



**WFP EVALUATION**

# **Evaluation of Plurinational State of Bolivia WFP Country Strategic Plan 2018-2022**



**WFP**  
World Food Programme

SAVING LIVES  
CHANGING LIVES

July 2022

Informal Consultation

# Context

- **Poverty** rates at 35%, higher in rural areas and among women
- Bolivia 62<sup>nd</sup> out of 107 in the 2020 Global Hunger Index
- Prevalence of under-5 **chronic malnutrition** at 16%
- Exposure to **climate risks**, including frequent floods and droughts
- Income losses as result of COVID-19



# WFP CSP in Bolivia 2018-2022

Four Strategic Outcomes (% of budget after BR02 in July 2021)



38%

Communities affected by shocks are able to meet their basic food and nutrition requirements in times of crisis

**S01**



9%

Vulnerable groups at risk of malnutrition in all its forms have improved nutritional status by 2022

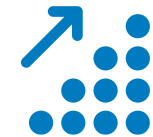
**S02**



45%

Smallholders have improved food security and nutrition through improved productivity and incomes by 2022

**S03**



8%

Capacity of national and sub-national institutions to manage food security policies and programmes strengthened by 2022

**S04**

# Evaluation Methodology



- **Utilization-focused and consultative approach** using mixed-methods
- **Gender sensitive** evaluation
- Covid-19 induced **hybrid** approach, with only part of the team conducting field visits

# Findings

# Q1 To what extent are WFP's strategic position, role and specific contribution based on country priorities and people's needs, as well as WFP's strengths?



The CSP had **strong alignment with national policies and UNDAF**, brought a significant improvement in the **quality of needs assessments**



WFP valued by national authorities for role in **emergency response**. Positioning as a key interlocutor in the areas of resilience and livelihoods development is not yet achieved



**Collaboration agreements** with local administrations and civil society organizations, although limited to one-off actions and not integrating a long-term strategic vision

# Q2 What is the extent and quality of WFP's specific contribution to (T-I)CSP strategic outcomes?



**SO1 Emergencies:** improvements in food access and consumption patterns; relevant support during COVID-19



**SO2 Nutrition sensibilization:** participants' satisfaction observed; need for longer-term approaches



**SO3 Smallholder farmer support:** basic food needs met, asset restoration, increased production; sustainability challenges



**SO4 Capacity strengthening:** emergency and early warning systems strengthened; capacities not yet fully institutionalised

# Cross-cutting issues



CSP **Gender** Action Plan in place and functional



**Protection**-specific actions have been limited but increased in response to the COVID-19 pandemic



**Sustainability**: challenged by short-term nature of interventions and lack of dedicated funds



**Nexus**: Complementarity with development actors is deemed necessary, but constrained by limited geographical convergence



# Q3 To what extent did WFP use its resources efficiently in contributing to CSP outputs and strategic outcomes?



**Timeliness:** generally adequate, some challenges in aligning WFP processes to partners needs



**Coverage and targeting** overall meeting emergency needs, limited longer-term approach to maximize resilience activities impact. Flexibility in COVID-19 response, adapting to urban settings



**Resource optimization** efforts made: reducing ratio of support and implementation costs

# Q4 What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?



Mobilising predictable and flexible **funding** has been a major challenge, leading to reactive rather than strategic interventions



Wide range of collaborations with national and UN partners developed, however not yet fully-fledged **strategic partnerships** due to their operational and ad-hoc nature



**Other challenges:** turn-over in national institutions, COVID-19 pandemic, lack of a defined theory of change positioning emergency response in relation to resilience support

# Conclusions



**Strategic positioning.** CSP designed to meet basic needs of the most vulnerable through emergency response and resilience-building activities. Significant obstacles to operationalisation constrained ability to implement a clear long-term strategy



**Focus of the CSP.** Contributions in emergency responses and capacity strengthening, but challenges in implementing resilience-oriented activities



**Partnerships.** Joining forces with strategic partners to provide comprehensive support is necessary to achieve inter-sectoral results



**Funding and advocacy.** WFP had to constantly prioritise activities, resulting in short and scattered interventions. Role as a facilitator required negotiation capacity as well as sensitivity to government processes



**Efficiency.** Efficient use of internal resources and capacities, however geographical dispersion did not favour synergies and economies of scale



**Participatory vulnerability analysis and targeting.** The short-term nature of WFP action has not yet led to community ownership; limitations in the monitoring system

# Recommendations

- 1 Develop a **package of assistance** that better reflects WFP specific added value and achieve a balanced approach across strategic outcomes
- 2 Strengthen WFP **strategic positioning** through revised approaches to capacity strengthening, partnerships, risk management and gender
- 3 Prepare a **partnership strategy** that clearly defines responsibilities, coordination and synchronization of work plans
- 4 Develop more precise and interconnected **funding and communication strategies**
- 5 Develop a strategy for **human resource needs** and **internal capacity-building**
- 6 Capitalize on WFP recognized expertise in **geographical and household targeting** to improve and institutionalize current tools