



Final Report

Increasing resilience to climate change through green local development

Bolivia

Subsidized Entity: Forests of the World

***Local Partners: Support for Indigenous Farmers in Eastern
Bolivia, APCOB (Apoyo para el Campesino Indígena del
Oriente Boliviano APCOB)***

***National Indigenous Forestry Organisation (Asociación
Foresta Indígena Nacional AFIN)***

***Foundation for Conservation of the Chiquitano Forest
(Fundación para la Conservación del Bosque Chiquitano
FCBC)***

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Date

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1. EXECUTIVE SUMMARY

The project serves as its central purpose, to contribute to "Increasing resilience to climate change through green local development" of the indigenous communities of the Chiquitano Dry Forest, through sustainable forest management and local transformation, both of timber and non-timber forest products.

For which it was proposed that: communities and state entities promote and adopt an integrated and innovative model for the management of the forest's natural resources, in this context, to implement productive processes and local timber, agroforestry products and non-timber forest products (NTFP) transformation techniques, extracted in a sustainable and with low carbon emissions, with communities strengthened in organizational aspects, to ensure a transparent and sustainable management, effectively articulated to the market, thus improving its livelihoods and its resilience to climate change.

Through the coordinated and synergistic work of the project's executing partners, the goals proposed in the project were successfully achieved; with seven plans being formulated based on the integrated model for forest resource management. With the strengthening of 8 value chains, under approaches of integrity and sustainability, productive enterprises were installed, adding value in the place of origin. Likewise, 112 hectares of agroforestry systems were established, with coffee being the main crop.

All the products of these enterprises have been articulated to the markets. Thus, diversifying the economy of indigenous families, generating income and permanent employment. The production organizations and communities, are strengthened and are able to make better decisions, looking after the community interests, improving their livelihoods and conducting a transparent profit distribution. The consolidation of 13 partnerships with private and public institutions helped achieve the project's outputs.

The project's actions helped achieve global climate benefits, such as the direct reduction of 491034.44 tons of CO2 emissions.

At the project's completion it can be concluded that, the integrated and sustainable management of forest resources and their territory, is a fundamental part of the cultural identification of Indigenous Peoples, with their traditions and their way of life. The use and transformation of their natural resources is a way to ensure the sustainability and conservation of their forests.

As a lesson learned it emphasizes that, inclusive strategic alliances between Community-Private Enterprise, must be enhanced as a mechanism to strengthen value chains and ensure the guarantee and success of the enterprises.

The productive infrastructure installed with the project, the existence of developed capacities, the potential of natural resources, the manifestation of companies and markets interested in the products of the developed value chains, capable of continuing to operate without reinvesting in infrastructure, ensure a high potential to carry on a larger scale, the enterprises developed with the project.

2. PROJECTS EXECUTION EVALUATION

2.1 Achievement of objectives and outputs

Planned Objectives and Outputs	Indicator(s):	Achievement of objectives and outputs
Objective 1: <i>State communities and entities promote and adopt a more comprehensive and innovative model for natural forest resources management, based on community development plans (PDCs) and/or public planning tools introduced in Bolivia, the so-called Comprehensive Forest and Land Management Plans (PGIBTs), thus preventing illegal deforestation.</i>	A forest resource management model has been developed and project experiences have been shared with other communities.	It has been developed and subsequently with its implementation, the model has been improved. The model takes as its axis the communal territorial order, based on its development interests, its cultural identity its uses and customs, to propose its integral development, in productive and sociocultural areas, focused on the sustainable use of their natural resources. This model has been shared with institutions working on the subject, within the framework of a working table with the ABT, as a base for developing standards governing the formulation and implementation of PGIBT.
Output 1.1: <i>An integrated forest resource management model has been developed and adapted to the reality of at least 4 communities in the Chiquitano dry forest serving as reference to how timber, NTFPs and agroforestry plans can form an integral part of the CDPs and the PGIBTs.</i>	<ul style="list-style-type: none"> In at least four communities, the integrated forest resource management model has been adapted and implemented, in terms of a PGIBT or PDC. 	6 integrated management plans (PGIBT) have been implemented in 6 communities, which incorporate the use of forest resources, timber and non-timber. In addition, the PGIBT orders their agricultural and livestock production areas, under the focus of agroforestry systems.
Objective 2: <i>Communities have developed and are implementing productions and local processing techniques for sustainable timber, agroforestry and non-timber forest products (NTFPs) with low carbon emissions.</i>	Communities have experienced an increase in employment and incomes as a result of diversification of value chains and an improvement in the companies associated to forest harvesting.	7 value chains with NTFP and a timber product chain have been developed, adding value locally; generating new sources of employment and income, in a sustainable way for the associative enterprises and communities involved in the project.
Output 2.1: <i>Seven NTFP value chains have been developed and strengthened, improving livelihoods, resilience to climate change and job creation, especially for women.</i>	<ul style="list-style-type: none"> There are at least three developed value chains and four strengthened, thus generating a minimum of 270 part-time jobs, two-thirds of these for women, earning 70 Bolivians a day for approximately 50 days a year. 	<p>The 3 value chains developed are: pesoé oil, cusi palm and isotoúbo detergent. The 4 value chains strengthened are: the coffee chain, cusi oil, copaibo oil and chiquitana almond.</p> <p>165 jobs per year were generated, out of which 64% have been for women in communities. They are part-time for women, it could be estimated based on their production, at Bs 90/day. In addition to the generation of 100 Bolivians per day wages, for more than 305 families, 3</p>

		months year, for recollecting almond and coffee.
Output 2.2: <i>Five communities have planted permanent crops as part of integrated agroforestry systems, thus diversifying their economy and at the same time boosting their resilience to climate change.</i>	<ul style="list-style-type: none"> • Five communities have reclaimed their fallow land through climate change resilient agroforestry production, thus increasing the incomes of 100 families. 	129 families from 16 communities established 112 hectares of agroforestry systems, of which at least 65% have as coffee as their main crop.
	<ul style="list-style-type: none"> • Two community nurseries produce 120,000 seedlings for agroforestry production. 	More than 120,000 seedlings were produced in 7 nurseries, of which 2 were under agreement with the municipalities, 4 communal nurseries and a family nursery, this allowed to have local labor and equipment from the communities, reducing production and transport costs.
	<ul style="list-style-type: none"> • 100% of the coffee harvest is transformed locally to be sold. 	The transformation of 100% of the coffee in the year 2019 has been achieved, this has been possible due to an intensive campaign to promote it, a good acceptance of Makanaté coffee in the local market and in surrounding communities was achieved.
Output 2.3: <i>Two communities take part in the timber value chain, adding value to the timber locally and preventing illegal deforestation.</i>	<ul style="list-style-type: none"> • Two communities have a proposal for a new sustainable model of community forest management, while two communities are selling locally processed timber products based on wood waste from forestry production. 	There is a proposal to define a new model, for the sustainability of community forest management, the same one that has been applied in a community (Santa Monica), where branches and dry trees, left from forest harvesting, were utilized in the elaboration of furniture in its carpentry workshop.
	<ul style="list-style-type: none"> • Turnover for timber sales has increased by 100% and 100 new part-time jobs have been created. 	In almost a month of operation, the carpentry workshop docked a thousand board feet of sawn wood, with a value of Bs 9500 (\$US 1500 approx.). Finished products worth approximately 17,000 Bolivians (\$US 2500) were produced. Around 26 jobs have been created throughout the timber chain, 15 temporary forest management operations, 5 in recovery board production and 7 permanent jobs, 3 in the log hauling company and 4 in carpentry.
	<ul style="list-style-type: none"> • A proposal has been developed and agreed between public and indigenous entities on regulations on appropriate low-cost transformation technologies. 	A proposal for regulations on appropriate technologies for the processing of low-cost timber has been submitted. The rhythms and agenda items of public authorities, especially at political critical times, make it difficult to achieve community-friendly policy changes.

Objective 3: <i>Communities are strengthened organisationally in order to ensure good climate-resilient management and are selling their products locally with positive impact on local livelihoods.</i>	When taking decisions, communities look after the community interests of improving livelihoods and providing transparent resource management, including profit distribution.	In consensus with communities, capacities, tools and mechanisms have been developed to ensure good management of their economic-productive enterprises, in order that it guarantees a sustainable production with quality and responsibility, to position themselves in the market, that allows them to generate profits, to distribute in the community in an equitable and transparent way.
Output 3.1: <i>Six communities have improved decision-making based on community interests for improving livelihoods and transparent resource management in productive groups, including profit distribution.</i>	<ul style="list-style-type: none"> Six communities have developed or updated their PDCs and are applying transparent financial and administrative guidelines, including the distribution of profits, which contributes to improving livelihoods. 	<p>Integrated management plans (PGIBT) have been implemented in 6 communities, 3 in indigenous communities: Rio Blanco, Santa Monica and San Joaquin. 3 integrated management plans in intercultural communities: Tierra Hermosa, Nuevo Horizonte and Tiraque.</p> <p>Capacities were developed to implement tools and mechanisms to ensure transparency in economic and productive management. Besides, improve income in a sustainable way, with the implementation of their comprehensive productive enterprises.</p>
Output 3.2: <i>Value chains focused on local job creation have been consolidated, and so have the communities' sustainable incomes from selling their multiple forest products.</i>	<ul style="list-style-type: none"> Strategic alliances have been forged between communities, Bolivian state entities and/or private companies for the transformation, promotion and marketing of sustainable community products. 	Strategic alliances with companies with social responsibility and positioned in the market, such as Activa Cosmetic, Naturalcos, Barukas and Moda Ecologica, significantly supported the consolidation of the chains with which they were articulated, providing operational capital, product development, capacities and safe markets, for the community products. By the selling of collected and processed products, it is estimated that 556,665 Bolivians of revenue were obtained in the 7 NWFP chains and the timber value chain.

2.2 Deviations in activities and outputs foreseen in planning

Result 2.3: "Two communities take part in the timber value chain, adding value to the timber locally and preventing illegal deforestation." Of the 2 communities planned to be incorporated to the timber value chain, it was done only in one community, the main reasons are:

- The initial idea, to articulate communities to the timber value chain, was to establish partnerships between a community and a carpentry established in a populated center, where the community would act as a supplier of raw materials, and some people from the community would work there, to produce furniture as part of a learning process. After a survey conducted by the project, it was found that most of the carpentries used illegal wood and had no interest in partnering with a community.

- The community proposes to install the carpentry in the community and not in the populated center, arguing that, the raw material was closer, there was qualified labor and that it would generate sources of work on site, avoiding migration of the population from the community to the cities.
- Whereby, it is decided to install the carpentry in the community; but with this, the economic resources to equip a carpentry from scratch, would barely reach for one and not two as planned in the project's proposal. The project's resources were not only invested in equipment and machinery, but also in the construction of the minimum necessary infrastructure, a workshop and its warehouse, a solar dryer and sawn wood conditioning shed; which was not initially envisaged in the project's proposal.

Therefore, it has been decided to concentrate the technical team's work, on ensuring the achievement of this project result in one community and based on the experience developed in this community, it will be easily replicable and scalable to other communities.

2.3 Achievement of the NCF indicators

NCF Indicators	Outputs
1. Number of beneficiaries	712 women and 730 men from 21 communities.
2. Number of women and men with increased climate change resilience	Work was conducted in 21 communities in the project's area, benefiting 456 families, a population of 1,442 people, of whom 712 are women and 730 men
3. Reductions in emissions, by equivalent weight of CO₂ (now at the time of project completion and as planned during the term of the mitigation investments made by the project)	At the end of the project, a reduction of 491034.44 tons of CO ₂ emissions has been achieved. During the project's implementation period a direct reduction of 448550 tons had been proposed.
4. Number of green business concepts tested	Considering that a value chain effectively articulated to the market is a green business, work was tried in 9 chains, of which 4 are well established (cusi, coffee, almond and copaibo), 4 in development (wood, pesoé, isotoúbo, palmito) and one has been discarded (toco detergent).
5. Number of decent jobs created (broken down by seasonal and permanent jobs, and in each case by women and men)	The 8 chains supported by the project, generated permanent employment for 7 people in timber chain: 3 in the company providing log hauling services and 4 in the carpentry workshop in Santa Monica, all male. Furthermore, generating temporary employment in the NTFP chains for 165 people, of which 105 are women and 60 men. Although they are part-time jobs, they are available throughout all months in the year.
6. Number of women and men with improvement in their support or their chances of generating income	The income possibilities for 305 families have been improved, temporarily during harvest. Of the harvesting families, 538 (60%) are women, 197 (22%) are young people and 162 (18%) male adults, with a total of 897 people.
7. Number of multi-stakeholder alliances created	13 partnerships have been achieved to contribute to the project's outputs: with CIDOB and ABT for community-friendly regulatory frameworks. With the process engineering career, to innovate and improve the cusi and copaibo chains. With private companies, to articulate value chains: with Activa Cosmetic, Naturalcos, Barukas, Moda Ecológica and Agroseller. With the municipalities of

	Concepción and San Javier, ABT y Amazonía sin Fuego, for seedling production and establishing agroforestry systems. With "Rama Madereros de Tradición" to sell finished timber products. Finally, with PROBOSQUE-GIZ project, to develop the positioning strategy of NTFPs.
8. Amount of leveraged funds (current co-financing of the project and possible future insured investments to replicate or execute the project on a larger scale)	Project partners co-financed 23% (€149,795) of the total amount for the project's execution. By verifying the progress of the chains with NTFP and timber, a German cooperation project is contacting communities to continue what was initiated with the NCF project.

3. CLIMATE CHANGE

Community forest management, production in agroforestry systems and the collection and processing of non-timber products, supported by the project, have broadened the communities' vision for comprehensive forest use. Indigenous communities, more than anyone else, feel the effects of climate change, so they know they need to implement climate mitigation and adaptation measures.

The project's area has 937,301 hectares of native forest, of which 64000 Ha are being utilized for timber forest resources and in 1200 Ha the collection of non-timber resources takes place, with low impact and practices that guarantee the sustainability of the resource.

The traditional form of rotating agriculture are cycles of agricultural crops for 3 years, later secondary forest (barbecho) were being cut for pasture planting. The project proposed to grow coffee and leave some of the natural vegetation, thus it continues to capture carbon, almost equal to undisturbed fallows. A total of 757.9 Ha of secondary forests or fallows, have been quantified in the project area, with an average of 36,24 Ton C/Ha, result obtained by a study carried out with the project.

Also with the project's assistance, 112.4 hectares have been established with agroforestry systems, taking a fairly conservative parameter for this type of coverage, an annual growth of 0.7 Tn C/Ha year has been proposed, hoping that, with the consolidation of the agroforestry systems, they will be important contributors to the C capture.

In the project's area, it was possible to maintain the annual deforestation rate (0.2%) below the regional rate (0.69%); therefore, it can be said that the deforestation of 1497, 3 hectares, equivalent to retaining a stock of 122,933.8 tons of carbon, and therefore 451167.2 tons of CO₂, was avoided. The following table summarizes the increase in stored carbon and the avoided CO₂ emissions achieved through the project's actions.

DETAIL	SURFACE Ha	Ton C/Ha	Increase of C in Ton	CO ₂ Equivalence
TOTAL AREA TI MONTEVERDE	947440	--	--	
SUP NATIVE FOREST WITH (PGMF)	64000	83,10	10548,48	39037,06
SUP NATIVE FOREST WITH (PFNM)	1200	36,24	86,98	319,20
FALLOWS	757,9	36,24	54,93	201,60
AGROFORESTRY SYSTEMS	112,4	0,75	84,30	309,38
AVOIDED DEFORESTATION	1497,3	83,10	122933,80	451167,20
TOTAL				491034,44

Managing to slightly exceed expectations stated in the project's proposal indicating a reduction of 448,550 tons of CO2 emissions during the project's implementation period. This thanks to the application of an integrated management model, better comprehensive forest management, extension of agroforestry systems and reforestation in degraded areas.

4. DEVELOPMENT IMPACTS AND TRANSVERSAL THEMES

"Thanks to this project we started to produce the products derived from Copaibo. First, we trained ourselves, then we got organized and now we are an association of women entrepreneurs dedicated to the production of Copaibo. This venture changed my life and that of all the members, we are now recognized and taken into account in the community, we help our husbands financially with the livelihood of our family, now we are not only good for the kitchen and to take care of our husband, now we also work and go out to sell our products to different places, we are invited to participate in fairs in other municipalities, we travel and we are more qualified, we can say that we have opened our minds and we know that women can also get ahead by our families." *Testimony of Mariela Bailaba Soqueré, Association of Women Producers of Copaibo, Rio Blanco community.*

"I used to be in the production of rice, bananas, cassava, peanuts, beans, fruits and other products. I have been producing coffee for years and it has yielded results, it benefits me because it is my source of work, it generates income, besides that I can produce other species such as fruits, orange, lime, mandarin, cayú and also woody species such as the Tarara Amarilla, which maybe I will not take advantage of, but my children will. Producing coffee has improved my economy as I have one more income for my family, maybe it's not much, but I can improve, so I've worked on expanding my plot and increasing my coffee production, and I've seen that it's profitable and can improve my income a lot more. I also help other communes, when they need jobs in the harvest, maybe it's not much. Now they see what I have, and they too have been encouraged to produce coffee, because it generates revenue." *Testimony of Ramón Román, Association of Coffee Growers, Makanaté Community.*

The value added to NTFPs and with the sawdust and conversion into finished products in the carpentry workshop will enable communities to incorporate innovative processes, both in the use of new technologies, as well as in organizational processes, from a community business management approach.

Women's participation in the value chains allowed them for the first time to access cash economic income on an ongoing basis, allowing them greater freedom of action and decision-making within their family and community. Contributing to economic growth and social welfare, in one of the sectors of the community, most vulnerable to the negative effects of climate change. This has also allowed making progress in reducing gender inequality gaps in the communities.

Access, use and enjoyment of natural resources, such as employment, income generated and distributed in the indigenous community, are part of their social and cultural economic rights and progress has been made from the project in this regard. More than that, the idea so far not addressed by the community, of the local transformation of its products, together with the development of business and organizational capabilities, has been positioned.

With the involvement in project's actions, the capacities of community and indigenous leaders has been strengthened, helping to improve proposals, channels of articulation and communication with state institutions, in the defense of their collective rights.

5. EVALUATION OF PROJECT OUTPUTS AND IMPACTS

5.1 Relevance

The living area of the beneficiary communities of the project is the Chiquitano Dry Forest, which is among the most important and threatened dry wooded landscapes in Latin America. Where, the effects of human activity impact deforestation, with the consequent soil degradation, forest fires, climate change and others occur more frequently and intensely.

The project's actions have been working to support productive processes aimed at improving the livelihoods and resilience of communities, in areas of sustainable forest management and local transformation of both timber and non-timber forest products (NTFP). Development of mechanisms and tools, to improve its decision-making on the basis of community interests, and to have a transparent resource management, including the distribution of profits, was also supported.

Traditionally, chiquitanos practice subsistence farming, which they complement with hunting, fishing and harvesting. As agriculture produces little surplus, they are required to temporarily migrate to urban centres in the region. Faced with this problem, value chains have been developed and strengthened, enabling them to improve livelihoods, increasing resilience to climate change, and generating jobs, especially benefiting women.

Soil within the TCO is only suitable for moderate-use agriculture and forest harvesting, for which low ecological impact systems must be implemented, together land use management plans. To this end, the project proposed an integrated management model of forest resources and their territory, being the guide to a holistic management of their communal space, articulating the use of forest to take advantage of timber and NTFPs, integration of agroforestry systems into their agricultural plots, thus diversifying their economy and at the same time increasing their resilience to climate change. In addition, this model has been the basis for the development of the regulatory framework in process, for integral management in indigenous territory.

It can therefore be inferred that the project has addressed the priorities of beneficiaries, the environment and public policies.

5.2 Effectiveness

Livelihoods of the beneficiary communities of the project were improved by implementing productive and transformational entrepreneurship, under integrated and sustainable management approaches in a way that, sources of employment and income have improved, CO2 emissions reduced and their resilient capacities, in the face of the effects of climate change, have been strengthened. Therefore, high achievement of the objectives set out in the project proposal can be ensured.

In terms of achieving the outputs, in the 6 outputs proposed the indicators were achieved, in some of them, even more progress was made than planned. The table below summarizes the achievements made compared to those proposed.

In the first specific objective, the indicator identified 4 communities with PGIB, with the project 7 plans were formulated and implementation was supported in 6 communities. Contributing in this way to the objective of getting communities to adopt an integrated model for forest resource management.

SPECIFIC OBJECTIVES	PROPOSED OUTPUTS	ACHIEVED OUTPUTS	% of ACHIEVEMENT
Objective 1	O1.1. At least 4 communities with a PGIBT or a CDP	7 PGIBT formulated and 6 implemented	150%
Objective 2	O2.1. 7 value chains of NTFP have been developed	3 chains developed and 4 strengthened with NTFP	100%

	O.2.2. five communities have planted agroforestry systems	16 communities, with 129 families have agroforestry systems	320%
	O.2.3. Two communities participate in the timber value chain	1 community articulated its timber value chain	50%
Objective 3	O.3.1. Six communities have improved their decisionmaking process	6 communities are applying transparent financial and administrative guidelines	100%
	O.3.2. Value chains improving income and job creation at the local level	Employment was generated for 165 people, of which 105 are women and more than half a million Bs of income	100%

With the strengthening of 8 value chains under approaches of integrality and sustainability, 7 chains are of NTFP and a one timber chain, it was possible to launch enterprises with aggregation of value in their places of origin. In addition, the establishment of 112 hectares of agroforestry systems. All the products of these enterprises are articulated in a favorable way to the markets, which diversified the economy of indigenous families, generating incomes of at least 100 Bolivians/day and permanent employment for 165 people, of which 105 are women and 60 men.

Temporary work, during 2 to 3 months each year, was also ensured for 305 families, during the harvest of coffee, copaibo and chiquitana almond. Based on official statistics on the economically active population in the project's area, the 305 families involve 897 people, of whom 197 (22%) are young (15-18 years); 538 women (60%) and 162 men (18%).

The achievement of only 50% in the output of articulating two communities in the timber value chain, resulted due to the change in strategy of installing the processing center in partnership with a company, instead, it was decided to equip from scratch a carpentry in a community, with which the economic and technical resources would only be enough to work in one community, and not two as planned in the project's proposal. Despite this, contribution was made to the project's second specific objective of developing and implementing productive enterprises with local timber and NTFP local transformation, used sustainably and reducing carbon emissions.

The third objective was to work so that organizations and communities are strengthened, able to make better decisions by looking after the communities' interests, improving their livelihoods and a transparent profit distribution. With the project's actions, capacities were developed to implement tools and mechanisms, ensuring transparency in economic and productive management. The consolidation of 13 partnerships with private and public institutions, enabled the achievement of the project's outputs. This ensures that the proposed objective was reached.

In conclusion, the effectiveness with which the expected outputs and objectives were achieved is largely due to appropriation of the project by communities, to synergies developed between project partners and with public actors and projects in the area; in addition, the interest aroused in private companies in the products of the communities. Despite some drawbacks, such as, the marked political polarization, their co-optation and divisionism of indigenous organizations, which to some extent jeopardized the project's actions by the indecision of communities. Despite this, it has been possible to achieve the outputs and objectives, complying with the agreed indicators.

5.3 Efficiency

Analyzing the achieved outputs versus those stated on the project's proposal, it is inferred that, without changing the amount of the approved budget, 37% more of the expected outputs have been achieved globally.

Taking the total cost of investment and technical assistance, divided by the total beneficiaries, gives us that 460 euros were invested on each beneficiary in the 3 years. With this investment, in addition to generating profits from the supported enterprises, more than 450 thousand tons of CO2 emissions have been avoided.

Around 85% of the project's cost, has been invested in inputs and direct technical assistance, to implement comprehensive management and community productive enterprises, consolidating production sources and income in a comprehensive and sustainable way, which ensure long-term operation and with good potential to scale, both within consolidated enterprises and in new enterprises in other communities.

5.4 Impact

Traditionally Chiquitanía was known as a livestock producing area and for timber exploitation. The project's actions consolidated the potential for sustainable use of non-timber forest products, as an important alternative to generating employment and income, through integrated forest management. Until before the project's implementation, comprehensive management was known only in technical documents, with the development of the integrated management model and its implementation, the feasibility of implementing PGIBT with indigenous communities was demonstrated.

It has been possible to note that the communities served by the project, are more cohesive and have faster organic responses to any call, they are strengthened organizations. So, they are constantly consulted and visited by public authorities and development support organizations.

The generation of sources of employment in their communities largely prevents the migration, of mostly the young population, to the populated centres. In response to this issue, the project's actions were focused on generating the greatest added value in the communities, installing infrastructure, new technology and capacity building of the people, most of the beneficiaries were women. Those who, in leading the value chains with NTFP, proved to be prepared to develop productive enterprises with a business management approach.

New technology and infrastructure installed, and made available to communities, allowed for a change in overall perception, where communities were always seen only as raw materials suppliers, now with local enterprises, they are placing finished products on the market.

Women, traditionally relegated to domestic work and support in agricultural activities, became business managers, generating income and self-employment, allowing them to have money, to support the family economy, raising their self-esteem and better positioning in the communal organizational structure.

With the implementation of climate smart crops, zero use of pesticides, introduction of trees in agroforestry systems, integral and sustainable use of the forest, it ensured that the environmental impacts are positive, in terms of the reduction of pollution of natural resources, especially water and the reduction of deforestation and CO2 emissions.

Teamwork, of the project's executing partners, allowed to interact with professionals from different disciplines, which facilitated having different perspectives, develop synergies and consolidating the outputs, to achieve the objectives proposed in the project.

The executing partners have extensive experience and presence in the area, implementing projects aimed at improving the conditions of indigenous communities, sustainable management of natural resources and reducing environmental impacts, therefore, they have funds for complementary actions, different to those financed by the NCF. Which will surely allow to increase the actions initiated with the project and amplify the impacts to other areas.

5.5 Sustainability

Being the project focused on state communities and entities promoting and adopting a more integral and innovative model for the management of natural resources of the forest, based on community development plans (PGIBT), which takes into account its cultural characteristics, uses and customs, knowledge of its environment and its natural resources, for sustainable management and improvement of the quality of life, ensures that once finished, the communities will continue to follow up on the implementation of their PGIBT.

On the other hand, the strategic integration of the project, with similar initiatives existing in the area and coordination with local public authorities, ensures assistance and support continuity, to the initiatives developed with the project.

The transfer of knowledge to communities and the experience gained by the staff of the executing partners, much summarized in the drafting of operational technical manuals, with the project's approach and methodology, is a good base to provide sustainability, once the NCF contribution is completed.

Having developed capacities within the communities and operating with a value chain approach, conveniently articulated to markets, in addition, with organizational business structures legitimized in their communal organizations, it will allow the permanent functioning of the productive enterprises.

The natural resources' potential, the increased appropriation by the people and markets, has aroused expressions of interest of investment by private companies, other projects and conservation institutions, guaranteeing interest on the subjects worked on and continuity to the progress made by the project.

The Project itself has focused on actions leading to achieve environmental sustainability, with the improvement of the living conditions of communities, promoting the rational and regulated use of their natural resources and the introduction of environmentally friendly technologies; in addition, with the effective participation of local communities and regional authorities, increasing the population's resilience to climate change effects.

All the aforementioned statements, help to have profitable enterprises, where the protection of biodiversity and ecological processes, as well as the generation of socio-economic benefits, in all the developed enterprises, allows to ensure at the end of the project, the sustainability of the actions, after the completion of the project.

6. POTENTIAL TO EXECUTE ON A LARGER SCALE AND MAKE FOLLOW-UP INVESTMENTS

The conditions for expanding on a larger scale the project's activities are possible because they are framed within national policies which propose the integrated development oriented to the creation of the conditions to move towards Living Well in harmony and balance with Mother Earth. Local development of communities is promoted through the use and utilization of Mother Earth's components, governed by principles of integrality, plurality, sustainability and social inclusion. Being the national policy framework to implement the comprehensive forest and land management plan (PGIBT).

The adaptation of this instrument, for indigenous communities, the inclusion of the project's actions in the communal PGIBT, the formulation of a model for integrated management adapted for indigenous communities, support its application in all Bolivian communities, as a tool to organize, analyze and justify the good management of natural resources.

The new models of local planning, sustainable and climate intelligent productive systems, adapted to local interests and needs, proved favorable to improve the conditions of communities, arousing interest in other communities and support institutions, glimpsing that they can be used on a larger scale, including more communities and areas of the country.

The productive infrastructure installed with the project, the existence of developed capacities, the potential of natural resources, manifestations of interest, from companies and markets, in the products of the value chains developed, capable of expanding actions without reinvesting in infrastructure, ensure a high potential for the expansion of the enterprises, both in production and consolidated, as well as new enterprises to be installed. Non-governmental institutions such as FAO, WWF, Probosque II, Probioma, have each announced support and technical advice to the non-timber production in the area.

7. UNEXPECTED OUTPUTS

The exchange of experiences with an NCF project implemented in another area of Bolivia, developed important synergies between the executing technical teams, allowing to improve the approach of action strategies and concrete outputs; they replicated in their project the experience of extraction of virgin oil with hydraulic press, while the area, used their experience in developing the positioning of their products in the market, which allowed to clarify marketing strategies, which were weak before the exchange.

Advocacy on public standards with the PGIBT model is an unexpected and remarkable outcome, because, since the development of the model and experiences in integral management with the project, it allows to have better practical foundations, for the development of regulatory instruments, for integrated management of forests.

In intercultural communities, coming from the highlands, where they traditionally are not used to intercalate agricultural crops with trees, a fundamental change was achieved by accepting the importance of trees on their land; they became convinced to see that their soils are losing productive force over time, just as it happens to them as they age, so they agreed to introduce trees, as a form of future harvest, when their forces no longer allow them to work in the field, as a way to guarantee future income, as a type of retirement for their old age.

Working with Monteverde's non-timber value chains has brought the attention of many governmental and non-governmental entities to Chiquitanía. They are beginning to see the Chiquitanía forest, as the source of a diversity of products beyond timber, the project has also had the virtue of generating attention over the forest's integral development.

8. LEARNINGS

Strategic alliances between the Community - Private Enterprise - Public Entities, should be enhanced as a mechanism to strengthen value chains and ensure the guarantee and success of the enterprises driven from the project. Private companies are the engine that pulls value chains, allowing a safe articulation to the market and access to financing.

The work of advocacy and adequacy of the regulatory framework, with public institutions, has unpredictable outputs, due to different working rhythms, changes in agendas, also related to many changes in personnel. Despite being tortuous in the advocacy process, it is necessary to continue to bet on this mechanism, so that the needs and demands of communities are heard and incorporated into public policy.

It is important to continue betting on strengthening control and audit organizational processes to ensure technical and financial sustainability. Establishing a framework of transparent management and differentiation between the organic and the productive, to avoid bad information and disputes over the control of production processes.

The project's coordination and planning with the implementation partner institutions, has been essential when solving key issues, efficient budget use and synergistic actions. It is important to maintain this dynamic, in the implementation of projects with several executing partners.

The elaboration of operational manuals with the project's working methodology has been an important method for knowledge transfer and is a good basis for continuing project actions when the NCF fund contribution has finalized.

9. FINANCIAL SUMMARY

Table 1. Project financing by partner

	Financing, EUR					
Expenses, EUR	NCF	BDM	APCOB	FCBC	AFIN	Total
BDM	100.711	103.963				204.674
APCOB	171.803					171.803
FCBC	130.118			68.602		198.720
AFIN	77.643				19.914	97.557
Total	480.275	103.963	0	68.602	19.914	672.754

10. CONCLUSIONS AND RECOMMENDATIONS

On the topic of comprehensive forest and land management, the opening of intercultural settler communities to orient their productive activities, towards schemes with greater sustainability and less deforestation, is very significant.

On the issue of communal territorial planning, the project has been a key factor in demonstrating the positive advantages and opportunities provided by planning tools, both for the proper use of resources and to ensure the protection of ecological easements. Now, many other communities in the area are waiting to be supported on the elaboration of their territorial planning plans.

The integral and sustainable management of forest resources and their territory is a fundamental part of the cultural identification of Indigenous Peoples, with their traditions and their way of life. The use and integral transformation of its natural resources is a way to ensure the sustainability and conservation of its forests.

Transformation processes with appropriate technology and low cost, under community-specific conditions and characteristics, are a real alternative to adding value to indigenous communities, as communities have natural resources, appropriate infrastructure and developed technical capabilities. The search for an appropriate regulatory framework, through articulation and strong support, among all entities working in the region and on the subject must continue.

It is recommended to NCF to prioritize projects and programs, which inclusively activate indigenous peoples, people living in the forest and migrants, in alternative productions using simple technologies. In this way obtain very important impacts, in economic, environmental and social area, so that communities preserve their forests and ecosystems, as a very effective way to fight climate change.

Fires in Chiquitanía and Amazonia in 2019 show that there is a need to focus on the preservation of forests and their ecosystems, activating the inhabitants and ensuring that they handle sustainable alternatives, versus agriculture and extraction.

Annex 1 Project completion data sheet

Project title:	"Increasing resilience to climate change through green local development"		
Country/ Region:	Bolivia	Financiamiento:	
		EUR	%
Nordic Partner:	Forests of the World	103.963	15,5
Local Partner:	Support for Indigenous Farmers in Eastern Bolivia, APCOB		
Local Partner:	National Indigenous Forestry Organization, AFIN	19.914	3
Other Partner:	Foundation for Conservation of the Chiquitano Forest (FCBC)	68.602	10
	Grant disbursed by the NCF	480.275	71,4
	Total	672.754	100
Category:	Mitigation/ adaptation/ combination		
Project cycle:	Contract signed: 27/02/2017 /Original end date: 31/08/2019 /Actual end date: 30/11/2019		
Project description:	The project will mitigate climate change by preventing deforestation with an emphasis on: 1) innovative planning tools; (2) low-carbon production and processing techniques; 3) more resilience to climate change. This covers timber production and NTFP harvesting. In addition, the jobs created will ensure livelihoods within communities for years to come, provided that forests continue to be well managed. While agroforestry has the potential to mitigate climate change, in this project is mainly perceived as an adaptation tool. Agroforestry systems, with long-term resilience to climate change, will generate local employment for the direct benefit of communities and families.		
Key Outputs:	NCF Indicators	Outputs	
	1. Number of beneficiaries	Work was conducted in 21 communities in the project's area, benefiting 456 families, a population of 1442 people, of whom 712 are women and 730 men	
	2. Number of women and men with increased resilience to climate change	712 women and 730 men from 21 communities.	
	3. Reductions in emissions, by equivalent weight of CO2 (now at the time of project completion and as planned during the term of the mitigation investments made by the project)	At the end of the project, a reduction of 491034.44 tons of CO2 emissions has been achieved. During the project's implementation period a direct reduction of 448550 tons had been proposed.	
	4. Number of green business concepts tested	9 chains, of which 4 are well consolidated (cusi, coffee, almond and copaibo), 4 in development (wood, pesoé, isotoúbo, palm) and one has been discarded (toco detergent).	

	5. Number of decent jobs created (broken down by seasonal and permanent jobs, and in each case by women and men)	The 8 chains supported by the project, generated permanent employment for 7 people in the timber chain: 3 in the log haul services company and 4 in the carpentry workshop in Santa Monica, all males. Also generating in the NTFP chains, temporary posts for 165 people, 105 of them are women and 53 men. Jobs, although part-time, work every month of the year.	
	6. Number of women and men with improvement in their support or their chances of generating income	Income opportunities for 305 families has been temporarily improved during coffee, copaibo, cusi and Chiquitana almond crops. Of the harvesting families, 60% are women, 22% young and the rest adult males	
	7. Number of multi-stakeholder alliances created	13 partnerships have been agreed in order to help achieve the results of the project.	
	8. Amount of leveraged funds (current co-financing of the project and possible future insured investments to replicate or execute the project on a larger scale)	Project partners co-financed 23% (€ 149.795) of the project's total amount for implementation. By verifying the progress in the NTFP and timber chains, a German cooperation project, is contacting communities to continue what has begun with the NCF project	
Project performance:	Main expected outcomes	Achieved	Situation at the end of the project
	Output 1.1: An integrated forest resource management model has been developed and adapted to the reality of at least 4 communities in the Chiquitano dry forest serving as reference to how timber, NTFPs and agroforestry plans can form an integral part of the CDPs and the PGIBTs.	150%	The model has been adjusted and 6 integrated management plans have been implemented in 6 communities
	Output 2.1: Seven NTFP value chains have been developed and strengthened, improving livelihoods, resilience to climate change and job creation, especially for women.	100%	7 value chains have been supported, generating 165 permanent jobs, 64% for women

	Output 2.2: Five communities have planted permanent crops as part of integrated agroforestry systems, thus diversifying their economy and at the same time boosting their resilience to climate change.	320%	129 families from 16 communities established 112 hectares of agroforestry systems
	Output 2.3: Two communities take part in the timber value chain, adding value to the timber locally and preventing illegal deforestation.	50%	One community developed its timber chain, adding value locally and generating 26 jobs across the timber chain
	Output 3.1: Six communities have improved decision-making based on community interests for improving livelihoods and transparent resource management in productive groups, including profit distribution.	100%	Tools and mechanisms, allow to ensure transparency in economic and productive management.
	Output 3.2: Value chains focused on local job creation have been consolidated, and so have the communities' sustainable incomes from selling their multiple forest products.	100%	Value chains were articulated, with private companies, which provides operational capital, product development, capacities and safe markets, for community products. Estimates 556,665 Bolivian income
Definitive beneficiaries:	21 communities in the project area, benefiting 456 families, a population of 1442 people, of whom 712 are women and 730 men		
Impactos in climate change:	At the end of the project, a direct reduction of 491.034,44 tons of CO2 emissions have been achieved.		
Development impacts:	This venture changed my life and that of all the members, now we are recognized and taken into account in the community, we help our husbands financially with the livelihood of our family, now we are not only good for the kitchen and to take care of our husband, now we also work and go out to sell our products to different places, we are invited to participate in fairs in other municipalities, we travel and we are more qualified, we can say that we have opened our minds and we know that women can also get ahead by our families. Testimony of Ignacia Supepi, Rio Blanco community.		
Innovation, technology and learning:	The aggregation of value to NTFPs and with the sawmill and conversion into finished products in the carpentry workshop will enable communities to incorporate innovative processes, both in the use of new technologies and in organizational processes, from a community business management approach. Women's participation in the value chains allowed them for the first time to access cash economic income on an ongoing basis, allowing them greater freedom of action and decision-making within their family and community. Contributing to economic growth and social welfare, in one of the sectors of the community, most vulnerable to the negative effects of climate change.		

Partnerships:	13 partnerships have been made to help achieve project results: with CIDOB and ABT for community-friendly regulatory frameworks. With Process Engineering Career, to innovate and improve the cusi and copaibo chains. With private companies, to articulate value chains: with Activa Cosmetic, Naturalcos, Barukas, Moda Ecologica and Agroseller. With the municipalities of Concepción and San Javier, ABT and Amazonía Sin Fuego, for the production of seedlings and establish agroforestry systems. With "Rama Madereros de Tradicion" to sell finished timber products. Finally, with PROBOSQUE-GIZ project, to develop the positioning strategy of NTFPs.
Sustainability and replicability:	Being the project focused in that communities and state entities promote and adopt a more integrated and innovative model for the management of natural forest resources, based on community development plans (PGIBT), which takes into account their cultural characteristics, uses and customs, knowledge of their environment and natural resources, for sustainable management and improvement of quality of life, a framework in which the project was developed, which ensures that once completed, communities will continue to monitor the implementation of their PGITS. The increase in natural resources potential, appropriation by the people and markets, has aroused expressions of interest in investment by private companies, other projects and conservation institutions, ensuring continuity of the progress made by the project.
Learnings:	Strategic alliances between the Community - Private Enterprise - Public Entities, should be enhanced as a mechanism to strengthen value chains and ensure the guarantee and success of enterprises. The advocacy work and adaptation of the regulatory framework, with public institutions, are of unpredictable outputs, because of the different working rhythms, changes in political agendas. It is important to continue supporting on strengthening organizational, control and audit processes, to ensure technical and financial sustainability.

Annex 2 Logical Framework Matrix

	Intervention Logic	Activities	Objectively Verifiable Indicators (OVI)	Sources and means of verification (MOV)	Assumptions
General Objective					
	Contribute to improving the livelihoods and resilience of vulnerable communities in the Chiquitano dry forests in the face of climate change impacts by means of sustainable forest management and local processing of timber as well as non-timber forest products (NTFPs).		<p>All beneficiary groups have improved their livelihoods and strengthened their resilience to climate change through their participation in value chains based on forest resources and agroforestry products.</p> <p>As a result of this project, 448,550 tons of CO2 emissions were directly decreased during the implementation period thanks to improved integrated forest management, extension of agroforestry systems and reforestation, and 2,110,760 tons indirectly decreased during the implementation period thanks to improved protection of the Monte Verde territory, mainly through organizational strengthening and intensification of monitoring, thus strengthening control over the territory.</p>	<ul style="list-style-type: none"> • A final evaluation of the project confirms that beneficiaries have improved their livelihoods and reduced their vulnerability. 	Integrated management policies for community land and forests remain in place, and interest in innovating in the sector remains.

	Intervention Logic	Activities	Objectively Verifiable Indicators (OVI)	Sources and means of verification (MOV)	Assumptions
Specific objectives					
1	Communities and state entities promote and adopt a more comprehensive and innovative model for forest natural resource management, based on community development plans (PDCs) and/or public planning tools introduced in Bolivia, the so-called Comprehensive Forest and Land Management Plans (PGIBTs), thus preventing illegal deforestation ¹ .		<ul style="list-style-type: none"> • A forest resource management model has been developed and project experiences have been shared with other communities. 	<ul style="list-style-type: none"> • Document on the new integrated model. • Interviews with members of beneficiary communities and other communities. 	The Forest and Land Authority (ABT) in Bolivia continues to support the implementation of the PGIBT model.
2	Communities have developed and implemented productive and technical work on local processing of timber, agroforestry products and non-timber forest products (NTFP), extracted in a		<ul style="list-style-type: none"> • Communities have experienced an increase in employment and incomes as a result of diversification in value chains and improvement of forest harvesting companies. 	<ul style="list-style-type: none"> • Production, sales, wages and employment records. • Document on the new integrated model. 	Communities remain committed to sustainable production and strengthening their business capabilities.

	Intervention Logic	Activities	Objectively Verifiable Indicators (OVI)	Sources and means of verification (MOV)	Assumptions
	sustainable way and with few carbon emissions.				
3	Communities are strengthened in organizational terms with a view to ensuring good management with resilience to climate change, and are selling their products locally, thus improving their livelihoods.		<ul style="list-style-type: none"> • When taking decisions, communities ensure community interests' in improving livelihoods and transparent resource management, including profit distribution. 	<ul style="list-style-type: none"> • Minutes of community meetings. • PDC's • Interviews with communities. • Commercial alliances and sales contracts. • Financial reports. 	Communities remain committed to transparency in decision-making and in the management of funds and profits.
Expected outputs and activities aimed at producing each of them					
1.1	An integrated forest resource management model has been developed and adapted to the reality of at least 4 communities in the Chiquitano dry forest serving as reference to how timber, NTFPs and agroforestry plans can form an integral part of the CDPs and the PGIBTs.	1.1.1 Design PGIBTs and integrated forest model implementation plans. 1.1.2 Train in integrated forest planning and management. 1.1.3 Establish youth environmental brigades. 1.1.4 Study the sequestration (capture) and storage of carbon in forest areas. 1.1.5 Prepare in a participatory manner, and together with the ABT, a proposal that allows the resawing of wood within the forests.	<ul style="list-style-type: none"> • In at least four communities, the comprehensive forest resource management model has been adapted and implemented, in terms of a PGIBT or PDC. 	<ul style="list-style-type: none"> • Community-approved PDCs under the new integrated model. • PGIBTs approved by the communities and submitted to the corresponding authorities for consideration. 	Integrated management policies for community land and forests remain in place.

	Intervention Logic	Activities	Objectively Verifiable Indicators (OVI)	Sources and means of verification (MOV)	Assumptions
2.1	Seven NTFP value chains have been developed and strengthened, improving livelihoods, resilience to climate change and job creation, especially for women.	2.1.1 Analyze and prioritize, in a participatory manner, the potential NTFPs based on feasibility studies. 2.1.2 Design and execute harvesting, collecting and storing methods for NTFP. 2.1.3 Buy equipment to extract and transform NTFP. 2.1.4 Write guides on best practices for managing and transforming NTFP. 2.1.5 Analyze, in a participatory manner, the potential to integrate NTFP production into agroforestry systems.	<ul style="list-style-type: none"> • There are at least three value chains developed and four strengthened, generating a minimum of 270 part-time jobs, two-thirds of these for women, earning 70 Bolivians a day for approximately 50 days a year. 	<ul style="list-style-type: none"> • Production reports. • Records of women working with NTFPs. • Interviews with women based on the "Most Significant Change" methodology. 	
2.2	Five communities have planted permanent crops as part of integrated agroforestry systems, thus diversifying their economy and at the same time boosting their resilience to climate change.	2.2.1 Develop integrated agroforestry systems with climate advantages. 2.2.2 Establish a nursery. 2.2.3 Train in soil management, compost use, biofertilizers and plant distribution. 2.2.4 Train in harvesting, pretreatment, processing and storage of products. 2.2.5 Build a storage center (NTFP). 2.2.6 Build and/or adapt infrastructure, technology and equipment for NTFP transformation and agroforestry production.	<ul style="list-style-type: none"> • Five communities have reclaimed their fallow land through climate change resilient agroforestry production, thus increasing the incomes of 100 families. • Two community nurseries produce 120,000 seedlings for agroforestry production. • 100% of the coffee harvest is transformed locally to be sold. 	<ul style="list-style-type: none"> • Records of the number of hectares included in agroforestry systems. • Database on harvests of agroforestry plots and families' income. • Report on local coffee processing. 	Demand for agroforestry products in the area is maintained.
2.3	Two communities participate in the timber value chain, adding value to it locally and preventing illegal deforestation.	2.3.1 Design and implement business structures for timber resawing in forests and for the local carpentry workshop. 2.3.2 Train in the local wood processing. 2.3.3 Design and implement a simple traceability system to verify the wood's legality. 2.3.4 Develop and launch a cooperative center for timber products storage and sale.	<ul style="list-style-type: none"> • Two communities have a proposal for a new sustainable model of community forest management, while two communities are selling locally transformed timber products based on timber waste from forestry production. 	<ul style="list-style-type: none"> • Proposals for the new Community forest management model. • Sales reports of carpentry products made locally. • Proposals on regulations prepared 	The ABT remains dedicated to developing regulations that facilitate the introduction of new appropriate low-cost technologies.

	Intervention Logic	Activities	Objectively Verifiable Indicators (OVI)	Sources and means of verification (MOV)	Assumptions
			<ul style="list-style-type: none"> • Turnover for timber sales has increased by 100% and 100 new part-time jobs have been created. • A proposal has been developed and agreed between public and indigenous entities on regulations on appropriate low-cost processing technologies (less environmental damage from not opening roads, less hydrocarbon emissions when using light machinery, in addition to 70% less volume transported, since only planks are carried). 	jointly between public and indigenous entities.	
3.1	Six communities have improved decision-making based on community interests for improving livelihoods and transparent resource management in productive groups, including profit distribution.	3.1.1 Train in implementing consultations and on prioritizing the interests and decision-making of communities. 3.1.2 Develop or update PDCs in a participative manner based on the community interests. 3.1.3 Develop, in a participatory way, transparent financial and administrative guidelines for productive groups. 3.1.4 Build capacity in the implementation of PDCs and in adherence to transparent guidelines.	<ul style="list-style-type: none"> • Six communities have developed or updated their PDCs and are applying transparent financial and administrative guidelines, including the distribution of profits, which contributes to improving livelihoods. 	<ul style="list-style-type: none"> • PDC's updated based on community interests. • Transparent financial and administrative guidelines for the community. • Accounting showing profit distribution. • Interviews and evaluations with communities in accordance to the "Most Significant Change" methodology. 	Communities remain committed to good management, even when community authorities change.

	Intervention Logic	Activities	Objectively Verifiable Indicators (OVI)	Sources and means of verification (MOV)	Assumptions
3.2	Value chains focused on local job creation have been consolidated, and so have the communities' sustainable incomes from selling their multiple forest products.	3.2.1 Build capacity in business management, negotiation of strategic alliances, transformation and sales of agroforestry products. 3.2.2 Develop and execute promotion and sales strategies. 3.2.3 Provide technical and legal assistance to community companies. 3.2.4 Manage the participation of communities in fairs together with municipalities and private companies. 3.2.5 Analyze the potential for certifications (organic/organic production, fair trade, FSC) that add value to value chains at the local level.	<ul style="list-style-type: none"> • Strategic alliances have been made between Bolivia's communities, state entities and/or private companies for the transformation, promotion and marketing of sustainable community products. 	<ul style="list-style-type: none"> • Cooperation agreements with public and private entities for the purposes of promoting, investing, processing and marketing finished products. • Interviews with communities in accordance to the "Most Significant Change" methodology. 	Public entities and private companies are opened to partnering and prioritizing their resources to take innovative productive initiatives.

¹ The terms PDC and PGIBT are used interchangeably as a result of their common purpose but have different processes of elaboration and execution. While a PGIBT is a legal document that needs approval from the Bolivian forestry authorities, the PDC is a locally approved planning tool. However, it is not allowed to finance the productive activities covered by a PDC until all relevant legal requirements are met.

Annex 3 Images

They are attached in separate document