

## **Management Responses**

**"Conservation and Sustainable  
Use of Agrobiodiversity  
to Improve Human Nutrition in  
Five Macro-regions."  
GCP / BOL / 046 / GFF  
GEF ID 4577**

**October 24,2020**

## **1. GENERAL RESPONSE TO THE MID-TERM REVIEW**

After three years of execution of the project "Conservation and Sustainable Use of Agrobiodiversity to Improve Human Nutrition in Five Macro regions," the need for a Mid-Term Review (RMT) arises. Due to the COVID-19 pandemic and the declaration of a health emergency at the national level, the review was carried out remotely, jointly, and in coordination with the focal point of the Ministry of the Environment and Water to facilitate conditions and incorporate the most representative contacts and thus achieve the generation of impressions on the state of execution of the project, as well as the difficulties and challenges it faces.

In this sense, between May and August of 2020, a mid-term review was carried out to conduct a thorough analysis of the project, to identify the criteria and considerations that would lead to a reformulation of the goals and indicators of results that, based on the evidence, were overvalued. Also, a review should be made of the relevance, efficiency, and effectiveness of the project's execution to determine to what extent it achieves its objectives.

Undoubtedly, it is important to consider that this Mid-Term Review process has allowed the project team to make visible the difficulties and shortcomings about the scope of the results; it led to self-reflection and the construction of an immediate action plan to take corrective measures in the short, medium and long term, which allow a better execution of the project based on the results provided by the MTR. In this sense, all the recommendations made by the consultant responsible for the MTR in the final report are considered relevant and important, which shows in detail all the findings and allows considering some proposals for future actions to address the recommendations.

The final report document of the MTR is accepted in its entirety. It is considered very useful for the justification and reformulation of indicators that may be achievable in a new period of expansion and under a new scenario, redirecting the project's strategic planning and a results-based management approach.

## 2. RESPONSE FOR EACH RECOMMENDATION

### Box 1: Management Response Matrix

Management Response to the Mid-Term Review of the Project "Conservation and Sustainable Use of Agrobiodiversity to Improve Human Nutrition in Five Macro regions"					Date: October 24, 2020
Evaluation recommendation (a)	Administration Response (b) Accepted, Partially accepted, or Rejected	Management Plan			
		Actions to be taken, and/or comments on partial acceptance or rejection (c)	Responsible Unit (d)	Period (e)	Additional financing needed (Y or N) (f)
<b>Include the section title, if it exists</b>					
<p><b>Recommendation 1:</b> To the Project's team, FAO and MMAyA. The Project requires a <b>redefinition of indicators and a territorial targeting within each macro-region</b>. Thus, it is advisable to carry out a realistic analysis of the possibility of achieving the outcomes and pending goals of all the results. Once the exercise has been carried out, an adjustment and extension proposal should be prepared that is logistically and temporally feasible, which considers the availability of human and financial resources and the technical feasibility of reaching the new commitments</p>	Accepted	<p>1.- As per the technical team's analysis and projection, to achieve the indicators, the technical, financial, and logistical possibilities available must be reviewed to achieve the overvalued goals. This analysis will be carried out with MMAyA, FAO Regional Office, FAO Bolivia Coordination, and Programs. (Annex 1 Action Plan and ppt).</p> <p>2.- Based on a budget adjustment, goals, and outcomes, an extension of the project execution time until June 2022 is proposed. (Preliminary Annex 2 Budget analysis)</p>	<p>RLC – LTO</p> <p>Programs and Operations FAO Bolivia</p> <p>Project coordinator</p>	Last quarter 2020	

<p>with quality, effectiveness, and efficiency.</p>		<p>3.- Each macro-region will review its territorial organization to adjust the distribution and restructuring of the technical team.</p> <p>4.- For the targeting of areas - territories, a decrease from 38 to 32 municipalities and a decrease from 154 communities to 145 communities is suggested. In the municipalities and communities, an exit strategy will be established until December 2020. (Annex 3 targeting documents by MR).</p>			
<p><b>Recommendation 2:</b> To the Project Team To facilitate the collection and consolidation of information related to progress indicators and beneficiary groups, the systematization of lessons learned and improving knowledge management and accountability, it would be advisable <b>to strengthen the project's monitoring system.</b></p>	<p>Accepted</p>	<p>1.- The immediate hiring of a consultant is required to consolidate the monitoring and evaluation system to collect information primarily linked to the impact indicators, results, and products, and generate reports in connection with the level of achievement of the goals and products.</p> <p>2.- This consultant must design the instruments for collecting information (data), both for the baseline and for the permanent monitoring of the indicators. The information database - monitoring system must be organized by macro-region and disaggregated by gender.</p> <p>3.- Also, the information gathering should be planned and monitored at key</p>	<p>FAO Bolivia Operations</p> <p>Programs and Monitoring FAO Bolivia</p> <p>Project Coordinator</p>		

		<p>moments of the project. The information must be managed and quantitative reports prepared, both on the baseline and the project's progress (monthly - quarterly), under the results-based management approach (Next step with focal point approval). (Annex 4 preliminary TOR)</p> <p>4.- Actions will be focused on knowledge management and systematization of lessons learned from the communication specialist and the national project coordinator, who will identify the most important lessons from the project's execution in the 5 macro-regions.</p>			
<p><b>Recommendation 3:</b> To the Project Team.</p> <p>To consolidate results, multiply the possibilities of the effects and increase the Project's visibility, it would be convenient to accelerate the <b>national information system</b> implementation. A process that should be accompanied by the development of capacities in the public institutions for their autonomous management once the Project ends.</p>	Accepted	<p>1.- The information systems consultant's immediate hiring for the National Information System's design and implementation is suggested (Annex 5 preliminary ToR). As part of the design, it must be foreseen who and what type of information will be uploaded to the system and the frequency and the mechanism to have an access/link in FAO (for back-up purposes) and other instances directly linked to the project.</p>	<p>FAO Bolivia Operations</p> <p>Project Coordinator</p>		

		<p>Also, the national information system must be linked to the project's monitoring system and communication strategy.</p> <p>2.- Training and support to the MMAyA for the management of the information system to be established on the ministry's official website. (steps after approval).</p>			
<p><b>Recommendation 4:</b> To the Project Team.</p> <p>To advance in the quality assurance of the Project's processes and results, it would be advisable to accelerate the implementation of the suggestions made by the team of nutrition specialists from the FAO Regional Office. Especially those related to the <b>homologation of standards for food analysis.</b></p>	Accepted	<p>1.- It is necessary to manage the Regional Officer's Nutrition and Food advice from Chile, Ruth Charrondieto, to establish and homologate the analysis standards on the composition of foods from agrobiodiversity. On the other hand, the support of Fernanda Grande, a specialist recommended by RLC for nutrition issues, must be managed before the Country Office in Brazil.</p> <p>2.- According to the regional nutrition advisor's suggestions, the international laboratories that meet the required standards should be identified. On the other hand, it is necessary to standardize methodologies for sampling and sample preparation and the analysis of food composition of the most strategic species.</p> <p>3.- It is necessary to identify a complementary source of funds to cover the cost of sampling and analysis.</p>	<p>RLC - FAO (Regional Technical Officer for Nutrition and Food)</p> <p>FAO Bolivia Representation</p> <p>FAO Bolivia Operations</p>		<p><b>S</b></p> <p>For the advisory teams of Chile and Brazil</p> <p>For international laboratory analysis.</p>

<p><b>Recommendation 5:</b> To the Project Team and FAO.</p> <p>Given the characteristics of the beneficiary groups and the gaps between men and women regarding food security, malnutrition, and income, in addition to the fact that a significant number of outcomes consider it, it is highly recommended to design and implement an <b>approach strategy on gender dimension</b>.</p>	<p>Accepted</p>	<p>1.- It is proposed to have part-time support from the gender focal point of the Country Office in Bolivia. This support will be aimed at: i.) Generating and applying diagnostic tools for gaps and opportunities for women, ii.) Design of a gender approach strategy for the ongoing project, particularly aimed at collecting information to measure the scope of the project's goals and indicators. (Annex 6 gender diagnosis proposal).</p> <p>2.- Capacity building and support for the technical team to define and implement actions aimed to overcome the gender gaps, which are the responsibility of the project, and identified in the diagnosis.</p> <p>3.- Incorporation of the gender approach in the study of knowledge, attitudes, and practices (CAP) for the gender-sensitive communication strategy and the monitoring system, the national information system/platform, and the systematization of lessons learned and knowledge management. (Annex 7 CAP proposal and survey)</p>	<p>Gender Focal Point FAO Bolivia</p> <p>Project Coordinator</p>		
<p><b>Recommendation 6:</b> To the Project Team.</p> <p>Considering the good preliminary results and the disposition shown by some departments and municipalities, it would be advisable to <b>deepen the</b></p>	<p>Accepted</p>	<p>Based on the successful experiences identified in the Amazon macro-region, the legal framework for the institutionalization of Agrobiodiversity as a local development strategy will be worked with municipal and departmental governments, emphasizing the definition</p>	<p>Project Coordinator</p>		

<p><b>work and articulation</b> in these spaces and, in this way, <b>promote institutional anchoring of the Project at the local level.</b></p>		<p>of policies that promote the consumption of agrobiodiversity products and as a strategy for the conservation of important species. On the other hand, work will be done on allocating budget resources for the implementation of policies. (Annex 8 survey of GAMs).</p>			
<p><b>Recommendation 7:</b> To the Project Team.</p> <p>Along with promoting the consumption of products from agrobiodiversity in the general population and beneficiary communities, it would be advisable to seek <b>marketing agreements with state-dependent agencies</b> that ensure minimum volumes of purchase and, therefore, production.</p>	<p>Accepted</p>	<p>1.- To establish commercialization agreements under the public procurement approach, an analysis will be made of the State programs' requirements and demands and the steps to follow to finalize these agreements. The above, depending on the product offer of the 5 macro-regions, the organizational status, and the required formalization (Annexes 9 ToR specialists in transformation and commercialization).</p> <p>2.- A benchmarking survey will be carried out of the possible commercial alliances between the producers of the five macro-regions and local buyers - under the logic of short circuits. This to differentiate markets and analyze the possibility of establishing supply networks that are not affected by institutional crises.</p> <p>3.- Manage transcendental alliances with strategic governmental and non-governmental instances to strengthen organizations.</p>	<p>FAO Bolivia Operations Project Coordinator</p>		

<p><b>Recommendation 8:</b> To the Project Team.</p> <p>Associations and producers have developed their own capacities for the production process. To improve their autonomy, it is recommended to promote a training cycle to <b>strengthen managerial and administrative skills</b> for better management of their ventures.</p>	<p>Accepted</p>	<p>1.- It is intended to establish a training plan based on the producers' demands, in connection with the market demands, the identified buyers, and the possible commercial alliances.</p>	<p>FAO Bolivia Operations</p> <p>Project Coordinator</p>		
<p><b>Recommendation 9:</b> To the Project Team.</p> <p>To expand the possibilities of the previous recommendations' success, it is necessary to generate the corresponding logistical and financial arrangements to allow a greater presence of specialists in the different macro-regions.</p>	<p>Accepted</p>	<p>1.- Have a restructuring proposal prioritizing specialized work in the field, contemplating local hiring for better coverage and efficiency in resources, times, and results. (Annex 10 technical team analysis ppt document).</p> <p>2.- Prioritization of investments towards the achievement of results, for which the purchase and contracting plan must be adjusted. (Annex 11 preliminary purchasing plan)</p> <p>3.- Budgetary adjustment to accompany the expansion of the project. (Appendix 2)</p> <p>4.- Strategic targeting of the municipalities to achieve results following the potential and opportunities, reducing the area of intervention to 32 municipalities and 145 communities and permanent technical staff in the intervention area. (Annex 3).</p>	<p>FAO Bolivia Operations</p> <p>LTO</p> <p>Project Coordinator</p>		

		5.- Strategic alliances with local, public, and private institutions and organizations to help actions and investments under efficient technical and financial resources.			
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