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Plurinational State of Bolivia country strategic plan (2023–2027)

Duration	1 January 2023–31 December 2027
Total cost to WFP	USD 18,841,728
Gender and age marker*	3

* <https://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>

Executive summary

The Plurinational State of Bolivia is one of the countries in the region that has made the greatest progress in poverty reduction. Current indicators show that 36.3 percent of its population lives in moderate poverty and 11 percent in extreme poverty among the poorest countries in Latin America: 37.2 percent of the population live under the poverty line and 34 percent of indigenous people face extreme poverty. Every year, the country experiences an average of 160 extreme weather events, which exacerbate the impacts of rural poverty and food insecurity, reduce the availability of potable water, increase vector-borne illnesses and trigger forest fires that decrease arable land availability. The Bolivian Government has reaffirmed its commitment to the 2030 Agenda for Sustainable Development, and its economic and social development plan (2021–2025) contains ten objectives-strategic pillars linked to the Sustainable Development Goals. However, achieving the 2030 Agenda will require sustained investments and coherent national policies that address the intersection of climate change and the “Living Well” paradigm’s notion of food sovereignty ~~food insecurity, gender inequality, rural poverty and climate risks.~~

The Plurinational State of Bolivia is ranked 90th of 165 countries in its progress towards achieving the Sustainable Development Goals. Although the country has achieved targets related to reducing the prevalence of wasting in children under 5 and increasing cereal yields, challenges remain in achieving Sustainable Development Goal 2 including by reducing undernourishment

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and obesity among population groups who lack financial access to diverse, nutritious, local food and instead opt for cheaper, imported options.

The ~~country continues to experience significant inequality; its~~ Gini coefficient, which measures income inequality on a scale from 0 to 1, ~~fell from 0.45 in 2020 rose from 0.416 in 2019~~ to 0.4236 in 2021¹⁰. In addition, at-risk groups who experience intersecting forms of economic and structural inequalities, such as indigenous women, smallholders and poor households in peri-urban areas, continue to face ~~severe~~ poverty and are ~~highly~~ vulnerable to food insecurity. Bolivia's gender inequality index score in 2021 was 0.722, indicating a gender gap of 28 percent. Malnutrition continues to be a challenge, particularly micronutrient deficiencies among women of reproductive age, and obesity is on the rise as vulnerable households have reduced access to diverse and nutritious diets. The 26 percent gap in labour market participation between men and women is largely explained by gendered social norms that view domestic and unpaid care work as the responsibility of women. In part linked to a lack of access to stable sources of income, four out of ten women in the country live in poverty, with indigenous women particularly affected. Smallholders, especially indigenous communities, have limited access to local markets as a stable source of income. The Plurinational State of Bolivia is not self-sufficient in staple foods such as wheat, despite their growing importance in household diets, leaving the country dependent on imports and vulnerable to volatile international commodity prices, including fuel.

The country strategic plan will engage various stakeholders, from the Government and the private sector to smallholder women and men and vulnerable indigenous communities, to address food insecurity among the most vulnerable smallholders. The plan focuses on engaging with vulnerable women as primary caretakers and subsistence farmers. WFP will complement its direct interventions with a strategy that takes a holistic and participatory approach to addressing food insecurity and supporting smallholder livelihoods by improving the quality, coherence and scope of social assistance schemes. WFP intends to improve access to and the consumption of diverse and nutritious food through improved livelihoods and information, ensuring equitable smallholder access to sustainable high-value markets for their products, and through sustained communications and advocacy from the local to the national levels to support stronger policies and programmes addressing emergencies, rural poverty and climate change ~~mitigation~~ adaptation.

The country strategic plan is aligned with WFP strategic outcomes 1, 3 and 4 and presents three interrelated country strategic plan outcomes that aim to support the Government of the Plurinational State of Bolivia in achieving Sustainable Development Goals 2 and 17:

- *Outcome 1:* Food-insecure and vulnerable households affected by shocks in Bolivia benefit from anticipatory action, emergency preparedness, coordination and response that meet their diverse emergency food and nutrition needs and support rapid recovery
- *Outcome 2:* Food-insecure smallholder farmers and indigenous communities in Bolivia – particularly rural women – are more resilient to climate and other shocks and stresses, including through sustainable livelihoods, consistent incomes, improved productivity and market access and demand
- *Outcome 3:* Local, regional and national institutions have improved capacity, coordination, and programme and policy coherence related to support for the most vulnerable groups in Bolivia by 2027

WFP will engage with the Government at all levels to ensure a coherent approach to emergency preparedness and response, smallholder productivity and food insecurity among vulnerable rural and peri-urban communities, including women, at each stage of project implementation and with a view to environmental sustainability, integrating lessons learned from previous experience.

Draft decision*

The Board approves the Plurinational State of Bolivia country strategic plan (2023–2027) (WFP/EB.2/2022/7-A/1/[Rev.1](#)) at a total cost to WFP of USD 18,841,728.

revision mode

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

1. Country analysis

1.1 Country context

1. The Plurinational State of Bolivia (hereinafter referred to as Bolivia) is one of two landlocked countries in Latin America¹ and is among those that have advanced the most in the reduction of poverty, the poorest on the continent, ranking 107th of 189 countries on the 2020 Human Development Index. ~~However,~~ economic growth over the past decade has seen the percentage of people living in extreme poverty fall from 19.0 percent to 11.14-112.9 percent,² life expectancy increase from 6856.1 to 7431.54 years, infant mortality drop from 63 to 296 per 1,000,³ and the share of children under 5 with stunting fall from 27.132 to 16 percent.⁴
2. The Bolivian economy is highly dependent on, among other things, its extractive industries, making sustained human development investments vulnerable to global trends. The economy grew by annual averages of 5 percent between 2005 and 2014 and 4.5 percent between 2015 and 2017. However, 2019 saw a 68 percent drop in oil income compared with 2014, and in 2020 the economy contracted by 8 percent,⁵ primarily as a result of This exacerbated the complex socio-political landscape created by the socio-political crisis at the end of 2019, the introduction of a transitional government followed by a general election in early 2020, and the impact of the coronavirus disease 2019 (COVID-19) pandemic. In 2020, the extreme poverty rate increased from 6.4 to 7.2 percent in urban areas and from 27.8 to 28.8 percent in rural areas, with marked regional disparities.⁶
3. Inequality ~~is has been falling~~ rising in Bolivia,⁷ with although pockets of ~~severe~~ poverty and high vulnerability to food insecurity persist among at-risk groups, particularly indigenous women smallholders and households in peri-urban areas who experience multidimensional poverty. There are 36 native indigenous campesino nations and peoples groups in Bolivia with diverse social, cultural, economic, historical-ancestral and territorial systems. However, ~~all~~ indigenous women face certain common realities; rural indigenous women experience the greatest deprivations and are twice as likely to live in poverty than non-indigenous women in urban areas. They have an average of just four years of schooling compared with 12 years for non-indigenous women in urban areas; this affects household nutrition, as education levels and household malnutrition have been shown to be correlated in Bolivia. Indigenous women face other disadvantages that reduce their quality of life including higher rates of maternal mortality (also correlated with malnutrition and anaemia), lower employment rates and widespread participation in informal employment.⁸
4. Malnutrition continues to be a challenge. Micronutrient deficiencies are prevalent among women of reproductive age and obesity is a growing problem, as vulnerable households have reduced access to diverse and nutritious food. Data from the 2016 demographic and

¹ United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States. [List of landlocked developing countries](#).

² <https://repositorio.economiayfinanzas.gob.bo/documentos/comunicacion/22-02-bitacora-economica.pdf> National Institute of Statistics of Bolivia. *Encuesta de hogares 2016-2018* (Household survey, 2016-2018).

³ <https://datosmacro.expansion.com/demografia/esperanza-vida/bolivia>.

⁴ <https://www.minsalud.gob.bo/images/Documentacion/EDSA-2016.pdf>. United Nations Development Programme. 2021. *The Next Frontier: Human Development and the Anthropocene. Briefing note for countries on the 2020 Human Development Report. Bolivia (Plurinational State of)*.

⁵ Economic Commission for Latin America and the Caribbean. 2021. *Economic Survey of Latin America and the Caribbean, 2021*.

⁶ Economic Commission for Latin America and Caribbean.

⁷ The Gini coefficient fell from 0.61656 percent in 2000 to 0.43642 percent in 2018. <https://datos.bancomundial.org/indicador/SI.POV.GINI?locations=BO>.

⁸ National Institute of Statistics of Bolivia. *Encuesta de hogares 2020* (Household survey 2020).

health survey shows that overweight or obesity affects 57.7 percent of women age 15 to 49; prevalence is even higher among older women and those with lower levels of formal education. Anaemia is present in close to half of all pregnant women and requires coherent and effective government interventions. The highest levels of mild anaemia are found in the highlands, at 29.4 percent; prevalence is 24.6 percent among the Quechua indigenous group and 28.3 percent among the Aymara. The Food and Agriculture Organization of the United Nations reports that the percentage of malnourished people increased from 14.9 percent in 2016–2018 to 15.7 percent in 2018–2020, while undernourishment prevalence has remained at 15.5 percent since 2015.⁹

5. There is a 26 percent gap in labour market participation between men and women, largely explained by ~~gendered social patriarchal gender~~ norms ~~according to which that view~~ domestic and unpaid care work ~~normally falls to as the responsibility of~~ women. A 2019 Oxfam study estimates that women spend more than twice as much time as men on domestic work and caring for family members: 95 percent of women respondents carried out domestic work compared with 66 percent of men, and 72 percent of women cared for dependents compared with 46 percent of men. Four out of ten women in Bolivia live in poverty; poverty rates are even higher among indigenous women, in part because of their lack of access to stable income sources. The Economic Commission for Latin America and the Caribbean Gender Equality Observatory reports that Bolivia's femininity index score is 114,¹⁰ indicating that women are more likely to experience severe poverty than men.
6. Of all Latin American countries, Bolivia is the most affected by extreme weather events,¹¹ particularly intense flooding and drought due to rising temperatures that cause glacial melt and reduce the predictability and availability of rain and snowfall.¹² The impact of these events is exacerbated by inadequate natural resource management and governance and high levels of deforestation, which contribute to environmental degradation and the loss of biodiversity. Bolivia experienced the worst forest fires in its history in 2019 following a protracted drought and high temperatures; ~~5.36~~ million hectares were burned, including productive grasslands.¹³ Indigenous people are particularly affected by such events as their traditional livelihoods are often highly dependent on natural resources. Rural women – although they face social and economic barriers that limit their coping capacities – are effective agents of change for adapting to climate impacts because they engage in diverse livelihoods that are independent of land ownership, such as handicrafts and food processing.
7. Bolivia imports wheat and other staples and, as a landlocked and mountainous country, faces complex logistical challenges ~~in the production, transport and marketing of food~~. The country ~~could will continue to~~ be affected by the crisis in Ukraine ~~as the conflict drags on and influences international economic dynamics as the cost of food and other basic goods increases~~.

1.2 Progress towards the 2030 Agenda for Sustainable Development

8. The Bolivian Government has reaffirmed its commitment to the 2030 Agenda for Sustainable Development within the framework of the country's Patriotic Agenda 2025. The ~~current~~ economic and social development plan for 2021–2025 comprises ten interrelated

⁹ Food and Agriculture Organization of the United Nations and others. 2021. *Regional Overview of Food Security and Nutrition in Latin America and the Caribbean 2020 – Food security and nutrition for lagged territories*.

¹⁰ The femininity index compares the percentages of women and men between the age 20 and 59 who are poor.

¹¹ Oxfam. 2020. *Bolivia, Climate change, inequality and resilience*.

¹² Andrade. M. F. 2014. *La economía del cambio climático en Bolivia: Validación de modelos climáticos* (The economics of climate change in Bolivia: Validation of climate models).

¹³ <http://www.abt.gob.bo/images/stories/Noticias/2021/09/monitoreo.pdf>.

~~strategic pillars~~ ~~development objectives~~, each incorporating at least one Sustainable Development Goal (SDG). The plan aims to achieve social development through a sustainable economy and respect for diversity and the environment, in line with the promise of the 2030 Agenda to “leave no one behind”.

9. Bolivia’s first National Voluntary Report to the High-Level Political Forum on Sustainable Development in 2021 showed strong progress towards the achievement of SDGs 1, 2, 4, 5, 9 and 11. However, the negative effects of the socioeconomic and political crisis of 2019 and the COVID-19 pandemic in 2020, coupled with the continued impact of climate change, create significant challenges. The 2021 Sustainable Development Report ranks Bolivia 90th of 165 countries in terms of progress towards the SDGs, with favourable performance for SDGs 1, 4 and 13. Bolivia is a signatory to the Paris Agreement, which it ratified in 2016 through Law 835, enshrining Bolivia’s commitment to preserving the environment. Bolivia’s national risk policy comprises a set of initiatives, decisions and actions based on the Sendai Framework for Disaster Risk Reduction.
10. The common country analysis for Bolivia has identified four entry points for achieving the SDGs: equality and welfare; governance and social cohesion; a diversified and inclusive economy; and climate change and the environment.

1.3 Progress towards Sustainable Development Goals 2 and 17

Progress on Sustainable Development Goal 2 targets

11. *Access to food.* Bolivia ranks 57th of 116 countries on the 2021 Global Hunger Index. Progress has been made in reducing extreme poverty including through government cash transfers for older persons, schoolchildren and pregnant women and girls, designed to offset rising food costs. However, results and coverage have been uneven because of a lack of targeting data, the remoteness of many vulnerable rural communities and high distribution and monitoring costs. Smallholders, particularly in indigenous communities, have limited access to markets, which restricts their access to stable income and therefore their access to food.
12. *End malnutrition.* Malnutrition in Bolivia is a public health concern: 16.1 percent of children under 5 are stunted, with rates as high as 23.7 percent in some rural areas, compared with the regional average of 11.3 percent for Latin America and the Caribbean. Despite progress, 29.94.4 percent of women and girls age 15 to 49 and 53.7 percent of children under 5 continue to suffer from anaemia. A double burden of malnutrition is observed throughout the country. Inequality persists in the highlands and valleys, particularly in Potosí, Tarija, Chuquisaca, Cochabamba, Oruro and La Paz.¹⁴ Several rural and urban areas with large indigenous populations have rates of stunting and overweight and obesity that are far higher than the national average. Inadequate diets and limited consumption of nutritious local products due to changing eating habits are at the root of overlapping nutritional issues.¹⁵
13. *Smallholder productivity and incomes.* Rural food security is directly linked to low smallholder productivity and income, access to markets and the ability of smallholder communities to adapt to climate change and its effects on agriculture, livestock, forestry and fisheries. Many rural women, 85.7 percent, work in agriculture and livestock, playing an essential role in the production, transformation and marketing of food.¹⁶ Despite their important role, Although

¹⁴ Food and Agriculture Organization of the United Nations and others. 2021. *Regional Overview of Food Security and Nutrition in Latin America and the Caribbean 2020 – Food security and nutrition for lagged territories*.

¹⁵ According to the World Health Organization, the prevalence of anaemia among women of reproductive age (measured as share of women age 15–49) in Bolivia was 30.2 percent in 2016. In the 26 years between 1990 and 2016, the latest year for which data are available, prevalence peaked at 36.0 percent in 1990, while its lowest value was 29.6 percent in 2014.

¹⁶ <https://www.opinion.com.bo/articulo/pais/dia-internacional-mujeres-rurales-bolivia-857-mujeres-rurales-trabajan-agricultura-pecuaria/20211015125612839267.html>.

~~agriculture represents 9 percent of gross domestic product, it employs 40 percent of the labour force, with women over-represented (35.8 percent of working age women compared with 22.2 percent of working age men). Despite their disproportionate participation in the sector,~~ women are more vulnerable to poverty and food insecurity than men, largely because of persistent gender-based violence, women's lack of access to credit and technical support, and their disproportionate care responsibilities, all of which preclude them from participating in decision making to the same degree as men employed in the sector.¹⁷

14. Agricultural yields in Bolivia are ~~the relatively lowest in Latin America~~. Ninety four percent of agricultural units belong to smallholders; located largely in Bolivia's valleys and highlands (*altiplano*), those units produce most of Bolivia's staple foods. However, smallholder activities are characterized by low access to financial services, lack of modern production technologies, small landholdings and land tenure challenges.
15. *Sustainable food systems*. Bolivia's food systems are split into two: the food production system based on traditional agriculture (SPAAT), led by indigenous communities and smallholders and characterized by local marketing and supply networks, articulated around family and community productive units; and the agro-industrial food system, comprised of medium and large-scale agro-industrial production systems. While SPAAT produces 40 to 60 percent of the food consumed in the country,^{18,19} most producers experience extreme poverty and food insecurity derived from weak productive systems, small landholdings and limited access to productive inputs and services.²⁰
16. Despite the majority of people employed by the SPAAT system remaining food-insecure, this type of agriculture has the potential to promote food sovereignty, poverty reduction and natural resource management, while the agro-industrial food system drives land conversion, resulting in ecosystem loss and a devastating trend of deforestation. Sufficient investment coupled with coherent programming to support SPAAT-employed smallholders in efforts to improve their incomes would reduce poverty and food insecurity among Bolivia's most vulnerable populations while increasing their resilience to climate change and improving environmental sustainability.

Progress on Sustainable Development Goal 17 targets

17. *Policy coherence*. Bolivia's main challenge in achieving most of its SDG 17 targets is the lack of reliable data for monitoring progress.
18. *Enhanced global partnership*. In accordance with agreements signed with WFP, the Government of Bolivia covered 28 percent of WFP Bolivia's administrative costs for the country strategic plan (CSP) for 2018–2022, demonstrating its commitment to international cooperation and its view of WFP as a partner of choice.

1.4 Hunger gaps and challenges

19. ~~Almost one third of rural Bolivians are unable to afford a basic food basket~~. Nationally, 11 percent of the population experience severe food insecurity and 13 percent face extremely severe food insecurity; this amounts to more than 2.4 million people in

¹⁷ Urgente.bo. 2018. *Las mujeres rurales de Bolivia viven una dura realidad, aunque la normativa para ellas mejoró* (Rural women in Bolivia live a harsh reality, although policies for them have improved).

¹⁸ National Institute of Statistics of Bolivia. *Agricultural census, 2013 and Encuesta de presupuestos familiares 2015–2016* (Household budget survey, 2015–2016).

¹⁹ <https://www.cipca.org.bo/analisis-y-opinion/cipca-notas/la-produccion-campesino-indigena-soporte-alimentario-y-de-salud-integral-en-tiempos-de-coronavirus#:~:text=A%20nivel%20mundial%20se%20reconoce,se%20consumen%2C%20seg%C3%BAn%20diversos%20studios.>

²⁰ United Nations summit on food systems national roadmap Plurinational State of Bolivia, 2021.

116 municipalities, primarily in La Paz, Potosí, Cochabamba, Chuquisaca and some parts of Oruro and Tarija.²¹

20. The rate of stunting in children under 5 decreased by 11.1 percentage points between 2008 and 2016. However, in some rural areas it remains as high as 23 percent, with six out of every ten children between 6 months and 5 years of age suffering from anaemia. Malnutrition in this context is associated with poverty, dietary habits and a lack of nutritional education and awareness. Inequities in nutrition are especially prevalent in rural municipalities, indigenous communities and families living in poverty, and among children whose mothers lack formal education and women and girls who become pregnant at an early age. This situation exacerbates a vicious cycle of maternal mortality, child undernutrition and poverty.²²

2. Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

21. WFP has been present in Bolivia since 1963 and is recognized by the Government as a valuable strategic partner in achieving zero hunger. As socioeconomic conditions have improved and Bolivia has achieved lower-middle-income country status, WFP's role is evolving from direct food assistance to support for government efforts to address food insecurity through better, more sustainable rural livelihoods. To this end, WFP will provide technical assistance, advocacy and capacity-strengthening support.
22. Funding for the previous CSP fell short for the strategic outcomes related to nutrition and capacity strengthening, which are vital to the achievement of the SDGs. Emergency response activities prompted by climatic events were prioritized ~~during the socioeconomic and political turmoil experienced~~ in 2019, ~~sparked by the sudden resignation of the country's longstanding president~~, and during the COVID-19 pandemic in 2020. WFP's support for local school feeding was interrupted by school closures in mid-2020, although WFP continued to support the productive capacities of local associations, including those led by women, by providing inputs to community-level school feeding programmes and seeking other markets for those products. Such activities will be increased under the new CSP, incorporating lessons learned and using best practices to support evidence-based advocacy. WFP will prioritize new areas and population groups and expand its support for subsistence farmers to ensure food security for the most vulnerable.
23. An evaluation of the CSP for 2018–2022 noted that although it was aligned with national priorities, the country office struggled to achieve the CSP goals primarily because it lacked resources. The evaluation recommended a more streamlined focus and better strategic positioning for the new CSP. It also noted that although WFP was agile in responding to external events, it was reactive and may have missed opportunities to consolidate its role as a strategic partner of choice for the Government in areas of technical expertise related to its mandate. The evaluation recommended improving the definition and application of gender-specific indicators to ensure adequate visibility and financial and human resources.
24. In response to the evaluation recommendations, the new CSP incorporates gender-specific indicators in its monitoring and evaluation plan and tools, which will incorporate a depatriarchalization approach in line with the national agenda so ensuring that resultsgender impacts can be assessed throughout CSP implementation. Fifteen percent of

²¹ WFP and the Ministry of Rural Development and Land. 2022 (in progress). Community-level integrated context analysis.

²² Currently, 16.5 percent of pregnancies are in adolescents, which means that at least 104 adolescents become pregnant every day; of that number, six are girls under 15 years of age. See Bolivian Ministry of Health and Sports. 2021. *Salud promueve encuentro nacional de adolescentes y jóvenes para prevenir embarazo no deseado* (Ministry of Health and Sports promotes national meeting of adolescents and young people to prevent unintended pregnancies).

the budget is allocated to gender-specific activities, sufficient to implement social and behaviour change communication (SBCC) programmes that address gendered social norms and to tailor activities to the specific needs of women, men, girls and boys, ensuring equitable access and participation. WFP designs its activities based on strong preliminary assessments, seeking innovative and context-specific solutions that ensure equitable participation, leadership, decision making, economic empowerment, and access to and control of resources throughout all CSP activities.

25. The new CSP proposes an integrated approach to the achievement of SDG 2 and a shift in focus towards sustained engagement with national, regional and local government to harness synergies among national institutions. Through a coherent and evidence-based approach to policy dialogue, this CSP will see WFP working with national counterparts to strengthen actions designed to improve nutrition habits and food security and reduce vulnerability to climate risks that affect smallholder productivity, while supporting gender equality and women's empowerment. WFP will continue to provide emergency response and support aimed at helping smallholders achieve more sustainable and reliable incomes.

2.2 Alignment with national development plans, the United Nations sustainable development cooperation framework and other frameworks

26. Bolivia's Patriotic Agenda 2025 and the national economic and social development plan for 2021–2025 provide the overarching framework for achieving the SDGs. The [Bolivian Government Ministry of Rural Development and Land](#) is responsible for implementing the constitutional right to food. WFP's plan to build resilience by improving food security and smallholder productivity, ensure sustainable recovery from shocks for the most vulnerable and strengthen national capacity is aligned with the Government's belief that those issues are intricately linked. WFP will ensure that national programmes reach people at risk while improving the coherence and coordination of existing policies and programmes. WFP plays an active role in the ongoing common country analysis and United Nations sustainable development cooperation framework process, ensuring that its objectives and activities are included in the framework and that its food security analysis is reflected in the common country analysis. Bolivia has updated its nationally determined contributions²³ related to water, agriculture, energy and forests in order to increase the capacity of vulnerable groups to adapt to climate change.

2.3 Engagement with key stakeholders

27. The CSP evaluation recommended that WFP formulate a partnership strategy to define the responsibilities of each stakeholder and the desired coordination among them. WFP has discussed a new scope for capacity strengthening partnerships with national counterparts and has reached out to national and international private sector foundations and stakeholders in Bolivia's nascent social gastronomy movement who may be interested in taking an innovative approach to the promotion of indigenous and local products as a way to facilitate indigenous communities' access to lucrative markets. Many stakeholders have expressed interest in collaborating in such an initiative. WFP has sought inputs from other United Nations agencies to ensure the complementarity of interventions under each agency's respective mandate.

²³ <https://unfccc.int/sites/default/files/NDC/2022-06/CND%20Bolivia%202021-2030.pdf>.

3. WFP strategic portfolio

3.1 Direction, focus and intended impacts

28. Under the CSP, WFP will continue to provide direct assistance while strengthening the Government's capacity to respond to and prepare for emergencies, enhance food security and improve the consumption of diverse, nutritious local food among vulnerable smallholders and indigenous communities. To this end, WFP will engage with the Government, the private sector, civil society and socially conscious stakeholders, taking a market-centred approach grounded in evidence-based communications and advocacy.
29. Using gender-specific evidence, WFP will support government efforts to link smallholders to resilience programmes and improve their livelihoods, while addressing gendered norms and supporting women's empowerment. WFP seeks to enhance the competitiveness and performance of existing food value chains and durably link local producers to markets in a manner that protects the environment and the fragile ecosystems they depend on for their livelihoods, as SDG 2 cannot be achieved in Bolivia without gender equality and environmental sustainability.
30. In addition to direct emergency response, WFP will partner with municipalities to help improve preparedness for recurring emergencies and develop a response strategy that fosters rapid recovery and improved resilience. WFP will employ a strategic and comprehensive advocacy and communications strategy with all levels of government to complement its direct engagement with communities under all CSP outcomes with the aim of encouraging a multidimensional approach to addressing food insecurity with gender as a central tenet. WFP's technical expertise in data collection and analysis and food value chains will be harnessed for this strategy.
31. In response to the CSP evaluation recommendation on strengthening WFP's strategic positioning, the CSP will improve the Government's ability to target the most vulnerable communities and will position WFP as a partner of choice for climate change adaptation and smallholder livelihood support.
32. WFP will promote the consumption of locally available foods through sustained and targeted SBCC that addresses gendered social norms and dietary choices. It will also seek to improve rural incomes by developing high-value markets for nutritious and underutilized traditional crops, linking vulnerable smallholders to national food-based programmes and prestigious restaurants. Through targeted advocacy and a robust communications strategy to secure funding and improve visibility, WFP will build new partnerships and strengthen the synergies among CSP outcomes. The intended impact is for vulnerable population groups, particularly rural and indigenous women, to become agents of their own development.
33. Gender will be integrated throughout the development, implementation, and monitoring of the CSP, in alignment with the WFP gender policy for 2022–2027. WFP will generate disaggregated data at the individual level and develop comprehensive participatory analyses that support gender mainstreaming across all activities and outcomes.

3.2 Country strategic plan outcomes, WFP strategic outcomes, focus areas, expected outputs and key activities

Country strategic plan outcome 1: Food-insecure and vulnerable households affected by shocks in Bolivia benefit from anticipatory action, emergency preparedness, coordination and response that meet their diverse emergency food and nutrition needs and support rapid recovery

34. Increasingly frequent and intense shocks are damaging the productive assets, incomes and food security of rural communities. WFP will invest in anticipatory action and support for municipality-led shock-responsive interventions as well as work with the Government so that it gradually assumes this task, in addition to directly meeting the varying needs of

affected populations. WFP will continue to provide targeted cash-based transfers (CBTs) for crisis-affected populations while improving the ability of municipalities to prepare for and respond to emergencies, coordinating with the Vice Ministry of Civil Defence. WFP will use gender-sensitive assessments, including the WFP Market Functionality Index tool, to inform CBT design.

35. This CSP outcome complements CSP outcome 3. Impacts from municipal interventions will inform WFP's advocacy for a more coherent approach to disaster risk reduction, while WFP's national engagement will directly affect the financial and other support provided to municipalities for emergency preparedness and response.

WFP strategic outcome

36. This CSP outcome contributes to WFP strategic outcome 1 (People are better able to meet their urgent food and nutrition needs).

Focus area

37. This CSP outcome is focused on crisis response.

Alignment with national priorities

38. This CSP outcome is in line with national priorities on zero hunger, climate change adaptation, disaster risk reduction and improved emergency preparedness and response while ensuring equitable access to assistance and targeting of the most vulnerable population groups.

Expected outputs

39. The following outputs will contribute to the achievement of CSP outcome 1:
- Output 1: Food-insecure households affected by shocks in Bolivia receive cash-based transfers that meet their emergency food and nutrition needs.
 - Output 2: Food-insecure households affected by shocks in Bolivia benefit from improved emergency preparedness, coordination, response and shock-responsive assistance at the national, departmental and municipal levels.

Key activities

Activity 1: Provide cash-based transfers to food-insecure households exposed to shocks in Bolivia

40. Food-insecure communities affected by shocks will receive targeted CBTs that ensure that they can meet their food and nutrition needs during and after emergencies. WFP will conduct gender-sensitive emergency food security and nutrition assessments, engaging equally with vulnerable women and men affected by shocks and taking into account intersectional vulnerabilities, including in the delivery of sensitization messages informed by engagement with vulnerable women and men related to domestic work and caring responsibilities, in order to ensure an equitable response. Where relevant, WFP will work closely with affected women and men to determine which assets to focus on to ensure rapid recovery from recurring climate events, with environmental and sociocultural safeguards in place regarding which assets to prioritize, and their rehabilitation.

Activity 2: Provide technical assistance to local institutions to strengthen emergency preparedness and response, including through evidence-based advocacy

41. WFP will coordinate this activity with municipalities in order to complement national anticipatory and shock-responsive measures. WFP will strengthen local capacity to anticipate shocks through improved early warning systems. Work will include leveraging local knowledge of bioindicators to better prepare for disasters through contingency planning, mitigating risks to livelihoods and food insecurity.

42. WFP will develop an advocacy and communications strategy to ensure coherence with national policies and programming related to disaster risk reduction and emergency preparedness and response. The strategy will be based on an analysis of gendered risks and needs, including the comprehensive baseline envisaged in the first year of the CSP under CSP outcome 2. These inputs are intended to provide specific guidance on tailoring activities in order to improve the resilience of women and men and protect smallholder livelihoods in the aftermath of disasters.

Partnerships

43. WFP will sign memoranda of understanding with [the Vice-Ministry of Civil Defence and](#) national, departmental and municipal risk management units and will seek implementing partnerships with [national and international](#) non-governmental organizations ~~such as World Vision and Plan International~~. WFP will engage with other United Nations agencies, particularly the other Rome-based agencies, and civil society groups focused on gender equality and indigenous rights, to triangulate information and ensure that affected women and men receive CBTs and other social assistance in an equitable manner.

Assumptions

44. The successful implementation of activities under CSP outcome 1 requires the following conditions:
- The Government prioritizes resources for emergency preparedness.
 - WFP has sufficient resources to respond effectively to emergencies.
 - Local governments and civil society are open to collaborating and receiving capacity-strengthening support.
 - Local and regional governments share information before, during and after emergencies.
 - Municipalities have enough resources and technical capabilities, including for gender and protection, to assume responsibility for emergency preparedness and response.
 - Local and regional institutions recognize the importance of ensuring the equal participation of women and men in decision-making spaces related to disaster risk reduction and emergency preparedness and response.

Transition/handover strategy

45. Under this CSP, WFP intends to support national policy and strategic planning through the introduction of a more coherent, inclusive and systematic approach to emergency preparedness and response while collaborating with municipalities at the technical and programmatic levels. This will improve coordination, targeting and implementation and support national capacity to perform gender-responsive monitoring and results analysis. WFP will work with national counterparts, transferring knowledge and tools. Local capacities will be strengthened and retained through the use of new tools and decision making based on evidence generated in a highly collaborative way. This will facilitate a smooth handover at the appropriate time, which will be determined jointly between WFP and its counterparts.

Country strategic plan outcome 2: Food-insecure smallholder farmers and indigenous communities in Bolivia – particularly rural women – are more resilient to climate and other shocks and stresses, including through sustainable livelihoods, consistent incomes, improved productivity and market access and demand

46. Bolivia is one of the most biodiverse countries in the world and has great potential to supply diverse and nutrient-rich diets locally. Paradoxically, rural smallholders, particularly indigenous women, are among the most vulnerable groups in the country, depending on

subsistence agriculture to survive and greatly affected by climate-related shocks that jeopardize their livelihoods and food security. The state has made progress in the depatriarchalization agenda, such that 45 percent of land in Bolivia is in the name of women.²⁴ However, it recognizes the need to strengthen women's technical capacity and to achieve a balance in the distribution of time and household work and access to better jobs and credit and other financial services. ~~They do not own land, are employed informally and have little access to credit and other financial services.~~ Despite efforts to promote indigenous rights and reduce vulnerability, the incomes of indigenous people remain insufficient to lift them out of poverty. Low productivity increases costs. Meanwhile, difficulties in reaching high-value or reliable markets, coupled with recurring climate-related hazards, create few incentives to take risks such as pooling resources or investing. Climate change compounds structural inequality and intersectional vulnerability by damaging productive assets, further limiting the income-earning potential of the most vulnerable rural communities.

47. WFP will support sustainable livelihoods in vulnerable rural communities through a market-based approach that addresses the supply and demand side of the value chain. WFP will promote Bolivia's native food and local products and facilitate smallholders' access to niche, high-value markets while developing demand among high-value, socially conscious and environmentally sustainable buyers. WFP will account for intersecting inequalities by adopting criteria that target the most vulnerable households such as those led by women, particularly indigenous women; older persons; people with disabilities; and young people. Increased incomes will enhance vulnerable households' access to more diverse and nutrient-rich food and links to school feeding programmes will improve access to better local traditional food and healthy habits for children benefiting from the interventions.
48. WFP will develop and implement SBCC programmes in rural and indigenous communities to tackle entrenched social norms and gender stereotypes related to unpaid care work that prevent men from assuming equal caring responsibilities and impede women's participation in the paid economy. WFP will also create assets that reduce the time women spend on unpaid care and domestic work, supporting further economic empowerment.

WFP strategic outcome

49. This CSP outcome contributes to WFP strategic outcome 3 (People have improved and sustainable livelihoods).

Focus area

50. This CSP outcome is focused on resilience building.

Alignment with national priorities

51. This CSP outcome is aligned with Bolivia's goals on reaching zero hunger, achieving gender equality and ensuring sustainable economic development through investments in smallholder productivity and market development and access. The outcome also supports the objective of eradicating extreme poverty and improving food security.

Expected outputs

52. The following outputs will contribute to the achievement of CSP outcome 2:
 - Output 3: Food-insecure smallholder farmers and indigenous communities in Bolivia, particularly rural women, have better access to resilient and sustainable livelihoods including through improved adaptive capacities, productivity and marketability.

²⁴ <https://www.la-razon.com/politico/2022/10/16/la-tierra-tiene-nombre-de-mujer/>.

- Output 4: Smallholder farmers have improved linkages to sustainable and consistent markets for their products.

Key activities

Activity 3: Provide cash-based transfers to food-insecure smallholders and indigenous communities, particularly rural women, and access to climate adaptation services including technical assistance

53. WFP will provide CBTs to smallholders and indigenous people so that they can secure community or household assets that improve their productivity and resilience. Women, whose contribution to household food and nutrition security is fundamental, will be safely and equitably included in all aspects of the project cycle. This will build resilience by bridging income gaps at strategic moments of the year so that vulnerable households do not have to resort to negative coping strategies. WFP will seek opportunities to provide targeted communities with services that enhance the earning potential and sustainability of their livelihoods, such as financing schemes or climate-related information. WFP will choose environmentally sustainable building methods, materials and community assets, in line with national and local priorities.
54. The SBCC component aims to influence food choices and the gendered distribution of responsibilities at the household and community levels, improving access to productive assets and livelihood opportunities for vulnerable women smallholders. WFP will promote the value of local and ancestral foods to encourage local producers and consumers to opt for nutritious local products instead of cheaper, imported and nutrient-poor options, emphasizing the positive aspects of local food rather than the negative repercussions of poor diets.
55. WFP will work with local government and others to ensure that interventions complement existing programmes targeting the same communities or with similar objectives. WFP will ensure that lessons learned from its programmes are fed into advocacy on improved policy dialogue and national programming related to malnutrition, food insecurity, poverty reduction and climate risk mitigation.

Activity 4: Facilitate links between food-insecure smallholders – particularly indigenous and women smallholders – and sustainable and reliable markets

56. This activity promotes sustainable smallholder livelihoods by strengthening local food systems and the marketability of local products while securing access to reliable markets. WFP will analyse the food value chains accessible to food-insecure smallholders, particularly women and indigenous people, to determine how best to improve smallholder capacities related to leadership, negotiation, financial literacy, organization and marketing and to support their economic empowerment by linking them directly to sustainable and high-value markets.
57. WFP will advocate improved quality, diversity and monitoring of the consumption of local nutritious food while encouraging smallholders to participate in national food-based programmes, including school feeding. A reliable market for locally produced food provides an incentive to invest in the means of production and continually improve quality. Reliable income, particularly for women smallholders, is a key driver of economic autonomy, food security and better nutrition practices.
58. WFP will help support Bolivia's nascent social gastronomy movement by linking smallholders with sustainable, socially conscious, high-value markets while strengthening the food value chain and increasing the employment and employability of groups excluded from the formal labour market, particularly indigenous women and young people. WFP will strengthen capacities in post-harvest management, food processing and packaging and marketing. Bolivia has the potential to join its neighbours in the successful marketing of its unique

products and become a global destination for food enthusiasts. WFP has been at the forefront of similar efforts in Peru and is poised to replicate the experience by helping Bolivia's smallholders to reach new high-value markets, including beyond national borders.

Partnerships

59. The success of the CSP requires collaborative partnerships with government ministries, regional stakeholders, municipalities, civil society and private sector actors. WFP's comprehensive approach to addressing smallholder productivity through access to sustainable markets and with a food security, gender and climate lens is relevant to the health and education sectors, the tourism and services industries, and the private sector along the value-added food chain including logistics, niche markets and gourmet restaurants throughout the country.

Assumptions

60. The successful implementation of activities under CSP outcome 2 requires the following conditions:
- Sufficient human and financial resources.
 - The ability and willingness of stakeholders to work together.
 - The ability of vulnerable smallholder communities to meet the quality standards of high-value markets and their ability to market their products.
 - The engagement of civil society, targeted communities and municipal authorities.
 - Contextual stability throughout the duration of the CSP.
 - Continued investments in Bolivia's potential as a gastronomic destination.

Transition/handover strategy

61. There is inherent potential for handover in the market-centred approach used in the CSP, which engages with a wide range of stakeholders who develop a vested interest in the project. WFP will enable access to stable food markets while helping local producers to strengthen their livelihoods, creating a socially conscious demand for local products and ensuring commitments to protecting the delicate ecosystems in which those products thrive. The market approach has infinite self-sustaining potential, enabling economic empowerment and choice for the most vulnerable communities by increasing the value of their products as an incentive for them to invest further and protect their livelihoods.

Country strategic plan outcome 3: Local, regional and national institutions have improved capacity, coordination, and programme and policy coherence related to support for the most vulnerable groups in Bolivia by 2027

62. WFP will address food insecurity in Bolivia by supporting a more coherent and informed policy and legislative framework that complements well-designed, contextually relevant, effective and sustainable food systems. The Government faces challenges in operationalizing its plans in part because of a dearth of reliable data, the volatility of funding for national cash-based programmes and the highly fragmented nature of civil society. WFP will address those challenges through a robust communications strategy, advocacy for gender equality, capacity strengthening and evidence generation. WFP will target the most vulnerable groups and will design activities using the three-pronged approach methodology to inform policy and programme design. WFP will ensure that institutional counterparts are conscious of the importance of the equal participation and engagement of women, men, young people and indigenous groups to ensure that interventions are effective.
63. In line with the second recommendation of the CSP evaluation, on improved focus, this CSP adopts a systems approach that improves linkages at all levels of the food value chain in

Bolivia, including with critical new stakeholders in education, labour and the environment, to support synergies among climate change adaptation, food security and rural livelihoods. CSP outcome 3 is designed to complement CSP outcomes 1 and 2 by providing technical and operational support for addressing challenges in improving smallholder productivity and rural livelihoods, governance and accountability, coherent policy and legislative frameworks, assessments and analysis, participatory gender analyses, programme design, and the effective implementation of national policies aimed at achieving zero hunger.

WFP strategic outcome

64. This CSP outcome contributes to WFP strategic outcome 4 (National programmes and systems are strengthened).

Focus area

65. This CSP outcome is focused on root causes.

Alignment with national priorities

66. The focus on advocacy and capacity building is aligned with the national economic and social development plan for 2021–2025 to improve sovereign food security and nutrition and achieve zero hunger.

Expected outputs

67. The following output contributes to the achievement of CSP outcome 3:
- Output 5: National and regional institutions have better capacity, coordination, and programme and policy coherence that improve food security and support rural livelihoods for the most vulnerable communities, using a gender-transformative and climate-sensitive approach.

Key activities

Activity 5: Develop and implement a sustained strategy with national institutions to address food insecurity in a holistic and gender-transformative manner for the most vulnerable communities, based on advocacy, communications and improved coordination at the local, regional and national levels

68. This activity is fundamental to the success of the CSP as it supports a sustained and coordinated effort to improve resilience to climate risks and food insecurity among the most vulnerable households and communities by fostering more coherent, holistic and effective national policies and programmes. WFP will support linkages and coherence among policies related to economic access to food, smallholder productivity, assistance, women's rights and climate change adaptation. WFP will seek opportunities for South–South and triangular cooperation, particularly with neighbouring countries, to complement WFP's technical assistance. WFP will also leverage its position to initiate peer-to-peer learning in the region.
69. Decision makers require precise, detailed and timely information and analysis of food security indicators in order to allocate resources effectively. With this in mind, WFP formulated a study of the double burden of malnutrition with the Economic Commission for Latin America and the Caribbean and an integrated context analysis with the Ministry of Rural Development and Land. WFP will encourage national counterparts to monitor the minimum dietary diversity score for women as a key indicator and will include a gender lens in all aspects of evidence-based capacity strengthening and policy-related advocacy.
70. WFP's communications strategy with respect to Bolivia's nascent social gastronomy movement will be designed with consideration for community perceptions of dietary diversity and local commodities; encouraging policymakers to invest in emergency preparedness and climate change adaptation, smallholder productivity and marketability; and identifying sustainable, niche markets for local products, including by promoting

Bolivia's local products in the national plan for imports substitution, which includes a focus on the linkages between food and tourism. WFP will leverage its regional experience and food systems expertise to support the realization of Bolivia's potential in a sustainable, socially responsible manner.

Partnerships

71. In addition to its current alliance with the Ministry of Rural Development and Land and the Ministry of Health and Sports, WFP will engage with decision makers from the national to the municipal level in all relevant sectors. WFP will ensure that decision-making spaces are inclusive and equitable. WFP will seek connections between civil society and the Government to improve trust through coordinated efforts towards a common objective and will collaborate with private foundations and other socially conscious stakeholders.

Assumptions

72. The successful implementation of activities under CSP outcome 3 requires the following conditions:
- A stable and enabling operating environment.
 - Sufficient resources to kickstart the programme and attract investors.
 - A resumption of tourism-related travel and other pre-pandemic social behaviours.

Transition/handover strategy

73. Similar to CSP outcome 2, a transition is inherent in the approach followed under CSP outcome 3 as it supports the Government's efforts to achieve the SDGs by empowering institutions and decision makers with relevant, timely, powerful messages and information that they can apply to implementing government policies and achieving goals. A transition process will be co-designed with national partners, with prerequisites for engaging in such a process.

4. Implementation arrangements

4.1 Beneficiary analysis

74. The CSP will prioritize food-insecure indigenous communities, particularly women and girls and smallholder farmers, identified as the most vulnerable by the common country analysis for Bolivia.
75. Beneficiaries will be registered in WFP's digital beneficiary information and transfer management platform, SCOPE, to receive CBTs under activities 1 and 3.
76. *CSP outcome 1, activity 1:* Beneficiaries will include the most vulnerable communities affected by shocks at risk of malnutrition; households headed by women, particularly indigenous women; older persons; people with disabilities; and young people. WFP will target up to 12,500 beneficiaries per year throughout the country with one or two timely monthly distributions.
77. *CSP outcome 2, activity 3:* Beneficiaries will be subsistence smallholders who are highly or very highly vulnerable to food insecurity, with priority given to women in indigenous households. WFP will target 42,500 beneficiaries per year with one or two distributions per year.

TABLE 1: BENEFICIARIES BY COUNTRY STRATEGIC PLAN OUTCOME, OUTPUT AND ACTIVITY (ALL YEARS)

Country strategic	Output	Activity	Beneficiary group	2023	2024	2025	2026	2027	Total
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plan outcome									
1	1	1	Girls	2 152	2 152	2 152	2 152	2 152	10 760
			Boys	2 247	2 247	2 247	2 247	2 247	11 235
			Women	4 077	4 077	4 077	4 077	4 077	20 385
			Men	4 024	4 024	4 024	4 024	4 024	20 120
			Total	12 500	12 500	12 500	12 500	12 500	62 500
2	3	3	Girls	7 318	7 318	7 318	7 318	7 318	36 590
			Boys	7 640	7 640	7 640	7 640	7 640	38 200
			Women	13 861	13 861	13 861	13 861	13 861	69 305
			Men	13 681	13 681	13 681	13 681	13 681	68 405
			Total	42 500	42 500	42 500	42 500	42 500	212 500
Total (without overlap)				55 000	55 000	55 000	55 000	55 000	275 000

4.2 Transfers

78. WFP will provide CBTs in line with the Government's preference. CBTs dignify recipients and have proven to be more efficient than in-kind assistance, particularly when coupled with targeted SBCC that encourages better food consumption choices. Bolivia has a highly developed food supply chain and markets are present throughout the country, including in remote areas. The total CBT values are provided in annexes II and III.
79. Gender, age and protection consultations and analyses will be conducted regularly to inform the choice of transfer modality and make sure that the different needs and priorities of women, men, girls and boys, including those with disabilities, are addressed. WFP will generate evidence on the impact of the various assistance modalities on gender-related dynamics within the household to improve the quality of WFP interventions.

4.3 Country office capacity and profile

80. The WFP Bolivia country office is based in La Paz and comprises 20 highly qualified national staff with diverse skills and longstanding knowledge of WFP's operations in Bolivia. A national gender specialist ensures that gender is mainstreamed throughout the programme cycle.
81. The transition from direct implementation envisaged under this CSP will require WFP to support a change of focus for the programme team, with a move towards capacity strengthening and communications and advocacy-related activities. WFP will periodically identify external expertise for support with specific activities, as resources allow. The country office will introduce a monitoring and evaluation unit comprising one senior assistant and one field monitor.

4.4 Partnerships

82. WFP will leverage its current partnerships with the Bolivian Government to advocate a more holistic approach to achieving SDG 2 while seeking new partnerships among municipalities and community-based stakeholders for emergency preparedness and response. WFP will partner with academic institutions to support evidence-based advocacy and tailored communications campaigns that require sound analysis for improved targeting and messaging strategies.
83. WFP will coordinate with the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development, the United Nations Entity for Gender

Equality and the Empowerment of Women, the International Labour Organization, the United Nations Development Programme, the United Nations Population Fund, the United Nations Children's Fund and civil society organizations dedicated to gender equality and the rights of women and indigenous people. WFP will seek funding and technical opportunities through the private sector and development- and innovation-focused grants, diversifying its resource base. WFP will engage with the private sector, including foundations, to promote local products in order to enable smallholders and indigenous communities to access more lucrative markets more consistently. WFP will seek innovative entry points with local non-governmental organizations and socially conscious businesses to promote Bolivian gastronomy.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

84. WFP will establish a gender- and age-responsive monitoring and evaluation plan to measure progress at the activity, outcome, output and process levels throughout the implementation of the CSP. In 2023, WFP will conduct a comprehensive gender-sensitive baseline study that will inform all activity planning under CSP outcome 2. Regular monitoring and analysis will help improve programme quality for all activities. WFP will document lessons learned based on findings obtained through monitoring and evaluation exercises, including a mid-term review in 2025, in order to support advocacy and institutional capacity strengthening.
85. In line with the WFP evaluation policy, the Bolivia country office will conduct two evaluations of the present CSP: a decentralized evaluation on smallholder market access conducted jointly with the Government in 2024 on a thematic area related to CSP outcome 2, as part of the support for capacity strengthening under CSP outcome 3; and a centralized evaluation organized through the WFP Office of Evaluation in 2026 to assess the overall performance and results of WFP's country portfolio and inform the subsequent CSP.

5.2 Risk management

Strategic risks

86. Inconsistent and insufficient funding are strategic risks for this CSP, particularly as several United Nations agencies and other partners are competing for limited opportunities and resources. Donors tend to be prescriptive regarding the geographic allocation of resources, and short funding cycles affect long-term planning.
87. Inefficient allocation of scarce resources can result in reactive programming with ad hoc and discrete interventions instead of a strategic approach, which contributes to inefficiencies and affects impact. This will be mitigated through better strategic planning and engagement with stakeholders at the policy and programme levels in order to find opportunities for thematic synergies and complementary programming.
88. Continued food insecurity coupled with gender inequalities in access to productive resources and assets pose risks to efforts to improve consumption behaviours. WFP has learned to incorporate effective, strategic communications and advocacy to enhance the impact of its activities by engaging policymakers to support the success of the CSP.

Operational risks

89. COVID-19 posed significant risks to health, safety and security for beneficiaries and partners, requiring swift action to adjust operations and working modalities. The WFP country office in Bolivia will continue to comply with standard operating procedures and risk management frameworks and will seek support and guidance from the regional bureau and headquarters as needed and as the situation evolves.

90. Another operational risk is the potential lack of follow-up on, ownership of or delivery of objectives, activities, processes or targets. Factors that may give rise to these issues include high staff turnover, periods following a significant scale-up or scale-down of operations, or communication gaps.

Fiduciary risks

91. WFP is highly risk-averse regarding fiduciary risks, which include risks to staff health, safety and security, and risks of fraud and corruption. Fraud risks are mitigated by robust accountability structures, including the segregation of all duties related to finance, CBTs and any other entitlements; close vetting of all vendors and service providers and strong controls included in all vendor contracts; and a commitment to conducting a thorough investigation in case of any suspicion of fraud or other abuse related to WFP resources.

Financial risks

92. Fluctuations in the US dollar exchange rate against the Boliviano will be mitigated by using historical averages to determine WFP's budget; this is considered a relatively small risk given Bolivian fiscal policy.
93. All WFP operations are at severe financial risk due to ongoing global socio-political crises affecting the cost of fuel and other basic commodities, the continued acceleration of the impact of climate change and the threat of a global financial recession. The country office will implement a strong advocacy strategy, including soliciting support from the Partnerships team in WFP headquarters, in order to secure the funding needed to achieve the objectives of this CSP.

5.3 Social and environmental safeguards

94. The social and environmental safeguards for all CSP activities will be assessed to ensure alignment with the WFP environmental and social sustainability framework.
95. Activities under the CSP will involve sustainable natural resources management, including for water and soil, and the prohibition of deforestation and the use of pesticides that could harm the environment. An environmental management system will be implemented focusing on waste management, sustainable procurement, energy efficiency and decarbonization, water conservation and training. WFP will also promote paperless office work and encourage remote meeting solutions to reduce emissions from air travel as part of the United Nations reform agenda. In 2021, WFP increased its collaboration with other United Nations agencies in this regard, achieving savings in procurement, human resources and administration costs. WFP is looking into opportunities for pooling external delivery services through the online United Nations Booking Hub platform with the United Nations Children's Fund, with which WFP shares an office in La Paz.

6. Resources for results

6.1 Country portfolio budget

96. WFP will allocate a sizeable budget with the required gender resources towards the implementation of all activities and outcomes under this CSP, including a robust communications and advocacy strategy. The most significant resources are planned for the provision of CBTs to smallholders under CSP outcome 2. The CSP will scale up over two years, maintaining a steady level of support in the third and fourth years, followed by a gradual scale-down of activities that can be handed over to the Government or sustained through local markets. WFP will invest in reorienting its current staff, employing experts for specific projects and establishing a monitoring and evaluation team.

TABLE 2: COUNTRY PORTFOLIO BUDGET (USD)

Country strategic plan outcome	Activity	2023	2024	2025	2026	2027	Total
1	1	662 000	655 716	637 667	687 074	643 218	3 285 674
	2	208 699	219 402	214 307	235 396	218 124	1 095 928
2	3	2 246 480	2 244 914	2 164 333	2 339 088	2 147 647	11 142 463
	4	433 900	334 694	301 389	341 005	307 357	1 718 344
3	5	206 526	336 529	476 112	312 586	267 566	1 599 318
Total		3 757 605	3 791 255	3 793 808	3 915 149	3 583 911	18 841 728

6.2 Resourcing outlook and strategy

97. The interventions proposed in this CSP require significant resource mobilization, considering the increase in costs resulting from the crisis in Ukraine among other events and the low probability of the Government of Bolivia continuing to share costs with WFP at the same scale as under the previous CSP. To pre-empt funding shortfalls, WFP will focus on proactive engagement with the Government, using clear strategic messaging to maintain existing partnerships and attract new partners with a similar vision and ambition. In the event of funding shortfalls, WFP will prioritize the continuity and sustainability of ongoing programmes, maintaining its presence in areas where resources have already been invested and fulfilling its commitments set out in partnership agreements. This will secure the value of WFP's ongoing investments while mitigating any risk to WFP's credibility or position as a preferred partner for key stakeholders.
98. The country office will engage with the private sector to garner support for WFP's humanitarian and development interventions in Bolivia. WFP will explore opportunities with international financial institutions and United Nations partnership and collaboration mechanisms. Resource mobilization will aim to include a wide range of potential donors, including through targeted WFP funding for pilot programmes that can show quick impact in order to attract more substantive donor funding. WFP will continue to seek co-funding arrangements with the Government, including at the municipal level and through hybrid arrangements if needed. WFP's resource mobilization strategy for financing the CSP will focus on opportunities related to the humanitarian-development-peace nexus and will leverage WFP's dual mandate.

ANNEX I

LOGICAL FRAMEWORK FOR PLURINATIONAL STATE OF BOLIVIA COUNTRY STRATEGIC PLAN (JANUARY 2023–DECEMBER 2027)

SDG Goal 2: Zero hunger

SDG target 2.1: Access to food

Country strategic plan outcome 1: Food-insecure and vulnerable households affected by shocks in Bolivia benefit from anticipatory action, emergency preparedness, coordination and response that meet their diverse emergency food and nutrition needs and support rapid recovery

Strategic outcome1: People are better able to meet their urgent food and nutrition needs

Nutrition-sensitive

Focus area: crisis response

Assumptions

Sufficient funds to respond to the emergencies; Government declares national disaster and recognizes its capacities to respond to major emergencies

Outcome indicators

Consumption-based coping strategy index, reduced CSI

Food consumption score

Food consumption score – nutrition

Livelihood coping strategies for food security

Activities and outputs

1. Provide cash-based transfers to food-insecure households exposed to shocks in Bolivia. (URT-1.2: Unconditional resource transfer)

1. Food-insecure households affected by shocks in Bolivia receive cash-based transfers that meet their emergency food and nutrition needs (Output category A: Resources transferred. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1. Food-insecure households affected by shocks in Bolivia receive cash-based transfers that meet their emergency food and nutrition needs (Output category D: Assets created. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

2. Provide technical assistance to local institutions to strengthen emergency preparedness and response, including through evidence-based advocacy (EPA-1.1: Emergency preparedness and early action)

2. Food-insecure households affected by shocks in Bolivia benefit from improved emergency preparedness, coordination, response, and shock-responsive assistance at national, departmental, and municipal levels. (Output category C: Capacity development and technical support provided. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

SDG target 2.3: Smallholder productivity and incomes

Country strategic plan outcome 2: Food-insecure smallholder farmers and indigenous communities in Bolivia – particularly rural women – are more resilient to climate and other shocks and stresses, including through sustainable livelihoods, consistent incomes, improved productivity and market access and demand

Strategic outcome 3: People have improved and sustainable livelihoods

Nutrition-sensitive

Focus area: resilience building

Assumptions

Sufficient funds

Outcome indicators

Food consumption score

Percentage of targeted smallholder farmers reporting increased production of nutritious crops

Value and volume of smallholder sales through WFP-supported aggregation systems

Activities and outputs

3. Provide cash-based transfers to food-insecure smallholders and indigenous communities, particularly rural women, and access to climate adaptation services including technical assistance (ACL-1.6: Community and household asset creation)

3. Food-insecure smallholder farmers and indigenous communities in Bolivia, particularly rural women, have better access to resilient and sustainable livelihoods including through improved adaptive capacities, productivity and marketability (Output category A: Resources transferred. Standard output 3.1: People and communities have access to productive assets and mechanisms to better cope with shocks and stressors)

3. Food-insecure smallholder farmers and indigenous communities in Bolivia, particularly rural women, have better access to resilient and sustainable livelihoods including through improved adaptive capacities, productivity and marketability (Output category D: Assets created. Standard output 3.1: People and communities have access to productive assets and mechanisms to better cope with shocks and stressors)

3. Food-insecure smallholder farmers and indigenous communities in Bolivia, particularly rural women, have better access to resilient and sustainable livelihoods including through improved adaptive capacities, productivity and marketability (Output category E: Social and behaviour change communication (SBCC) provided. Standard output 3.1: People and communities have access to productive assets and mechanisms to better cope with shocks and stressors)

3. Food-insecure smallholder farmers and indigenous communities in Bolivia, particularly rural women, have better access to resilient and sustainable livelihoods including through improved adaptive capacities, productivity and marketability (Output category F: Smallholder farmers supported. Standard output 3.1: People and communities have access to productive assets and mechanisms to better cope with shocks and stressors)

3. Food-insecure smallholder farmers and indigenous communities in Bolivia, particularly rural women, have better access to resilient and sustainable livelihoods including through improved adaptive capacities, productivity and marketability (Output category G: Skills, capacities and services for climate adapted livelihoods. Standard output 3.1: People and communities have access to productive assets and mechanisms to better cope with shocks and stressors)

4. Facilitate links between food-insecure smallholders – particularly indigenous and women smallholders – and sustainable and reliable markets (SMS-1.8: Smallholder agricultural market support programmes)

4. Smallholder farmers have improved linkages to sustainable and consistent markets for their products (Output category F: Smallholder farmers supported. Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce postharvest losses, access markets and leverage linkages to schools)

SDG 17: Partnerships for the goals

SDG target 17.9: Capacity building

Country strategic plan outcome 3: Local, regional and national institutions have improved capacity, coordination, and programme and policy coherence related to support for the most vulnerable groups in Bolivia by 2027

Strategic outcome 4: National programmes and systems are strengthened

Nutrition-sensitive

Focus area: root causes

Assumptions

Sufficient funds; there is no turnover of government officials

Outcome indicators

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Resources mobilized (USD value) for national systems contributing to zero hunger and other SDGs with WFP capacity strengthening support

Activities and outputs**5. Develop and implement a sustained strategy with national institutions to address food insecurity in a holistic and gender-transformative manner for the most vulnerable communities, based on advocacy, communications and improved coordination at the local, regional and national levels (SPS-1.10: Social protection sector support)**

5. National and regional institutions have better capacity, coordination, and programme and policy coherence that improve food security and support rural livelihoods for the most vulnerable communities, using a gender-transformative and climate-sensitive approach (Output category C: Capacity development and technical support provided. Standard output 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes contributing to achieve Zero Hunger and other SDGs)

5. National and regional institutions have better capacity, coordination, and programme and policy coherence that improve food security and support rural livelihoods for the most vulnerable communities, using a gender-transformative and climate-sensitive approach (Output category E: Social and behaviour change communication (SBCC) provided. Standard output 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes contributing to achieve Zero Hunger and other SDGs)

SDG 2: Zero hunger

CC.1. Protection

Cross-cutting indicators

CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes

CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance

CC.1.3: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes

CC.1.4: Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services

CC.2. Accountability

Cross-cutting indicators

CC.2.1: Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA

CC.2.3: Percentage of country offices with a functioning community feedback mechanism

CC.2.4: Number of country offices with an action plan on community engagement

CC.2.5: Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP, UNDPO, UNFPA, UNHCR, UNICEF, UN-Women, OCHA)

CC.3. Gender equality and women's empowerment

Cross-cutting indicators

CC.3.1: Percentage of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

CC.3.2: Percentage of food assistance decision making entity members who are women

CC.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex, age and type of activity

ANNEX II

CASH-BASED TRANSFER VALUE (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY		
	CSP outcome 1	CSP outcome 2
	Activity 1	Activity 3
Beneficiary type	Communities affected by shocks	Smallholders and indigenous people
Modality	CBTs	CBTs
Cash (USD/person/day)	0.81	0.81
Number of feeding days per year	40	40

ANNEX III

TOTAL CASH-BASED TRANSFER REQUIREMENTS AND VALUE	
Cash-based transfers	Total (USD)
Cash-based transfers	8 910 000
Total (cash-based transfer value)	8 910 000

revision mode

ANNEX IV

INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (USD)				
	SDG target 2.1/ WFP strategic outcome 1	SDG target 2.3/ WFP strategic outcome 3	SDG target 17.9/ WFP strategic outcome 4	Total
	CSP outcome 1	CSP outcome 2	CSP outcome 3	
Focus area	Crisis response	Resilience building	Root causes	
Transfers	2 716 025	8 518 098	740 000	11 974 123
Implementation	627 513	1 297 761	481 158	2 406 431
Adjusted direct support costs	770 643	2 260 017	280 550	3 311 210
Subtotal	4 114 181	12 075 876	1 501 707	17 691 764
Indirect support costs (6.5 percent)	267 422	784 932	97 611	1 149 965
Total	4 381 603	12 860 807	1 599 318	18 841 728

Acronyms

CBT	cash-based transfer
COVID-19	coronavirus disease 2019
CSP	country strategic plan
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
SPAAT	food production system based on traditional agriculture

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