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SUMMARY OF EVALUATION RECOMMENDATIONS AND MANAGEMENT RESPONSE— COUNTRY PROGRAMME— BOLIVIA (1997–2001)

This document should be read in conjunction with the document “Summary Report of the Evaluation of Country Programme—Bolivia (1997–2001)” (WFP/EB.3/2001/6/2).

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RECOMMENDATION	ACTION OFFICE/ UNIT	MANAGEMENT RESPONSE	REVIEW OF ACTION TAKEN
General recommendations for the future CP			
<p>In order to attain greater coherence and synergy, the future CP should be structured along two basic strategic lines of development: (i) rural development and food security, through the creation of sustainable assets, with special attention paid to soil degradation, the reclamation of arable land and the management of water resources; and (ii) human resource development, through support to health and nutrition activities targeted to children under 6 and women, sanitation, pre-school and primary school education, the supply of micronutrients, and assistance to street children.</p>	Country office	<p>The CSO identifies the two mentioned strategic areas as the basis for the future CP, as follows:</p> <p>Strategic Area 1: Support to the Development of Human Resources, through pre-school and school feeding with the emphasis on gender equity. The strategic area also covers the micronutrients programme.</p> <p>Strategic Area 2: Support to Rural Development and Food Security, through actions directed towards natural resources management, giving special attention to sustainable agriculture, water management and soil conservation practices. This includes land tenure issues with special reference to women.</p>	<p>The country office has carried out a logical framework exercise for the next CP and has incorporated the two basic strategic lines of development as the foundation for the next CP. Strategic area 2 has been further developed, emphasizing the sustainable livelihoods concept.</p>
 <p>The Advisory Board of the CP and the Unit for Integrated and Participatory Rural Development in Depressed Areas (DRIPAD) should undertake the mobilization of technical assistance at the national, departmental and municipal levels in order to guarantee the sustainability of support to productive infrastructure and to assist the Advisory Board in monitoring and appraisal tasks.</p>	Country office	<p>The country office has initiated a process with DRIPAD and the Advisory Board of the CP with a view to formulate a joint strategy for the establishment of technical partnerships and for strengthening the regional counterpart offices within the prefectures with more and better qualified technical staff. The Ministry of Agriculture has started to strengthen its agricultural extension capacities. This is a continuing effort and the country office has already signed technical assistance agreements with FAO, UNICEF and some NGOs.</p>	<p>Technical assistance is being mobilized through (i) the formulation of a strategy with the Ministry of Agriculture; and (ii) the strengthening of the technical staff of DRIPAD at the departmental level. Negotiations with USAID, CARE, Project Concern International (PCI) and German Technical Cooperation (GTZ) are under way with the aim of working together from the start of the next CP.</p>

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<p>WFP Bolivia should work jointly with municipal leaders to develop simplified and pragmatic analytical and strategic tools that contribute to appropriate targeting of food aid within a municipality. This targeting baseline should be developed around community demand, municipal activities and a prioritization of projects according to a strategic vision of municipal development within the process of popular participation.</p>	<p>Country office</p>	<p>VAM has developed a participatory methodology that will be applied by the end of 2001 in a selected number of municipalities in coordination with municipal and communal authorities. The primary objective is to improve the targeting of certain groups and single out priority activities identified by the population through the popular participation process. Data will be disaggregated by gender.</p> <p>In the next CP, the targeting baseline will utilize the inputs generated by VAM. The development of a baseline will require additional resources.</p>	<p>VAM has finished its fieldwork and identified vulnerable groups within communities. In order to have a smooth transition, the country office will start the implementation of the VAM results from this year until the end of the current CP (December 2002).</p> <p>The country office is planning to start the baseline next year.</p>
 <p>A logical framework needs to be developed for planning the new CP by means of a participatory process involving government and non-governmental counterparts, so as to identify: the central problem and thus a specific desired outcome; the outputs necessary for achieving that outcome; and the indicators permitting the evaluation of outcomes and eventually of impact.</p>	<p>Country office</p>	<p>During the CSO's formulation, a three-day logframe workshop was held in order to identify the strategic lines of development that should be incorporated into the CSO. This workshop built on previous consultations with counterparts and beneficiaries. This experience will serve as the basis for the formulation of the CP, which will also be done through logframe workshops. The country office has planned three such workshops to be held from August to November, 2001. Participants in these workshops will be national counterparts, potential associates and selected beneficiaries.</p>	<p>A logframe workshop was held at the end of August with the participation of counterparts, donors, United Nations agencies, NGOs and WFP staff. The workshop result is a logframe that identifies the central problem, strategic objectives, specific objectives and indicators for each of these, thus permitting the drafting of an initial version of the upcoming CP. In addition, the country office will hold another logframe workshop in which beneficiaries will participate, in order to gather all inputs and points of view, so that the next CP will address the basic needs of the beneficiaries.</p>

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<p>The monitoring systems – the Monitoring and Evaluation System for Food Distribution (SIMEVDA) and the Warehouse Movements System (MOVALM) – should be complemented by a monitoring and evaluation system to monitor processes and outcomes of WFP assistance. A baseline that would serve as a benchmark for measuring future outcomes and impact should be developed before the start of the new CP. VAM criteria and indicators could be important inputs, not only for the identification of vulnerability but also for monitoring and evaluating outcome and impact at the local level.</p>	Country office	<p>In order to monitor progress under a country programme approach, the country office has formulated specific terms of reference for each field visit and divided the country into areas with similar characteristics.</p> <p>A baseline should be established during 2002. Before the start of the next CP in 2003, VAM criteria and indicators will be used for the design of an integrated Monitoring and Evaluation System that will reinforce existing monitoring systems, particularly at the local level. The provision of additional resources for VAM and other purposes related to WFP programming, such as contingency planning, will be required.</p>	<p>The country office is designing an integrated Monitoring and Evaluation System with impact indicators, which will be ready at the end of this year.</p> <p>The identified indicators and the results of the logframe workshops will serve as the basis for the design of the baseline study to be carried out in 2002. The country office prepared the contingency plan in September.</p>
Recommendations in respect to coordination			
<p>In order to harmonize the programming cycles of the United Nations organizations within the UNDAF, the current CP should be extended until December 2002, at the same rate of implementation and with the current activities and necessary resources. The new CP should be started at the beginning of 2003.</p>	Country office	<p>The current CP will be extended for a period of six months (July–December 2002) with available resources in order to harmonize it with the programmes of other agencies that will start in 2003. This will require the reallocation of resources among activities through budget revisions.</p>	<p>Extensions in time have been requested in order to harmonize the next CP with the programmes of all United Nations Agencies.</p>
<p>Efforts should continue to be made to seek out strategic partnerships with technical cooperation bodies in order to improve the technical appraisal and monitoring of activities, in particular within the UNDAF formulation process, which coincides with the preparation of the new CP. These efforts and commitments for partnerships should be established from the start of the new CP.</p>	Country office	<p>The country office's 2001-2002 workplan explicitly states that each staff member should identify and negotiate at least one institutional agreement before year end.</p> <p>Within the UNDAF framework, WFP has identified potential associations with the United Nations Office for Drug Control and Crime Prevention (UNODCCP), UNFPA, UNDP, UNICEF and UNESCO. The UNDAF has agreed to use VAM as a targeting system for interagency collaboration. The CSO presented to the Third Regular Session of the Executive Board recognizes this recommendation as a priority.</p>	<p>An agreement with the Integrated Health Coordination Programme (PROCOSI), a network of NGOs, has been signed. WFP is coordinating with USAID and the Government to define the geographic areas to be covered in the next CP. Talks are under way with CARE to collaborate in the street children activity and to work together in new areas identified by VAM. In the logframe workshop held in August, a number of potential partners were identified, particularly United Nations agencies, which (also under the UNDAF framework) have identified specific areas for bilateral action.</p>



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Recommendations for the current CP			
<p>Purchases from farmers in communities and agricultural zones generating surpluses should be strengthened and given priority through Peasants' Economic Organizations and bodies such as the Liaison Committee for Farmers' Economic Organizations. Thus, special emphasis will be placed on areas where the CP is being implemented.</p>	Country office	<p>Depending on the aggregated supply of commodities available through the peasants' organizations and prices, WFP will do its best to purchase products from farmers. Indeed, during the first semester of 2001, farmers' products were purchased under the CP. Examples of such products are quinoa and maize.</p>	<p>New local purchases of iodized salt, rice and quinoa have been made.</p>
<p>The National Programme for Care of Children under 6 (PAN) must be continued and monitored in the poorest rural and peri-urban areas, maintaining its comprehensive care of children and promoting the participation of parents, and above all women, in the economic and social activities of the centres and communities. Municipalities can assist in the search for strategic partnerships and the coordination with NGOs or other civil-society actors in order to contribute at the operational level.</p>	Country office	<p>The PAN programme has been included in the CSO as part of Strategic Area 1. Particular emphasis will continue to be given to the strategies of participation and gender.</p> <p>Currently, the PAN programme has signed agreements of cooperation with the prefectures, municipalities and 53 NGOs. The PAN programme continues to seek strategic alliances to increment municipal and civil society's counterpart contributions to its activities.</p> <p>This activity benefits during 2001 from School Feeding Initiative, which has permitted an increase of approximately 35,000 pre-school children.</p>	<p>The commodities from the School Feeding Initiative (7,880 metric tons) are beginning to arrive in Bolivia.</p> <p>The PAN programme has strengthened relations with NGOs and has devised a strategy to increment the contribution of the municipalities through its incorporation into the new decentralized funding programme (National Treasury [TGN], Heavily Indebted Poor Country Initiative II [HIPC II], Unified Funds Directorate [DUF]) which has prioritized the PAN.</p>
<p>School Feeding</p> <p>The school feeding programme should continue, and can be inserted into the United States' School Feeding Initiative. The monitoring system should apply criteria on the quality of education (professional training of teachers, school infrastructure and sanitation).</p>	Country office	<p>The school feeding activity will be resubmitted next year to the School Feeding Initiative in order to allow an increase in the number of beneficiaries. This activity will be extended until December 2002 with available resources in order to reach the end of the current programme. The new CP will start in 2003.</p> <p>An improved monitoring system, whose design will be completed by the end of 2001, will be ready to implement next school year and will include criteria on the quality of education, through a participatory approach.</p>	<p>The country office has requested the School Feeding Initiative to finance this project but no definite answer has yet been received.</p> <p>The new monitoring system is due to be implemented next year.</p>



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<p><i>Assistance to Street Children</i></p> <p>Assistance to street children should be continued and strengthened, and criteria and indicators should be identified that will measure the impact of WFP food aid.</p>	Country office	This complementary activity is being executed according to plan. The design of the monitoring system is currently being finalized and will include indicators to measure the impact of food aid	<p>This activity is being undertaken as planned, but additional resources are still needed for the design and implementation of health strategies, productive support and infrastructure that will benefit girls.</p> <p>The monitoring design phase has been completed and the system will be implemented on a trial basis during the coming months.</p>

