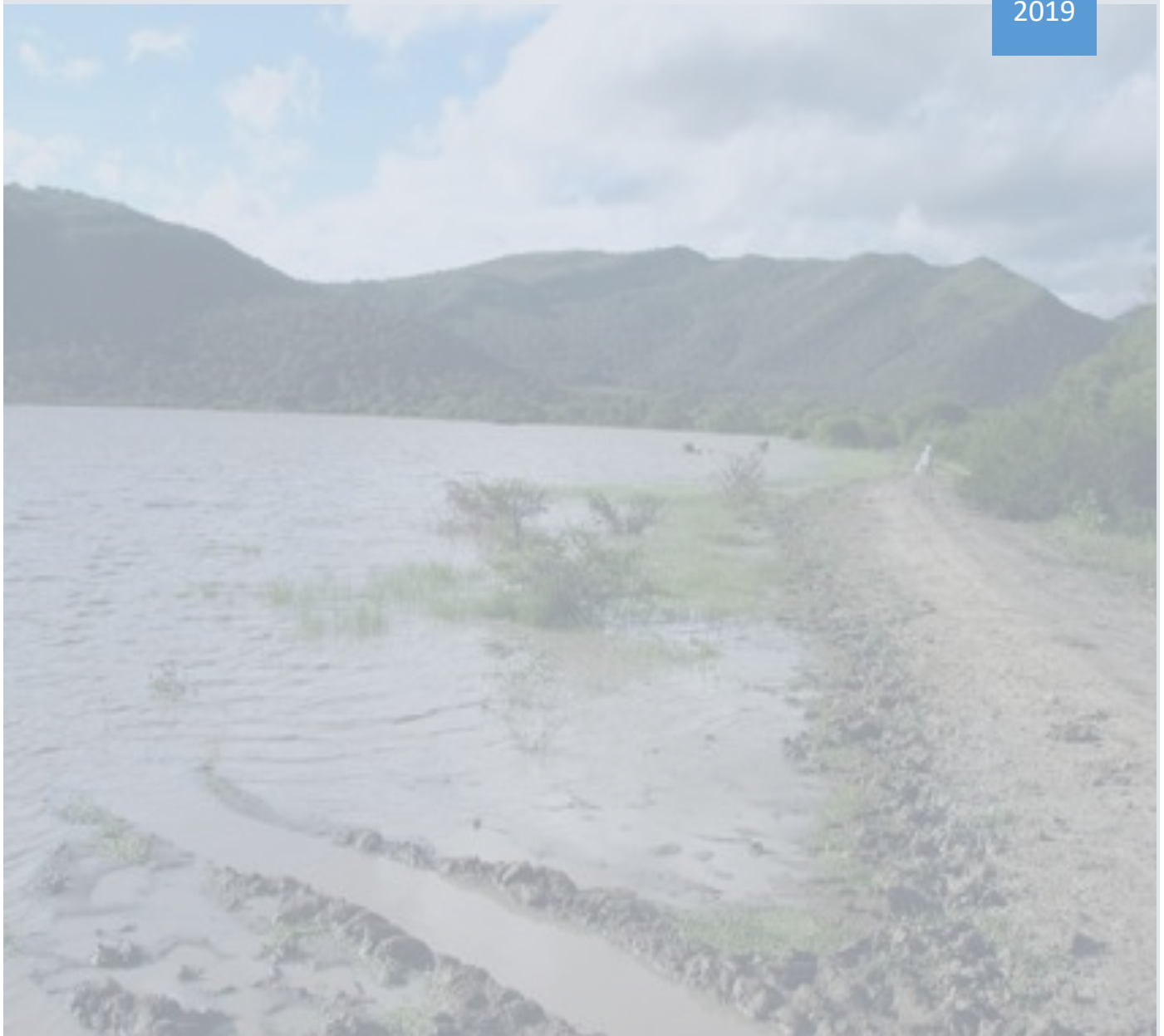


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***PRODUCT 5.3
INSTITUTIONAL CAPACITY
ASSESSMENT***

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List of Acronyms and Abbreviations

ACOBOL	Bolivian Association of Women Mayors and Councillors
ADG	Autonomous Departmental Government
AGAMDEPAZ	Department of La Paz Association of Autonomous Municipal Governments
AIOC	Rural Native Indigenous Autonomous Entities
AMB	Bolivian Association of Municipalities
AMDEBENI	Beni Association of Municipalities
AMDECO	Cochabamba Association of Municipalities
AMDECH	Chuquisaca Association of Municipalities
AMDECRUZ	Santa Cruz Association of Municipalities
AMDEOR	Oruro Association of Municipalities
AMDEPANDO	Pando Association of Municipalities
AMDEPO	Potosí Association of Municipalities
AMDES	Departmental Associations of Municipalities
AMG	Autonomous Municipal Government
AMT	Tarija Association of Municipalities
ARG	Autonomous Regional Government
ATE	Autonomous Territorial Entity
AWP	Annual Work Plan
CAF	Development Bank of Latin America
COB	Bolivian Trade Union Confederation
CSF	Conservation Strategy Fund
CSUTCB	National Confederation of Peasant Workers of Bolivia
CTMP	Community Territorial Management Plan
EMAGUA	Water and Environmental Executing Entity

ESDP	Economic and Social Development Plan in the framework of Integrated Development for Living Well
FAM	Federation of Municipal Associations
FAO	Food and Agriculture Organization
FILAC	Fund for the Development of the Indigenous Peoples of Latin America and the Caribbean
FONABOSQUE	National Forest Development Fund
FPS	National Fund for Productive and Social Investment
FSTMB	Trade Union Federation of Mine Workers of Bolivia
GCF	Green Climate Fund
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Corporation for International Cooperation)
IDS	Integrated Development Strategy
IOC	Indigenous, Native or Farming People
ISP	Institutional Strategic Plan
MAS	Movimiento al Socialismo (Movement toward Socialism)
MDRyT	Ministry of Rural Development and Lands
MMAyA	Ministry of the Environment and Water
MPD	Ministry of Development Planning
NESDP	National Economic and Social Development Plan for Living Well
OECA	Farmer, Indigenous and Native Community Economic Organizations
OECOM	Community Economic Organizations
PDB	Productive Development Bank
PLA	Plurinational Legislative Assembly
PNC	Multi-Year Programme for the Integrated Management of Water Resources and Watersheds
PROMETA	Environmental Protection Foundation
PRONAREC	National Irrigation Programme with a Watershed Approach

SAM	Municipal Associations System
SDC	Swiss Agency for Development and Cooperation
SEDEGIA	Departmental Integrated Water Management Service
SENARI	National Irrigation Service
SIDP	Sectoral Integrated Development Plan for Living Well
SIPS	State Integrated Planning System
SPC	State Political Constitution
TIDP	Territorial Integrated Development Plan for Living Well
UCEP - MI RIEGO	Coordination and Execution Unit for the Irrigation Programme
VRHR	Vice-Ministry of Water Resources and Irrigation

Chapter 1.

Decision-Making in Bolivia

The aim of this chapter is to describe how decision-making is structured in the Plurinational State of Bolivia. It starts with a broad overview that covers three large overlapping areas, namely: (i) **public policy**, understood as the courses of action that aim to solve the public problems identified; (ii) **relational processes** between strategic actors with a range of different interests, and (iii) the **institutional structure**, understood as the legal-political configuration that underpins decision-making in a country.

Thus, public policy is the “output” that emanates from the decision-making process. This output is developed and given expression through a “process” in which multiple actors converge in a given set of circumstances. The process itself takes place in a specific and defined “form” in keeping with the country’s legal and political configuration.

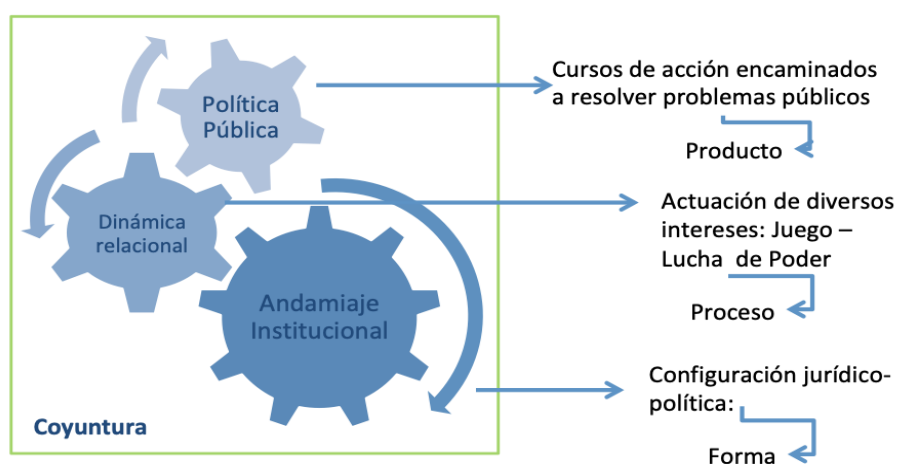


Figure 1. Dimensions of decision-making. Authors' own diagram.

We will now go on to describe the characteristics of these three dimensions in the specific case of the Plurinational State of Bolivia. First, we discuss the institutional structure, referring to the public institutions at the central government and national level and the sub-national level (Autonomous Territorial Entities), as well as the Municipal Associations System and the “Union Organization” Community System of Association that are directly correlated with each other.

We then do the same with the public policy dimension, focusing on a general list of policies directly related with the proposed project as well as the scope and main aspects of the State Integrated Planning System (SIPS). The relational processes dimension is discussed as part of the other dimensions, and also in the description of actors and governance arrangements presented in Chapter 2.

Institutional Structure

The Bolivian institutional structure is highly complex. It is important to be aware of it, especially when seeking to implement projects such as *“Preservation and restoration of environmental functions with an emphasis on water security for climate change adaptation and increased resilience of vulnerable family farmers in the Valles Macroregion of Bolivia.”*

To understand it, it is necessary to take the territorial organization of the Plurinational State of Bolivia as the starting point. The State Political Constitution (SPC, 2019) establishes that: “Bolivia is organized territorially into **departments, provinces, municipalities and rural native indigenous territories**” (Art. 269). Two key elements converge in this form of territorial organization: autonomy and decentralization.

As these elements indicate, both the central level of the state and the Autonomous Territorial Entities (ATEs) converge in decision-making processes in the Plurinational State of Bolivia. The term ATEs is used to refer to “the set of government and administrative institutions that operate in the jurisdiction of a territorial unit, in keeping with the powers and competences conferred upon them by the SPC and the Framework Law on Autonomous Entities and Decentralization” (Law N° 031, 2010).

In addition, the Bolivian system recognizes two very important institutional structures that complement the set of public institutions: (i) the Municipal Associations System, which takes shape in the Federation of Municipal Associations (FAM); and (ii) the “Union Organization” Community System of Association, represented by producers’ associations, federations and confederations.

Thus, the Bolivian institutional structure is doubly complex, as it recognizes three types of institution which coexist in terms of management and representation (public administration, municipal associations, and union organizations).

We aim to offer a more detailed description of this in the following sections. First, the constitutional basis for the institutional structure is set out, followed by a description of the characteristics of the legislative and executive organs at the central government and national level. The nature, scope and competences of the ATEs are described, followed by the way in which the Municipal Associations System is structured and its main features. Finally, without going into great detail, the main elements that comprise the “Union Organization” Community System of Association are presented. The reason for not providing an in-depth analysis is that although these

institutional structures are present in the territory where the proposed project may be implemented, they are not actors with which the project will work directly.

A. Constitutional Basis for the Institutional Structure

As established by the SPC, the Plurinational State of Bolivia is constituted as a Unitary Social State of Plurinational Community Law that is free, independent, sovereign, democratic, intercultural, decentralized and with autonomies. Bolivia is founded on plurality and on political, economic, legal, cultural and linguistic pluralism in the country's integration process (SPC, 2009, Art. 1).

In keeping with the way in which legitimacy is conferred upon the head of state, the form of government is a Republic and the system of government is defined as participatory democratic, representative and community-based (SPC, 2009, Art.11).

The Plurinational State organizes and structures its branches of government by recognizing the existence of the following organs:¹ Legislative, Executive, Judicial² and Electoral. As mandated by the Constitution, the organization of the state around these four organs is based on “independence, separation, coordination and cooperation” (SPC, 2009, Art.12). In addition, there is a fifth decision-making body called the Plurinational Constitutional Tribunal, which “assures the supremacy of the Constitution, exercises oversight of constitutionality, and safeguards respect for and enforcement of constitutional rights and guarantees” (SPC, 2009, Art. 196).

¹ Organ is the term used in the Plurinational State of Bolivia to designate the branches of government. In this case, the organs are executive, legislative, judicial and electoral.

² It is important to mention that the Judicial Organ recognizes a rural native indigenous jurisdiction which is present in some of the municipalities in which the project would be implemented.

For the purposes of this report, and taking as the point of reference the proposed project's areas of action, emphasis is placed on the Legislative Organ and the Executive Organ.

The Legislative Organ takes material form in the Plurinational Legislative Assembly. This is a bicameral legislature, comprising the Chamber of Deputies (with 130 members),³ and the Senate (36 members).⁴ The two chambers also include eight deputies representing Indigenous, Native or Farming People. Based on the results of the latest elections, the majority of the seats in the Chamber of Deputies are held by the governing party, the Movimiento al Socialismo (MAS) (88 seats). The governing party also holds the majority of seats in the Senate (25 seats) (Political Database of the Americas, 2009).

The Chamber of Deputies and the Senate are organized in commissions, which in turn are organized in committees. In relation to the main themes of the proposed project, the Senate has Commissions working on: (i) the Plural Economy, Production, Industry and Industrialization; (ii) Territorial Organization of the State and Autonomies; and (iii) Land and Territory, Natural Resources and the Environment. It also has Committees working on: (i) the Plural Economy, Productive Development, Public Works and Infrastructure; (ii) Departmental Autonomous Entities; (iii) Land and Territory, Natural Resources and the Coca Leaf; and (iv) the Environment, Biodiversity, Protected Areas and Climate Change (Cámara de Senadores, 2015).

³ Article 146 of the SPC states that, in each Department, half of the Deputies are elected in single-member electoral districts. The other half are elected in departmental multi-member electoral districts, from lists headed by candidates for President, Vice President, and Senators of the Republic. Deputies are elected by universal, direct and secret suffrage. In the single-member districts, they are elected by a simple majority of the votes, and in the multi-member districts through the system of representation established by law. The number of Deputies must reflect the proportional vote obtained by each party, citizen group or indigenous people.

⁴ Article 148 establishes that, in each Department, four Senators shall be elected in departmental districts by universal, direct and secret suffrage. The allocation of seats for Senators in each department is done by means of the proportional system.

In the case of the Chamber of Deputies, the following can be mentioned: (i) the Plural Economy, Production and Industry Commission, specifically the Agriculture and Livestock Farming Committee and the Community and Social Cooperative Economy Committee; (ii) the Territorial Organization of the State and Autonomies Commission; and (iii) the Natural Resources, Water Resources and Water Committee and the Environment, Climate Change, Protected Areas and Natural Resources Committee (Cámara de Diputados, 2019).

The Executive Organ at the central government level is structured around 20 ministerial portfolios (Supreme Decree No. 29894, 2009, Art. 13). These include the Ministry of the Environment and Water (MMAyA) and the Ministry of Rural Development and Lands (MDRyT), both of which are key to the proposed project, and the Ministry of Development Planning (MPD), in which the focal point for the Green Climate Fund (GCF) is located. A profile of each of these ministries, as well as the agencies under their stewardship that are directly related to the project, is provided in Chapter 2 of this report.

As well as being a decentralized state, the Bolivian model of the state is also characterized by autonomy. Autonomy is defined as:

the government status acquired by a territorial entity (Autonomous Government), which also implies management of its own financial resources and the exercise of its legislative, regulatory, supervisory and executive attributes in the area of its jurisdiction. Among other ways, these are exercised through (...) the power to create, collect and/or administer taxes, and the power to invest its financial resources as mandated by the SPC and the law (Ministry of Autonomous Entities, 2016).

The SPC recognizes the existence of four types of autonomy which all have equal hierarchical status: Departmental Autonomy (nine departments), Municipal Autonomy (338 municipalities), Regional Autonomy and Rural Native Indigenous Autonomy (2009, Art. 269–305).

Each type of autonomy has a government structure: (i) the Autonomous Departmental Government (ADG) in the case of the departments, (ii) the Autonomous Municipal Government (AMG) in the case of the municipalities, (iii) the Autonomous Regional Government (ARG) in the case of regions that have exercised their right to regional autonomy, and (iv) the Autonomous Government of Indigenous, Native or Farming People (GAIOC) in the case of rural native indigenous territories, municipalities and regions that have exercised their right to rural native indigenous autonomy (Ministry of Autonomous Entities, 2017).

The ATEs are the institutions in which these types of autonomy take material form. They have the authority to enter into voluntary associations with others in order to carry out joint activities in the framework of the competences legally assigned to their members. This form of association is known as a *Mancomunidad* (Law N° 031, 2010, Art. 29).

Finally, it is important to mention that although legislation can be enacted at the central government and national level and at the sub-national level, Supreme Decree No. 29894 clearly states that the hierarchy of legislation is “subject to the entities’ sphere of territorial competence.” Thus,

legislation enacted at the national territorial level takes preference over all other legislation enacted by the autonomous territorial entities, due to the competences conferred upon the

central government level by the State Political Constitution (Supreme Decree No. 29894, 2009, Art. 144).

The diagram below shows the location of the figures described above in the institutional structure, based on the four organs of the state, and how this filters down to the sub-national level through the ATEs.

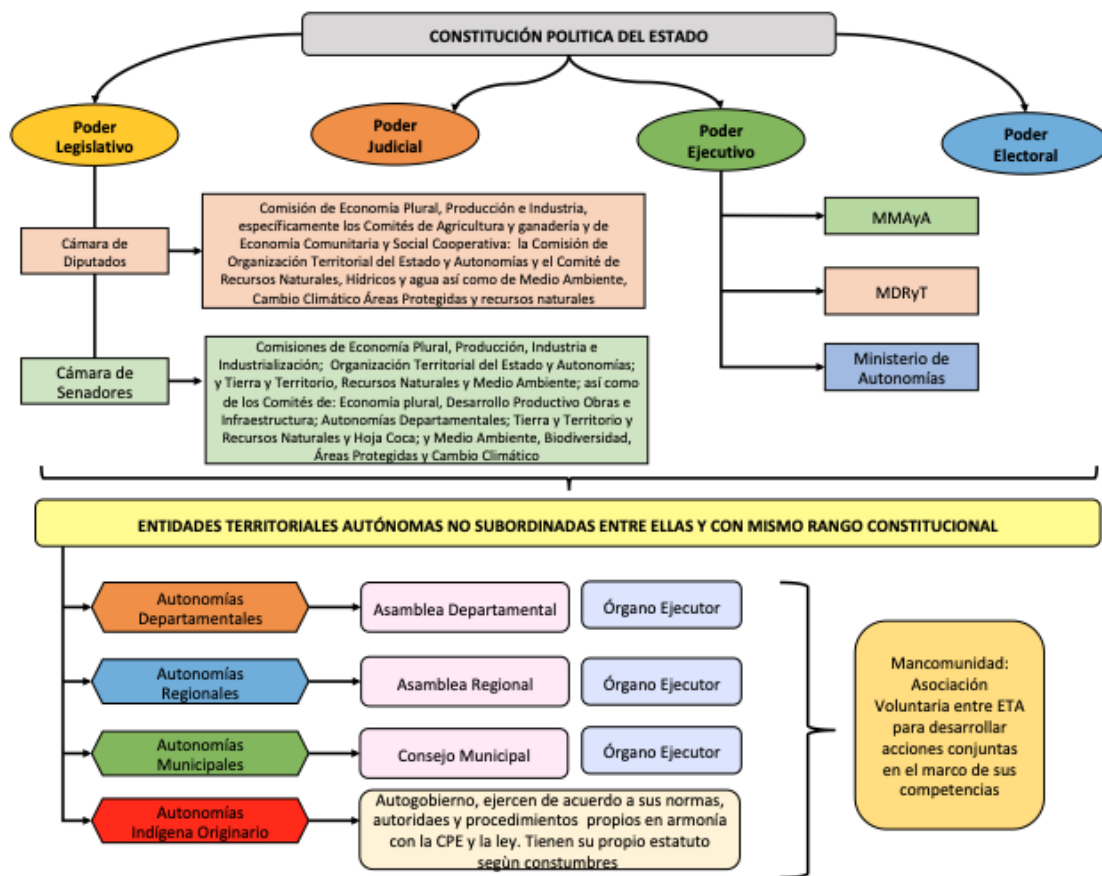


Figure 2. Organs of the state and organization of the central government and national level and sub-national levels. Compiled by the authors based on SPC 2009 and Law 031, 2010.

B. Competences

Both the central government and national level and the sub-national level have a set of competences that underpin their role in the governance of Bolivia. The SPC defines four types of competences:

(i) Proprietary: those of which legislation, regulation and execution are not transferrable and may not be delegated, and are reserved for the central level of the state; (ii) Exclusive: those in which a level of government holds the legislative, regulatory and executive faculties concerning a particular matter, and may transfer and delegate the last two, (iii) Concurrent: those in which legislation corresponds to the central level of the state and the other levels simultaneously exercise the regulatory and executive faculties; and (iv) Shared: those subject to basic legislation passed by the Plurinational Legislative Assembly, the development of which corresponds to the autonomous territorial entities, in keeping with their characteristics and nature. Regulation and execution shall correspond to the autonomous territorial entities (2009, Art. 129).

As Böhrt suggests, the typology of competences established by the Constitution shows that this concept can be seen as comprising

three constitutive elements: certain powers (legislative, regulatory and executive), the territory in which these powers are exercised, and the matter to which they are applied (legal component, technical component and administrative-judicial component). (2010, p. 16–17)

The diagram below shows which type of competences pertain to each level.

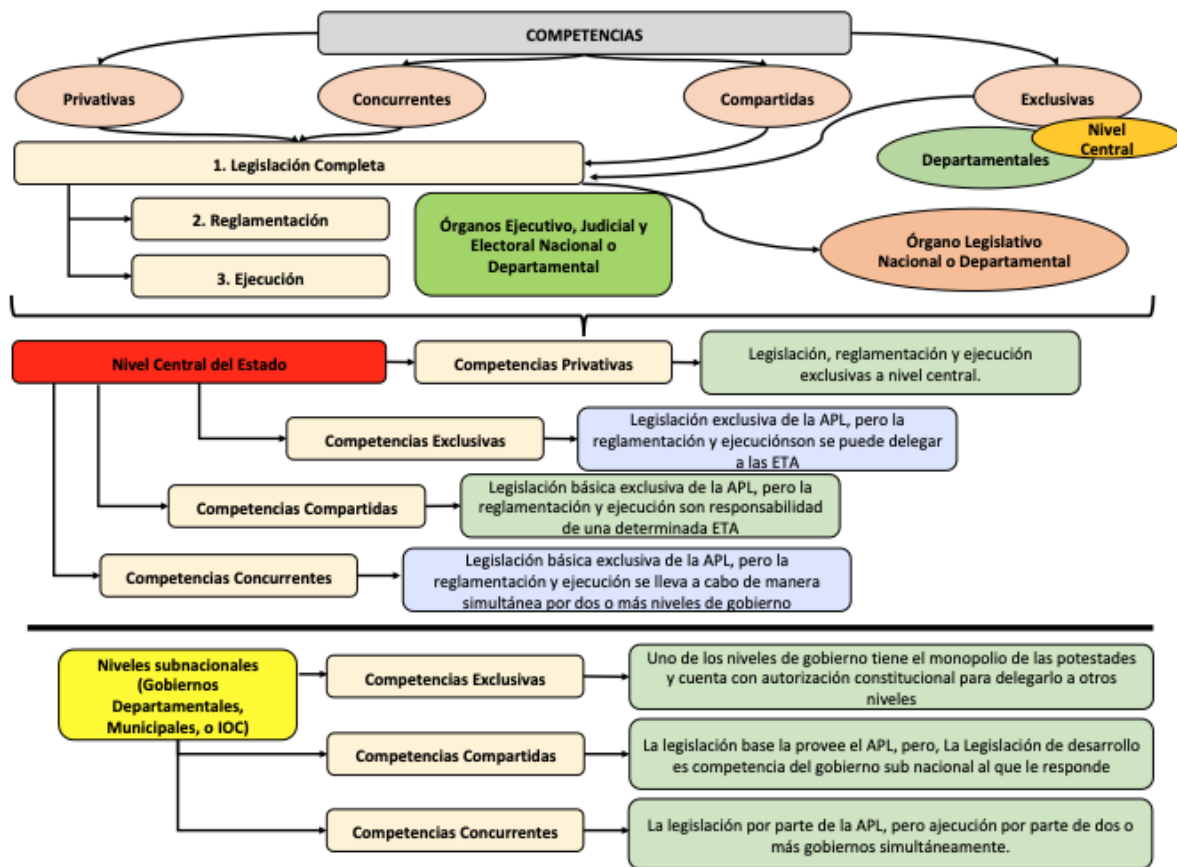


Figure 3. Types of competences, characteristics and level to which they are assigned. Compiled by the authors based on SPC 2009 and Law 031, 2010.

As the diagram shows, although the ATEs are autonomous from the central government, there also needs to be constant coordination between them. For example, for a decision-making process to take effect, central government and the ATEs must maintain constant communication and coordination, because the competences that are eventually conferred upon them largely come from the central level of the state.

C. The Municipal Associations System

Complementing the institutional structure described above is a Municipal Associations System, resulting from the AMGs' power "to sign municipal association or alliance agreements with other municipalities" (SPC, 2009, Art. 302).

The Municipal Associations System comprises: (a) the Federation of Municipal Associations (FAM); (b) the nine departmental associations of municipalities, in Beni (AMDEBENI), Cochabamba (AMDECO), Chuquisaca (AMDECH), Santa Cruz (AMDECRUZ), Oruro (AMDEOR), Pando (AMDEPANDO), Potosí (AMDEPO), Tarija (AMT) and La Paz (AGAMDEPAZ); (c) the Bolivian Association of Women Mayors and Councillors (ACOBOL), whose members are its nine departmental associations; and (d) the Bolivian Association of Municipalities (AMB), whose members are the municipal governments of the nine departmental capital cities and the city of El Alto (Law N° 540, 2014, Art. 2).

Law 540 states that the Municipal Associations System is financed by means of the contributions made by the AMGs, which allocate 4% of their share of national tax revenue. In addition, the System has cooperation funding from private and public institutions, donated funds, and its own funds, which can be raised by the entities that belong to the System. Payment of the contributions made by the AMGs takes place in the form of monthly automatic direct debits (2014, Art. 4–5).

The AMDES have two basic functions. First, they bring together the AMGs and represent them in dealings with bodies at the sub-national and central government and national levels. Second, they provide technical assistance on specific topics that can benefit and strengthen the capacities

of the AMGs. To perform this role, some AMDES receive outside funding to implement specific projects that benefit the municipalities.

D. The “Union Organization” Community System of Association

A third component of the legally constituted institutional structure in the Plurinational State of Bolivia is the trade union-style institutions. Although the proposed project does not plan to work directly with the actors that belong to this system, it is important to be aware of its existence and the actors involved in it, because in some cases they converge with the institutional structure at the central government and national and sub-national levels, as well as the system of Autonomous Municipal Governments.

The “Union Organization” Community System is a means for active participation in decision-making that can support the implementation of policies. The decisions taken can also translate into direct benefits for the actors that form part of the system.

As far as the legal basis for its formation is concerned, this system is backed by the SPC, which recognizes that all workers have the right to freely form a union. The SPC not only recognizes the freedom of association in unions, but also guarantees this as a form of defence, representation and support for workers (2009, Art. 51).

Relevant institutions in the Trade Union System include, for example, the Bolivian Trade Union Confederation (COB), the Trade Union Federation of Mine Workers of Bolivia (FSTMB), and the National Confederation of Peasant Workers of Bolivia (CSUTCB).

The CSUTCB specifically is organized around a National Executive Committee, Departmental Federations, Regional Federations, Provincial Federations, Local Farmers’ Unions, Community-

Level Farmers' Unions and individual Farmers' Unions. Within this organizational structure, secretaries are appointed for farming and forestry issues, the defence of Mother Earth, the environment and climate change. There is also a commission working on natural resources and economic, rural and agricultural development (CSUTCB, 2019).

Public Policies

From their location in the institutional structure described above, the country's strategic actors engage in decision-making processes that lead to public policies, which can be defined as any course of action that aims to solve a given public problem. Public policies are an inter-connected, complex and coherent set of measures, processes and tools adopted for the purpose of addressing matters in a certain area or a relevant public problem (Cruz, 2015).

The policy framework governing all actions in the Plurinational State of Bolivia is the State Political Constitution. Elements of it have already been mentioned above in the description of the institutional structure.

The Constitution provides the basis for, firstly, national legislation that takes the form of policies, laws, supreme decrees, supreme resolutions and ministerial decrees; and secondly the government policy that guides the National Planning System through the Patriotic Agenda 2025, the Government Manifesto, the Economic and Social Development Plan (ESDP), Sectoral Plans (SIDP), Territorial Plans (TIDP) and Community Territorial Management Plans (CTMP).

We will now go on to refer to the national laws and government policies directly related to the proposed project.

A. National Laws

This section summarizes the national laws directly related to the scope of the project designed for the GCF, both at the thematic level and in terms of national planning procedures and arrangements in the system of autonomous and decentralized state entities.

State Political Constitution (2009)

Some of the content of the SPC was already mentioned in the previous section. However, it is important to point out that the SPC contains an entire title related to the environment, natural resources, land and territory, which stipulates the duty to conserve and protect natural resources and biodiversity and to use them in a sustainable manner, as well as to maintain environmental equilibrium (Art. 342). It also states that all environmental management policies must be based on: (i) participatory planning and management, with social oversight; (ii) the application of environmental impact assessment and environmental quality control systems, without exception and covering all activities involving the production of goods and services that use, transform or affect natural resources and the environment; and (iii) liability for conducting any activity that causes harm to the environment, with civil, criminal and administrative penalties for non-compliance with environmental protection laws and regulations (Art. 345).

Under the same title, the Constitution stipulates that both the state and society must promote the mitigation of environmentally harmful effects (Art. 346 and 347).

Law No. 777. State Integrated Planning System (SIPS) (2016)

This law is critically important as it gives a detailed explanation of the SIPS as well as the actions that lead to the integrated planning process. The SIPS is an inter-connected and ordered set of rules, sub-systems, processes, methodologies, mechanisms and procedures for integrated long-,

medium- and short-term planning in the Plurinational State which will enable the objectives of Living Well to be achieved by means of integrated development in harmony and balance with Mother Earth (Art. 2).

Law No. 835. Ratification of the Paris Agreement (2016)

This law ratified the “Paris Agreement” adopted in December 2015 during the Twenty-First Conference of the Parties (COP 21) of the United Nations Framework Convention on Climate Change. This is relevant for the project in question because the Paris Agreement covers issues such as resilience and reducing vulnerability to climate change by strengthening ecosystems, preserving forests and managing them sustainably. The promotion of water solutions and improved water management is necessarily a part of this. The Agreement covers water security issues through technology development and transfer (UNFCCC, 2015).

Law No. 300. Framework Law on Mother Earth and Integrated Development (2012)

One of the objectives of this law is to establish the vision and cornerstones of integrated development for Living Well in harmony and balance with Mother Earth, guaranteeing the continuity of the regeneration capacity of the components and life systems of Mother Earth. Emphasis is placed on key issues related to equilibrium with the environment through resilience. It establishes guidelines to guarantee the restoration and regeneration of Mother Earth, with the aim of ensuring the restoration of the Environment itself. The law also addresses the priorities of prevention, plural participation, and water for life. It is worth mentioning that this law recognizes that water is an essential resource for life, as it enables the conservation of all the components, areas and systems in nature in an integrated way. Water is also required for human consumption and production processes, and therefore promoting water security is definitively essential.

The law also stipulates that the state has the duty and obligation to create the conditions for the state to be maintained at every level through integrated development. It is precisely with the backing of this duty and obligation that the proposed project seeks to support the preservation and restoration of environmental functions related to water security for climate change adaptation and promoting the increased resilience of vulnerable family farmers.

Law No. 031. Framework Law on Autonomous Entities and Decentralization (2010)

This law regulates the overall functioning of the autonomous entities and their organizational processes, and thus indicates the way in which each strategic actor can contribute to the project. For example, this law sets out how the ATEs are organized, how they implement projects, how their funding works, and other essential matters. This law also establishes the levels of coordination between the central level of the state and the ATEs.

The law gives a detailed description of how governance is structured under the principles of autonomy, as well as the functions and competences of the autonomous entities. From the point of view of this law, the different types of autonomy were created for a single purpose: to distribute political and administrative functions between the central level of the state and the autonomous entities, in order to ensure that development covers a larger proportion of the territory simultaneously. Certain exclusive objectives are also listed, including conferring upon the ATEs the obligation to preserve, conserve, promote and provide the relevant safeguards for the environment and ecosystems, as well as contributing to a rational occupation of the territory and the sustainable use of natural resources in their jurisdiction.

Law No. 144. Productive Revolution in Agriculture (2011)

The purpose of this law is to regulate everything related to the Agricultural Community Productive Revolution with the aim of achieving food sovereignty. It emphasizes that the way to do this has to go hand in hand with the objective of environmental equilibrium (Art. 2). It acknowledges the importance of technological innovation to enable food sovereignty to be achieved (Art. 5). It mentions the need to have state policies aimed at strengthening the productive base, conserving farming regions, protecting natural resources, and ensuring the supply of food to the population, among other objectives broadly related to the project at hand (Art. 12).

It also mentions the subject of water, defining it as a resource required for farming. Since it is a vital element for production, it must be used sustainably and well, by improving irrigation infrastructure and aqueducts, identifying efficient water collection systems, implementing new technologies, and storing water correctly by using dams and reservoirs, in order to ensure that it is available. Reference is made to the need to carry out studies on water and the water balance in watersheds and micro-watersheds, in order to promote appropriate water use in these areas (Art. 12–13).

Law No. 338. Farmer, Indigenous and Native Community Economic Organizations (OECAS) and Community Economic Organizations (OECOM) for the integration of sustainable family farming and food sovereignty (2013)

The purpose of this law is to regulate everything related to sustainable family farming and the diversified activities carried out by families in the Farmer, Indigenous and Native Community Economic Organizations (OECA) and Community Economic Organizations (OECOM), which must carry out their productive activities based on the correct use of the components of Mother Earth (Art. 2). The law acknowledges that one of the obligations of the Plurinational State at all its

levels of territorial organization with regard to sustainable family farming is to prioritize activities to install and improve infrastructure for various purposes, including irrigation (Art. 7 clause 8). Everyone engaged in family farming has the following obligations: participate in development programmes and projects concerning sustainable productive farming and forestry systems, gather information related to climate change mitigation and adaptation processes, and take action to mitigate and adapt to climate change (Art. 12). The law also establishes that it is the duty of the state at all levels to promote practices that improve infrastructure in various areas, including irrigation, natural resource management, and natural resource extraction and treatment practices (Art. 17).

Law No. 1700. Forestry Law (1996)

This purpose of this law is to regulate the sustainable use of forests and forest land in order to ensure that this is done correctly for the benefit of current and future generations. In other words, it seeks to harmonize activities of this type with the country's ecological needs (Art.1). It makes clear that part of the country's socio-economic development will have to be achieved through sustainable and efficient forestry activities which not only enable sustainable yields to be obtained but also make it possible to conserve the country's ecosystems, biodiversity and the environment in general in a suitable way. Accordingly, the law states that it is vitally important to protect and rehabilitate watersheds in order to prevent the degradation of soils, water sources, grasslands and forests (Art. 2).

The law touches on all the issues related to the use of natural resources in the environment, with a focus on forestry. However, this is directly related to other natural resources, such as water, as

there are water sources in the forests. Law No. 1700 not only makes these needs clear, but also determines the competences of the bodies directly related to the above-mentioned issues.

It therefore mentions the MMAyA as the authority responsible for formulating national strategies, policies, plans and standards that enable the full performance of the forestry system in its entirety. Accordingly, one of its essential duties is to supervise the management and rehabilitation of areas from where natural resources are extracted, as well as watersheds, for example, to ensure that they are used correctly. This also goes hand in hand with proper education to teach the general public about environmental protection practices as well as the correct way to extract natural resources, with the aim of preserving the sources of these and safeguarding resources to ensure their sustainability (Art. 20).

Law No. 1333. Environment Law (1992)

The main purpose of this law is to ensure the protection and conservation of the environment and natural resources with the aim of promoting sustainable development to improve the population's quality of life (Art. 1). This law understands that sustainable development refers to meeting human needs in the present while also maintaining sufficiently stable reserves of resources so that the development of future generations is not affected. It also sees sustainable development not as fleeting but as permanent and global in scope. According to this law, both the environment and the natural resources it provides are the property of the state and, because they are public in nature, they must be protected and used well (Art. 1–4).

The law instructs state authorities to work to preserve the environment, as well as improving it with the aim of improving environmental quality for all. This means that it is also necessary to safeguard biological diversity by maintaining the country's diverse ecosystems. Another aim is to

optimize the use of water and renewable resources to guarantee their long-term availability (Art. 5).

The law refers to environmental planning, stipulating that the planning of national and regional development in the country must include the environmental dimension through a permanent, dynamic process agreed between the different entities involved in dealing with environmental problems (Art. 11).

B. State Integrated Planning System – National Level

The long-term plan for the Plurinational State of Bolivia is set out in the National Economic and Social Development Plan for Living Well (NESDP). The current NESDP is the Bicentennial Patriotic Agenda 2025. This provides the policy framework that guides all medium-term government policies and enables their preparation. It identifies 13 pillars for the development of the Plurinational State around the ideas of “dignified and sovereign Bolivia” (Ministry of Autonomous Entities, 2014). It also establishes how the different levels of government (central government and sub-national level) will participate in the implementation of the Agenda itself, in keeping with their areas of competence, as well as determining the participation of ministries and outlining their attributes. This Plan is vitally important because it reflects the priorities and structure of government policies.

Of the thirteen pillars, a detailed description is provided below of pillar 3, pillar 9, and pillar 11, which are closely related to the *“Preservation and restoration of environmental functions with an emphasis on water security for climate change adaptation and increased resilience of*

vulnerable family farmers in the Valles Macroregion of Bolivia” project to be presented to the GCF.

Pillar 7 refers to sovereignty over natural resources, with nationalization, industrialization and commercialization in harmony and balance with Mother Earth. It states essentially that the development to be promoted should not only be plural and integrated, as mentioned in other pillars, but also sustainable. This means that as well as diversifying the economy, the Bolivian state should focus on using its natural resources sustainably and promoting environmental protection. According to the Plan, this will only be possible if there is sovereignty – meaning state control – over these resources.

With regard to food sovereignty by building knowledge of how to eat to live well, the Agenda sees food as a key element in the correct development of cultures, identity, spirituality and community, and in the dialogue with Mother Earth. This marks a shift in the approach to food, whereby it is no longer seen as a commodity but rather a gift from nature which must be protected and used correctly. Thus, food sovereignty should be achieved in the framework of the human right to food, meeting the needs of all Bolivian people.

Likewise, the pillar on environmental sovereignty with integrated development that respects the rights of Mother Earth focuses mainly on promoting development by supporting the environment, conserving it and using it sustainably. The objective of this pillar is to support several of the previous ones, especially on environmental issues, while promoting the preservation and regeneration of the environment at the same time.

One policy framework relevant to the policy of the government of Plurinational State is the Government Manifesto “Together we’re going the right way towards Living Well” 2015–2020. This policy framework “guides the consolidation of the Plurinational State and the deepening of the process of change. All the strategic actions contained herein are in harmony with the objectives established in the Patriotic Agenda 2025” (MAS-IPSP, 2014, p. 1). The Government Manifesto states that significant progress has been achieved since 2006 and that the correct and responsible use of resources will continue to be promoted. It also supports the idea that Mother Earth has rights, and in this it could be related to the project. Because it takes these rights and the responsible use of natural resources as its starting point, it mentions the preservation and restoration of environmental functions and water security (MAS-IPSP, 2014, pp. 56–57).

The manifesto also states that protecting water sources is vital to ensure the future availability of sufficient, good quality water, and establishes that this is a priority task for the state, as well as guaranteeing access to water. Work has already been done during the 2006–2014 government terms to protect and conserve watersheds, and this type of work must continue. As part of this, there are also some municipalities that have an early warning system to prevent hydrological hazards.

The medium-term planning instruments are based on and derive from the two policy frameworks mentioned above. The plan that guides and connects all national efforts is the Economic and Social Development Plan in the framework of Integrated Development for Living Well (ESDP). The plan currently in force is the ESDP 2016–2021. The Ministry of Development

Planning (MPD) is in charge of formulating this plan,⁵ in keeping with Law 777 on the SIPS, which states that:

the ESDP is the highest-ranking plan in the state planning system (...) and all the medium-term plans in the State Integrated Planning System derive from it. The TIDP and CTMP are similar in rank and are connected to the SIDP, MSP and MIDP (Law 777, 2016, Art. 13.).

For each of the 13 pillars in the Patriotic Agenda 2025, the ESDP establishes specific targets, outcomes, and the actions necessary to achieve them. In total, the ESDP 2016–2020 proposes to achieve 68 targets and 340 outcomes (ESDP, 2016, p. 56). As one of its goals, the ESDP mentions the need to develop responses to climate change and promote solutions to the climate crisis, based on the Living Well approach. With regard to the farming sector and efficient production systems, the target is that 70% of producers implement sustainable farming systems that reduce vulnerability to climate change and increase resilience (ESDP, 2014, p. 132).

Likewise, with regard to the goal of developing sustainable farming systems as part of territorial management processes, the aim is to increase the capacity to generate resilience in the areas and life systems affected by climate change.

Based on the ESDP, each ministry must design Sectoral Integrated Development Plans for Living Well (SIDP). For the purposes of the project designed for the GCF, the most important

⁵ Once it has drawn up the ESDP, the Ministry sends it to the Plurinational Legislative Assembly, which has the first year of the government term to approve it. Once the plan is approved, it acquires the status of a law and compliance with it is mandatory. (Observatorio Regional de Planificación para el Desarrollo de América Latina y el Caribe, 2019)

SIDP are those of the MMAyA and MDRyT. These are mentioned in the institutional profiles of the two ministries presented in Chapter 2.

Finally,⁶ as explained in the previous section, the work of the central government at the national level connects with the actions taken by the ATEs at the sub-national level. There are two very important instruments that link planning at the territorial level with national-level plans. These are the Territorial Integrated Development Plans for Living Well (TIDP) and the Community Territorial Management Plans for Living Well (CTMP), which depend on the rural native indigenous autonomous entities' own norms. (SIPS, 2016) Both the TIDP and the CTMP must be directly linked to the objectives of the current ESDP.

The TIDP are the medium-term territorial development plans of the autonomous departmental, municipal and regional governments. They are formulated with the participation of public, private and/or community stakeholders in the relevant jurisdiction. They may be developed regionally in coordination with other ATEs present in the region (Law 777, 2016, Art. 17).

As mentioned earlier, the CTMP have the same hierarchical status and are aimed at boosting medium-term integrated territorial development planning for the Rural Native Indigenous Autonomous Entities (AIOC), taking into account their own social, cultural, political and economic views (Law 777, 2016, Art. 18). In contrast to the TIDP, these plans include a component

⁶ The National Planning System also includes other medium-term plans which it is important to be aware of: **Institutional Strategic Plans (ISP)**, **Plans of State-Owned Enterprises** and **Integrated Development Strategies (IDS)**. In addition, there are short-term planning arrangements in place. These lead specifically to **Immediate Plans**, which include contingency plans in case of natural disasters, and the **Annual Work Plans (AWP)** of each institution.

setting out the future goals of the Indigenous, Native or Farming People. This means that the content of the plan also includes the orientation they will give to the plan according to their own customs. The plans also include an assessment of the current situation of the people themselves, and have the same five-year budget as the TIDP (Law 777, 2016, Art. 18). Although these plans take these additional factors into account, they are likewise drawn up in keeping with the national, departmental, municipal, and regional or sectoral plans.

Based on the SIDP and TIDP, Integrated Development Strategies (IDS) are developed for regions, metropolitan regions and strategic macroregions.

To implement the TIDP and CTMP, competences and roles are distributed based on each pillar in the Patriotic Agenda. This way of operationalizing decision-making follows the logic of the institutional structure described in the previous section.

For example, in the case of the pillar on the eradication of extreme poverty, the autonomous territorial entities are responsible for 70% of the work, while 30% is the responsibility of the central level of the state. Within the ATEs, 60% of the responsibility is shared between the municipal government and the departmental government. The rural native indigenous autonomous entities are responsible for 10%. The remaining 20% is managed by the central level of the state, making use of its exclusive competences to draw up policies related to labour and basic services.

In the case of pillar 3 on health, education and sport for the full development of the human being, the involvement of the central level of the state is small, with just 6% of the total. Nevertheless, despite having a smaller role, it is responsible for all the legislation related to health and education policies and their management. The AMGs and AIOCs are more involved in this

pillar as they are each responsible for 22% of the work. Thus, participation is distributed as follows: 7% is shared participation with the AIOCs, 14% is concurrent participation among everyone, 14% is the exclusive competence of the ADGs, 22% the exclusive competence of the AMGs, and 22% the exclusive competence of the AIOCs (Patriotic Agenda, 2016, p. 39).

For pillar 9, on environmental sovereignty with integrated development that respects the rights of Mother Earth, the aim is to arrive at a model of sustainable development for Bolivia which recognizes the rights of nature, conserving it and using it sustainably. In this pillar, participation is divided as follows: the exclusive competences of the central level of the state account for 24%, concurrent competences 17%, the exclusive competences of the ADGs 10%, the exclusive competences of the AMGs 13%, the exclusive competences of the AIOCs 10%, and finally the shared competences with the AIOCs 2% and the concurrent competences with the AIOCs 10% respectively (Patriotic Agenda, 2016, p. 51).

Likewise, for pillar 11, which deals with the subject of sovereignty and transparency in public management under the principles of “don’t steal, don’t lie, don’t be lazy,” the central level of the state has the greatest involvement, as its proprietary competences account for 33% and its exclusive competences 9%. However, the responsibility for institutional strengthening falls to both the central level of the state and the autonomous governments. Thus, participation is divided as follows: the proprietary and exclusive competences of the central level of the state account for 42%, concurrent competences 10% and concurrent targets with the AIOCs 5%. 19% of the work is exclusive to the AIOCs, 14% is exclusive to the AMGs, and finally 10% is exclusive to the ADGs (Patriotic Agenda, 2016, p. 55).

Lastly, there are short-term planning instruments: the Immediate Plans and the Annual Work Plans (AWP).

All the above-mentioned plans that form part of the State Integrated Planning System have a certain hierarchical status and they are also inter-dependent. This leads to an organized inter-connected structure of targets and outcomes, as well as complementarity in the sectoral and territorial planning process.

To conclude this section, the table below shows the specific characteristics of each of the above-mentioned plans.

Table 1

Plans available in the planning system

Type of Plan	Acronym	Operators	Specific Information
National Economic and Social Development Plan for Living Well	NESDP	Executive Organ	Long-term plan with a time horizon of up to 25 years.
Economic and Social Development Plan	ESDP	Executive Organ through the governing body	Channels the political vision of Living Well and is drawn from the NESDP.
Sectoral Integrated Development Plans for Living Well	SIDP	Head-of-Sector Ministry	Drawn from the ESDP, these plans are operational in nature and include actions for territorial planning and guidelines for the private sector.
Ministerial Strategic Plans	MSP	Highest authority in each Ministry	Drawn from the ESDP, these are the ministries' cross-cutting and operational plans
Territorial Integrated Development Plans for Living Well of the	TIDP	Formulated by public and private sector	Drawn up in keeping with the ESDP and SIDP guidelines.

Autonomous Departmental, Municipal and Regional Governments			entities and/or community actors	
Multi-Sectoral Integrated Development Plans for Living Well	MIDP		Multi-sector coordination ministry	These set out processes for coordinated government action in various sectors. The responsibility lies with multi-sector coordination entities in government or the MPD.
Community Territorial Management Plans for Living Well of the Rural Native Indigenous Autonomous Entities	CTMP		Formulated in keeping with the rural native indigenous autonomous entities' own norms	The SIPS governing body assesses whether the CTMPs are coherent with the ESDP.
Institutional Strategic Plans of Public Entities	ISP		All public sector institutions	These contribute directly to the implementation of the ESDP, SIDP and MSP.
Institutional Strategic Plans of the Autonomous Territorial Entities	ISP-ATE		Autonomous Government	These contribute directly to the implementation of the ESDP, SIDP and TIDP.
Plans of State-Owned Enterprises	PSOE		State-Owned Enterprises	These plans guide decision-making in enterprises and businesses in order to achieve targets and outcomes that contribute to the ESDP and SIDP.
Business Strategic Plans	BSP			
Corporate Strategic Plans	CSP		Relevant ATEs	Linked with the ESDP and departmental and municipal TIDPs

Source: Compiled by the authors based on the State Integrated Planning System "SIPS" Law (Law No. 777, 2016)

Chapter 2. Institutional Capacity Assessment by Actor

The characteristics of decision-making in the Plurinational State of Bolivia in the institutional sphere, described in the previous chapter, lay the foundations for the institutional profiles of each of the strategic actors who could be involved in the process of implementing the “*Preservation and restoration of environmental functions with an emphasis on water security for climate change adaptation and increased resilience of vulnerable family farmers in the Valles Macroregion of Bolivia*” project to be presented to the GCF.

In this chapter, we first describe the methodology used to gather information for the institutional profiles. We then present the results of the assessment study conducted at the national and territorial level.

Methodology

To conduct the institutional capacity assessment, the starting point was an analysis of decision-making on policies and regulations, the design and implementation of programmes and projects, and technical assistance and investment, in areas related to the integrated management of water resources and watersheds for food production in a context of climate change mitigation and adaptation. The aim of this was to map the stakeholders who play an important role in decision-making on matters such as irrigation, the conservation of water sources, the sustainable management of natural resources, sustainable farming systems, and institutional and community strengthening.

Based on the expert advice provided by the Office of the Food and Agriculture Organization of the United Nations (FAO) in Bolivia and with the approval of the focal point in central government, 14 institutions at the national level and 27 at the sub-national level were selected. These were classified as strategic actors directly related to the potential implementation of the project. For each of these actors, suitable informants were identified who could offer relevant inputs for the research process.

Accordingly, from 4 February to 3 May 2019, a data gathering process was conducted in the field. Information was gathered by means of a semi-structured interview (see Annex 1) and a set of questions for focus groups (see Annex 2). The detailed list of people consulted can be found in Annex 3 of this report.

The results of this field work were processed by adopting the grounded theory approach, which involves a series of systematic steps based on inductive analysis. This enables explanatory results to be obtained for the phenomenon studied, in this case the institutional capacities of each of the organizations studied.

This resulted in an institutional profile of each of the strategic actors, presented below. First, the information concerning the strategic actors at the central government and national level is presented, followed by those at the sub-national level, organized by the departments in which the proposed project would be working.

Institutional Profiles of Strategic Actors at the National Level

The presentation of the institutional profiles follows the same order as the institutional structure described in Chapter 1. It starts with the central government and national level and then goes on to analyse each of the ATEs and other actors interviewed at the sub-national level, organized by department. Based on this, the suggested governance structure for the proposed project is presented in Chapter 3.

A. Central Government and National Level

Ministry of Development Planning (MPD)

The MPD is the lead institution in the Plurinational State of Bolivia responsible for directing integrated planning in the country with the aim of achieving the objectives of Integrated Development for Living Well in harmony with Mother Earth, in the framework of the Patriotic Agenda 2025 (Ministry of Development Planning, 2019).

To carry out its work, the MPD is organized in three vice-ministries: (i) the Vice-Ministry of Strategic State Planning; (ii) the Vice-Ministry of Public Investment and External Finance, and (iii) the Vice-Ministry of Planning and Coordination (MPD, 2018).

The work of the Vice-Ministry of Planning and Coordination is highly relevant for the project designed for the GCF, for two reasons. First, the Fund's Designated National Authority (DNA) for the Plurinational State of Bolivia is none other than the Vice-Minister of Planning and Coordination. Second, the commitments established for the vice-ministerial portfolio include "coordination and monitoring for the preparation of the country programme and comprehensive

projects on the environment, biodiversity and climate change in the framework of Bolivia's position in international negotiations" (Ministry of Development Planning, 2017).

Under the stewardship of the MPD is the National Fund for Productive and Social Investment (FPS), which we will now go on to describe.

National Fund for Productive and Social Investment (FPS)

The FPS is a public institution created in the year 2000 by Supreme Decree No. 25984 as a legal entity governed by public law. It is non-profit-making and decentralized, has an independent legal status and administrative, technical and social autonomy, its competence is national in scope, with devolved operations at the departmental level, and it is currently under the stewardship of the MPD (2000, Art. 12).

The main purpose of the Fund is:

To manage the resources provided to it by international cooperation organizations and the National Treasury for the co-financing of investment spending on feasible projects that contribute to the socio-economic development of the municipalities and, in response to the demand from civil society, are coherent with the national development policies and strategies (National Fund for Productive and Social Investment, 2019).

To carry out its work, the Fund has an Office of the Executive Director, below which are two managerial offices: (i) the Programme and Project Management Office, and (ii) the Finance Management Office. Within the Programme and Project Management Office, there are two leadership posts: (i) the Head of Projects and Programmes on Water, Sanitation, Irrigation and Watersheds, and (ii) the Head of Productive and Social Projects. The offices of the nine

departmental managers report to each managerial office. Technical managers, environmental engineers, and social specialists report to the Head of Projects and Programmes on Water, Sanitation, Irrigation and Watersheds.

The Fund has managed important state funding programmes. Since 2008, it has had a large portfolio of water and irrigation projects, which has enabled the Fund to specialize in these areas. About 70% of the entire FPS project portfolio is currently related to these areas, and among these it is worth highlighting the management of the MI RIEGO Irrigation Programme. According to figures presented at the Public Accountability Hearing in 2018, the MI RIEGO Irrigation Programme accounted for 24% of the investments planned for the year.



Figure 4. Implementation of the MI RIEGO Irrigation Programme by the FPS (FPS, 2018, p. 14)

Although the programmes mainly focus on infrastructure, the Fund is seeking to provide comprehensive technical assistance that includes institutional and community strengthening, through which it aims to ensure that people are empowered as a result of the project. This involves the use of community development and capacity-building tools with people in local communities about the efficient use of irrigation systems, for example.

Of the relevant keys to success in its work, it is worth highlighting the positive relationship and support of government bodies as well as direct coordination with the MMAyA as the institution that coordinates all work concerning water in the country.

The following table summarizes the main achievements and the challenges that remain to be addressed within the FPS.

Table 2

Main achievements and challenges that remain to be addressed in the FPS

Area	Main achievements	Challenges to be addressed
Planning	There is a solid structure and organization thanks to the length of time the FPS has been operating. This enables suitable and efficient planning, as reflected in the achievement of institutional targets. The Ministry of Finance issues reports on the fulfilment of institutional work plans, which indicate that the FPS achieved 90% and 95% of its institutional disbursement targets.	Continue to achieve targets, which are higher every year. Last year (2018) the sum of approximately BOB 1.2 billion was spent, and in 2019 the FPS expects to spend BOB 1.4 billion, due to the allocation of a larger number of projects and increased responsibility.

Budget spending	The funds in financing agreements have been spent in less than five years, especially in the MI AGUA and MI RIEGO programmes.	The challenge is the same: to continue to achieve increasingly demanding targets.
Monitoring and follow-up	There are several monitoring systems, one of which is online and updated in real time. It records the project's implementation process in a single database, and includes a dashboard with indicators showing the budget spent. A follow-up system is being introduced for supervisors and overseers, using a mobile phone application.	Development of new applications by the systems department to improve follow-up.
Information dissemination and communication regarding achievements	The achievements are published on the FPS website. There is a communications team that publishes a report and photos every time a completed project is handed over. This information is also published on the FPS Facebook page, and employees usually share it.	No challenges identified.
Appropriate technical capacities	The technical capacity is in place, as the FPS has sanitation specialists and engineers specializing in irrigation and dams. The work is done as a team together with the departmental offices.	Challenges arise when new projects come in. Recently, five landfill sites are being implemented and there is not much experience with projects of this type. But this is an opportunity for growth, as it will be necessary to hire a waste management specialist and train staff. This is a challenge, but the way in which the FPS is organized makes it possible to grow or downsize depending on what is required.

Communication with ATEs	The FPS communicates quite frequently with the owners of the projects, such as the ADGs and AMGAs. Once a project has been decentralized and is being managed by the relevant departmental office, the departmental manager or the technical staff member designated to evaluate or oversee the project is in contact with the relevant ATE right from the start.	Long list of projects on the waiting list for funding. Lack of a platform that would enable direct contact with the ATEs. Bureaucracy. No challenges mentioned.
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Source: (A. Sandy, personal communication, 3 May 2019)

The Fund indicated that its work is directly or indirectly related to the project's components. The table below shows the other institutions with which the Fund coordinates on each thematic area.

Table 3

The FPS's links with other strategic actors, by thematic area

Thematic area	Institutions with which it coordinates
Irrigation	Head-of-sector ministries, AMGAs and communities, the IADB, the World Bank, FONPLATA and the European Investment Bank. MPD.
Water and Natural Resources	Head-of-sector ministries, AMGAs and communities, the IADB, the World Bank, FONPLATA and the European Investment Bank. MPD.
Farming Systems	Head-of-sector ministries, AMGAs and communities. Also works with GIZ on some projects.

Institutional Strengthening

Head-of-sector ministries, AMGs and communities.

Source: (A. Sandy, personal communication, 3 May 2019)

The Fund has done important work in the Plurinational State of Bolivia, especially in the area of infrastructure and construction projects for water resource management. It would therefore be essential for the implementation of the project designed for the GCF to connect with the work that the FPS is doing, especially the work involved in the MI RIEGO Irrigation Programme.

This project would be interesting to the FPS as it would promote information sharing and learning about how to manage projects under a resilience approach, because this is an area that the Fund is seeking to enter.

Ministry of the Environment and Water (MMAyA)

The MMAyA is the institutional authority in the Plurinational State of Bolivia in charge of “integrated management of water resources, access to safe drinking water and sanitation, irrigation for food security, and the integrated management of the environment and life systems, for Living Well” (Ministry of the Environment and Water, 2019). Although this ministry dates back to 2006 (Supreme Decree 28611), it is Supreme Decree No. 29894 (2009) that confers upon this ministerial portfolio all the powers and attributes it currently has.

According to Ministerial Decree N. 008 (2017), the MMAyA is also the head of sector responsible for coordinating with vice-ministries, decentralized, devolved and autarchic entities, and others linked to the sector, to work towards the vision set out in the ESDP 2016–2020, involving a

new environmental policy that adopts the approach of managing the life systems on Mother Earth, promoting the strengthening of sustainable social and productive systems

in the framework of integrated development and the eradication of extreme poverty, in complementarity with the environmental functions and components of Mother Earth (MPD, 2019 (b)).

As explained in the previous chapter, the MMAyA has a SIDP in which there is a strong emphasis on climate change and resilience issues. It includes climate change resilient water programmes that can sustain natural functions and sustainable farming systems (MMAyA, SIDP, 2017, p. 181). Through the SIDP, the work of the MMAyA aligns with six of the 13 development pillars set out in the NESDP. For the purposes of the project, the following can be highlighted: knowledge-based technology, which seeks to improve water management techniques; farming sovereignty, with top quality irrigation systems to provide water security; and the work related to food sovereignty, especially on the subject of water and the prevention of the risks caused by climate change.

For 2019 specifically, the priority short-term actions on water resources and irrigation were the following:

- (i) Expand the coverage of irrigation through programmes and projects for farming sovereignty with diversification and integrated development; and (ii) improve the management of water resources under an integrated and sustainable approach, in a scenario of climate change and risk management with a focus on resilience (MMAyA, 2018 p. 19).

To conduct its technical work, the MMAyA is structured around three vice-ministries: (i) the Vice-Ministry of Safe Drinking Water and Basic Sanitation, (ii) the Vice-Ministry of Environment, Biodiversity, Climate Change and Forest Management and Development, and (iii) the **Vice-Ministry of Water Resources and Irrigation (VRHR)**. Due to its thematic affinity, the project design process involved working closely with this third vice-ministry in particular.

To complement this, there are four agencies whose work is directly related to that of the proposed project, and it will be necessary to coordinate closely with them during its implementation: (i) the Irrigation Programme's Coordination and Execution Unit (UCEP - MI RIEGO), (ii) the National Irrigation Service (SENARI), (iii) the Water and Environmental Executing Entity (EMAGUA), and (iv) the National Fund for Forest Development (FONABOSQUE).

In recognition of their strategic role in the implementation of and support for the proposed project, we will now go on to provide detailed information from the institutional profiles of the VRHR, UCEP - MI RIEGO, SENARI, EMAGUA and FONABOSQUE.

Vice-Ministry of Water Resources and Irrigation

The purpose of this vice-ministry is to provide technical assistance to the MMAyA for the planning, implementation and execution of the policies, plans and programmes it develops. It also issues, implements and enforces regulations, instructions, circulars and orders, in keeping with the competences assigned to the central government by the Constitution (source). In the area of water resources and irrigation, 31 programmes are currently being implemented, with total funding of around USD 700 million (Ministry of the Environment and Water, 2011, p. 73).

In order to fulfil its mandate, the Vice-Ministry is structured around two management divisions: (i) the Watersheds and Water Resources Agency; and (ii) the Irrigation Agency.

Watersheds and Water Resources Agency

The purpose of the Watersheds and Water Resources Agency is to:

direct, supervise and coordinate the technical, operational and administrative activities of the Watersheds and Water Resources Agency; formulate proposals and implement

policies, strategies, plans, programmes and standards for the integrated management of water resources and the integrated management of watersheds in the country; and enforce and comply with regulations, instructions, circulars and orders.

The structural issues addressed by this Agency were considered strategic for 2019. The diagram below shows the amounts invested by the MMAyA in the integrated management of watersheds and water resources.



Figure 5. Investment in the integrated management of watersheds and water resources, 2002–2019 (in BOB millions) (MMAyA, 2019 (b))

As the diagram shows, the plan is to invest about BOB 271 million in 2019, making it equal to 2015 as the year when investment in these areas was highest. Fourteen strategic watersheds have been prioritized for this work.

To conduct its work, the Agency is organized in three units: (i) the Integrated Management of Watersheds and Water Resources Unit; (ii) the Environmental Management and Water Quality Unit; and (iii) the Cross-Border Watersheds Unit.

One very important programme related to specific technical work in the above-mentioned areas is the Multi-Year Programme for the Integrated Management of Water Resources and Watersheds (PNC). Phase III of this programme, covering the period 2017–2020, is currently under way, and was approved under Ministerial Decree No. 470. This programme has made it possible to improve relationships and interaction with strategic actors and sub-national entities. The way in which the PNC has been managed overall has made it one of the keys to success in the coordinated work of this Agency.

Other significant achievements include the work done to ensure that watershed projects and irrigation projects are interrelated, under a more integrated approach, and the relationship that has been developed through the PNC with the municipalities, facilitating their work to present their projects and receive funding from the PNC (I. Bellido, personal communication, 4 February 2019).

The table below summarizes the main achievements and the challenges that remain to be addressed within the Watersheds and Water Resources Agency.

Table 4

Main achievements and challenges that remain to be addressed in the Watersheds and Water Resources Agency

Area	Main achievements	Challenges to be addressed
Planning	The PNC is in place and sets the guidelines	Achieve full implementation of the PNC. Staff turnover.

Budget spending	High level of effectiveness in transfers and budget spending. Budget spending has increased.	Put the conditions in place for the ATEs to be able to spend the entirety of the budget transferred. Improve monitoring and ongoing support for the ATEs.
Monitoring and follow-up	There is a monitoring system in place. Monthly progress reports are uploaded and the system produces reports.	Staff turnover in the municipalities. Small number of staff to carry out follow-up work (six people for 185 projects).
Information dissemination and communication regarding achievements	Regional workshops are organized to inform people about the PNC's results	All the municipalities should be aware of the PNC and be clear about the guidelines.
Appropriate technical capacities	Good team of technically well-qualified professionals.	The main challenge is in the risks and water quality unit.
Communication with ATEs	There are channels of communication and joint projects. The PNC has provided a lot of support for coordination, resulting in interest and commitment to implementation.	Long list of projects on the waiting list for funding. Lack of a platform that would enable direct contact with the ATEs. Bureaucracy. Staff turnover in the ATEs.

Source: (I. Bellido, personal communication, 4 February 2019)

The Agency indicated that its work is directly or indirectly related to the project's components.

The table below shows the other institutions with which the Agency coordinates on each thematic area.

Table 5

The Watersheds and Water Resources Agency's links with other strategic actors, by thematic area

Thematic area	Institutions with which it coordinates
Irrigation	Bolivian National Irrigation Service (SENARI) and MI RIEGO.
Water and Natural Resources	Autonomous Municipal Governments (AMGs)
Farming Systems	German Cooperation Agency (GIZ) – Integrated Management Programme with a Watersheds Approach (PROCUENCA)
Institutional Strengthening	AMGs, ATEs, European Union.

Source: (I. Bellido, personal communication, 4 February 2019)

The work of the Watersheds and Water Resources Agency is undoubtedly directly related to the main objective of the proposed project. It will be important to link the work done by the project with the activities already being carried out as part of the PNC.

The project could also contribute to the Agency and strengthen its institutional capacities in two very important areas: the design of indicators and monitoring systems, and strengthening the technical capacities of ATE staff so that they can continue working within the PNC.

The Watersheds and Water Resources Agency is a strategic actor that should accompany the implementation of the proposed project. Its involvement would not only enable the technical work to be enhanced but also ensure long-term sustainability and replicability, as it would aim to include it in national policy implementation mechanisms.

Irrigation Agency

The purpose of the Irrigation Agency is to:

Direct, supervise and coordinate technical, operational and administrative activities for the implementation of irrigation systems, based on regulations, instructions, circulars and orders (Ministry of the Environment and Water, 2011, p. 84).

Its other roles include managing the policy on integrated and sustainable water resources and irrigation policies, plans and programmes for agriculture in coordination with SENARI, working on territorial planning, issuing technical rules and regulations, channelling international cooperation funding in coordination with the Vice-Ministry of Public Investment and External Finance, and helping to strengthen organizations of irrigation system users (source).

The legal basis for the work on irrigation in the country is Law No. 2878 on Promotion and Support to the Irrigation Sector for Farming and Forestry Production (2004) and its respective Regulations, approved in 2006 (Supreme Decree No. 288818). This law led to “the regularization of water rights and established administrative procedures for accessing water resources”.

The Bicentennial Patriotic Agenda 2025 consolidates a policy based on three goals (more water for irrigation, social and institutional empowerment, and more farmland under irrigation), which aims to contribute to “farming sovereignty with diversification and integrated development, as well as the policy on water for farming” (Patriotic Agenda 2025, 2013).

Another very relevant piece of legislation is Law N° 745 on the Decade of Irrigation 2015–2025, the purpose of which is “to promote agricultural production through investment by the

central level of the state and the autonomous territorial entities, aimed at developing irrigation in the country” (Law No. 745, 2015, Art. 1).

This law had a strong impact on the investment made in irrigation in the country, with 2015 being the year when the amount invested was higher than ever before (BOB 1.306 billion). The graph below shows the amounts invested by the MMAyA in irrigation over the years. It is envisaged that about BOB 612 million will be invested in 2019, equivalent to 46% of the sum invested in 2015. The Agency is currently working to enhance the cost-effectiveness of irrigation systems.

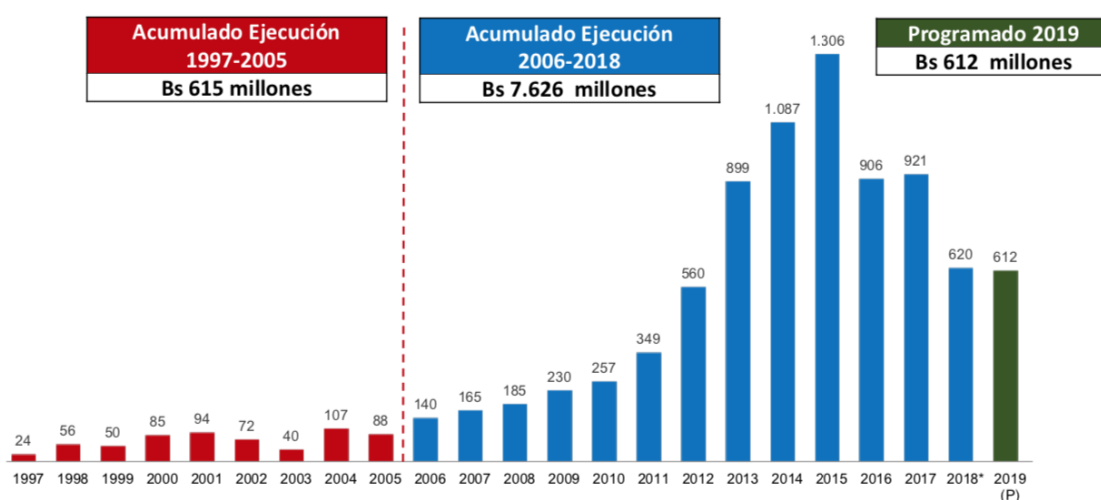


Figure 6. Investment in irrigation, 1997–2019 (in BOB millions). Source: (MMAyA, 2019 (b)).

To conduct its work, the Agency is organized in two units: (i) the Irrigation Unit; (ii) the Irrigation Monitoring and Follow-up Unit.

The table below summarizes the main achievements and the challenges that remain to be addressed within the Irrigation Agency.

Table 6

Main achievements and challenges that remain to be addressed in the Irrigation Agency

Area	Main achievements	Challenges to be addressed
Planning	Planning that goes beyond the sectoral level. Coordinated and joint work with MDRyT and INRA.	Forge cross-sectoral links with every organization working on irrigation issues.
Budget spending	High level of effectiveness in transfers (over 90%).	Improve the systems for implementing these transfers.
Monitoring and follow-up	A monitoring system is in place. There are analysts who link monitoring of the work done with budget spending.	Implement an information system that is not paper-based and clearly shows the start and end of training and investment activities and programmes as well as monitoring.
Information dissemination and communication regarding achievements	Information is disseminated constantly. Social media are used.	
Appropriate technical capacities	The SPANCO standards are used for irrigation and dams.	Many technical limitations. Specific legislation on dams is required to improve on current laws, as well as better follow-up.
Communication with ATEs	There is regular communication with ATEs thanks to a series of national programmes that have encouraged it.	Communication with the ATEs needs to be improved in terms of follow-up on the investments made in their territories.

Source: (I. Bellido, personal communication, 4 February 2019)

The Agency indicated that its work is directly or indirectly related to the project's components.

The table below shows the other institutions with which the Agency coordinates on each thematic area.

Table 7

The Irrigation Agency's links with other strategic actors, by thematic area

Thematic area	Institutions with which it coordinates
Irrigation	IADB, World Bank, FONPLATA, ESI, GIZ, Departmental and Municipal Governments, SENARI, INRA, MINECO
Water and Natural Resources	Watersheds Agency, PAS, multi-purpose organizations
Farming Systems	INEAF, PAR, SUSTENTAR
Institutional Strengthening	No relationships

Source: (I. Bellido, personal communication, 4 February 2019)

As mentioned, the Irrigation Agency has been doing important work in the country, gaining in momentum since 2014. The country is currently channelling significant quantities of funding to improve its irrigation systems and make them more cost-effective. The Agency is seeking to coordinate its work across sectors with other key actors.

In line with this, a project such as the one proposed would undoubtedly support the work that the government has been doing in recent years, along with actions to preserve and restore environmental functions in the area of water security for climate change adaptation and greater resilience. This project will be essential for this Agency in particular, as it recognizes that it needs

to increase its staff and the resources it has available to work on the issues assigned to it by law (I. Bellido, personal communication, 4 February 2019).

DEVOLVED UNITS

The MMAyA has two Devolved Units, one in the Department of Cochabamba (Unidad Desconcentrada Valles – UDV, created in 2017) and the other in the Department of Chuquisaca (Unidad Desconcentrada Chuquisaca – UDCH, created in 2009). The purpose of both units is to coordinate – rather than implement – projects. By their nature, these units report to the highest authority, which allows them to mainstream their work in the areas of water, irrigation or the environment.

Importantly, the existence of these two units has enabled the duplication of work to be avoided, as they help to coordinate the work done in the departments they cover, as well as improving the links between the central government and the sub-national level in terms of work with ATEs. This has led to more in-depth knowledge of the territory and the challenges that remain to be addressed there. It has also enabled the work to focus on the watershed level, leading to a more integrated and effective approach.

UCEP - MI RIEGO

In 2014 the national government designed the More Investment in Irrigation (MI RIEGO) Programme, with the aim of “raising income from agriculture for rural households benefitting from a sustainable increase in irrigated farmland, and improved efficient use and distribution of water for agriculture” (MI RIEGO, 2019).

In addition, the national government had a keen interest in irrigation as a key priority for the Plurinational State. This interest was reflected in the above-mentioned Law No. 745.

As a result, the MMAyA set up UCEP - MI RIEGO as a devolved operational unit of the Vice-Ministry of Water Resources and Irrigation. The purpose of the unit is to “contribute to the sustainability and independent management of irrigation projects by administering resources, coordinating with the other actors involved, conducting follow-up and monitoring of the implementation of all the Programme’s outputs and ensuring their quality, in keeping with the VRHR’s policies and objectives” (MI RIEGO, 2019).

To conduct its technical work, UCEP - MI RIEGO has a coordinator. Apart from its administration and finance offices, it has an office in charge of planning, monitoring and evaluation. This office has a cross-disciplinary team to carry out the work as well as a head of institutional management and a head of institutional planning (MI RIEGO, 2018). In addition, there are six regional offices in Tarija, Santa Cruz, Chuquisaca, Potosí, Cochabamba and Oruro.

UCEP - MI RIEGO works on programmes and projects whose funding comes from different sources. The most relevant of these is the National Irrigation Programme with a Watershed Approach (PRONAREC), financed by the IADB, which is now in its third version and reflects the vision of the National Plan for Irrigation Development (NPID). It also has three irrigation projects funded by the Development Bank of Latin America (CAF).

Thanks to the work done in recent years, the country is moving towards technified irrigation systems, seeking to improve productivity, increase food production, generate income, and make the management of water resources more efficient. In this process, community organizations have been strengthened, promoting respect for the right to water, and reforestation and forestation

initiatives have been taken forward. The work is currently based on a watershed approach, a gender approach that seeks to reduce discrimination, and finally a market-driven approach.

A number of significant success factors have come together to achieve this. One of these is the recognition that the farmers themselves have grassroots organizations and cultural knowledge. Self-managed irrigation has also been promoted as a mechanism in which the farmers themselves manage their system, which offers them an alternative source of additional income.

The following table summarizes the main achievements and the challenges that remain to be addressed within UCEP - MI RIEGO.

Table 8

Main achievements and challenges that remain to be addressed in UCEP - MI RIEGO

Area	Main achievements	Challenges to be addressed
Planning	There is a plan for project financing.	We need to continue moving toward a Plural Irrigation Plan in line with the Patriotic Agenda.
Budget spending	Budget spending is highly effective (over 85%) and takes place in coordination with the Ministry of the Economy.	It is still a challenge to spend the entire budget in time and keep up with the portfolio of ongoing projects.
Monitoring and follow-up	There is a monitoring system with a structure, services and technical assistance.	We need to continue working on performance evaluation indicators. Monitoring systems need to be improved. The aim must be to achieve the established indicators.
Information dissemination and communication regarding achievements	There is a person in charge of disseminating information. There is a website that is kept up-to-date, and transparent accountability events are organized.	We need to produce more publicity spots showing what is being done in order to raise our profile in rural areas.
Appropriate technical capacities	There is a multi-disciplinary team. An agreement was signed with PDB-PROFIM to set up a training system.	The challenge is that environmental management programmes continue to grow.

Area	Main achievements	Challenges to be addressed
Communication with ATEs	Direct communication has been established. Municipal government staff have been trained. We are currently working in 155 municipalities.	Ensure that the projects are compatible with the situation on the ground in some municipalities. Technical assistance should be institutionalized in the municipalities in order to improve the quality of the technical assistance provided.

Source: (M. Mendoza, personal communication, 5 February 2019)

UCEP - MI RIEGO indicated that its work is directly or indirectly related to the components of the project. The table below shows the other institutions with which the Unit coordinates on each thematic area.

Table 9

UCEP - MI RIEGO's links with other strategic actors, by thematic area

Thematic area	Institutions with which it coordinates
Irrigation	Vice-Ministry of Water Resources, Irrigation Agency, SENARI
Water and Natural Resources	MMAyA
Farming Systems	MDRyT
Institutional Strengthening	No relationships

Source: (M. Mendoza, personal communication, 5 February 2019)

The work of UCEP - MI RIEGO has been providing significant support to the efforts made by the Plurinational State. It is a strategic and relevant actor for the implementation of any project with external funding, such as the project designed for the Green Climate Fund.

UCEP - MI RIEGO is an institution with a strong track record and technical experience, with knowledge not only of the national level but also the situation in each department, through its regional offices. Its presence in the departments thus provides an important bridge for contact between the central government and national level and the sub-national level. The Unit's participation in the proposed project will be key, first in order to give continuity to the government's efforts in this area, and also to strengthen the technical capacities of its team with regard to irrigation, based on an approach that seeks to preserve and restore environmental functions and guarantee water security, as well as the possibility of strengthening the capacities of the ATEs in the Macroregion concerned.

SENARI

This is an institution created under the mandate of civil society organizations through Law 2878 (2004). It is an autarchic entity that reports to the MMAyA. Its role is “to regulate, plan and promote public investment and management to develop irrigation and agricultural and forestry production under irrigation” (SENARI, 2019).

The Service has an Institutional Strategic Plan 2016–2020 which is linked to the Patriotic Agenda 2025, the ESDP 2016–2020 and the MMAyA SIDP. Based on these plans, SENARI works to achieve three strategic objectives:

In 2018, the budget allocated to SENARI was BOB 3,314,741.98, with funds from the National Treasury (TGN) and its own resources. It managed to spend 99.86% of this budget (SENARI, 2018, p. 6).

To carry out its technical work, SENARI has a Board, whose members are as follows: the MMAyA Minister as the president, the Vice-Ministry of Water Resources and Irrigation, the Vice-Ministry of Rural Development and Lands, the Vice-Ministry of Planning and Coordination, the Bolivian National Confederation of Agriculture (CONFEAGRO), the National Confederation of Peasant Workers of Bolivia (CSUTCB) and the National Association of Community Irrigation, Drinking Water and Sanitation Systems (ANARESCAPYS) (Law 2879, Art. 9). An Executive Director reports to the Board and there are three inter-related units: (i) the Programmes, Projects, Records and Authorizations Unit, which is also responsible for evaluation, monitoring and follow-up; (ii) the Administration and Finance Unit, and (iii) the National Irrigation School (ENR) Unit.

Law 2878 also acknowledges the existence of the Departmental Irrigation Services (SEDERI), which operate as SENARI's decentralized entities. These have a SEDERI Board, the president of which is the Prefect of the department, and a Departmental Director (Law 2879, Art. 13).

One of SENARI's main achievements was to design and implement the National Irrigation School, which has been operating in the country since 2007 with the purpose of achieving four key objectives:

- (i) strengthen and support irrigation organizations to improve management capacities; (ii) promote and position SENARI in the irrigation sector; (iii) develop and strengthen the technical capacities and knowledge of irrigation system users and technical staff working

in the sector regarding water management; (iv) establish guidelines for the capacity development master plan (SENARI, 2017).

The National Irrigation School is now able to award nationally-valid certificates accrediting the qualification obtained by the people who have studied there. The most important challenge facing the ENR is to strengthen it as an institution, with the aim of converting it into an institute that has all the necessary technical facilities (laboratories, software and others).

The following table summarizes the main achievements and the challenges that remain to be addressed within SENARI.

Table 10

Main achievements and challenges that remain to be addressed in SENARI

Area	Main achievements	Challenges to be addressed
Planning	The AWP are fulfilled as proposed, despite the limited resources available.	
Budget spending	Budget spending is highly effective: 99.86% in 2018 (source).	The budget is insufficient to meet all the current demands.
Monitoring and follow-up		

Information dissemination and communication regarding achievements		The website is not kept up to date. It needs to be strengthened and made sustainable.
Appropriate technical capacities	Yes, there are appropriate technical capacities, which have enabled an irrigation platform to be developed in coordination with the MMAyA. There are also agreements with universities as well as facilitators and promoters who support the technical team.	The number of training courses run needs to be increased, focusing on technical areas.
Communication with ATEs		

Source: (A. Cosme, personal communication, 6 February 2019)

SENARI indicated that its work is directly or indirectly related to the components of the project. The table below shows the other institutions with which the Service coordinates on each thematic area.

Table 11

SENARI's links with other strategic actors, by thematic area

Thematic area	Institutions with which it coordinates
Irrigation	SENDERIS, civil society organizations involved in irrigation, universities (e.g. Gabriel René Moreno, UCB, San Francisco Javier), Irrigation Agency
Water and Natural Resources	MMAyA

Farming Systems	MDRyT and Ministry of Productive Development and the Plural Economy
Institutional Strengthening	No relationships

Source: (M. Mendoza, personal communication, 5 February 2019)

The work done by SENARI is an important effort to move towards an irrigation management paradigm in keeping with the Patriotic Agenda 2025. The setting up and running of the National Irrigation School has been essential to this. As part of these efforts, SENARI could link its work with the project designed for the Green Climate Fund, by making available the network it has developed with irrigation system users at the territorial level as well as the knowledge and technical training it has acquired in recent years.

SENARI also maintains a National Inventory of Irrigation and Reservoirs and an Inventory of Water Resources. These could be very useful for planning the work on irrigation as part of the project.

The project could likewise be of great benefit to the institution because it could strengthen its technical capacities still further, as well as expanding the coverage of its services, which are currently limited to certain areas of the country due to technical and financial resource constraints.

Water and Environmental Executing Entity (EMAGUA)

EMAGUA is responsible for implementation, monitoring and evaluation of programmes and projects. Although it is under the stewardship of the MMAyA, it has an independent legal status and assets of its own. Its administrative, economic, financial, legal and technical management is autonomous, and it was set up under Supreme Decree No. 0163 (2009 Art. 2–3) for an indefinite period of time.

Its work focuses mainly on three sectors: (i) Water and sanitation, (ii) Water resources and irrigation (irrigation systems, dams, reservoirs, watershed management); and (iii) Environment (climate change, agrobiodiversity, reforestation and forestation). It is currently implementing ten programmes, the most thematically relevant of which are: (i) the Drinking Water and Irrigation Programme in the Department of Tarija; (ii) the Dams Programme; (iii) the Water and Irrigation for Bolivia Programme (PROAR); (iv) the Multi-Purpose Drinking Water and Irrigation Programme in the municipalities of Batallas, Pucarani and El Alto; (v) the Irrigation, Water and Climate Change Programme I and II (PACC I and PACC II); and (vi) the National Watersheds Plan (EMAGUA, 2019, p. 3).

This year, it has a total of 140 investment projects in the above-mentioned programmes. The majority of these are in the Department of La Paz.

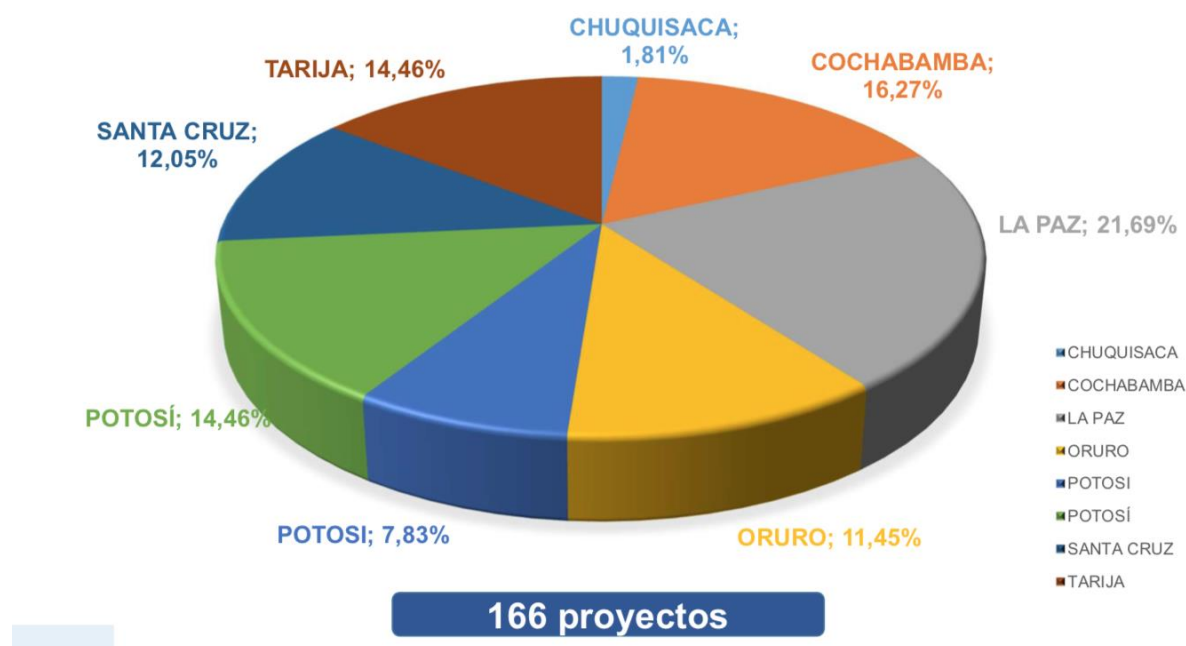


Figure 7. EMAGUA investment projects, 2019 (EMAGUA, 2019, p. 9)

To carry out this work, the Entity's budget for 2019 is as follows:

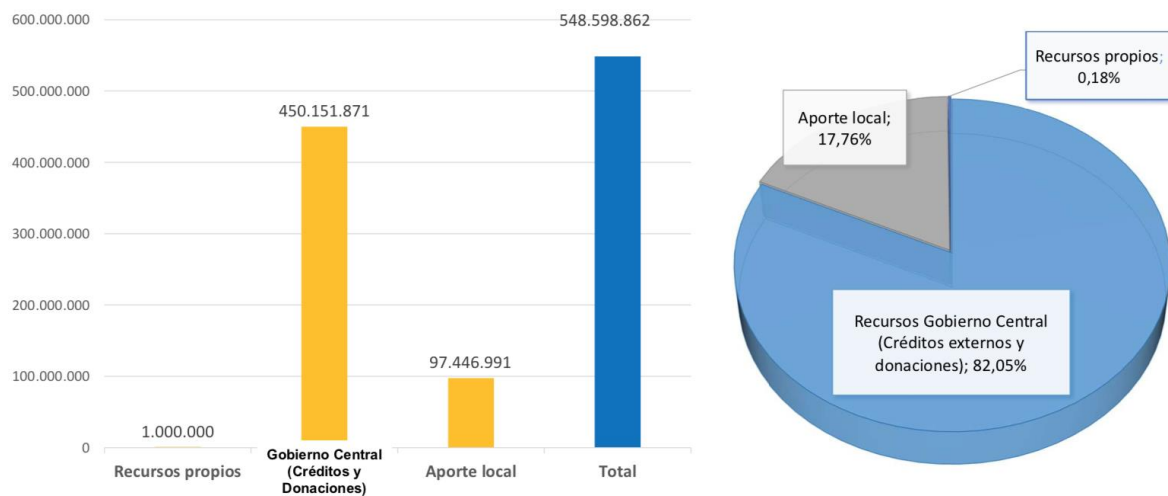


Figure 8. EMAGUA budget for 2019, in BOB millions (EMAGUA, 2019, p. 7)

It is important to highlight that, of the total of 166 scheduled projects, 79 concern water and sanitation, 84 concern water resources and irrigation, and only 3 concern watershed management (EMAGUA, 2019, p. 11).

To carry out its work, the Entity has a Board, whose members are the highest authorities in the MMayA, MDRyT and MPD. An Executive Director reports to the Board and oversees four managerial offices: (i) the Administration and Finance Office, (ii) the Planning and Programme Management Office, (iii) the Technical Management Office, and (iv) the PM Management Office (EMAGUA, 2018). The Technical Management Office oversees the regional units which carry out the work in the field.

The work carried out in the areas described above has been highly relevant, especially in terms of installing infrastructure for irrigation management. One of the main keys to success in achieving this has been the expertise of its technical staff, especially with regard to dams, an area in which it has a very large portfolio of projects.

The following table summarizes the main achievements and the challenges that remain to be addressed within EMAGUA.

Table 12

Main achievements and challenges that remain to be addressed in EMAGUA

Area	Main achievements	Challenges to be addressed
Planning	Projects are connected to national needs. Processes and procedures manuals are constantly updated.	There is only one person in charge of the planning division. EMAGUA is open to reinforcing the team by bringing in consultants.
Budget spending	Just as an example, we managed a large SASPC project, and its implementation was excellent.	Getting the paperwork in order delays the delivery of spending reports. Files are not organized as well as they could be. Bureaucracy in sub-national and international financing institutions, leading to delays in the disbursement of the funds that need to be spent.
Monitoring and follow-up	A single monitoring system is being planned for the sector in coordination with the MMAyA. There is a programme to improve information – an MMAyA Data Center. Another achievement is full compliance with the oversight guide.	We have had a single list of staff for oversight, which takes place outside EMAGUA. These staff have other work to do at the same time, and they do not manage to complete their work on time. These staff are key, because they are our eyes on the ground, but when supervision takes place they are often absent. Training has been provided to departmental overseers regarding the importance of performing their duties.

Information dissemination and communication regarding achievements		EMAGUA does not currently publicize its achievements, because information on the achievements of the sector as a whole is reported through the MMAyA. Communication strategies are aligned with the MMAyA strategies.
Appropriate technical capacities	The staff are very well trained with regard to wastewater treatment and dams.	
Communication with ATEs	When one of our staff visits the project site, the AMGs often think that they are authorities and get very insistent about funding for their projects. They have to clarify their position as implementers, but they act as the link with the ministry to communicate needs.	The disbursement of counterpart funding on time is a constant problem, as they usually wait until all the external funding has run out. There is also the difficulty that not all the AMGs are strong in the area of administration. In the case of those in rural areas, they often only have one person on their technical staff, or lawyers, or finance staff that only go to the office once a month, and that makes communication difficult.

Source: (M.E. Choque, personal communication, 8 May 2019)

EMAGUA indicated that its work is directly or indirectly related to the components of the project. The table below shows the other institutions with which the Entity coordinates on each thematic area.

Table 13

EMAGUA's links with other strategic actors, by thematic area

Thematic area	Institutions with which it coordinates
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Irrigation	Irrigation Committees, ministers, ATIS, CAF, IADB, KFW.
Water and Natural Resources	Vice-Ministry of Water and Basic Sanitation, EPSAS, Water Committees, ETAS. CAF, IADB, KFW.
Farming Systems	Vice-Ministry of Biodiversity and Climate Change. CAF, IADB, KFW.
Institutional Strengthening	MMAyA; Ministry of Development Planning, Ministry of the Economy, Ministry of Rural Development and Lands. CAF, IADB, KFW.

Source: (M.E. Choque, personal communication, 8 May 2019)

EMAGUA is an important implementer of projects in the area of irrigation, especially with regard to infrastructure construction. The institution sees the project designed for the GCF as an opportunity to bring in another source of funding, as well as learning that will benefit the institution. They feel that because this is an integrated project and it will be carried out in the Valles Macroregion, they will have the opportunity to learn about the region and the way links can be forged, and this will be an important added value for the Entity.

FONABOSQUE

The National Forest Development Fund (FONABOSQUE) is a public institution created under Law 1700 (1996). It is under the stewardship of the MMAyA. It has the legal status of an institution governed by public law with technical, administrative, economic and financial autonomy. Its purpose is to promote financing for the sustainable use and conservation of forests and forest lands (Law No. 1700, Art. 23–24).

FONABOSQUE essentially has three strategic objectives: (i) to formulate and implement strategies, guidelines, tools and instruments for the financing of sustainable and integrated forest development programmes and projects; (ii) to develop and implement strategies for new funding mechanisms to channel and provide financial resources for programmes and projects; and (iii) to put in place institutional management capacities that focus on the implementation of transparent results-based management, with appropriate levels of quality and cross-sectoral coordination (FONABOSQUE, 2018, p. 8).

Three years ago, Supreme Decree No. 2916 (2016) allowed FONABOSQUE to receive funds from the Plurinational Fund for Mother Earth.

To carry out its technical work, FONABOSQUE took on the challenge of designing a new organizational structure. It currently has a General Executive Director's Office which oversees the communication, legal, internal audit, systems and finance areas. This structure is complemented by: (i) the Planning and Project Evaluation Coordinator's Office and (ii) the Administration and Finance Coordinator's Office. It does not have departmental or regional offices.

Among FONABOSQUE's main achievements it is important to highlight the integrated management of at least 82 water sources, the modernization and de-bureaucratization of the institution, enabling procedures to become swifter and more efficient, and the inclusion of a fund-raising component. It is now running competitive tenders to make the award of the funding it offers more transparent, and has improved its systems in order to speed up the institution's work (M. Gemio, personal communication, 4 February 2019).

In contrast to other institutions, FONABOSQUE has a trust fund whose income is drawn from integrated and sustainable forest management, and well as fines for illegal forestry activities and

the auctioning off of illegal timber. This trust enables it to allocate funding more swiftly and also allows it to raise additional funds from international cooperation, which could secure the sustainability of the Fund in the long term.

The following table summarizes the main achievements and the challenges that remain to be addressed within FONABOSQUE.

Table 14

Main achievements and challenges that remain to be addressed in FONABOSQUE

Area	Main achievements	Challenges to be addressed
Planning	There is a platform for planning linked to the Institutional Strategic Plan. This makes it possible to see progress in the spending of funds and the achievement of targets. The SISPOA has indicators and monthly targets.	Develop a chain of indicators related to the platform as part of the organizational culture. An impact assessment mechanism is lacking.
Budget spending	There is a trust that raises funds from external sources. Budget spending is excellent.	More funds need to be raised from external sources to increase spending year-on-year until 2022.
Monitoring and follow-up		We need to identify more efficient ways of monitoring without having to send technical staff into the field. If we had satellite images, they could be mapped onto the areas being monitored and thereby save time.
Information dissemination and	A great deal of investment has been made in reporting performance on social	Information dissemination could be improved still further and modernized.

communication regarding achievements	media. They are used as the main means of communication.	
Appropriate technical capacities	About 70% of the technical staff have had their contracts renewed, which has led to better results. There is an aggressive training programme.	Municipal staff need to be included in the training because at the moment we only work with those municipalities deemed to have the required capacities, not with all stakeholders. We also need to continue providing FONABOSQUE technical staff with further training and encourage closer links.
Communication with ATEs	An exercise to interconnect with the municipalities was carried out. We are implementing eight projects to set up channels of communication with the ATEs on technical matters. We are assessing working with local universities.	Communication with ATEs is a structural problem that affects the whole of public administration. More channels are still needed.

Source: (M. Gemio, personal communication, 4 February 2019)

FONABOSQUE indicated that its work is directly or indirectly related to the components of the project. It works together with other strategic actors on certain issues. The Fund acknowledges that its internal mechanisms for coordinating with other actors still need to be strengthened (source). The table below shows the other institutions with which the Fund coordinates on each thematic area.

Table 15

FONABOSQUE's links with other strategic actors, by thematic area

Thematic area	Institutions with which it coordinates
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Irrigation	Vice-Ministry of Water Resources, Irrigation Agency, CAF, Helvetas
Water and Natural Resources	Vice-Ministry of Water Resources
Farming Systems	No relationships
Institutional Strengthening	Ministry of Finance

Source: (M. Gemio, personal communication, 4 February 2019)

FONABOSQUE carries out crucial work to preserve and restore environmental functions. Taking this institution's experience as a point of reference, in order to ensure the scalability of the project presented to the Green Climate Fund it will be important to build on FONABOSQUE's experience with pre-investment agreements.

The project in turn could support the Fund by helping it to work on soil and forest management and conservation in water sources, as well as forestation and reforestation in the headwaters of watersheds. Little work has been done so far on this issue due to funding constraints, but it is crucial for forest sustainability and the appropriate use of water resources.

Ministry of Rural Development and Lands (MDRyT)

The MDRyT is the lead public sector institution on matters of rural development and sustainable agriculture to achieve food security and sovereignty. As part of the Executive Organ of the Plurinational State of Bolivia, its attributes are as follows:

define and implement policies to promote, facilitate, regulate and coordinate integrated and sustainable rural development in farming, forestry, aquaculture and coca growing, and promote a new structure of land tenure and access to land and forests in the country, generating dignified employment that benefits producers, communities, farmer and indigenous economic organizations and the business sector, under the principles of quality, equity, inclusion, transparency, reciprocity and cultural identity, seeking to achieve food security and sovereignty for Living Well (MDRyT, 2019).

Although this ministry dates back to 1904, it was Supreme Decree No. 29894 of 2009 that established this ministerial portfolio in the form it is known today (similarly to the MMAyA). Supreme Decree No. 429 (2010) completed the definition of its attributes and competences, and introduced a very important change: the Vice-Ministry of Forest Management and Development moved to become part of the MMAyA portfolio.

To carry out its technical work, the MDRyT is structured around three vice-ministries: (i) the Vice-Ministry of Lands; (ii) the Vice-Ministry of Coca and Integrated Development, and (iii) the Vice-Ministry of Rural and Agricultural Development. Due to its thematic affinity, the project design process involved working closely with this third vice-ministry in particular. The ministry also has 18 agencies and ten decentralized programmes (MDRyT, 2012).

The Vice-Ministry of Rural and Agricultural Development has two agencies: (i) the Rural Development Agency and (ii) the Farming Production and Food Sovereignty Agency (DGPASA). This second agency is very important for the purposes of the project designed for the GCF.

This agency is in charge of supervising three units: (i) the Livestock and Fish Production Policy Unit, (ii) the Agroforestry Production Policy Unit, and (ii) the Agriculture and Climate Change

Risk Management Unit (MDRyT, 2014, p. 75). In order to perform its duties, it also maintains intra-institutional coordination relationships with other MDRyT units and devolved and decentralized institutions under the stewardship of the MDRyT. Outside the ministry, it also coordinates its work with other ministries in the Executive Organ and their units, the Plurinational Legislative Assembly, ADGs, AMGs, producers' associations, international cooperation agencies and other institutions involved in agricultural production and food sovereignty in the country (MDRyT, 2014, p. 82).

The work of the units involved in agroforestry and climate change issues is highly relevant to and compatible with the project designed for the GCF.

Federation of Municipal Associations (FAM)

The FAM is a not-for-profit institution governed by private law which has an independent legal status and the power to act autonomously. It was formed freely and voluntarily by the members of the Municipal Associations System in Bolivia, which was discussed in Chapter 1 of this report (Federation of Municipal Associations of Bolivia, 2014). The Federation was set up in 1999, following the formation of the first associations of municipalities.

The organization's main roles are to represent the AMGs in dealings with public sector bodies in the Plurinational State of Bolivia (Federation of Municipal Associations of Bolivia, 2019). As the organization itself states,

FAM-Bolivia brings together all the country's municipal governments but it does so under a decentralized arrangement, through associations in each department. This enables it to meet the needs of its members in the best possible way, and also responds to the requirements of a decentralized state, whose structure needed a counterpart to represent

the municipalities that was likewise decentralized (Federation of Municipal Associations of Bolivia, 2009).

The most important achievements to date include the promotion of national dialogues, as well coordinating and driving the implementation of social policies (Federation of Municipal Associations of Bolivia, 2009). It has worked intensively on institutional, community and municipal strengthening, providing training and technical assistance to all the system's members.

The Federation has also played a key role in consolidating the source of funding for the system, through a law that enables the municipalities to pay their contributions to it by means of direct debits.

The following table summarizes the main achievements and the challenges that remain to be addressed within the FAM.

Table 16

Main achievements and challenges that remain to be addressed in the FAM

Area	Main achievements	Challenges to be addressed
Planning	An institutional strategic plan has been achieved.	The other members of the associations system need to have this type of plan.
Budget spending	Additional sources of funding have been obtained for the budget. There is a law that enables it to have a reliable income. Budget spending exceeds 80%.	Bring in more partners to contribute to the system in order to increase the budget and be able to carry out more activities.

Monitoring and follow-up	A system has been consolidated to monitor and follow up on its activities. This is now being done with monitoring plans and forms.	Draw up regulations for the monitoring and follow-up system to make it more effective. There needs to be a planning unit within the FAM because one of the other divisions is currently performing this role.
Information dissemination and communication regarding achievements	Information is disseminated on social media.	Implement a strategy with a radio programme and improve the website. Editing facilities are needed and information bulletins should be produced.
Appropriate technical capacities	These are operational. There is a central office and 11 regional offices around the country. Technical and administrative capacities are in place for capacity-building work to be done with the members.	Strengthen technical capacities still further so that knowledge can be replicated in the municipalities.
Communication with ATEs	Communication takes place through the AMDES, one of whose tasks is to strengthen their capacities so that they can provide technical support to the municipalities.	

Source: (D. Saal, personal communication, 12 April 2019)

FAM indicated that its work is directly or indirectly related to the project's components. The table below shows the other institutions with which it coordinates on each thematic area.

Table 17

FAM's links with other strategic actors, by thematic area

Thematic area	Institutions with which it coordinates
Irrigation	MMAyA, MPD, and municipalities through the AMDES.
Water and Natural Resources	APMT, MMAyA, MDRyT, IICA, MPD, FAO
Farming Systems	Ministry of Productive Development and the Plural Economy, MPD, Canadian Federation of Municipalities on the local economic development approach.

Institutional Strengthening	This is the area it works on the most. Training is carried out with the School of Public Management (Ministry of Education), the State Autonomies Service, RICAM (a network involving ministries). GIZ, Swiss Contact, Helvetas, Swiss Cooperation, German Cooperation, UN agencies.
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Source: (D. Saal, personal communication, 12 April 2019)

The FAM recognizes that it is essential for the project in question to have a network through which it can connect with the strategic actors who will be the beneficiaries, as well as support institutions at the national and local level. The project could be an excellent opportunity to strengthen the AMDES in their territories, and it could take advantage of the connections and position that they have already established there.

This Federation is an actor that plays a key role in the institutional structure in Bolivia. It has its own income secured by law, which guarantees its long-term sustainability. It also has departmental offices that assist the work with the municipalities at the local level. In this context, participating in a project such as the one designed for the GCF in the manner described earlier could be very useful for the Federation.

Productive Development Bank (PDB)

The PDB is a financial intermediary whose purpose is to promote and finance productive development in the country. It was incorporated with an independent legal status governed by private law. It was created in its current form by Supreme Decree No. 28999 and is regulated by the Supervision Authority for the Financial System (ASFI). 80% of its shares are owned by the Plurinational State of Bolivia and 20% by the Development Bank of Latin America (CAF). This means that it maintains close relationships with public sector institutions at the highest level (Supreme Decree N° 28999, 2007).

It operates as a first tier and second tier bank as well as providing technical assistance. As a trustee bank, it manages autonomous public and private equity funds, with a risk rating of AAA (Productive Development Bank, 2019).

As a development bank, it combines financing with technical assistance activities, as it believes that this is key for ensuring that the funding will have the desired impact on raising productivity, increasing production, and reducing risks.

To carry out its work, the Bank has a Board and a General Manager who reports to it. Below this there are six managerial offices: (i) the Business and Trusts Office, (ii) the Credit Management Office, (iii) the Comprehensive Risk Management Office, (iv) the Operational Management Office, (v) the Administration and Human Resources Office, and (vi) the Technical Assistance and Productive Innovation Office.

Within the last managerial office, the Bank has an area focusing on agricultural credit, the purpose of which is to provide loans to support all types of agricultural production. It also has trust funds for the forestry sector, which likewise provide loans. In the area of technical assistance, it provides follow-up in the field as well as installation and maintenance services to promote technological innovation. In this specific area, it works with the MI RIEGO irrigation programme to install its systems (C. L. Velasco, personal communication, 6 February 2019).

In the PDB's opinion, the key to the success of its work is that it combines credit with technical assistance and the producers' own knowledge. Based on this approach, it has promoted sustainable irrigation managed by the producers themselves, for example.

The following table summarizes the main achievements and the challenges that remain to be addressed within the PDB.

Table 18

Main achievements and challenges that remain to be addressed in the PDB

Area	Main achievements	Challenges to be addressed
Planning	There is an ARGOS Platform that supports clients by providing them with information. The platform produces reports upon request and as required.	It is not always possible to fulfil everything that has been planned. We need to get to the point where everything that is planned gets implemented.
Budget spending	Budget spending was adjusted, enabling the first tier loan portfolio to grow by 300% in the last three years.	There are always unforeseen events. Sometimes costs are higher than expected, but despite this challenge the Bank has the capacity to adapt.
Monitoring and follow-up	This is done by monitoring the AWP annually and monthly.	Monitoring should be more meticulous. The system needs to be consolidated and strengthened. Follow-up in the field is a challenge as well.
Information dissemination and communication regarding achievements	An annual report is produced, describing the main actions taken during the year. Public accountability events are held and significant progress has been made on using social media.	Find a balance that suits projects and donors and also complies with ASFI regulations.
Appropriate technical capacities	Appropriate technical capacities are in place and there is a multidisciplinary team.	Run training on green issues. Focus more closely on green issues in some activities.
Communication with ATEs	Communication with them takes place through the central government institutions at the national level.	Improve coordination and alternative financing mechanisms. The greatest challenge we have with the ATEs is their lack of ability to pay.

Source: (C. L. Velasco, personal communication, 6 February 2019)

The PDB indicated that its work is directly or indirectly related to the project's components.

The table below shows the other institutions with which it coordinates on each thematic area.

Table 19

The PDB's links with other strategic actors, by thematic area

Thematic area	Institutions with which it coordinates
Irrigation	MI RIEGO, private irrigation institutions, communities
Water and Natural Resources	MI RIEGO, FONABOSQUE, SEDERIS, FAO
Farming Systems	INIAF, FAUTAPO, Universities
Institutional Strengthening	All the organizations and institutions involved in financial education, PROFIM

Source: (C. L. Velasco, personal communication, 6 February 2019)

Support institutions

To complement the work done by the public sector institutions at the national level, there is a group of support institutions who help to achieve national objectives in the area of preserving environmental functions related to water resources. These include cooperation agencies such as GIZ and FILAC, universities, and non-governmental organizations (such as CSF).

Sub-national level

A large component of the proposed project will work in the Valles Macroregion, which comprises 65 municipalities in the departments of Tarija, Cochabamba, Santa Cruz, Sucre and Potosí.

This means it is essential to be aware of the features of local government there, as well as the profile of the institutions that are involved in it and could play an interesting role in project

implementation. Accordingly, this section presents a detailed profile of the local government bodies in each department, focusing on the institutions identified as strategic.

The analysis is based on the characteristics of decision-making in Bolivia described in Chapter 1. First of all, there are **Autonomous Departmental Governments** (ADG). These comprise the Governor as the highest authority, who is elected by universal suffrage for a period of five years,⁷ a Departmental Legislative Assembly, and a series of Secretariats responsible for various thematic areas, including productive development, the environment and natural resources. In keeping with the autonomy-based model of the state, there are also **Autonomous Municipal Governments** (AMG), comprising a Mayor, who is likewise elected by universal suffrage, and a Municipal Council. It is important to emphasize that, according to the SPC, “autonomous municipal entities shall not be subordinate to any other type of autonomous entity, and shall have equal constitutional rank with the rest of the autonomous governments” (Art. 283).

As part of the Municipal Associations System, all the departments have their respective **AMDES**, which bring together the AMGs, and there are also associations of municipalities known as *Mancomunidades*, as explained in Chapter 1.

Finally, there are **other local actors** including foundations, non-governmental organizations, universities and research centres.

⁷ Until 2010 the title used for the governor was “prefect”.

Department of Tarija

The Department of Tarija covers an area of 37 623 km² (National Institute of Statistics, 2019) and is located in the south of Bolivia. It borders with the Department of Chuquisaca to the north, the Republic of Argentina to the south, the Republic of Paraguay to the east, and the departments of Chuquisaca and Potosí to the west. It comprises six provinces (Cercado, Arce, Gran Chaco, Avilés, Méndez and O'Connor) and 11 municipal sections (ADG Tarija, 2015). Of these 11 municipal sections, the project will work with the following five municipalities: El Puente, San Lorenzo, Uriondo, Yunchará and Tarija.

The Autonomous Departmental Government of Tarija (ADG) has two Secretariats directly related to the proposed project's thematic areas: (i) the **Productive Development Secretariat** and (ii) the **Natural Resources and Environment Secretariat**. There is also a **Departmental Integrated Water Management Service** (SEDEGIA), which operates as a devolved unit. These agencies offer solutions in the thematic areas within their purview to the 11 municipalities associated with the ADG. There is a departmental agenda for each of the above-mentioned thematic areas.

The SEDEGIA in particular has been working for the last two years on irrigation, drinking water and sanitation, the conservation of water sources, and high-value products. It has a five-year planning mechanism, a budget for the activities it carries out (including its own resources and international cooperation funds), a monitoring system, access to the media to disseminate information, staff with the relevant technical capacities and experience, and good technical

relationships with institutions at the central government and national level and with the Autonomous Municipal Governments at the sub-national level.

These are challenges that remain to be addressed in the work of this institution. These are related mainly to budget issues, job instability and staff turnover, and differences with the Autonomous Municipal Governments regarding policy approaches and implementation.

SEDEGIA maintains significant relationships with irrigation system users in the different municipalities, the national-level MMAyA entities mentioned earlier (such as UCEP - MI RIEGO, EMAGUA and SERNAP), and cooperation agencies such as GIZ, the European Union, Plan International and SDC.

The Executive Organ of the central government has a presence in the department, specifically the MMAyA through its Chuquisaca Devolved Unit, which covers the territory of Tarija and offers the possibility of enhancing links between the national and the sub-national level.

At the level of the Municipal Associations System, the department has the **Tarija Association of Municipalities** (AMT), created in 1997 (La Voz de Tarija, 2017), and several *mancomunidades*, including the **Héroes de la Independencia Association of Municipalities**. These associations work together in a coordinated way, and the *mancomunidades* even have a space in the AMT office.

The AMT supports the municipalities in the form of agreements and projects. There are currently ongoing projects in the areas of integrated watershed management and forestation (L. A. Farfán, personal communication, 22 February 2019). To achieve its objectives, it has planning arrangements and a system for monitoring relevant topics, including productive development and

the environment. It has also signed agreements with the university which enable it to receive interns.

There are challenges that remain to be addressed in the work of this institution. These are related mainly to the regular budget, which is sufficient to cover the Association's staff costs and provide very specific support to the municipalities. Having an external source of funding is therefore crucial for increasing its work in the territory. There are other, more specific challenges, such as: supporting all the municipalities to draw up their TIDPs, improving the capacities of technical staff in areas such as climate change and resilience, and continuing to strengthen the communication and information strategy.

The AMT has an important strategy of coordinating work with private sector institutions, consultants, and municipalities, as well as with devolved ministerial entities whose purpose is to implement national public policies and strengthen institutional capacities at the sub-national and local levels.

Alongside the work done by the AMT, the "Héroes de la Independencia" Association of Municipalities has been providing specific support to its four member municipalities. This association conducts important technical work closely linked to the municipalities' needs. Specifically, in recent years they have worked on irrigation management and climate change, environmental issues, forestation, watershed management and agricultural value chains. This has been achieved with the support of external funding, but the association also receives counterpart contributions from the municipalities.

To achieve its objectives, a planning system is in place under the TIDP arrangement. There are good budget management procedures accompanied by social oversight by civil society, good levels of budget spending (over 90%), a monitoring system, newsletters to disseminate information and communicate achievements, a technical team that has been consolidated since 2008, and direct relationships with central government agencies at the national level under MMAyA stewardship.

The challenges that remain to be addressed in the work of this institution are mainly related to budget issues. They are currently in the process of negotiating direct debit arrangements with the AMGs for the *Mancomunidades* to operate (as happens with the Departmental Associations of Municipalities). There are other, more specific challenges, such as: keeping the technical team in place and improving its capacities, and communication with some central government institutions such as the MDRT.

It is important to highlight that despite the work done by the *Mancomunidad*, it has not been able to build legitimate channels for collaborative work with the ADG, which is why it communicates directly with the central government.

Finally, there are various other local actors. One of the most relevant, with the longest track record on the proposed project's thematic areas, is the **Environmental Protection Foundation** (PROMETA). This is a not-for-profit organization that works on biodiversity conservation and promotes sustainable development, with the aim of contributing to environmental conservation and improving the population's quality of life (PROMETA, 2019).

In recent years, PROMETA has been focusing on the following areas of work: (i) integrated watershed management and the efficient use of water; (ii) support for and setting up of

conservation units; (iii) climate change adaptation and mitigation; (iv) income-generating initiatives; (v) capacity-building; and (vi) the environment and health.

To achieve this, the starting point is a technical-institutional balance that combines good installed capacity with the development of suitable methodologies. It has strategic and operational plans, a highly efficient budget and accounting system, and a good monitoring system that enables it to follow up on the activities carried out. There are channels for disseminating information and communicating achievements through its website, documentary videos, books and the annual report. It has a multidisciplinary team with a lengthy track record, and excellent channels of communication with different actors at the central government and national level and the sub-national level.

There are challenges that remain to be addressed in the work of this institution. These are related mainly to the computerization and automation of its monitoring system, improving the reporting and communication of achievements, ongoing training for its staff, and mainstreaming the gender approach in its technical work.

PROMETA has important relationships with municipalities, producers' associations and community organizations, which see it as a legitimate partner. It has ample experience of managing funds of more than a million dollars.

Other local actors who could link up with the project in specific areas of work include the **NATIVA Foundation** (Nature, Land and Grapevines), the **FAUTAPO Foundation** (which works in Tarija and Potosí), and the **Juan Misael Saracho University**.

Department of Cochabamba

The Department of Cochabamba covers an area of 55 631 km² (National Institute of Statistics, 2019). It borders with the Department of Beni to the north, the departments of Potosí and Chuquisaca to the south, the Department of Santa Cruz to the east, and the departments of La Paz and Oruro to the west. It comprises 16 provinces (Cercado, Quillacollo, Chapare, Tapacari, Bolívar, Arque, Capinota, Misque, Campero, Ayopaya, Carrasco, Punata, Araní, Esteban Arze, Germán Jordán and Tiraque) and 47 municipal sections (Autonomous Departmental Government of Cochabamba, 2019). Of these municipal sections, the project will work with the following 27 municipalities: Aiquile, Mizque, Omereque, Pocona, Pojo, Totora, Vacas, Vila Vila, Cochabamba, Sacaba, Sipesipe, Vinto, Arque, Sicaya, Tacopaya, Tapacarí, Anzaldo, Punata, Sacabamba, San Benito, Tarata, Toco, Tolata, Arani, Capinota, Villa Gualberto Villarroel, and Villa Rivero.

The ADG of Cochabamba has two Secretariats directly related to the proposed project's thematic areas: (i) the **Productive Development and the Plural Economy Secretariat**, which in turn contains the Agricultural Planning Office and the Departmental Farming Service, among others; and (ii) the **Departmental Secretariat for the Rights of Mother Earth**, which contains the Departmental Watersheds Service, the Risk Management and Climate Change Unit, the Planning and Integrated Management of Water Office, and the Natural Resources and Environment Office.

The Executive Organ of the central government has a presence in the department, specifically the Valles Devolved Unit (UDEV) of the MMAyA, which was created in November 2017 with

the objective of working to accompany programmes and projects as well as monitoring and coordination at the territorial level.

At the level of the Municipal Associations System, the department has the **Cochabamba Association of Municipalities** (AMDECO), which seeks to represent the ADGs in dealings with government bodies as well as negotiating technical assistance from the central government at the national level for the ADGs.

To achieve its objectives it has a planning system, its own funds and funding from external sources to provide technical assistance to the ADGs. It conducts monitoring in relevant areas, including productive development and environmental issues, and it has appropriate technical capacities with a team of about 25 people. AMDECO's experience is interesting in terms of supporting the development of municipal policies as well as providing technical and administrative support for projects. Both elements are considered essential for the implementation of the project designed for the GCF.

AMDECO has a strategy for coordinating its work with central government institutions at the national level (mainly the MDRyT and MMAyA), as well as institutions associated with them such as the MI RIEGO and MI AGUA Programmes. It also maintains relationships with the ADGs and the Departmental Government of Cochabamba.

Finally, there are various other local actors, but it is worth mentioning the Agroecology Centre (AGRUCO) at the San Simón University in particular.

Department of Santa Cruz

The Department of Santa Cruz covers an area of 370 621 km² (National Institute of Statistics, 2019). It borders with Brazil to the north and east, Paraguay to the south, the departments of Chuquisaca and Cochabamba to the west, and the Department of Beni to the north-west. It comprises 15 provinces (Andrés Ibáñez, Ángel Sandoval, Caballero, Chiquitos, Cordillera, Florida, Germán Busch, Guayaros, Ichilo, Ñuflo de Chávez, Obispo Santistevan, Sara, Vallegrande, Velazco and Warnes) and 56 municipal sections (source). Of these municipal sections, the project will work with the following seven municipalities: Comarapa, Mairana, Pampa Grande, Quirusillas, Saipina, Samaipata and Vallegrande.

The ADG of Santa Cruz is also organized into Secretariats, some of which address productive and environmental issues. The central government at the national level has a presence in the department through several institutions. Of these, it is worth mentioning the **Supervision and Social Oversight Authority for Forests and Land** (ABT). This institution was created under Supreme Decree No. 0071 (2019) with an independent legal status, its own assets, and administrative, financial, legal and technical independence, subordinate to the MMAyA (Art. 5). Its purpose is to regulate, control and oversee the appropriate use of forest resources and land in the country. It issues authorizations for the different productive activities that can be carried out.

To achieve its objectives, it ensures that its work is clearly in keeping with the public policies of the Plurinational State. It has a Strategic Plan and a significant budget for its activities (around BOB 59 million per year), with good levels of budget spending (between 92% and 96%). It has positive monitoring arrangements for the activities carried out, a well-trained technical team and

good relationships with institutions at the central government and national level and the sub-national level.

ABT maintains a set of institutional relationships, including with ATEs, international cooperation, institutions in the Executive Organ of the central government (e.g. MMAyA, MDRyT, MPD, Ministry of Foreign Affairs), and institutions associated with these ministries, such as the Protected Areas Service and INRA.

At the level of the Municipal Associations System, the department has the **Santa Cruz Association of Municipalities** (AMDECRUZ).

AMDECRUZ has a strategy for coordinating its work with central government institutions at the national level (mainly the MDRyT and MMAyA) and institutions associated with them (the Vice-Ministry of Water Resources), as well as local institutions (the Departmental Government of Santa Cruz).

Finally, there are various other local actors, but it is worth mentioning the **Friends of Nature Foundation** (FAN) and the **Natura Foundation**, as well as the **Gabriel René Moreno Autonomous University**.

Department of Chuquisaca

The Department of Chuquisaca covers an area of 51 524 km² (National Institute of Statistics, 2019). It borders with the Department of Cochabamba to the north, the Department of Santa Cruz and Paraguay to the east, the Department of Tarija to the south, and the Department of Potosí to the west. It comprises ten provinces (Juana Azurduy, Belisario Boeto, Hernando Siles, Luis Calvo, Nor Cinti, Oropeza, Sud Cinti, Tomina, Yamparáez and Jaime Zudáñez) and 29 municipal

sections. Of these municipal sections, the project will work with the following 15 municipalities: Alcalá, Azurduy, El Villar, Padilla, Sopachui, Tarvita, Tomina, Villa Serrano, Poroma, Sucre, Yamparáez, Yotala and Zudañez.

The ADG of Chuquisaca has two Secretariats directly related to the themes of the proposed project: (i) the **Environment and Mother Earth Secretariat**, which contains the Watersheds and Water Resources Office and the Natural Resources and Environment Office; and (ii) the **Productive Development and the Plural Economy Secretariat**, which contains the Agricultural and Industrial Development Office and the Experimental Research and Innovation Centres.

The Executive Organ of the central government has a presence in the department, specifically the MMAyA through its Chuquisaca Devolved Unit (UDCH). This has been operating for ten years and is responsible for monitoring investment projects related to water resources and watershed management. As in Cochabamba, this unit has played an essential role in improving the links between the central government and the sub-national level.

It is important to point out that the UDCH works on 14 strategic watersheds given priority at the national level. Working with the implementing organizations, it transfers funds via the AMGs under agreements and conducts monitoring and follow-up on execution as the Unit's main activity.

The UDCH therefore has direct links with some institutions in the Executive Organ of the central government, such as the MDRyT and the MMAyA (specifically with UCEP - MI RIEGO and the Watersheds Agency). It also has links with municipal and departmental governments, non-governmental organizations, and some universities that work on watersheds.

At the level of the Municipal Associations System, the department has the **Chuquisaca Association of Municipalities** (AMDECH).

Finally, there are various other local actors, but it is worth mentioning the **San Francisco Xavier University** (USFX) and the **Simón Bolívar Andean University** (UASB), the **Loyola Cultural Action Foundation** (ACLO), the **Tomás Katari Polytechnic Institute**, the **Sucre Ecology Association**, **PROAGRO**, and the **PASOS Foundation**.

Department of Potosí

The Department of Potosí covers an area of 118 210 km² (National Institute of Statistics, 2019). It borders with the Departments of Oruro and Cochabamba to the north, the Departments of Chuquisaca and Tarija to the east, Argentina to the south, and Chile to the west. It comprises 16 provinces and 40 municipal sections. Of these, the project will work with the following 11 municipalities: Caiza "D", Potosí, Puna, Tacobamba, Tinguipaya, Yocalla, Cotagaita, Tupiza, Vitiche, Ocurí and Ravelo.

The ADG of Potosí has two Secretariats directly related to the themes of the proposed project: (i) the **Agricultural Development and Food Security Secretariat** and (ii) the **Mother Earth Secretariat**.

At the level of the Municipal Associations System, the department has the **Potosí Association of Municipalities** (AMDEPO).

Finally, there are various other local actors that are strategically important in the department, such as the **Tomás Frías Autonomous University** (UATF) and the **Siglo XX National University** (UNSXX).

Chapter 3. Ideal Institutional Structure Proposed for the Project

The institutions described in the previous chapter undoubtedly provide a very valuable starting point for moving towards the preservation and restoration of environmental functions with an emphasis on water security for climate change adaptation and increased resilience of vulnerable family farmers.

An institutional structure is already in place to support the relationships between actors, and the work now under way can make a specific contribution to the achievement of that goal. The actors described earlier have made significant progress on the thematic areas involved in the project. The key to success in the project's governance structure will be to link each actor's work and strengths with the proposed project's ultimate aims so that the change actions already under way can be boosted, while also fitting within existing governance arrangements. The proposed project's relevance lies in its ability to connect all these national actions and enhance their impact in the Valles Macroregion of the country.

To achieve this, the project governance structure needs to link the different types of actors described earlier, based on their institutional profiles and their strengths. A local governance structure is therefore suggested for the project, as shown in the diagram below.

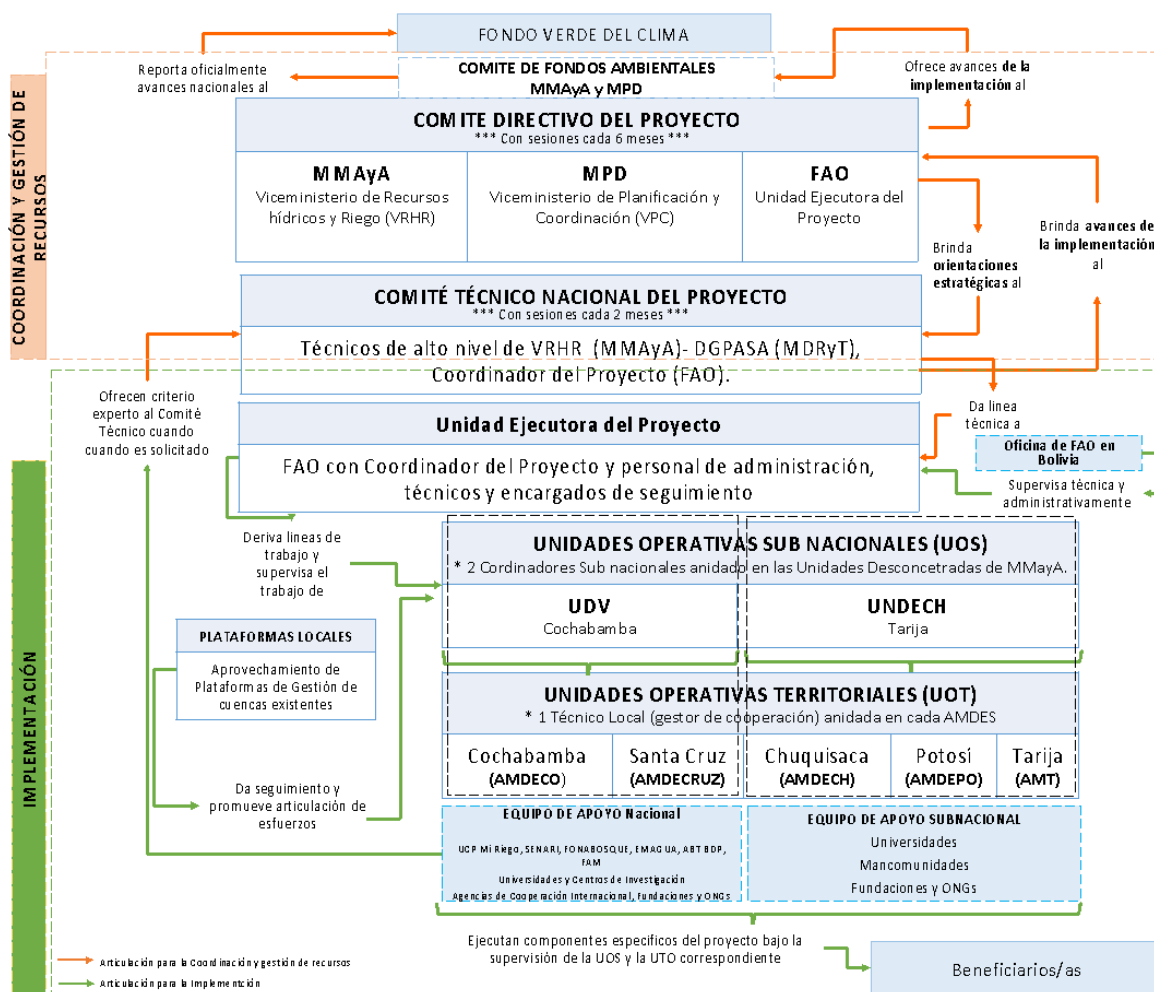


Figure 10. Diagram of the proposed project governance structure

As can be seen from the diagram, this governance structure has the following levels:

1. **Environmental Funds Committee**: The Technical Committee for Accessing Environmental and Climate Change Funds is a structure created by the Plurinational State of Bolivia in 2017. It was set up in response to Bolivia's international contributions in the area of climate change. The purpose of the committee is to "link environment and climate change projects to the NDCs, the ESDP 2016–2020 and the Patriotic Agenda 2025, as well as improving levels of

coordination, together with the MPD and MMAyA as the designated contact institutions for the different funds” (GRUS, 2017).

As far as project governance is concerned, this committee is the direct link with the Green Climate Fund. It will send official reports to the GCF about project progress.

2. **Project Steering Committee.** The members of this committee would be high-level authorities in the MMAyA and MPD. In the case of the MMAyA, it is suggested that this should be the Vice-Minister of Water Resources and Irrigation, and in the case of the MPD, the Vice-Minister of Planning and Coordination, who, as mentioned, is the GCF Focal Point in the Plurinational State of Bolivia. The FAO Representative in Bolivia will also be a member. This committee could meet every six months or whenever it is considered necessary, and would be responsible for taking strategic decisions about the project, as well as giving the final approval to the reports to be sent to the GCF through the Environmental Funds Committee.
3. **Project Technical Committee.** The members of this committee would be high-level strategic technical delegates from the ministries that belong to the Steering Committee and the MDRyT. In the case of the VRHR it is suggested that these delegates should be drawn from UCEP - MI RIEGO as well as the Watersheds and Water Resources Agency and the Irrigation Agency. The Project Coordinator to be appointed will also be a member of this committee and will be in charge of reporting on the technical and operational progress made in the project, as well as receiving technical feedback on project implementation. The committee will meet at least every three months or whenever necessary. Its full members would be the institutions mentioned earlier.

4. **National and sub-national support team.** As the support and advice arm, there would be a pool of national-level support institutions (SENARI, FONABOSQUE, EMAGUA, ABT, PDB) as well as the FAM, universities and research centres, international cooperation agencies working on similar thematic areas (GIZ), and other organizations with links to these (FILAC, CSF, FAN). The institutions who form part of this support team could be called to a meeting by the Project Technical Committee whenever its members decide to do so. They could also be asked to work by providing expert advice on their areas of expertise, as well as by implementing specific components of the project, under the supervision of the Implementation Unit through its Territorial Operations Units (TOU).

There would also be a support team of institutions at the sub-national level who would perform the same role as the national support team but on a smaller scale, focusing on the departments and/or municipalities where they have experience and a presence. This is because one of the findings identified is that the institutions, especially those in the public sector, are carrying out important work but they do not always coordinate with each other to ensure that the scarce resources they have available are used efficiently. The structure of the National Technical Committee could be replicated at the sub-national level for this team, so that its members would include the ADG and its secretariats related to the project, the AMDES, any *Mancomunidades* that may be active, and the AMGs in whose territories the project is carried out.

These support teams would enable the experience already gained in the country to be capitalized and mobilized around the project's objectives, as well as strengthening the existing institutions.

5. **Project Implementation Unit.** A project of this nature requires an Implementation Unit that combines the skills required for efficiency and effectiveness in project implementation with good management of administrative and financial procedures and monitoring of technical activities. A more in-depth study of the institutional capacities of the FAO Office in Bolivia has been carried out, and this determined that it would be the ideal home for the Implementation Unit, taking into account the suggestions made in the final report on this assessment (Product 5.2). This Implementation Unit would have a Project Coordinator as well as administrative and technical staff responsible for monitoring the project.
6. **Two Sub-National Project Operations Units (POU).** Following the analysis of the institutions in place at the sub-national level, it was considered important to set up two POUs. Taking into account the strengths of the institutions at this territorial level, it is suggested that these sub-national units could be housed in the institutional structure of the MMAYa Devolved Units, due to their proven ability to link the national and sub-national levels. The UDV could cover the key issues related to the departments of Cochabamba and Santa Cruz, while the UDCH could do the same for Chuquisaca, Potosí and Tarija.

The POU would seek to forge links and generate synergies to connect the work of the project with the activities already taking place in each department. A sub-national coordinator would be hired for each POU to perform this role.
7. **Five Territorial Operations Units (TOU) for the project, one in each department.** These would be responsible for the direct implementation of the project. It was determined that the TOU could be physically housed in the infrastructure of the AMDES in each department, as they have the physical space required. This would enable the financial resources to be used

efficiently, as well as taking advantage of the existing physical facilities. The AMDES are actors who seek to create links and synergies between the AMGs and ADGs, as well as with the institutions of the Executive Organ of the central government at the national level.

In terms of the scalability and sustainability of the project in the medium and long term, having the TOU housed in this institution could also improve its technical capacities, bearing in mind that this Association receives regular funding as mandated by law and is recognized as legitimate in the territory.

There would be a local technical coordinator who would perform a cooperation management role, with the responsibility to ensure that the operational implementation of the project takes place through the local institutions identified as the most suitable. This coordinator would report directly to the project coordinator based in La Paz.

This institutional structure is based on the strengths of the institutions currently working in the project's key thematic areas. It would enable the project to be implemented efficiently, and would also ensure its sustainability and scalability as part of the work being done in the country, as it links into the decision-making structure that is currently used in the Plurinational State of Bolivia.

Annex 1. Semi-Structured Interview

INFORMATION-GATHERING QUESTIONNAIRE FOR THE MMAyA-FAO PROJECT

Background

The Plurinational State of Bolivia, through the Ministry of the Environment and Water, and with the support of the FAO, is designing the project entitled “*Preservation and restoration of environmental functions with an emphasis on water security for climate change adaptation and increased resilience of vulnerable family farmers in the Valles Macroregion of Bolivia,*” which will be presented to the Green Climate Fund (GCF) in October this year. The project will last for five years (2020–2024), with interventions in 65 municipalities in the Valles Macroregion of Bolivia, identified as a priority due to their higher level of vulnerability to climate change.

The project has four components, the scope of which was defined on the basis of technical, socio-economic and environmental studies, verification visits to the field, and meetings and workshops with local actors.

Component	Objective
<i>Component 1: Develop resilient farming systems</i>	Strengthen the capacities of smallholder farmers, including women and young people, to increase the productivity and sustainability of their agro-ecosystems as a way of adapting to the changes in temperatures, rains and drought.
<i>Component 2: Irrigation systems revitalized and resilient to climate change</i>	Revitalize the existing irrigation systems to optimize the efficient use of water and reduce the risk of drought due to the changes in temperatures, prolonged dry periods and scarce rainfall.
<i>Component 3. Preserve and restore ecosystem-based environmental functions</i>	Improve communities’ and smallholder farmers’ water security to guarantee the sustainability and climate resilience of their livelihoods, based on watershed management and the preservation and restoration of environmental functions, using a participatory integrated watershed management approach.
<i>Component 4: Strengthen public and community institutional capacities for resilience and management of climate risk</i>	Strengthen public and community institutional capacities for smallholder farmers and communities to manage climate risk.

As key elements for the proposal, an institutional assessment of those institutions that will be key for project implementation must be conducted, together with a Technical Feasibility Study. This is why a series of visits is currently being made to different national government and sub-national institutions and agencies, as an initial information-gathering exercise.

Part 1 – the Institution’s Work

To start with, we hope to be able to talk to you in order to inform you of progress with the GCF project, and to find out about the programmes and/or projects that are being implemented by the institution you represent, with the aim of connecting and/or complementing activities. The information we are requesting is necessary in order to conduct the technical feasibility study, which is one of the key documents that will accompany the proposal to be presented to the GCF.

1. Is the institution engaged in activities linked to any of the following areas?

- ☐ Support for smallholder farmers
☐ Irrigation
☐ Forestation/Reforestation
☐ Ecosystem functions (water regulation)
☐ Institutional capacity-strengthening
☐ Associational work

2. List of Municipalities in the Green Climate Fund Project Intervention Area (see map in the annex)

DEPARTMENT	MUNICIPALITY		DEPARTMENT	MUNICIPALITY		DEPARTMENT	MUNICIPALITY	
Chuquisaca	Alcalá	<input type="checkbox"/>	Cochabamba	Omereque	<input type="checkbox"/>	Potosí	Ocurí	<input type="checkbox"/>
Chuquisaca	Azurduy	<input type="checkbox"/>	Cochabamba	Pocona	<input type="checkbox"/>	Potosí	Potosí	<input type="checkbox"/>
Chuquisaca	Camargo	<input type="checkbox"/>	Cochabamba	Pojo	<input type="checkbox"/>	Potosí	Puna	<input type="checkbox"/>
Chuquisaca	El Villar	<input type="checkbox"/>	Cochabamba	Punata	<input type="checkbox"/>	Potosí	Ravelo	<input type="checkbox"/>
Chuquisaca	Padilla	<input type="checkbox"/>	Cochabamba	Sacaba	<input type="checkbox"/>	Potosí	Tacobamba	<input type="checkbox"/>
Chuquisaca	Poroma	<input type="checkbox"/>	Cochabamba	Sacabamba	<input type="checkbox"/>	Potosí	Tinguipaya	<input type="checkbox"/>
Chuquisaca	San Lucas	<input type="checkbox"/>	Cochabamba	San Benito	<input type="checkbox"/>	Potosí	Tupiza	<input type="checkbox"/>
Chuquisaca	Sopachui	<input type="checkbox"/>	Cochabamba	Sicaya	<input type="checkbox"/>	Potosí	Vitiche	<input type="checkbox"/>
Chuquisaca	Sucre	<input type="checkbox"/>	Cochabamba	Sipesipe	<input type="checkbox"/>	Potosí	Yocalla	<input type="checkbox"/>
Chuquisaca	Tarvita	<input type="checkbox"/>	Cochabamba	Tacopaya	<input type="checkbox"/>	Santa Cruz	Comarapa	<input type="checkbox"/>
Chuquisaca	Tomina	<input type="checkbox"/>	Cochabamba	Tapacarí	<input type="checkbox"/>	Santa Cruz	Mairana	<input type="checkbox"/>
Chuquisaca	Villa Serrano	<input type="checkbox"/>	Cochabamba	Tarata	<input type="checkbox"/>	Santa Cruz	Pampa Grande	<input type="checkbox"/>
Chuquisaca	Yamparáez	<input type="checkbox"/>	Cochabamba	Toco	<input type="checkbox"/>	Santa Cruz	Quirusillas	<input type="checkbox"/>
Chuquisaca	Yotala	<input type="checkbox"/>	Cochabamba	Tolata	<input type="checkbox"/>	Santa Cruz	Saipina	<input type="checkbox"/>
Chuquisaca	Zudañez	<input type="checkbox"/>	Cochabamba	Totora	<input type="checkbox"/>	Santa Cruz	Samaipata	<input type="checkbox"/>
Cochabamba	Aiquile	<input type="checkbox"/>	Cochabamba	Vacas	<input type="checkbox"/>	Santa Cruz	Vallegrande	<input type="checkbox"/>
Cochabamba	Anzaldo	<input type="checkbox"/>	Cochabamba	Vila Vila	<input type="checkbox"/>	Tarija	El Puente	<input type="checkbox"/>
Cochabamba	Arani	<input type="checkbox"/>	Cochabamba	Villa G. Villarroel	<input type="checkbox"/>	Tarija	San Lorenzo	<input type="checkbox"/>
Cochabamba	Arque	<input type="checkbox"/>	Cochabamba	Villa Rivero	<input type="checkbox"/>	Tarija	Tarija	<input type="checkbox"/>
Cochabamba	Capinota	<input type="checkbox"/>	Cochabamba	Vinto	<input type="checkbox"/>	Tarija	Uriondo	<input type="checkbox"/>
Cochabamba	Cochabamba	<input type="checkbox"/>	Potosí	Caiza "D"	<input type="checkbox"/>	Tarija	Yunchará	<input type="checkbox"/>
Cochabamba	Mizque	<input type="checkbox"/>	Potosí	Cotagaita				

3. What **projects/programmes** are being implemented by your institution and/or will be implemented in the short term? What is their implementation period and their budget? (Please prioritize projects/programmes in each GCF project intervention area.)

Name of Program me/ Project	Time frame of Program me/ Project	Total Amount in Bolivianos allocated to the Programme/Project	Component s of the Programme /Project	Estimated budget for investment in each component of the Programme/Project	Time line (start and end date)	List of the Programme/Project's Beneficiary Municipalities that coincide with the list for the Valles Macroregion project

Part 2 – Institutional Assessment

In this second section, we hope to be able to talk to you about the successes and areas with room for improvement in the management of the institution you represent, as well as its relationships with other institutions involved in the project's thematic areas.

The Institution's Achievements

1. We know that the institution you represent has achieved significant progress in the work it carries out in recent years. In your view, which are **the three most important achievements** that the institution has accomplished in one or more of the following thematic areas: irrigation, water and natural resources, farming systems, and institutional and/or community strengthening?
2. What do you think were **the keys to success** that enabled the institution to accomplish these achievements?
3. Let's talk now about the **internal level of the organization**. I'm going to mention a series of activities that are probably part of the institution's day-to-day work. I would be grateful if you could mention an achievement and a challenge that remains to be addressed in each of these areas, or as many of them as you can:

Area	Achievement	Challenge to be addressed
Planning		
Budget spending		
Monitoring and follow-up of the activities carried out		
Information dissemination and communication regarding achievements		
Appropriate technical capacities		
Communication with Autonomous Territorial Entities		

Internal and external relationships

Now let's look at the way in which the institution you represent organizes itself internally and externally.

4. Can you describe **how the institution is organized** internally to carry out its work?
5. **What coordination mechanisms** are in place inside the institution?
6. Do you feel that the internal coordination mechanisms are **sufficient** for the institution's work?
7. I'm going to mention the project's four main areas of work again. For each of them, please tell me if your institution has **any relationships with any other institution** in the public sector, the private sector, international cooperation or community organizations.

Thematic area	Any relationships?	With which institutions?
Irrigation	<input type="checkbox"/> <input type="checkbox"/> Yes <input type="checkbox"/> <input type="checkbox"/> No	
Water and natural resources	<input type="checkbox"/> <input type="checkbox"/> Yes <input type="checkbox"/> <input type="checkbox"/> No	
Farming systems	<input type="checkbox"/> <input type="checkbox"/> Yes <input type="checkbox"/> <input type="checkbox"/> No	
Institutional and community strengthening	<input type="checkbox"/> <input type="checkbox"/> Yes <input type="checkbox"/> <input type="checkbox"/> No	

8. Do you feel that **there are sufficient external coordination mechanisms** for the institution's work?
☐☐ Yes ☐☐ No
9. Is there any institution with which you believe coordination and cooperation should be taking place but currently is not?

Participation in the project

One of the objectives of the project being designed is to strengthen institutional capacities and help institutions to put the necessary conditions in place so that they can carry out their work more effectively. Based on that, I will ask you the last group of questions.

10. We know that the institution you represent has made significant investments in the areas of irrigation, water and natural resources and/or farming systems. That has led to some of the achievements you mentioned earlier. In your view, **what strategies** do you think could be implemented to ensure that **these investments are used in the best possible way, and to make them more efficient and sustainable** over time?
11. How would you improve and/or adapt your current technical capacities?
12. How do you think the long-term sustainability of the project can be ensured?
13. And to finish, what impact would you expect the project to have on the institutional capacities of the organization you represent?

Annex 2. List of Questions for Focus Groups

First the group is given a presentation about the project, and then they are asked to engage in a discussion based on the following exploration questions:

- How do you think your organization could link up with the project's implementation? In what way would you be willing to participate? Do you think you could commit to provide a counterpart contribution and/or technical skills to assist with the project's implementation?
- What impact would you expect the project to have on the institutional capacities of the organization you represent? And what about on the territory as a whole?
- How do you think this project could help to improve the inclusion of women and young people in the thematic areas addressed by the project?
- Are there any relevant actors who should be included but are not here today?

Annex 3. People Consulted during the Research Process

COCHABAMBA					
No.	FECHA	ACTOR	CARGO	INSTITUCION	E MAIL
1	21/2/19	Luis Marka	Director	Unidad Desconcentrada Valles - MMAyA	luis.marka@riegobolivia.org
2	26/4/19	Antonio Ustariz Antezana	Técnico. Especialista 2	Asociación de Municipios de Cochabamba (AMDECO)	anto_ustariz@hotmail.com
TARIJA					
Participantes taller					
3	22/2/19	Mariana Arteaga		Consejo Municipal	mari99550.mag@gmail.com
4	22/2/19	Raquel Ruiz		Consejo Municipal	raquelruiz4@gmail.com
5	22/2/19	Maritza Donaire		NATIVA	maritzad1@hotmail.com
6	22/2/19	Freddy Chávez		NATIVA	chavezpizarro@gmail.com
7	22/2/19	Luis A. Farfán		AMT	luis.a.farfann@gmail.com
8	22/2/19	Roberto Cabrera		PROMETA	rcabrera@prometa.org.bo
9	22/2/19	Cecilia Cortez		PROMETA	ccortez@prometa.org.bo
10	22/2/19	Roger Bravo Cuellar		GAM San Lorenzo	Nicko_Bravo@hotmail.com
11	22/2/19	Jaime Baldiviezo A		GAM Tarija	jaimeandres_baldiviezo@yahoo.com.ar
12	22/2/19	Osmar Sotomayor		Asociación de Municipios Tarija	osmartorrez.215@gmail.com
Entrevistas					
13	22/2/19	Alfonso Blanco Lopez	Director	Servicio Departamental de Gestión Integral del Agua	alfonso_blanco_lopez@gmail.com
14	22/2/19	Roberto Cabrera		PROMETA	rcabrera@prometa.org.bo
15	22/2/19	Rodrigo Ayala		PROMETA	rayala@prometa.org.bo
16	22/2/19	Edina Ruiz	Gerente	Mancomunidad Héroes de la Independencia	heroestia@gmail.com
CHUQUISACA					
17	26/2/19	Juanito Aranda		Dirección de cuencas	aranda.juanito@gmail.com
18	26/2/19	Marina Estrada		Unidad Desconcentrada Chuquisaca MMAyA	marina.estrada@riegobolivia.org
19	27/2/19	Hugo Gutiérrez Loayza	Administrador Regional	Fundación Acción Cultural Loyola - ACLO	admchuquisaca@aclo.org.bo
20	28/2/19	Marco Soliz	Asesor Jurídico	Asociación de Gobiernos Autonomos Municipales de	masoliz77@gmail.com
21	28/2/19	Ricardo Zárate Lopez	Director Ejecutivo	Asociación de Gobiernos Autonomos Municipales de	ricard_ddhh@hotmail.com
22	28/2/19	Segundino Mamani Molina	Consultor	Mancomunidad Chuquisaca Centro	segucamiderec@hotmail.com
23	28/2/19	Alberto Alvarado	Gerente	Mancomunidad Chuquisaca Centro	bealvaso@hotmail.com
24	28/2/19	Alejandro Barrios Noya	Director	Instituto Politécnico Tomas Katari	direcciongeneral@iptk.org.bo
25	20/2/19	Teresa Borda		Asociación Sucrense de Ecología	mateba07@gmail.com
26	20/2/19	Jorge Taboada		AMA	altiplanovalles@gmail.com
27	15/3/19	Antonio Aramayo	Director Ejecutivo	PASOS	aaramayo@pasosbolivia.org
28	15/3/19	Felix Almendras	Director Ejecutivo	PROAGRO	Fey_ab@hotmail.com

POTOSÍ				
29	27/2/19	Raul Arcibia	Técnico	Secretaría de Desarrollo Agropecuario y Seguridad
30	27/2/19	Ernesto Sánchez	Director	Secretaría de Desarrollo Agropecuario y Seguridad
31	27/2/19	Jose Luis	Técnico	Secretaría de Desarrollo Agropecuario y Seguridad
32	27/2/19	Luis Fernando Huanca	Gerente de Proyectos	AMDEPO
SANTA CRUZ				
34	24/4/19	José Luis Osinaga	Jefe Nacional de Conservación de	Autoridad de Fiscalización y Control de Bosques y Tierra
35	24/4/19	Edwin Janco Murillo	Director Ejecutivo	Asociación de Municipios de Santa Cruz - AMDECRUZ
36	24/4/19	Natalia Calderón	Directora Ejecutiva	Fundación Amigos de la Naturaleza - FAN
37	24/4/19	María Teresa Vargas	Directora Ejecutiva	Fundación Natura
LA PAZ				
38	26/4/2019	Denis Mairena Arauz	Coordinador de Proyectos	FILAC
39	4/2/19	Navil Agramont	Responsable Financiero de	FONABOSQUE
40	3/5/19	Ing. Alexandra Sandy	Jefa de la unidad de programas y	FPS
41	4/2/19	Mike Gemio	Director General	FONABOSQUE
42	4/2/19	Ivana Bellido	Directora de Cuentas	VRHR
	8/5/19	María Eugenia Choque	EMAGUA	
43	5/2/19	Carlos Rodríguez	Coordinador Programa Nacional de	UCEP MI RIEGO
44	5/2/19	Mario Mendoza	Coordinador General	UCEP MI RIEGO
45	6/2/19	Carmen Lucía Velasco		BDP
46	6/2/19	Alfoso Cosme	Jefe Unidad de Programas,	SENARI
47	7/2/19	Erik Tapia	Director General de Riego	VRHR
48		Alfonso Malki	Representante CSF Bolivia y Coordinador América Latina	CSF
49	19/2/19	Franklin Condori	Jefe de la unidad de Contingencia	MDRyT
50	12/4/19	Dante Sall	Gerente de Programas y proyectos	FAM
51	20/2/19	Andrea Salinas	Coordinadora Ejecutiva	Liga de Defensa del Medio Ambiente (LIDEMA)

Annex 4. Detailed Institutional Profiles of Actors related to the Project and Collaboration Potential during its Implementation

This annex presents all the relevant information gathered during the field work at the departmental level.

Department of Tarija

Tarija Association of Municipalities

Thematic area	Institutions with which it coordinates
Irrigation	Funds from Plan International and SDC. The departmental governments of Potosí and Tarija.
Water and Natural Resources Farming Systems	Municipal governments, rural communities. Local actors, municipalities, producers' associations and organizations.
Institutional Strengthening	ETAS, schools, producers' associations.

Area	Main achievements	Challenges to be addressed
Planning	Strategic and operational planning is in place.	
Budget spending	Use of an accounting and budgeting system that is regularly updated.	It is difficult to synchronize the budget with the technical side.
Monitoring and follow-up	A monitoring system has been implemented and works efficiently.	The monitoring system is not computerized and the information on technical monitoring and financial monitoring is not connected.
Information dissemination and communication regarding achievements	There is a website policy. Documentary videos are produced, and articles are written for newspapers and books. The annual report is also published, distributed and shared.	Information dissemination is not on a large scale. Reports are sent to a smaller group of donors and partners.

Appropriate technical capacities	There is a multidisciplinary team of people with a great deal of experience. Economists, agronomists, forestry experts, biologists. (Currently 25 people).	The budget for staff training is smaller than it was in previous years.
Communication with government institutions at the departmental and national level	We have good relationships with several institutions at the national level.	Accountability should be systematic in local events to ensure that reporting is transparent.
Inclusion of women and young people	We have been working for three years on strengthening mothers' centres as well as training young people.	It is difficult to include this issue in strategic planning.

Héroes de la Independencia Association of Municipalities

Thematic area	Institutions with which it coordinates
Irrigation	MMAyA
Water and Natural Resources	SDC and other international cooperation agencies
Farming Systems	
Institutional Strengthening	

Area	Main achievements	Challenges to be addressed
Planning	The planning system used to be different. The territorial development plan was adjusted to reflect current legislation.	The direct debit for associations of municipalities has not yet been introduced. We want this to be dealt with in the same way as for the AMDES.
Budget spending	We have managed to test social oversight for public investment projects. Social oversight is done with civil society.	The municipalities make their disbursements late.

Monitoring and follow-up of the activities carried out	A monitoring system is in place.	Filling in all the forms in the system is a constant challenge.
Information dissemination and communication regarding achievements	Information is sent out regularly in the form of newsletters.	Information dissemination has not yet been consolidated on environmental issues, risk management, climate change adaptation and natural resource management. Another challenge is the increase in areas being deforested.
Appropriate technical capacities	Since 2008 we have had a consolidated team of three permanent staff.	Ensure that the team's capacities are still relevant over time. The priority now is to link productive activities with the identification of deforested areas and water sources. Threats and vulnerabilities should be identified in each municipality throughout the Department of Tarija.
Communication with government institutions at the departmental and national level	Direct relationship with MMAyA and the Auditor General's Office. There is no channel of communication with Rural Development. Regarding programmes, the strengthening of ten projects was negotiated in 2015.	We need to continue working on effective communication between all those involved.
Inclusion of women and young people	A strategic partnership with CIMCAT (women's NGO) was finalized.	It is a challenge to offer incomes and opportunities.

We already have experience of working on gender issues. We worked on the FAUTAPO project.

<http://portal.fundacionautapo.org>

Autonomous Departmental Government of Tarija - SEDEGIA

Thematic area	Institutions with which it coordinates
Irrigation	Irrigation users, municipalities, local offices of the departmental government, various units within the departmental government, MMAyA, EMAGUA, UCEP - MI RIEGO, Legislative Assembly, Departmental Legislative Assembly.
Water and Natural Resources	GIT, EU, International IDEA, SDC, CNB, PROMETA, NATURA. Irrigation users, municipalities, local offices of the departmental government, various units within the departmental government, MMAyA, EMAGUA, UCEP - MI RIEGO, Legislative Assembly, Departmental Legislative Assembly.
Farming Systems	GIT, EU, International IDEA, SDC, CNB, PROMETA, NATURA and SERNAP. Producers' associations, irrigation users, international cooperation (Mendoza, Argentina, provides technical assistance). Ministry of Autonomous Entities. Departmental Legislative Assembly of Tarija.
Institutional Strengthening	SNB for training and the design of plans.

Area	Main achievements	Challenges to be addressed
Planning	A five-year plan is drawn up and covers every detail of programmes and budgets.	Implement the five-year plan in its entirety.
Budget spending	For the first time we had a complete budget, with the	Obtain a sufficient budget for all the activities. It is a

	support of cooperation partners.	constant struggle internally.
Monitoring and follow-up of the activities carried out	We have a monitoring system designed specifically for the institution.	Job instability and staff turnover for political reasons.
Information dissemination and communication regarding achievements	The media are open to working with us.	Encourage the media to give more priority to water issues in Tarija.
Appropriate technical capacities	There are members of the team with quite a lot of experience.	Sometimes people are hired for political rather than technical reasons.
Communication with government institutions at the national level	Good relationships at the technical level.	Political differences.
Communication with government institutions at the municipal level	Good relationships at the technical level.	Political disagreements among municipal officials.
Inclusion of women and young people	Young people are the target audience for our communication work this year. As for women, their participation will be key in the orchard project for fruit production with added value.	Tackle sexism.

PROMETA

Area	Main achievements	Challenges to be addressed
Planning	Strategic and operational planning is in place.	
Budget spending	Use of an accounting and budgeting system that is regularly updated.	It is difficult to synchronize the budget with the technical side.
Monitoring and follow-up	A monitoring system has been implemented and works efficiently.	The monitoring system is not computerized and the information on technical monitoring and financial monitoring is not connected.
Information dissemination and communication regarding achievements	There is a website policy. Documentary videos are produced, and articles are written for newspapers and books. The annual report is also published, distributed and shared.	Information dissemination is not on a large scale. Reports are sent to a smaller group of donors and partners.
Appropriate technical capacities	There is a multidisciplinary team of people with a great deal of experience. Economists, agronomists, forestry experts, biologists. (Currently 25 people).	The budget for staff training is smaller than it was in previous years.
Communication with government institutions at the departmental and national level	We have good relationships with several institutions at the national level.	Accountability should be systematic in local events to ensure that reporting is transparent.
Inclusion of women and young people	We have been working for three years on strengthening mothers' centres as well as training young people.	It is difficult to include this issue in strategic planning.

Department of Chuquisaca

AMDECH

Thematic area	Institutions with which it coordinates
Irrigation	Departmental and national government, municipal governments, associations of municipalities
Water and Natural Resources	MMaYA and Departmental Government
Farming Systems	MMaYA and Departmental Government, Chaco Federation, FUTPOCH
Institutional Strengthening	

Area	Main achievements	Challenges to be addressed
Planning	There is an up-to-date Institutional Plan, and a new planning system for the annual work plan with clear strategic guidelines on working with strategic allies. This makes it easier to systematize the information, measure results against the objectives set out in our IP and AWP, and be able to evaluate the work we do.	How to link our plans with the plans of the associations of municipalities. It is a complicated task to cover the 29 municipalities due to the limited financial and human resources available, so we must coordinate with the associations of municipalities in order to reach them all.
Budget spending	AMDECH measures this in terms of fulfilment of its AWP. It does have a budget ceiling, and the goals and objectives were brought in line with a smaller budget. This is also measured by results.	We do not provide services because there is very little gain. Need to see how to channel both public and private funds to provide services that the municipalities are interested in.
Monitoring and follow-up	Because it is a large institution, there has to be follow-up on representation and negotiation, and national-level policies are being assessed. Technical analysis is carried out, and there are meetings at the level of the FAM. Monitoring and follow-up is continuous, including of the policies that are	The political situation as it is at the moment complicates the work, because politics affects public management, and there are constant changes.

	being implemented at the national level and that affect municipal governments (Indigenous Peoples' Fund, MI RIEGO, MI AGUA, Evo Cumple, machinery, health, municipal government participation).	
Information dissemination and communication regarding achievements	We are in the process of setting up a database of internal and external information. Thanks to this, our work can be more centralized and the municipal governments will benefit by receiving regular information. The experiences that can be replicated at the regional level will be disseminated. Communication is constant.	Coordination with the associations of municipalities is the main challenge. There is a need for closer coordination with the associations of municipalities in order to provide the municipal governments with relevant information more smoothly.
Appropriate technical capacities	There are five people. Three technical staff, plus a consultant, so four technical staff will be hired.	It is difficult to consolidate a multi-disciplinary technical team to address some of the municipal governments' concerns. Some decisions do not depend on AMDECH but on other institutions. We would like to provide assistance in the area of productive economic development, the new health policy and other matters, but one of the problems is how to strengthen the institution's human resources.
Communication with government institutions at the departmental and national level	Internal communication with the municipal governments is constant. Technology is used, including mobile phones. The same is true at the departmental level.	We don't have information that should be shared by the departmental government and some ministries. We know that there are some decentralized agencies working in other

departments, and information should be made available.

Inclusion of women and young people

We have worked on several projects to provide information and raise awareness on the issue of participation by women and young people. Here in our office we have ADECOCH, which is the organization of women councillors, and we are constantly seeking to ensure that they participate.

Central Chuquisaca Association of Municipalities

Thematic area	Institutions with which it coordinates
Irrigation	MI RIEGO; FPS; municipalities; trade union authorities; MMAyA.
Water and Natural Resources	MDRyT; MMAyA; Ministry of Civil Defence.
Farming Systems	MDRyT.
Institutional Strengthening	

Area	Main achievements	Challenges to be addressed
Planning	The provinces that belong to the association contribute 1% of their share of national tax revenue (as approved by the assembly and established in the statutes), which is used to carry out our work. This adds up to BOB 0.5 million per year.	<p>An AWP is drawn up on the basis of a fictitious amount for the income we should receive, but we never get that in reality. We do not have sufficient funds, and the contributions are not made regularly.</p> <p>We owed money to our staff, who had gone six months without pay.</p> <p>We also have payments in arrears of BOB 1 million that has been owing since 2014.</p>

		<p>We are hoping for a new law that will permit direct debits so we can plan in the best possible way.</p>
Budget spending	<p>Spending of all the funds deposited in our account currently stands at almost 100%.</p>	<p>The direct debit arrangement is needed to improve the situation. It would mean we would have a budget to be able to carry out activities.</p>
Monitoring and follow-up	<p>We have completed the adjustments to the TIDPs. Detailed planning is very difficult. The other recurrent task is to support the municipal governments with their AWP's and public accountability. The association is the mediator for accountability to the public.</p>	<p>Monitoring is done sporadically. We do not have many projects at the moment.</p>
Information dissemination and communication regarding achievements		<p>We do not do this. It is one of our greatest weaknesses. We had a website but it is no longer operating. We are looking for a strategic partner so we can hire a communications officer to re-activate the website and upload the information that interests us.</p>
Appropriate technical capacities	<p>Four professionals on the payroll and 0 technical staff. At the moment there are no technical staff on the payroll, and they are contracted for specific tasks.</p>	<p>Because we do not have many staff, the scope of our work is limited. We work in response to requests by each municipality.</p>
Communication with government institutions at the departmental and national level	<p>We have a good relationship with AMDECH as well as the departmental government and several private sector institutions. Small-scale projects are implemented jointly with them.</p>	

Although we do not have the resources, we are negotiating. We are starting to communicate with the university and the ministries. It should also be borne in mind that the elected authorities are politicians, and the eight mayors are from the governing party, which facilitates our coordination with the ministries. We did have contacts with cooperation agencies, but unfortunately the amount of foreign aid to Bolivia has been cut and there is little chance of accessing international funding.

We are starting to look into a new approach to social management. Sustainability has never been a concern, and this often means that an infrastructure project is carried out but it is not sustainable. We have not worked to raise awareness about the use of this infrastructure. We forget about human resources. This is one of the tasks the president of the association has given us: how to strengthen social management.

Inclusion of women and young people

We have alliances with people who work with young people and children, on rights and child protection. We also work on violence with the Juana Azurduy Centre.

Municipal laws are lacking in all the municipalities.

With regard to young people, we carried out a project to set up youth councils in the eight municipalities. We worked with young people from the third grade of secondary school. These councils are now consolidated with a work plan. There are some

achievements. For example, in Serrano they have a budget for young people in their AWP. In Sopachui they also have a budget for young people and a municipal law.

The youth council has also been set up in the association.

We haven't done much work concerning women, but with regard to young people there is equity.

Autonomous Departmental Government of Chuquisaca – Watersheds Project

Thematic area	Institutions with which it coordinates
Irrigation	Community organizations (local and community-level unions, OTBs); Integrated Management of Watersheds (IMW); GIZ PROAGRO.
Water and Natural Resources	Similar to irrigation. As we are an executing entity, we do not work on management and integration. We want to have a planning unit within the institution.
Farming Systems	We give families seeds to grow vegetables but not on a large scale. We work with the local and community-level unions and with municipal governments.
Institutional Strengthening	MMAyA, GIZ PROAGRO.

Area	Main achievements	Challenges to be addressed
Planning	<p>An inter-institutional platform has been set up for the master plan for the Río Grande watershed. Work has already been done on the master plan for the Río Acero watershed.</p> <p>On the technical side, the Chuquisaca Watersheds Programme has been created. It focuses on ensuring that there are technical staff available for the monitoring and supervision of the IMW projects, and on a smaller scale for</p>	<p>We are aiming to strengthen this programme so that we can go out to the municipalities and work on capacity-building, because the purpose is monitoring, not management.</p>

	training and capacity-building in the municipalities.	
Budget spending	The work is done under agreements, which ensure that the funding is received from the parties involved. The programme itself is financed by the departmental government.	Obtain more funds for new projects.
Monitoring and follow-up of the activities carried out	The technical side is guaranteed with the programme.	Set up a watershed management unit.
Information dissemination and communication regarding achievements	For all the IMW projects it is stipulated that technical reports must be produced on the implementation of the project. Internally, the communications officer publicizes the achievements on social media.	A detailed system is not yet in place.
Appropriate technical capacities	Thanks to the support received from certain like-minded institutions working on watersheds, specifically PROAGRO, we have been able to strengthen the technical side with post-graduate courses, but some people have already left. The main problem is that they strengthen their skills, then look for a better job and leave.	Institutionalize this unit. There is a tendency for staff to leave after they have been trained.
Communication with government institutions at the departmental and national level	We communicate with the Ministry of the Environment's Devolved Unit and with the MMAyA. With regard to the associations of municipalities, they have an individual relationship with the project, but communication with the municipalities only concerns the specific projects they are involved in. Meetings are held with all the municipalities on the master plan for the Acero watershed.	Strengthen the master plan's steering committee.

Inclusion of women and young people	A lot has been achieved with the IMW project. Women are the main beneficiaries of the family micro-irrigation systems.	Continue to strengthen and train women on these activities.
Planning	An inter-institutional platform has been set up for the master plan for the Río Grande watershed. Work has already been done on the master plan for the Río Acero watershed. On the technical side, the Chuquisaca Watersheds Programme has been created. It focuses on ensuring that there are technical staff available for the monitoring and supervision of the IMW projects, and on a smaller scale for training and capacity-building in the municipalities.	We are aiming to strengthen this programme so that we can go out to the municipalities and work on capacity-building, because the purpose is monitoring, not management.

Chuquisaca Devolved Unit

Thematic area	Institutions with which it coordinates
Irrigation	Beneficiary families with the irrigation agency; MI RIEGO; MI PRESA; UCEP.
Water and Natural Resources	Municipal Governments; Departmental Governments; NGOs; Universities.
Farming Systems	MDRyT
Institutional Strengthening	German Cooperation; PRO CUENCA.

Area	Main achievements	Challenges to be addressed
Planning	Investment in watersheds is being taken to the level of strategic watersheds. Inter-municipal interventions are now taking place at a more macro level. There are 14 strategic watersheds in the country that have been prioritized. In Chuquisaca specifically there is the Río Acre Watershed and the Río Cachimayo Watershed.	These strategic watersheds imply the development of inter-institutional platforms which involves planning. A platform needs to be developed to quantify natural resources in order to promote rational use.

Budget spending	Together with the executing entities, funds are transferred through the municipal government, under agreements. The ministry does not spend the funds directly. Physical and financial progress is reviewed every three months.	The mechanisms are very onerous and bureaucratic.
Monitoring and follow-up	This is the UDC's main function. There is a technical team that conducts physical and financial monitoring of the projects and strategic watersheds.	Prevent the transfer of failures to another unit in the future.
Information dissemination and communication regarding achievements	Reports are presented on each programme. In the ministry they are planning a website to publish the results achieved in the different areas.	Continue to show the public the progress made and experience gained.
Appropriate technical capacities	High turnover of technical staff.	
Communication with government institutions at the departmental and national level	We coordinate with the VMMA. They provide support for improvement, providing that water sources are protected and conserved.	
Inclusion of women and young people	There is participation, but we are seeking to make it more visible. Membership is by the married couple. Women's participation is outstanding. They work incredibly hard on whatever they can do (depending on their age).	Continue to raise awareness. Environmental education. The school curriculum should be altered so that teachers can talk about watersheds.

Fundación Acción Loyola (Loyola Cultural Action Foundation)

Thematic area	Institutions with which it coordinates
Irrigation	Municipal governments, donors.
Water and Natural Resources	SENARI
Farming Systems	Municipal governments, donors.
Institutional Strengthening	Ministry of Education, municipal governments, donors.

Area	Main achievements	Challenges to be addressed
Planning	Up-to-date strategic plans at the sectional level or for a three-year period have been in place since the year 2000. Annual and final evaluations are carried out. Evaluations are carried out together with the farmers as a feedback and improvement mechanism.	Draw up a plan for 2019–2021.
Budget spending	Annual budget spending stands at 90 to 95%.	Design strategies to improve how international cooperation funds are targeted, as cooperation agencies demand innovative initiatives.
Monitoring and follow-up	There is a planning, evaluation, follow-up and monitoring system on three levels. One is at the level of the regional offices, the second for the national office, and there is also monitoring by the cooperation agencies.	The monitoring tools need to be updated.
Information dissemination and communication regarding achievements	This is done through the invitation sent out to the municipal governments and associations of municipalities, asking them to present and show the work we do. Every year there is a public accountability event, for which a press conference is held. (We are members of UNITAS)	We will aim to have our own system of public accountability, separately from UNITAS and the municipal governments.
Appropriate technical capacities	Qualified staff are in place. There are 12 technical staff in Chuquisaca alone. There is a system for ongoing training and refresher courses.	Obtain technological tools that enable us to keep up with these technological changes and improve our work.
Communication with government institutions at the	There is a good relationship with institutions and strategic alliances through technical proposals. There is	Resources are often insufficient to carry out projects. We will seek to improve our advocacy

departmental and national level	a framework agreement with the Ministry of Education. For communication work there is a relationship with Productive Development. There are agreements with the Ministry of Development Planning to include young professionals in the workforce. At the municipal level there are framework agreements for the work done there, where the main premise is to have an agreement and develop a good relationship. Smallholder Farmers' Federation, local farmers' unions, provincial unions. For our work in urban areas, we have agreements with the federation of neighbourhood associations and committees.	work with rural families to request a larger budget.
Inclusion of women and young people	There is an institutional policy to promote the inclusion of women as regional directors and also at the technical level.	Men's patriarchal mindset.

Tomás Katari Polytechnic Institute (IPTK)

Thematic area	Institutions with which it coordinates
Irrigation	MDRyT, Departmental Government of Potosí.
Water and Natural Resources	FAO, NGOs, COTESU,
Farming Systems	Food Security, PASOS, PROAGRO, AIP, UNITAS network,
Institutional Strengthening	ACLO

Area	Main achievements	Challenges to be addressed
Planning	IPTK has been operating for 42 years and in 2018 we started working on a new institutional strategic plan.	

Budget spending

Monitoring and follow-up

Information dissemination and communication regarding achievements

Appropriate technical capacities

Communication with government institutions at the departmental and national level

Inclusion of women and young people

Sucres Ecology Association

Thematic area	Institutions with which it coordinates
Irrigation	
Water and Natural Resources	
Farming Systems	
Institutional Strengthening	

Area	Main achievements	Challenges to be addressed
Planning		
Budget spending		
Monitoring and follow-up		
Information dissemination and communication regarding achievements		
Appropriate technical capacities		

Communication
with government
institutions at the
departmental and
national level
Inclusion of
women and young
people

AMA

Thematic area	Institutions with which it coordinates
Irrigation	
Water and Natural Resources	
Farming Systems	
Institutional Strengthening	

Area	Main achievements	Challenges to be addressed
Planning		
Budget spending		
Monitoring and follow-up		
Information dissemination and communication regarding achievements		
Appropriate technical capacities		
Communication with government institutions at the departmental and national level		
Inclusion of women and young people		

PASOS

Thematic area	Institutions with which it coordinates
Irrigation	
Water and Natural Resources	

Farming Systems
Institutional Strengthening

Area	Main achievements	Challenges to be addressed
Planning		
Budget spending		
Monitoring and follow-up		
Information dissemination and communication regarding achievements		
Appropriate technical capacities		
Communication with government institutions at the departmental and national level		
Inclusion of women and young people		

PROAGRO

Thematic area	Institutions with which it coordinates
Irrigation	
Water and Natural Resources	
Farming Systems	
Institutional Strengthening	

Area	Main achievements	Challenges to be addressed
Planning		
Budget spending		
Monitoring and follow-up		
Information dissemination and		

communication
regarding
achievements
Appropriate
technical capacities
Communication
with government
institutions at the
departmental and
national level
Inclusion of
women and young
people

Department of Cochabamba

AMDECO

Thematic area	Institutions with which it coordinates
Irrigation	MDRyT, FPS, Water and MI RIEGO programmes. Municipalities.
Water and Natural Resources	Technical assistance on productive development for the municipalities.
Farming Systems	Technical assistance on productive development for the municipalities.
Institutional Strengthening	Departmental government and institutions. We want national and departmental policies to reach the municipalities.

Area	Main achievements	Challenges to be addressed
Planning	Projects were drawn up on irrigation, among other topics. We offer services and technical assistance.	
Budget spending	We have raised our own funds. We charge for our services but at a much lower cost than what a consultant would usually charge, in order to achieve sustainability in the institution. Operating costs.	
Monitoring and follow-up	We do this for all our activities.	

Information dissemination and communication regarding achievements	This is done by finance and communications staff. Technology is being used to avoid sending out so many letters. There is a web page for direct enquiries. We are managing to implement this in every area.
Appropriate technical capacities	We have these. There are 11 people on the payroll, and there are also consultants and students writing their thesis. There would be 20–25 people in total.
Communication with government institutions at the departmental and national level	This takes place at the international, national and departmental level. Meetings are held with all the ministries at the national level. There is a constant and fluid relationship and we work hand in hand with FAM Bolivia which is our parent organization.
Inclusion of women and young people	Municipal plans were drawn up for children and adolescents, as well as health plans. We are developing a public policy to tackle violence, specifically bullying.

Valles Devolved Unit (UDV)

Thematic area	Institutions with which it coordinates
Irrigation	
Water and Natural Resources	
Farming Systems	
Institutional Strengthening	

Area	Main achievements	Challenges to be addressed
Planning		
Budget spending		
Monitoring and follow-up		

Information dissemination and communication regarding achievements

Appropriate technical capacities

Communication with government institutions at the departmental and national level

Inclusion of women and young people

Department of Santa Cruz

AMDECRUZ

Thematic area	Institutions with which it coordinates
Irrigation	MMAyA, Vice-Ministry of Irrigation, Departmental Government of Santa Cruz.
Water and Natural Resources	MMAyA and Vice-Ministry. Departmental government and municipalities.
Farming Systems	MDRyT and municipalities
Institutional Strengthening	SENASBA

Area	Main achievements	Challenges to be addressed
Planning	There is an AWP. Based on our AWP, the work involves coordination, support and advice. Assistance is provided in coordination with the ministries, both the authorities and the technical staff. We are not required to have an Institutional Plan. We are part of the private associations system with public aims.	
Budget spending		We have been restricting our spending because we plan to build our own building. We

		<p>are saving for that.</p> <p>Construction will start this year and it will be financed by a bank loan. We have to keep our expenditure to a minimum. By 2020 the plan is to be working for the municipalities as consultants, designing projects. The priority will be to provide services to the municipalities.</p>
Monitoring and follow-up	Monitoring and follow-up is done constantly in AMDECRUZ, depending on what is needed. If it refers to our plan, we carry out weekly monitoring. We review and plan activities.	
Information dissemination and communication regarding achievements	We have a communications officer who is responsible for reporting on all the activities. There is a website. We publicize our activities on social media. We communicate through the media, including radio and television.	
Appropriate technical capacities	<p>On the legal side, regulations on public management, and finance, there are 11 people.</p> <p>Three belong to the legal team, there are three technical staff and one communications officer. Then there are services staff.</p>	<p>As AMDECRUZ technical staff we need to strengthen our skills and training through diploma courses. There is a master's course, taking advantage of the agreement we signed with the School of Public Management, and it is run online. We also have an agreement with the Gabriel René Moreno University for this type of training to be run online.</p>

		We want to get training on municipal management. We always try to keep up to date with the changes.
Communication with government institutions at the departmental and national level	This is our day-to-day work, as AMDECRUZ is a coordinating body. We have a very smooth relationship. We are able to contact the ministers directly. We are a well-known institution.	
Inclusion of women and young people		This is not included in the work we do, due to lack of time and human resources. To be able to include more sectors we would need to have more staff.

Supervision and Social Oversight Authority for Forests and Land (ABT)

Thematic area	Institutions with which it coordinates
Irrigation Water and Natural Resources	ETAS, WWF, FAO, INRA, MDRyT, MMAYaA, Ministry of Development Planning, Protected Areas, Ministry of Foreign Affairs, EDIN.
Farming Systems Institutional Strengthening	Denmark.

Area	Main achievements	Challenges to be addressed
Planning	There is clarity about planning having to fit with the public policies adopted by the state. We know what we want to achieve. Once you have the roadmap clear, you can develop the tools. Work was done on the Institutional Strategic Plan and it has now been approved.	There is a need to increase monitoring of the institution's local offices. Strengthen the internal planning system in ABT.
Budget spending	ABT has a budget of about 59 million and it has not had many difficulties.	

	<hr/> <p>Budget spending of 92–96% is achieved.</p>	
Monitoring and follow-up	For the last few years, external activities have been monitored in terms of deforestation, as well as very broadly in terms of land use.	In the last few years there has been a certain amount of flexibility, which needs to be tightened. We are thinking about macroregions for our work and seek to improve governance in the regions where production takes place.
Information dissemination and communication regarding achievements		There is a lack of knowledge of the regulatory framework, which needs to be publicized more. But this is not just a matter for the ABT; it should be worked on at the structural level of the state. In general terms, it is weak in the sector.
Appropriate technical capacities	There are no problems with technical capacities in the ABT. It has career employees who know the institution and exercise leadership on the subject of forests.	
Communication with government institutions at the departmental and national level	There is good communication with government institutions, and this is why we have been able to develop projects, regulations and laws. We communicate more with the autonomous governments in strategic regions, and with some key municipalities. Whether one likes it or not, politics has an influence, not in the sense of an unwillingness to coordinate, but here the departmental government takes a hard line and its	

	political position is difficult to deal with, but it is possible up to a point.
Inclusion of women and young people	There has been quite a lot of inclusion in the last few years. There is more openness in terms of having professionals from different fields. Not just forestry experts but also agronomists, biologists, environmentalists. For a long time there were only forestry experts.

Fundación Amigos de la Naturaleza (FAN) (Friends of Nature Foundation)

Thematic area	Institutions with which it coordinates
Irrigation	SENARE, Departmental Government of Santa Cruz, GIZ,
Water and Natural Resources	PROAGRO. Vice-Ministry of Water Resources. Ministry of the Environment. SEARPI. SENAMI. ESDP.
Farming Systems	International Cooperation Agencies. Helvetas, GIZ. Oil companies (Total). ABT, CIAT, SEDAP, ANAPO,
Institutional Strengthening	departmental government, schools.

Area	Main achievements	Challenges to be addressed
Planning	An institutional strategic plan has been consolidated with clear strategic objectives that guide how it is now organized, in a more integrated way. We have a long-term strategic plan that is in the process of being adjusted, but the vision and mission are clear, as are the strategic objectives. The people who work in management are guided by the strategic plan.	
Budget spending	There are two clean audits. Two million dollars per year were being spent, all successfully. There is no	

	<p>experience of project funds being badly spent. We fulfil our duty to our donors and to civil society by presenting clean audits every year.</p>	
Monitoring and follow-up	<p>There is a planning and monitoring system. We fulfil our objectives, although impact monitoring is a task that remains pending for all conservation organizations. It is a question of contributing to a higher goal, which is to reduce deforestation in Bolivia.</p>	<p>Monitoring the impact of FAN at the end of what we want to achieve in terms of the conservation of our natural heritage.</p>
Information dissemination and communication regarding achievements	<p>Efforts are made to inform and communicate but it is always the weakest part of our work. We have the intention to be constantly sending out information and publicizing achievements but sometimes there is not enough time or the systematization is insufficient. This is another pending task, although we do have a communications department. We are producing systematization reports and we organize forums but we aim to be more effective.</p>	
Appropriate technical capacities	<p>This is considered FAN's main value and we believe we have a thorough technical capacity. For all these years we have been strengthening specific capacities. In the end, taking into account everything FAN does, this is the main value.</p> <p>We have 25 people. Eight of them are administrative and the rest are technical staff.</p>	
Communication with government institutions at the	<p>We have good relationships with departmental and municipal governments (Santa Cruz).</p>	<p>Improve relationships at the national level.</p>

departmental and national level	Regarding other institutions, because we are based in Santa Cruz we do not have that much contact with organizations in La Paz, but we try to keep in contact to reactivate coordination.
Inclusion of women and young people	We have a strategy for a positive gender agenda, and we are also looking for more specific projects that include these processes.

Fundación Natura (Natura Foundation)

Thematic area	Institutions with which it coordinates
Irrigation	National Watersheds Programme, Irrigation Agency.
Water and Natural Resources	National Watersheds Programme.
Farming Systems	
Institutional Strengthening	

Area	Main achievements	Challenges to be addressed
Planning		Work more on internal learning from what we do. I think we are good at it on one level but we are not good at publicizing lessons learned at every level. The safety of staff when they are in risky situations. The emergency protocol.
Budget spending	Our budget spending usually exceeds what was planned.	Obtain more funding. We could do more if we are more efficient.
Monitoring and follow-up	We conduct two types of monitoring. Monitoring the fulfilment of what we planned to do. That is what was agreed. But we also do another type of monitoring, to find out what has	

	changed as a result of the intervention (impact monitoring). Has the ecosystem improved or not with what we have done?	
Information dissemination and communication regarding achievements	We have two levels. The scientific work in the foundation is not done by us but with universities from outside. Partnerships with outside universities so that they do the research on our different areas of work. Then there is information dissemination on social media and in local newspapers, and internally. A strong alliance with the municipalities.	
Appropriate technical capacities	We couldn't have achieved any of what we have done without the team. We have a staff of 55, 80% of whom are technical staff on the payroll.	
Communication with government institutions at the departmental and national level	With the municipalities it is very strong. With sub-national governments, it is good.	With the national government, it is deficient.
Inclusion of women and young people		We have realized that our approach to gender is not clear.

Department of Potosí

AMDEPO

Thematic area	Institutions with which it coordinates
Irrigation	Cooperation agencies, municipal government, FPS.
Water and Natural Resources	GESPO, cooperation agencies, municipal government.
Farming Systems	Cooperation agencies, municipal government. Indigenous Development Fund.

Institutional Strengthening	Universities. Cooperation agencies, municipal government.
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Area	Main achievements	Challenges to be addressed
Planning		
Budget spending		
Monitoring and follow-up		
Information dissemination and communication regarding achievements		
Appropriate technical capacities	We have the appropriate staff.	
Communication with government institutions at the departmental and national level	AMDEPO is the bridge between the municipalities and cooperation agencies, and the same is true for the associations of municipalities. AMDEPO is in charge of negotiating funding for municipal projects.	
Inclusion of women and young people		No emphasis has yet been placed on this work.

Autonomous Municipal Government of Potosí – Agricultural Development and Food Security Secretariat

Thematic area	Institutions with which it coordinates
Irrigation	
Water and Natural Resources	
Farming Systems	
Institutional Strengthening	

Area	Main achievements	Challenges to be addressed
Planning		

Budget spending

Monitoring and
follow-up
Information
dissemination and
communication
regarding
achievements
Appropriate
technical capacities
Communication
with government
institutions at the
departmental and
national level
Inclusion of
women and young
people

Department of La Paz

FILAC

FILAC is an international organization governed by public law that was created in 1992 by the Second Ibero-American Summit of Heads of State and Government for the purpose of supporting self-development processes and promoting the rights of indigenous peoples, communities and organizations in Latin America and the Caribbean. The Fund has 22 Member States, including the Plurinational State of Bolivia, and works in three programmatic areas: dialogue and consensus-building, economic development with identity, and education for equity (Fund for the Development of the Indigenous Peoples of Latin America and the Caribbean, 2019).

In these programmatic areas, efforts to strengthen capacities are a flagship component of the work done by the Fund. It has also worked on designing and supporting public policies that incorporate an inclusive approach towards indigenous peoples. In the area of education, one of the

Fund's projects that has had the greatest impact is the setting up of the Indigenous Intercultural University, which trains leaders as well as strengthening the capacities of all indigenous leaders.

FILAC has a physical presence only in the Plurinational State of Bolivia. To carry out its work, the Fund has a General Assembly of representatives of its Member States. The assembly appoints a management council whose members are representatives of indigenous peoples and the states. A President and a Technical Secretariat report to the council, and the Secretariat has a Chief of Staff who coordinates a four-member technical team.

The table below summarizes the main achievements and the challenges that remain to be addressed within FILAC.

Table 20

Main achievements and challenges that remain to be addressed in FILAC

Area	Main achievements	Challenges to be addressed
Planning	There are planning mechanisms with an AWP and an Ibero-American Plan of Action which is soon to be approved.	
Budget spending	Spending is in line with what is agreed. There are successful experiences in different countries that are members of the Fund.	
Monitoring and follow-up	For each member country there is a national delegate who supports the Fund with monitoring.	Improve ex post monitoring.
Information dissemination and	A public information strategy is being designed.	

communication regarding achievements		
Appropriate technical capacities	There is a four-person technical team in Bolivia.	We need to bring in people from the municipalities, because we currently only work with those municipalities deemed to have the required capacities, not with all stakeholders. We also need to continue providing FONABOSQUE technical staff with further training and encourage closer links.
Communication with ATEs	We have close links with the Unity Pact in Bolivia and we are supporting them to develop a ten-year strategy. We have worked with the Bartolinas.	Lack of direct communication with other ATEs present in Bolivia.

Source: (D. M. Arauz, personal communication, 26 April 2019)

FILAC indicated that its work is directly or indirectly related to the components of the project. The table below shows the other institutions with which the Fund coordinates on each thematic area.

Table 21

FILAC's links with other strategic actors, by thematic area

Thematic area	Institutions with which it coordinates
Irrigation	No relationships
Water and Natural Resources	APMT
Farming Systems	Municipalities of Tarabuco and Azurduy (Chuquisaca) on the production of medicinal plants

**Institutional
Strengthening**

Unity Pact and Bartolina Sisas

Source: (D. M. Arauz, personal communication, 26 April 2019)

FILAC is an organization with a proven track record of working on issues of inclusion related to indigenous peoples. It has also been working to promote the inclusion of women and young people in training and local decision-making processes.

It is precisely in this area that FILAC's experience could be very valuable to feed into some areas of the proposed project on issues of inclusion. It could also contribute to strengthening the capacities of the organizations involved, as well as leadership and organization in the municipalities in the project's proposed intervention area.

The project in turn could likewise be highly beneficial for the Fund, as it would enable it to become better known in the country and the territories in which it would be implemented.

Conservation Strategy Fund (CSF)

CSF is an organization devoted to the protection of natural ecosystems and human communities through strategies powered by conservation economics (Conservation Strategy Fund, 2019). The organization has worked to promote conservation agreements aimed at protecting forests and watersheds. It also provides advice for the design of financial mechanisms for watershed protection, in keeping with the principles of the policies and laws of the Plurinational State of Bolivia. It has developed a wealth of courses that seek to build the capacities of local professionals, focusing on the use of economic tools for the purposes of conservation and sustainable development. In Latin America, the organization has offices in Brazil, Mexico, Peru and Bolivia, but it also implements projects in other countries such as Colombia, Ecuador and Panama.

One of the keys to success in the organization's work is that it conducts applied research to obtain the information used in the different projects it is involved in, as well as maintaining the technical quality that academic research can offer. This is done jointly with public, private and community organizations, but it also works hand in hand with prestigious research centres and universities in different regions.

The table below summarizes the main achievements and the challenges that remain to be addressed within CSF.

Table 22

Main achievements and challenges that remain to be addressed in CSF

Area	Main achievements	Challenges to be addressed
Planning	There are bi-annual national plans.	
Budget spending	The spending of funds is highly efficient, especially because most of the projects it participates in are short term.	
Monitoring and follow-up	The Teamwork platform has been implemented and is used to monitor all project activities. Weekly supervision is conducted by the Executive Director.	Draw up regulations for the monitoring and follow-up system to make it more effective. There needs to be a planning unit within the FAM because one of the other divisions is currently performing this role.
Information dissemination and communication regarding achievements	The use of social media focuses on Facebook. There is a bi-monthly magazine published online, a blog and a website.	There is significant room for improvement in information dissemination and communicating achievements both to donors and to strategic partners.

Appropriate technical capacities	There are technical staff in all areas of the organization's work. There is a portfolio of analysts and consultants specializing in different thematic areas.
Communication with ATEs	There are good relationships with several institutions at the national level and specific experiences with municipal and departmental governments.

Source: (A. Malky, personal communication, 2019)

CSF indicated that its work is directly or indirectly related to the components of the project.

The table below shows the other institutions with which the Fund coordinates on each thematic area.

Table 23

CSF's links with other strategic actors, by thematic area

Thematic area	Institutions with which it coordinates
Irrigation	
Water and Natural Resources	SERNAP, CEPF, Tsimane Masetene Pilón Lajas Regional Council (CRTM)
Farming Systems	Agricultural producers' associations, specifically regarding sugar cane in Santa Cruz and Bermejo.
Institutional Strengthening	Agreements with the Catholic University, UPB, and the Autonomous University of Pando. Member of the Amazon Region Sustainable Development Solutions Network (SDS).

(A. Malky, personal communication, 2019)

CSF is an organization with scientifically and technically rigorous economic methodologies that enable it to contribute to the preservation and restoration of environmental functions. It has ample experience in areas such as comprehensive assessments, and systems to monitor and evaluate investments in projects, which is an essential area to be considered for the project designed for the GCF.

Its portfolio of courses and training is also attractive, bearing in mind the aim of strengthening the capacities of local actors as part of the project. Its methodologies can provide support on the use of economic tools, increased understanding of sustainability, and project evaluation, among other areas.

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