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Operational matters – Country strategic plans

For approval

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Draft Plurinational State of Bolivia country strategic plan (2018–2022)

Duration	1 July 2018–31 December 2022
Total cost to WFP	USD 11,700,000
Gender and age marker*	3

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

Executive summary

The Plurinational State of Bolivia has made significant progress in terms of economic, social and human development over the past decade. It nevertheless remains the second poorest country in South America and faces a number of food- and nutrition-related challenges, including high chronic malnutrition in rural areas, increasing rates of overweight and obesity, especially among women, and alarming levels of child anaemia. In addition, there are pockets of extreme vulnerability among indigenous groups and recurring and intensifying natural disasters due to climate change.

This country strategic plan will address many of the gaps that the country faces in reaching Strategic Development Goal 2. It focuses on four strategic outcomes to support the Government:

- *Strategic outcome 1:* Communities affected by shocks are able to meet their basic food and nutrition requirements in times of crisis.
- *Strategic outcome 2:* Vulnerable groups at risk of malnutrition in all its forms have improved nutritional status by 2022.
- *Strategic outcome 3:* Smallholders have improved food security and nutrition through improved productivity and incomes by 2022.
- *Strategic outcome 4:* National and subnational institutions have strengthened capacity to manage food security policies and programmes by 2022.

Given the Plurinational State of Bolivia's middle-income country status, WFP will shift its focus away from direct food assistance towards providing indirect assistance through capacity strengthening, technical support, advocacy and communications, playing much more of a facilitator role in support of the Government. The National Food and Nutrition Council and the Vice Ministry of Civil Defence will

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be the primary recipients of WFP technical assistance, with a focus on nutrition, disaster preparedness and resilience building, among other things.

WFP will draw on its strengths and experience in the country to support the Government in achieving the strategic outcomes and ultimately to ensure a society free of hunger and malnutrition. The following stakeholders will play a key role in contributing to the outcomes and activities of this country strategic plan: the Ministry of Development Planning, the National Food and Nutrition Council, the Ministry of Rural Development and Land, the Ministry of Health, the Vice Ministry of Civil Defence, United Nations agencies (particularly the Food and Agriculture Organization of the United Nations and the International Fund for Agricultural Development), international and local non-governmental organizations and civil society.

Draft decision*

The Board approves the Plurinational State of Bolivia country strategic plan (2018–2022) (WFP/EB.A/2018/8-A/2) at a total cost to WFP of USD 11,700,000.

* 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 has experienced fast economic growth, with its gross domestic product rising from USD 8.77 billion in 2004 to USD 33.81 billion in 2016.¹ Although human development indicators improved substantially during this period and economic inequality was reduced,² the country remains the second poorest in South America, after Paraguay.³ Over the past ten years, favourable international raw materials prices have allowed it to implement wealth redistribution strategies, mainly through conditional cash transfer programmes (Bono Juana Azurduy and Renta Dignidad), with a positive impact on poverty reduction. The recent fall in hydrocarbon prices has curbed funding for such programmes, however, which could lead to political instability due to reduced state support, erode the credibility of institutions and affect the sustainability of social protection schemes.
2. The expansion of national social protection programmes also had a positive impact on poverty reduction, especially among women.⁴ Nonetheless, according to the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), 4 out of 10 women still live in poverty, and the country has the highest rate of violence against women in the region. A survey by the National Institute of Statistics (2016) shows that 77.7 percent of women have suffered from at least one type of violence, and information from the Public Ministry (2015) indicates that violence against women is the second most reported crime. At the same time, the Government has effectively ensured gender parity in the composition of the national parliament, which offers leverage for pursuing gender equality to achieve food security. WFP will carry out a comprehensive gender- and age-based food security analysis as part of a gender transformation programme that will help promote gender equality and women's empowerment as part of the country strategic plan (CSP).
3. The Government has set itself the goal of ending hunger and poverty by 2025, and the right to food is enshrined in the national constitution. The country's national development plans, including the *Agenda Patriótica 2025* (Patriotic Agenda), strongly promote food sovereignty and the eradication of hunger. The national plans are aligned with the 2030 Agenda for Sustainable Development and Sustainable Development Goal 2 on zero hunger (SDG 2).
4. The CSP fully aligns with the national development plan, which encompasses all of the Government's development priorities, including food and nutrition security, with a special focus on supporting the families most vulnerable to food insecurity, including among indigenous groups. Other priorities high on the national agenda include increasing employment and incomes, improving the quality of education and expanding coverage of universal basic services, all of which have strong connections to SDG 2.
5. In the second quarter of 2017, WFP collaborated with the Catholic University of Bolivia to conduct a national hunger strategic review, which provides solid analysis of the food security and nutrition situation. WFP also organized consultations with the Government to discuss the food security and nutrition situation and the challenges the country faces in achieving SDG 2. The Government and WFP prepared a zero hunger road map that outlines gaps and challenges and highlights primary areas for WFP support. This thorough consultation process was the basis for determining how WFP can best support the Government in contributing to the achievement of zero hunger and the other SDGs.

¹ World Bank (2016).

² Gini index improved from 0.59 in 2005 to 0.48 in 2014.

³ The country poverty rate is 33 percent (CEPAL).

⁴ World Bank (2016).

1.2. Progress towards SDG 2

Progress towards SDG 2 targets

6. *Access to food:* The proportion of Bolivians in extreme poverty who cannot afford a basic food basket fell from 38 percent in 2005 to 17 percent in 2015. Rural extreme poverty is still high, at 30 percent, and urban extreme poverty is over 9 percent. Women's income has grown, but the wage gap between men and women is still between 20 and 40 percent, affecting indigenous women the most. The cost of the basic food basket doubled between 2005 and 2015, but price rises were partially offset by income growth, including from social protection transfers. High oil and gas prices enabled the expansion of non-contributory social protection schemes, which cover over 44 percent of the population. These food- and cash-based programmes targeting the elderly, schoolchildren and pregnant women helped lift 2.5 percent of the population out of extreme poverty.⁵ Due to inefficiencies in registering beneficiaries and the remoteness of some communities, however, programme coverage is uneven. Road infrastructure has expanded, but many communities still do not have roads or access to markets. According to the United Nations Economic Commission for Latin America and the Caribbean, girl marriage and pregnancy are rising throughout the region, and the Plurinational State of Bolivia is the country with the highest percentage of unsatisfied family planning needs in the region. These factors underscore the need for the CSP to focus attention on women and girls.
7. *End malnutrition:* Social protection programmes have expanded and improved access to food, yet the effects of malnutrition, particularly stunting in children, anaemia and obesity, remain a critical public health issue. The country's Global Hunger Index score improved from 30.8 in 2000 to 15.4 in 2016, but is still the highest in South America. Over the past ten years, stunting in children under 5 dropped from 33 to 18 percent, yet remains high in rural areas, at 25 percent, and under-5 mortality declined from 80 to 38 per 1,000 live births. These results were due to initiatives such as the national zero malnutrition programme and to high revenues from hydrocarbons, which funded nutrition programmes. Anaemia levels are alarming: 60 percent of children under 5 and 38 percent of women of reproductive age are anaemic. Half of all women of reproductive age are obese or overweight. The rapid increase in household income combined with poor nutrition knowledge has led to a drastic change in diet, with increased consumption of fat and sugar. Available nutrition data is insufficient; hence, it is necessary to conduct studies to ensure a strong evidence base for reaching SDG 2.
8. *Smallholder productivity and incomes:* Although agricultural production increased from 10.3 metric tons in 2005 to 12.7 metric tons in 2015, this did not directly benefit smallholder agriculture, as growth was concentrated in the large agribusiness sector of Santa Cruz. In all other departments, production either improved slightly or declined. This is largely due to migration of the agricultural labour force (mainly men) to cities and to the mining industry, the expansion of intensive cash crop cultivation without soil protection and recurring natural disasters, particularly droughts, floods and hail. Furthermore, a case study in vulnerable areas shows that although women in the agriculture sector work more hours than men, their incomes are lower. They mainly do farm production work combined with domestic and care work, for none of which they receive formal remuneration. Small-scale community-based agriculture tends to be largely managed by women, yet women have limited access to and control over productive resources and markets. In addition, while men and women have equal status regarding land ownership, women often lack the identity documents needed to acquire land. WFP-supported asset building activities will prioritize community lands, however, and should therefore be unaffected by land tenure issues.
9. *Sustainable food systems:* Per capita production increased from about 19,000 mt in 2005 to 93,000 mt in 2014, mostly due to the expansion of agricultural land and agrochemical imports. Exports played the biggest part in the expansion of the agricultural sector, accounting for an increase of more than 35 percent in land use over the period, while food production for domestic consumption accounted for an increase of only 21 percent. Between 2005 and 2015, dependency on imported rice, vegetables, fruit and pulses increased. Food imports are regulated by the Government, including with regard to prices, as evidenced by the subsidized price of imported

⁵ Zero Hunger Strategic Review (2017).

wheat flour for bread making. Recurrent natural disasters such as droughts and floods also aggravate the food security situation. The Met Office Hadley Centre for Climate Science and Services in the United Kingdom considers the Plurinational State of Bolivia to be the South American country most vulnerable to climate change. Its analysis predicts that the country's vulnerability to food insecurity will increase by 22 percent by the 2050s if no adaptation measures are put in place. Disasters affected over 89,000 families each year between 2002 and 2015.

Macro-economic environment

10. Due to a less favourable international context, gross domestic product growth decreased from 6.8 percent in 2013 to 4 percent in 2016, and progress towards reducing poverty and inequality slowed. The negative effect of low oil and gas commodity prices on domestic demand was limited by expansive policies that took advantage of substantial reserves accumulated during the natural gas boom and direct financing from the Central Bank of Bolivia.
11. In an effort to maintain strong growth, assure continued poverty reduction and improve access to basic services, the Government approved the *Plan de Desarrollo Económico y Social 2016–2020* (Economic and Social Development Plan 2016–2020) (PDES) in early 2016. With this plan, the Government aims to maintain growth at an average rate of 5 percent between 2016 and 2020, reducing extreme poverty from 17 percent to 10 percent. The plan includes an extensive public investment programme funded in part by savings accumulated during the economic boom and Central Bank of Bolivia loans, with the balance to come through multilateral banks and international cooperation. Investment areas include infrastructure, hydrocarbon exploration, industrialization of natural gas (fertilizers and plastics) and hydroelectric energy generation. The plan also calls for increased foreign direct investment.
12. The process of mainstreaming gender in public planning and budgets started in the Plurinational State of Bolivia over ten years ago, supported by international cooperation and the Government. Greater investment in gender actions is needed, however, to overcome persistent gender inequalities. WFP will test a tool developed by UN-Women to track municipal investment in gender equality and women's empowerment to assess the gender-responsiveness of budgets within the framework of pillar 8 of the PDES.

1.3. Hunger gaps and challenges

13. WFP developed a zero hunger road map together with the Ministry of Development Planning based on two national development frameworks: the Patriotic Agenda and the PDES.⁶ The road map recognizes the important progress made in achieving zero hunger but identifies the following gaps:
14. Gap 1 – Policies and social protection:
 - Need to improve coordination between programmes and dissemination of policies.
 - Need to update data on food security and nutrition and disaggregate it by sex, age, disability and other factors and provide greater geographic detail.
 - Vulnerability of social protection programmes to price shocks with regard to imported goods (such as wheat flour, which is not produced locally in sufficient quantities).
 - High cost and limited impact on poor indigenous communities of social protection transfers.
 - School meals that are often nutritionally inadequate and not cost-effective.
 - Need for a cross-sectoral approach to including gender in food and nutrition programmes.

⁶ The Patriotic Agenda aligns with the 2030 Agenda. The PDES consists of 13 pillars/goals that each address one SDG. The roadmap developed jointly with WFP identifies the main gaps in achieving SDG 2, and the CSP will help fill some of the gaps identified.

15. Gap 2 – Food production (particularly smallholder production):
 - Insufficient knowledge of production techniques used by smallholder farmers (loss of traditional knowledge and need for technical assistance).
 - Limited access to credit, inputs, market information and insurance.
 - Limited integrated supply chain for smallholders in remote areas.
 - A land tenure system that limits women’s rights with regard to land.
 - A tendency for vulnerable indigenous groups to reside in areas with poor soil quality.
16. Gap 3 – Nutrition:
 - Scarce nutrition education for the general population.
 - Lack of local fortification for smallholder produce.
 - Insufficient information on the diversity of food available.
 - No specific programmes for 2–4-year-olds and teenagers, and low efficiency of programmes for children under 2.
 - High rates of obesity, especially in urban and suburban areas.
17. Gap 4 – Resilience:
 - Weak infrastructure for emergency food stocks and for distribution networks in emergencies and insufficient financial service providers and retailers for cash-based transfers (CBTs).
 - Lack of disaster response capacity on the part of small and remote municipalities, which often have vulnerable, indigenous populations.
 - Import dependency, resulting from the concentration of most local food production on cash crops.
 - Urbanization, mostly involving the migration of men and young people, leaving women, children and the elderly behind in rural areas to produce food.

1.4. Country priorities

Government

18. The Patriotic Agenda and the PDES provide the framework for achieving zero hunger and the SDGs. The overall objective of these policies is to “eradicate extreme material, social and spiritual poverty, with the overarching goal of creating a holistic human being”. According to the Patriotic Agenda, this requires universal access to social services for the Bolivian population (SDGs 3, 4, 6, 7), sufficient income (SDG 1), high quality education for all (SDG 4) and adequate food consumption and good nutrition (SDG 2).
19. Pillar 8 of the PDES, “Food Sovereignty”, lists five goals, which correspond to SDG targets 2.1–2.4 and SDG 17:
 - Eliminate hunger and undernutrition and reduce malnutrition (SDGs 2.1 and 2.2).
 - Provide universal access to school meals (SDG 2.1).
 - Ensure food sovereignty through local food production (SDG 2.3).
 - Diversify production, protect and promote traditional foods (SDG 2.4).
 - Strengthen cross-sectoral coordination and partnerships (SDG 17).
20. To eradicate hunger, social protection schemes improve access to food via transfers for schoolchildren, for pregnant and lactating women and girls (PLWG) and for the elderly. In general, universal transfers are the preferred tool, as the national development framework takes a rights-based approach. Eliminating malnutrition is a national priority, and the country has made progress in this regard through government-led interventions such as the Desnutrición Cero (zero

undernutrition) programme, the Bono Juana Azurduy conditional cash transfer programme and the provision of fortified food (“Nutribebe”) and iron and folic acid supplements in health centres.

United Nations and other partners

21. The Plurinational State of Bolivia’s United Nations development assistance framework (UNDAF) for 2018–2022 leverages the expertise and capacity of United Nations agencies to support the Government’s priorities. It has four pillars: inclusive social development towards a holistic human being, integrated development and a plural economy, plural justice and governance, and multiculturalism, decolonization and gender equality.
22. The current UNDAF is oriented towards national and international development priorities: the Patriotic Agenda, the PDES and the 2030 Agenda. It is based on the “living well” approach as a transformative and democratizing model for guiding actions and priorities in the development agenda and collecting the teaching and ancestral codes of life. It is the third UNDAF signed by the Plurinational State of Bolivia and the United Nations.

2. Strategic implications for WFP

2.1. WFP’s experience and lessons learned

23. WFP led a series of internal reviews that informed the preparation of the CSP. With regard to school meals, WFP commissioned a study⁷ to learn from the municipal institution managing school meals in Chuquisaca, *Mancomunidad de Municipalidades para la Alimentación Escolar Chuquisaca* (Commonwealth of Municipalities for School Nutrition in Chuquisaca) (MAECH). The study recommends that MAECH share its expertise across the country to help improve the quality of school meals in other departments. This innovative home-grown model for school meals succeeded in fostering strong community participation, engaging local authorities, school teachers and school boards and smallholder farmers. Based on these results, WFP launched two new home-grown school meals pilot projects in the departments of Oruro and Tarija, to connect school meals to smallholder farmers with MAECH support and strengthen community participation. An internal review of these pilot projects will also inform CSP implementation. A decentralized evaluation of the WFP country programme for 2013–2017 is planned for the first quarter of 2018, which will also provide evidence to inform the execution of the CSP.
24. Based on internal lessons learned from component 3 of the country programme (livelihood development and disaster risk reduction), the Vice Ministry of Civil Defence (VIDECI) has incorporated CBTs into the ministry’s own programmes and requested WFP support in developing a beneficiary and transfer management system. A review of CBTs covering the period 2013–2016 highlighted their success in promoting women’s empowerment and ensuring families’ access to diversified, nutritious food.
25. WFP global and regional evaluations demonstrate positive effects on the local economy following a shift from dry rations to vouchers. These evaluations also show, however, that approaches to resilience activities were not always integrated at the design phase. Opportunities to create impact were missed due to inadequate planning of activities adapted to the long-term nature of resilience building.⁸
26. A lesson learned from the nutrition component of the country programme is that complementing government cash transfers to PLWG with food rations helps increase the number of pre- and post-natal visits. WFP is finalizing an internal study of the nutrition component to illuminate the impact of food rations on the nutritional status of beneficiaries, and the results of the study will inform the implementation of the CSP. Regional evaluations recommend focused attention at the design stage. For example, geographic dispersion hinders convergence of nutrition and school meals activities, and the CSP will address that issue by locating the activities in each department close to one another.

⁷ *Sistematización del programa de alimentación escolar a través de la Mancomunidad de Chuquisaca* (MAECH).

⁸ Operations Evaluation’s Regional Synthesis Report and WFP Capacity Building Policy (2009) evaluation.

27. WFP has been involved in the response to all notable emergencies affecting the population's food security over the past ten years. Investment in emergency preparedness has contributed to better emergency response. For instance, WFP used funds from its Immediate Response Account to purchase mobile storage units and equipment, support emergency data collection and establish an emergency operations centre within VIDECI. Monitoring information shows that women should participate equally in and have increased decision-making power regarding all food security and nutrition programmes and activities, in line with WFP's gender policy.
28. Capacity strengthening was an integral part of the country programme and was geared to municipalities for school meals, the Bono Juana Azurduy conditional cash transfer programme and VIDECI, laying the ground for even closer engagement in strengthening beneficiary registration and enhancing local food procurement systems, among other things.
29. A review of WFP's capacity strengthening efforts in the Latin American and Caribbean region suggests that country offices could significantly improve the impact of their work by developing more strategic and integrated approaches,⁹ which should be supported by robust assessments of strengths and weaknesses of national institutions. These recommendations will be taken into account during implementation.

2.2. Opportunities for WFP

30. Between March and September 2017, the Ministry of Development Planning, National Food and Nutrition Council (CONAN) and WFP held two national workshops and a series of bilateral meetings with all relevant line ministries and institutions to define the gaps in reaching national objectives and priority areas for WFP support.
31. The Government has asked WFP for support for emergency preparedness and response focused on the most vulnerable, in particular indigenous communities; analysis, monitoring and evaluation; nutrition education and behaviour change for both men and women; management of strategic food reserves; connecting smallholder farmers to markets (in particular to meet the demand generated by the school meals programme); encouraging financial inclusion for smallholder farmers; and promoting the production and consumption of local nutritious foods. Direct food assistance for vulnerable groups in emergencies may still be required. The four strategic outcomes proposed in this CSP were elaborated and agreed upon with the Government.

2.3. Strategic changes

32. As the Plurinational State of Bolivia is a middle-income country, WFP will progressively move away from direct food assistance to providing technical support to government at all levels and to communities in order to achieve zero hunger. WFP will strengthen national capacities to design, implement, monitor and evaluate social protection programmes, emergency preparedness and response, food security and nutrition information systems (including early warning and nutrition surveillance), nutritional education and support for smallholder farmers. Furthermore, this CSP has a gender-transformative focus.
33. Even though it is not included as a stand-alone activity, strengthening the school meals programme will remain important for WFP throughout the CSP. Based on government policies and priorities, the key entry points for supporting decentralized school meals programmes will be support for smallholder farmers in the production of produce nutritious food for students (strategic outcome 3), strengthening of municipalities' capacity to manage school meals (strategic outcome 4) and nutrition education at schools (strategic outcome 2).

⁹ Operations evaluations regional synthesis report and WFP capacity building policy (2009) evaluation.

3. WFP strategic orientation

3.1. Direction, focus and intended impacts

34. The CSP aligns with the Patriotic Agenda and the PDES, which together provide the framework for achieving zero hunger and the SDGs. The overall objective of these policies is to “eradicate extreme material, social and spiritual poverty, with the overarching goal of creating a holistic human being”. According to the Patriotic Agenda, this requires universal access to social services for the Bolivian population (SDGs 3, 4, 6, 7), sufficient income (SDG 1), high quality education for all (SDG 4) and adequate food consumption and good nutrition (SDG 2).
35. In line with the WFP Strategic Plan (2017–2021), the WFP Humanitarian Protection Policy, the WFP Gender Policy (2015–2020), the WFP Regional Gender Strategy (2016–2020) and the WFP Gender Action Plan, gender is integrated throughout the CSP to ensure zero hunger programmes and policies are gender-transformative. To the extent possible, WFP will disaggregate data by sex and age; embed gender and disability analyses in all assessment, research, technical assistance, knowledge sharing, information management and related work; mainstream gender and disability into all programme, policy and capacity-strengthening initiatives; and engage women, men, girls and boys and their organizations in ways that empower them and foster equitable outcomes.
36. Overall targeting for direct assistance will be based on a combination of vulnerability analysis and mapping for 2017 and WFP’s three-pronged approach, comprising integrated context analysis, seasonal livelihoods programming and community-based participatory planning. The selection of municipalities by CONAN for its national plan have been also taken into account. Activities to achieve strategic outcomes 2–4 will initially be undertaken in the departments of La Paz, Oruro and Potosí, including the urban area of El Alto. Targeting will be refined and adjusted as needed using the three-pronged approach. Capacity strengthening activities will be prioritized by the Government and will take place at the central and municipal levels as needed.
37. Specifically, geographical targeting is based on undernutrition data as a proxy for utilization; poverty data as a proxy for food insecurity; road infrastructure as a proxy for food access; and agricultural productivity as a proxy for availability. The resulting map was overlaid with the Government’s “extreme poverty map”, which includes high, medium and low food-insecure municipalities. WFP selected highly food-insecure municipalities, which overlap with those selected by CONAN (taking into account undernutrition and obesity, institutional capacities, budget allocation, and the presence of one or more national social protection programmes). In this way, the CSP targeting is aligned with the priorities of WFP’s main government counterpart and is based on sound technical analysis.

3.2. Strategic outcomes, focus areas, expected outputs and key activities

Strategic outcome 1: Communities affected by a shock across the country are able to meet their basic food and nutrition requirements in times of crisis

38. In the context of recurring natural disasters, WFP will focus on providing food assistance to crisis-affected women, men, girls and boys using conditional CBTs adapted to their needs and capacities to support access to food.

Focus area

39. The focus of this outcome is crisis response to assist populations affected by shocks.

Expected output

40. This outcome will be achieved through the following output:
- Targeted beneficiaries are able to meet their basic food and nutrition needs in the event of a shock, through conditional CBTs.

Key activities**Activity 1: Provide food assistance for assets (FFA) to crisis-affected households**

41. WFP will provide food assistance to crisis-affected households using conditional CBTs to support access to food. The type of CBTs (cash or vouchers) and the conditions of transfer will depend on the nature of the shock and will be informed by gender analyses. Experience has shown that CBTs allow WFP to ensure a more timely response and better meet the needs and preferences of women and men. The Government has also expressed a preference for FFA through cash-based transfers to avoid creating dependency and to help stimulate the local economy. Environmental screening will ensure that these activities are designed in an environmentally sound way and that any potential risk to the environment is avoided or mitigated.
42. Based on previous experience, FFA activities will probably include the rehabilitation of assets including canals, bridges, roads, wells, dykes and productive assets, the expansion of agricultural land and reforestation. The selection, design and supervision of the assets will be done equally by women and men participating at the community level, in partnership with the Food and Agriculture Organization of the United Nations (FAO), other specialized agencies, universities, local government authorities and other partners. Undertaking asset creation activities in times of emergency builds on existing programmes and community structures to ensure the timeliness of assistance, ensures enhanced targeting and helps to address some of the underlying causes of food insecurity and nutrition.
43. Droughts typically occur in the departments of Oruro, Potosi and Chuquisaca and in the Chaco region, while floods tend to hit the lowlands in northern La Paz, Beni, Santa Cruz and Pando. Geographic targeting will depend on where disaster strikes. Once a disaster hits, emergency food security assessments or nutrition assessments may be conducted if required and feasible to identify beneficiaries and determine the most appropriate transfer modality and composition. Household targeting will be done in partnership with the Government, using vulnerability criteria and the assessment results.
44. In the aftermath of any shock requiring a response, WFP, VIDECI and other partners will assess the banking infrastructure for cash delivery, and retailers and food markets, to identify the most feasible, appropriate transfer modality and distribution models. Key partnerships will include VIDECI, the Ministry of Rural Development and Land and the humanitarian country team.

Strategic Outcome 2: Vulnerable groups at risk of malnutrition in all its forms have improved nutritional status by 2022

45. In response to high levels of chronic malnutrition, obesity/overweight and micronutrient deficiencies (particularly anaemia), WFP will support implementation of state-led nutrition communication campaigns to improve nutrition habits and strengthen the capacity of government institutions to deliver nutrition programmes.

Focus area

46. The primary focus of this outcome is root causes.

Expected outputs

47. This outcome will be achieved through the following two outputs:
 - Vulnerable individuals benefit from a nutrition campaign to change their nutrition habits.
 - Vulnerable populations benefit from enhanced, innovative, inclusive, nutrition-sensitive and gender-transformative social policies and programmes aimed at eradicating malnutrition.

Key activities

Activity 2: Provide capacity strengthening and technical assistance to the Government for the delivery of innovative nationwide communications campaigns and multisectoral policies and programmes that contribute to eradicating malnutrition

48. WFP assistance will focus on communication for behaviour change, advocacy for healthy diets and facilitation of training courses, complementing existing national programmes to combat malnutrition. WFP will collaborate with local institutions, national media, non-governmental organization (NGO) partners and academic institutes and universities.
49. WFP will provide technical assistance to partners to design and implement nationwide communication campaigns to help reduce stunting and anaemia and prevent increases in overweight/obesity. These behaviour change strategies will be gender-transformative, aiming at the redistribution of roles and responsibilities between men and women with respect to nutrition, and will deliver nutrition education in innovative ways via gastronomy schools working with disadvantaged young people, the national education system, the health service and partners serving highly vulnerable groups. Communication campaigns will aim to promote healthy eating that meets nutrient requirements through the life cycle, with an emphasis on overweight/obesity prevention in urban areas and stunting prevention in rural areas. This outcome will thus contribute to SDG 2 and SDG 3.
50. WFP will review local nutrition interventions that could be scaled up and enhanced and will advocate more efficient implementation of these activities (for example, by helping municipalities plan their purchases of micronutrient supplements more efficiently). Through training, WFP will strengthen the capacity of health and social workers, community leaders and civil society. WFP will also coordinate technical assistance through South–South cooperation, including assistance provided by food technology experts and exchanges with academic centres (e.g., Centro Internacional de la Quinoa) to gather evidence.

Strategic outcome 3: Smallholders have improved food security and nutrition through improved productivity and incomes by 2022 (SDG target 2.3)

51. WFP will use its field presence, CBT platform and partnership approach to strengthen the resilience of food-insecure farming communities. This strategic outcome will be achieved through investments in technical training and asset creation in communities and capacity strengthening of municipalities to boost incomes and local food production. The strategic outcome includes a holistic approach focused on asset creation for subsistence farmers identified through community-based participatory planning, training and technical assistance for farmer’s organizations (mainly women) producing surpluses and strengthening the institutional capacities of municipalities to purchase surpluses for their school meals programmes. WFP will initially take a direct role in supporting school meals, but this role will gradually decrease as municipalities become able to purchase directly from farmers.

Focus area

52. The primary focus of this outcome is resilience building.

Expected outputs

53. This outcome will be achieved through the following five outputs:
 - Food-insecure farming households in targeted areas receive FFA in order to meet their basic food needs.
 - Food-insecure farmers use the productive assets created through FFA activities to improve their resilience.
 - Food-insecure farmers receive training in order to strengthen their livelihoods.
 - Food-insecure communities benefit from improved capacity of local government authorities to implement food security and resilience-building programmes.

- School-aged children in targeted areas receive nutritious foods purchased from smallholder farmers in order to meet basic food needs and increase access to education.

Key activities

Activity 3: Provide FFA and training to subsistence smallholder farmers

54. WFP will provide CBTs for participation in FFA activities to strengthen the capacity of smallholder farmers to produce surpluses. Training will be provided to support skills development, diversify livelihood strategies and boost income generation.
55. The planning and implementation of FFA activities will be based on the three-pronged approach, comprising integrated context analysis, seasonal livelihood planning and community-based participatory planning. This will enable robust programme design, gender mainstreaming and multi-stakeholder partnerships. For gender-responsive planning, execution and monitoring of asset creation, WFP will rely on local governments and others with complementary technical expertise. Environmental screening will ensure that these activities are designed in an environmentally sound way and that any potential risk to the environment is avoided or mitigated.
56. WFP and partners will provide training to food-insecure farmers to help increase food production, promote sustainable agriculture, develop healthy processed foods and facilitate the marketing of their produce. Technical expertise will be provided to smallholder farmers to increase their capacity to gain access to institutional market. A gender-transformative element is included in the training package to address economic inequalities between women and men in subsistence and income-generating farming. WFP will promote the association of farmers and small food-transformation units, supporting the increased participation of women.

Activity 4: Strengthen government institutions in order to link smallholder surplus production under activity 3 with the demand generated by the school meals programme

57. The activity will include two sub-activities:
 - *Strengthen institutional capacity and systems for local governments to access surplus production from smallholder farmers supported under activity 3; and*
 - *Provide food assistance to school meals beneficiaries.*
58. WFP will stimulate the sale of smallholder farmer produce to meet the demand generated by decentralized social protection programmes and will work to strengthen related capacities of local governments. This will include cash support to municipalities for procuring local foods. WFP will support the application of the national school feeding law, which foresees the local purchase of nutritious foods to complement the basic school meals ration.
59. At the beginning of CSP implementation, WFP will transfer funds for the procurement of local production from smallholder farmers through NGOs and local governments, with a view to phasing them out as government capacity to manage local procurement is strengthened.
60. For both activities, WFP will collaborate with government authorities, NGOs, universities, the other Rome-based agencies, particularly FAO, the United Nations in general and other development partners. This outcome will contribute to SDG 2 and SDG 4.

Strategic Outcome 4: National and subnational institutions have strengthened capacity to manage food security policies and programmes by 2022 (SDG target 17.9)

61. This outcome will be achieved through fostering partnerships to increase the efficiency, equity and effectiveness of national food security and nutrition programmes and emergency preparedness and response. This support will be geared towards government institutions at the national and municipal levels and will contribute to SDG target 17.9.

Focus area

62. The primary focus of this outcome is root causes.

Expected output

63. This outcome will be achieved through the following output:
- Vulnerable people benefit from improved capacities of national and subnational social protection programmes to increase their food security.

Key activities

Activity 5: Strengthen capacities of government institutions to reduce the food insecurity of the most vulnerable communities

64. This will be achieved by:
- Providing technical assistance and tools to support evidence-based planning and programme management by CONAN (institutional capacity strengthening). WFP will support CONAN in developing a centralized comprehensive food and nutrition monitoring information system by improving data management systems. WFP will also support CONAN in developing and improving multisector food security programmes. WFP will assess institutional capacity gaps and recommend improvements and provide technical assistance to municipalities to strengthen their capacity in all aspects of school meals programme implementation.
 - Supporting national transfer programmes of VIDECEI and the Ministry of Rural Development and Land. WFP will support the scale-up of safety nets through technical support to address needs equitably in times of shock and offer technical assistance to municipalities for resilience building and data management. WFP will also strengthen local capacities for disaster preparedness by formulating municipal climate change adaptation plans and early warning systems in disaster-prone areas. Finally, WFP will support the National Institute for Agrarian Insurance, leverage opportunities for South–South cooperation and introduce integrated climate risk management and risk financing strategies aimed at providing rapid response and transfers to households affected by a climate-related shocks.

3.3. Transition and exit strategies

65. The exit strategy for this CSP is reflected as a stand-alone outcome for capacity strengthening (strategic outcome 4). Technical assistance and capacity strengthening for national and decentralized government institutions, in particular VIDECEI and CONAN, will include developing local-level contingency plans, strengthening national emergency food reserves and helping to expand the coverage of national crop insurance schemes. Strategic outcome 2 activities will rely on existing government mechanisms and will be managed by CONAN within the Ministry of Health. It is expected that the cost of nutrition activities will be shared between WFP and the Government initially and will eventually be fully taken over by the Government. In relation to strategic outcome 3, WFP will gradually reduce cash support to municipalities for procuring local foods as the communities continue the procurement with their own resources. The CSP will advance gender equality, recognizing that this is a prerequisite to achieving SDG 2 and is required for a smooth transition and exit strategy.

4. Implementation arrangements**4.1. Beneficiary analysis**

66. Under strategic outcome 1 crisis-affected people will be assisted each year in the event of a disaster. In recent years, WFP has assisted an average of 15,000 people through emergency response every year. Strategic outcome 2 will benefit schoolchildren, health workers and all those receiving nutrition messages through targeted communications campaigns to fight stunting, anaemia and obesity. Under strategic outcome 3 smallholder farmers and their families (particularly from vulnerable indigenous communities) will be assisted with FFA and training. Their production will be bought through local institutions or municipalities for school meals programmes, benefiting school-aged children. Under strategic outcome 4 the capacity of

institutions (CONAN and VIDECI, at all levels) will be strengthened, which will lead to improved food security and nutrition for the most vulnerable.

Strategic outcome	Activity	Girls/women	Boys/men	Total
1	Provide FFA to crisis-affected households	34 000	33 000	67 000
3	Provide FFA and training to subsistence smallholder farmers	3 200	3 100	6 300
3	Strengthen government institutions in order to link smallholder surplus production under activity 3 with demand generated by school meals programmes	32 000	32 000	64 000
Total		69 000	68 000	137 000

67. WFP will use its SCOPE digital beneficiary and transfer management platform to register all direct beneficiaries, recording their sex and age. The beneficiaries for this CSP have been calculated as follows: Strategic outcome 2 aims at behavioural changes in the Bolivian population through mass media nutritional campaigns and capacity strengthening, and as such will cover only tier 3 beneficiaries. At least 10 percent of the population, or one million people, will have been exposed to the nutrition messages by the end of the CSP period; strategic outcome 4 is concerned with capacity strengthening for WFP's main counterparts, VIDECI and CONAN, at all administrative levels, especially in the 15 selected municipalities, which account for some 45 institutions at the municipal level plus four sector ministries at the national level.

	Women/girls	Men/boys	Total
Children (under 5 years)	63 000	66 000	129 000
Children (6–18 years)	137 000	141 000	278 000
Adults (>18 years)	304 000	295 000	599 000
Total	504 000	502 000	1 006 000

4.2. Transfers

Food and cash-based transfers

	Strategic outcome 1	Strategic outcome 3	
Activity	Activity 1	Activity 1	Activity 2
Beneficiary type	Tier 1	Tier 1	Tier 1
Modality	CBT	CBT	Commodity voucher
CBTs	1.37(30 days per year)	1.37 (90 days per year)	0.076 (180 days per year)*

* 180 days will apply only in 2019. For the next years of implementation, WFP support will be reduced by 25 percent per year, and these costs will be covered by municipalities.

TABLE 3: CBT REQUIREMENTS AND VALUE	
CBTs	Total (USD)
CBTs	4 907 490
Total	4 907 490

68. The CBT modality (cash or vouchers) was chosen to foster community self-reliance and stimulate local food markets. The Government has explicitly stated that it wishes to benefit from WFP expertise in the area of CBTs. In the context of emergency response, given that the Government manages emergency food reserves, it does not need WFP to provide in-kind food support. CBTs also allow for greater dietary diversity.

Capacity strengthening including South–South cooperation

69. This CSP provides for strategic investments in capacity strengthening for national and local civil society partners to help communities lead and sustain their own efforts to achieve SDG 2. Capacity strengthening has been included as a stand-alone component in this CSP to support government food security and nutrition institutions VIDECI and CONAN, as well as municipalities. Opportunities for South–South cooperation will also be fostered. Gender equality and disability considerations will be integrated into all capacity strengthening work.

4.3. Supply chain

70. Poor road infrastructure and lack of suitable municipal warehouses are persistent challenges. WFP will not distribute any food as part of this CSP; all supply chain activities will be in the form of technical assistance to the Government. As requested by the Government, WFP will provide technical assistance to national authorities in the design of supply chain systems. For instance, WFP will provide support for the revision of national procurement norms to ease market access for smallholder farmers, the updating of the logistics capacity assessment and the assessment of opportunities for alternative modes of transport and the purchase of commodities at the municipal level. WFP will also provide technical assistance and equipment as needed to strengthen the supply chain of national food-based social protection programmes. In addition WFP and its partners will analyse and identify the best financial service providers to support the delivery of CBTs. WFP will carry out CBT assessments (market, risk, partnerships, financial, gender, retailers) before implementation.

4.4. Country office capacity and profile

71. The country office has the capacity and expertise to achieve most of the strategic outcomes and will review its structure to optimize resources, identify training needs and hire capacity strengthening experts to assist the Government in meeting its priorities. A review of country office technical competencies will ensure that gender is mainstreamed into all operations. WFP will shift its field presence to a single office in Potosi, and from there country office staff will attend to all activities in the municipalities of Oruro.

4.5. Partnerships

72. In line with its Corporate Partnership Strategy (2014–2017) and the partnership action plan designed for this CSP, WFP will leverage existing and new partnerships with the Government, United Nations agencies, NGOs, civil society, the private sector and other stakeholders to achieve the strategic outcomes. At the strategic level, the Ministry of Development Planning coordinates the actions of all development partners. The main operational partners within the Government with whom WFP will plan and implement most of the CSP activities are CONAN, VIDECI, the Ministry of Health and the Ministry of Rural Development and Land. Partnerships will take place at both the national and the decentralized levels depending on the type of activity. CONAN is chaired by the President and comprises all public institutions working in the food security and nutrition sector, including high level ministerial staff.

73. To implement strategic outcome 3, WFP will work closely with the other Rome-based agencies and local NGOs experienced in agricultural development. WFP will collaborate with new partners working in urban areas, including gastronomy schools and NGOs promoting women's rights, and will develop a joint programme with the United Nations Population Fund, the United Nations Children's Fund and the United Nations Human Settlements Programme to assist vulnerable groups in urban areas. WFP will implement strategic outcome 2 in partnership with the Ministry of Health. The Vice Ministry of Equal Opportunities within the Ministry of Justice, responsible for promoting women's rights, will also participate in the implementation of the nutrition campaigns. In addition, strategic outcome 2 will feature private sector partnerships with media outlets for the diffusion of nutrition messages.
74. There is potential for South–South cooperation with a number of regional and global partners in the areas of food technology, agricultural development and disaster risk reduction. In addition, WFP will share updates on its operations and relevant results from studies and evaluations with the donor coordination group, co-chaired by donors and the Government, and will continue to participate in the humanitarian country team. Specific roles and responsibilities with partners will be determined prior to CSP implementation.

5. Performance management and evaluation

5.1. Monitoring and evaluation arrangements

75. The country office will periodically update its monitoring, review and evaluation plan and ensure that it includes a comprehensive gender-responsive monitoring and evaluation plan covering each strategic outcome. The plan measures primary outcomes, outputs and processes based on WFP's Corporate Results Framework (2017–2021) and includes specific roles and responsibilities for cooperating partners, the country office and sub-offices. WFP will pursue opportunities for joint monitoring of CBTs and livelihood activities with other agencies, particularly FAO, as well as independent monitoring. The country office will continuously generate evidence for formulating lessons learned and adjusting operations as needed. The country office is committed to strengthening the monitoring unit, which currently consists of a monitoring assistant, a United Nations volunteer and two field monitors.
76. During CSP implementation, two evaluation exercises will be undertaken: a decentralized evaluation to be performed jointly with FAO and the International Fund for Agricultural Development to assess implementation of strategic outcomes 3 and 4, and a final country portfolio evaluation encompassing the entire CSP. WFP will conduct the country portfolio evaluation in 2021 to assess progress and create an evidence base for the next CSP. To ensure that the CSP can be evaluated effectively, the country office will conduct baseline studies for all outcome indicators within three months of the start of CSP implementation. A country needs mapping exercise will be undertaken at the same time as the baseline studies.

5.2. Risk management

Contextual risks

77. The political climate remains fractious in the run-up to the 2019 presidential election, posing a risk to the country's internal security. Persistent economic, social and gender inequalities undermine progress towards food and nutrition security, and reduced national revenues related to lower international hydrocarbon prices could negatively affect social protection programmes for vulnerable groups. The relative lack of donor interest, due largely to the country's middle-income country status, is a significant risk. The country office will seek more contributions from non-traditional donors and diversify its funding sources.

Programmatic risks

78. WFP will ensure that its food assistance does no harm to the safety, dignity and integrity of the women, men, girls and boys receiving it, including persons with disabilities. WFP will pay particular attention to the indigenous people among the food-insecure beneficiaries. Food assistance will be provided in ways that respect all people's rights through monitoring, beneficiary feedback and strengthening of the capacity of the Government and partners.

Institutional risks

79. The country office recognizes and controls institutional risks that could impair WFP's ability to deliver on strategic results and will enhance its staff's country-capacity-strengthening capacity and skills.

6. Resources for results**6.1. Country portfolio budget**

TABLE 4: COUNTRY STRATEGIC PLAN INDICATIVE ANNUAL BUDGET REQUIREMENTS (USD)						
Strategic outcome	Year 1	Year 2	Year 3	Year 4	Year 5	Total
1	447 193	945 979	965 045	1 092 433	1 012 071	4 462 722
2	105 682	181 884	230 344	285 058	227 026	1 029 994
3	341 589	1 437 523	1 368 119	1 210 787	911 345	5 269 363
4	185 493	101 377	226 014	214 962	196 237	924 083
Total	1 079 958	2 666 763	2 789 523	2 803 240	2 346 680	11 686 162

80. The CSP budget is USD 11 million over 4.5 years. WFP continues to be a partner of choice in times of crisis. Hence strategic outcome 1 will be activated at the onset of an emergency. The budget for strategic outcome 1 is based on previous responses but may need to be adjusted depending on the scale of any emergency that may arise. Nutritional interventions (strategic outcome 2) will focus on education and communication campaigns. This amounts to 10 percent of the total budget, as no direct assistance is planned; rather, the CSP seeks to scale up the use of local produce under the Government's food-based social protection programmes. Strategic outcome 3 combines FFA, local purchases and capacity strengthening for both smallholder farmers and public officials and accounts for 45 percent of the total budget. Capacity strengthening (strategic outcome 4) is oriented towards bringing technical assistance and tools to enhance the line institutions' food security and emergency preparedness programmes, and amounts to 8 percent of the total CSP budget. The budget includes gender funds that reach the corporate allocation target of 15 percent from 2020 onwards.

6.2. Resourcing outlook

81. WFP is expecting that the CSP will be funded in line with the trends of recent years. The partnership action plan reflects a diversified donor base that spans the Government, the private sector and government donors. South-South cooperation opportunities will be explored, as well as collaboration with development banks for joint analytics and information systems.

6.3. Resource mobilization strategy

82. Official development assistance has greatly decreased over the last years, with many donors phasing it out as the country graduated to middle-income status. The resource mobilization strategy acknowledges this challenging environment and works to position WFP as a reliable, results-oriented partner. The country office is exploring pooled funding opportunities with other United Nations agencies, engaging traditional donors in the early stages of project design, supporting the Government's participation in South-South cooperation schemes and broadening partnerships with the private sector, which has been a steadfast supporter of the country office in the past. WFP headquarters is expected to cover a large part of the CSP evaluation costs.
83. At the onset of an emergency, the country office will seek support from donors, the United Nations Central Emergency Response Fund and the private sector. In line with the Ministry of Development Planning's new urban agenda, the United Nations country team is designing a joint programme in which WFP will participate with nutrition communication (strategic outcome 2). Strategic outcome 3 is expected to be funded by emerging donors and the

private sector. To fund strategic outcome 4, traditional donors are being approached and South–South cooperation is being explored.

84. Throughout the CSP preparation process, WFP used a participatory approach and carried out a series of consultations to identify opportunities for cooperation with a variety of partners. Feedback was positive, and the strategic outcomes were mapped against existing and potential funding sources. In addition, the Government is being approached to support fundraising efforts, and WFP will organize a number of donor field trips to showcase its work. The country office is investing heavily in resource mobilization and is actively coordinating with the regional bureau in Panama, relevant liaison offices and headquarters.
85. WFP will also prepare a communications strategy aimed at stakeholders, to articulate WFP's role and value added in terms of supporting the country's progress towards its national priorities and SDG 2. It will share information and evidence of progress towards planned results on a regular basis. In the event of resource shortfalls, cost saving measures will be implemented. WFP will prioritize its support for Government life-saving programmes while continuing other CSP activities according to the investments of specific donors.

ANNEX I

LOGICAL FRAMEWORK FOR THE PLURINATIONAL SATATE OF BOLIVIA COUNTRY STRATEGIC PLAN (2018–2022)

Strategic Goal 1: Support countries to achieve zero hunger

Strategic Objective 1: End hunger by protecting access to food

Strategic Result 1: Everyone has access to food (SDG target 2.1)

Strategic outcome 1: Communities affected by a shock across the country are able to meet their basic food and nutrition requirements in times of crisis

Outcome category:

Maintained/enhanced individual and household access to adequate food

nutrition sensitive

Focus area: crisis response

Assumptions:

Resources are available during emergency periods.

Outcome indicators

Consumption-based Coping Strategy Index (Percentage of households with reduced CSI)

Food Consumption Score

Food Consumption Score – Nutrition

Food Expenditure Share

Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)

Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks

Proportion of the population in targeted communities reporting benefits from an enhanced asset base

Activities and outputs

1. Provide Food Assistance for Assets (FFA) to crisis affected households. (ACL: Asset creation and livelihood support activities).

Targeted beneficiaries are able to meet their basic food and nutrition needs in the event of a shock through conditional CBT (A: Resources transferred)

Targeted beneficiaries are able to meet their basic food and nutrition needs in the event of a shock through conditional CBT (D: Assets created)

Strategic Objective 2: Improve nutrition

Strategic Result 2: No one suffers from malnutrition (SDG target 2.2)

Strategic outcome 2: Vulnerable groups at risk of malnutrition in all its forms have improved nutritional status by 2022

Outcome category: Enhanced social and public-sector capacity to identify, target and assist nutritionally vulnerable populations

Focus area: root causes

Assumptions:

Pro-active institutional environment towards the implementation of nutritional sensitization strategies

Outcome indicators

Zero Hunger Capacity Scorecard

Activities and outputs

2. Provide capacity strengthening and technical assistance to the Government for the delivery of innovative nationwide communications campaigns and multisectoral policies and programmes that contribute to eradicating malnutrition. (CSI: Institutional capacity strengthening activities).

Vulnerable individuals benefit from a nutrition campaign to change their nutrition habits (E: Advocacy and education provided)

Vulnerable populations benefit from enhanced, innovative, inclusive, nutrition-sensitive and gender-transformative social policies and programmes aimed at eradicating malnutrition (C: Capacity development and technical support provided)

Strategic Objective 3: Achieve food security**Strategic Result 3: Smallholders have improved food security and nutrition through improved productivity and incomes (SDG target 2.3)****Strategic outcome 3: Smallholders have improved food security and nutrition through improved productivity and incomes by 2022 (SDG target 2.3)**

Outcome category: Increased efficiencies in pro-smallholder aggregation in food value chains

Focus area: resilience building

Assumptions:

Smallholder farmers and small associations are able to achieve a consistent productive capacity to reach local markets

Outcome indicators

Consumption-based Coping Strategy Index (Percentage of households with reduced CSI)

Food Consumption Score

Food expenditure share

Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)

Percentage of smallholder farmers selling through WFP-supported farmer aggregation systems

Proportion of the population in targeted communities reporting benefits from an enhanced asset base

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

Activities and outputs**3. Provide FFA and training to subsistence smallholder farmers. (ACL: Asset creation and livelihood support activities).**

Food-insecure farmers use the productive assets created through FFA activities to improve their resilience (D: Assets created)

Food-insecure farmers receive training to strengthen their livelihoods (C: Capacity development and technical support provided)

Food-insecure farming households in targeted areas receive FFA to meet their basic food needs (A: Resources transferred)

4. Strengthen government institutions in order to link smallholder surplus production under activity 3 with the demand generated by the school meals programme. (SMS: Smallholder agricultural market support activities).

Food-insecure communities benefit from improved capacity of local government authorities to implement food security and resilience building programmes (C: Capacity development and technical support provided).

School-aged children in targeted areas receive nutritious foods purchased from smallholder farmers to meet basic food needs and increase access to education (A: Resources transferred).

Strategic Goal 2: Partner to support implementation of the SDGs

Strategic Objective 4: Support SDG implementation

Strategic Result 5: Developing countries have strengthened capacity to implement the SDGs (SDG target 17.9)

Strategic outcome 4: National and subnational institutions have strengthened capacity to manage food security policies and programmes by 2022 (SDG target 17.9)

Outcome category: Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations

Focus area: root causes

Assumptions:

Government institutions are willing to comply and work together in the development of policies regarding food security and nutrition.

Outcome indicators

Zero Hunger Capacity Scorecard

Activities and outputs

5. Strengthen capacities of government institutions to reduce the food insecurity of the most vulnerable communities. (CAR: Climate adaptation and risk management activities).

Vulnerable people benefit from improved capacities of national and subnational social protection programmes to increase their food security. (M: National coordination mechanisms supported).

Strategic Goal 1: Support countries to achieve zero hunger**C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences****Cross-cutting indicators**

C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.2. Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity**Cross-cutting indicators**

C.2.1: Proportion of targeted people accessing assistance without protection challenges

C.3. Improved gender equality and women's empowerment among WFP-assisted population**Cross-cutting indicators**

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

C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

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

C.4. Targeted communities benefit from WFP programmes in a manner that does not harm the environment**Cross-cutting indicators**

C.4.1: Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified

ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)					
	Strategic Result 1/ SDG target 2.1	Strategic Result 2/ SDG target 2.2	Strategic Result 3/ SDG target 2.3	Strategic Result 5/ SDG target 17.9	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	
Focus area	Crisis response	Root causes	Resilience	Root causes	
Transfer	3 185 927	659 426	3 536 794	524 112	7 906 259
Implementation	210 608	121 148	498 004	177 980	1 007 740
Adjusted direct support costs	793 814	186 556	912961	165 592	2 058 924
Subtotal	4 190 349	967 130	4 947 759	867 684	10 972 922
Indirect support costs (6.5%)	272 373	62 863	321 604	56 399	713 240
Total	4 462 722	1 029 994	5 269 363	924 083	11 686 162

Acronyms used in the document

CBT	cash-based transfer
CONAN	<i>Consejo Nacional de Alimentación y Nutrición</i> (National Food and Nutrition Council)
CSP	country strategic plan
FFA	Food Assistance for Assets
FAO	Food and Agriculture Organization of the United Nations
MAECH	<i>Mancomunidad de Municipalidades para la Alimentación Escolar Chuquisaca</i> (Commonwealth of Municipalities for School Nutrition in Chuquisaca)
NGO	non-governmental organization
PDES	<i>Plan de Desarrollo Económico y Social 2016–2020</i> (Economic and Social Development Plan 2016–2020)
PLWG	pregnant and lactating women
SDG	Sustainable Development Goal
UNDAF	United Nations development assistance framework
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
VIDECI	<i>Viceministerio de Defensa Civil</i> (Vice Minister of Civil Defence)