating income through the sale of honey and by-products, they have strengthened environmental awareness of the importance of bees in biodiversity. The interviewees highlighted the learning acquired in swarm capture techniques, queen rearing and apiary management, despite challenges such as predator attacks and hive escapes. The beneficiaries highlighted that, although they faced challenges such as predator attacks and bee escapes, these experiences strengthened their resilience, transforming beekeeping into a strategic activity for their sustainability. Mutual support within the communities was key, as one promoter reflected, "I encourage beekeeping by chatting from community member to community member."

4. Impacts on Environmental Education

The Pedagogical Forests, implemented by PRODECO, have transformed areas of Chiquitano forest into educational resources that strengthen the connection between students and their environment. These initiatives involve educational centers in the three main protected areas, promoting the formation of environmental values from an early age. Teachers and students have adopted active roles, and a solid foundation has been laid for integrating environmental education into municipal public policies. Experiences shared during the visits underscored how these initiatives have reinforced the sense of identity and belonging, highlighting that "the heart of the community is the Educational Unit." In addition, the hands-on approach has inspired students to take on environmental leadership roles from an early age.

Participation and Gender

One of the most significant achievements of the projects is the high participation of women in economic and community activities. Women played key roles in productive associations for cassava flour, beekeeping, and community gardens. In addition, their leadership in volunteer fire departments and educational initiatives was highlighted. However, the interviews revealed that, although women have assumed a leading role in the public sphere, challenges related to co-responsibility in domestic tasks and gender violence persist. In several projects, specific meetings were held for women, where they were able to share experiences, expand their networks and strengthen their organizational capacities. These spaces have generated empowerment and motivation, as reflected in phrases collected during the visits: "We feel proud, we are going to move forward" and "We have accepted the project because we see it as an opportunity for our families."

Lessons Learned

- **Seed Projects:** Beneficiaries perceive the initiatives as a starting point for broader changes. The communities' experience shows that small projects can be scaled up or complemented with additional resources. Testimonies showed that these projects have opened up opportunities to manage additional resources and develop complementary phases, strengthening their self-management capacity.
- **Innovation and Replicability:** The use of photovoltaic energy, the Pedagogical Forests and the formation of fire departments are replicable models in other regions with similar characteristics. This has allowed communities to replicate solutions and generate a long-term sustainable impact.
- **Flexibility and Adaptation:** Implementing NGOs have demonstrated an ability to adjust projects according to local needs, a key factor in their success. Examples such as the successful relocation of school gardens to land with better conditions demonstrate this adaptability and its impact on project effectiveness.

ANNEX 8: UNEG Code of Conduct for Evaluators

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 imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

Evaluation Consultant Agreement Form

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


Name of Evaluator: JORGE RODRIGO NUÑEZ JARA

Name of Consultancy Organization (where relevant): _____

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

Signed at QUITO on OCTOBER 01, 2024

Signature: _____



ANNEX 9: TE Report Clearance Form

Terminal Evaluation Report for (Seventh Operational Phase of the Small Grants Program in Bolivia (OP7/SGP) - UNDP PIMS ID 6561) Reviewed and Cleared By:

Commissioning Unit (M&E Focal Point)

Name: Juan Pablo Castillo Santander

Signature:  Date: 23/01/2025

Regional Technical Advisor (Nature, Climate and Energy)

Name: Carlos Montenegro Pinto

Signature:  Date: 23/01/2025

ANNEX 10: Cofinancing Template

Sources of Co-financing	Name of Co-financier	Type of Cofinancing	Investment Mobilized	Amount (US\$)
Governmental	FONABOSQUE	In-kind		800,000
Governmental	SERNAP	In-kind		200,000
Non-governmental	Community Organizations	Cash		198,098
Non-governmental	Community Organizations	In-kind		1,269,279
International donors	ICCA Fund	Cash		315,000
Implementing Agency	UNDP	In-kind		200,016
TOTAL				2,982,393