



World Food Programme
Programme Alimentaire Mondial
Programa Mundial de Alimentos
برنامج الأغذية العالمي

Executive Board
Second regular session
Rome, 14–17 November 2022

Distribution: General	Agenda item 6
Date: 7 October 2022	WFP/EB.2/2022/6-B/Add.1
Original: English	Evaluation reports
	For consideration

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Management response to the recommendations from the summary report on the evaluation of the Plurinational State of Bolivia country strategic plan (2018–2022)

Background

1. This document presents the WFP management response to the recommendations in the summary report on the evaluation of the Plurinational State of Bolivia country strategic plan (CSP) (2018–2022).
2. The evaluation was conducted between March 2021 and February 2022 and assessed WFP's strategic positioning, contribution to outcomes, efficiency in implementation and the factors explaining its performance.
3. Taking a utilization-focused and consultative approach, the evaluation served the dual purpose of accountability and learning and informed the preparation of a new CSP.
4. The evaluation made four strategic recommendations focusing on strategic positioning, the structure of the future CSP, strategic partnerships, and funding and communication, and two operational recommendations focusing on human resources and internal capacities and on participatory vulnerability analysis and beneficiary selection.
5. The response sets out whether WFP agrees, partially agrees or disagrees with the evaluation recommendations and sub-recommendations. It presents the planned (or completed) actions, responsibilities and timelines for implementation of those recommendations.

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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS FROM THE SUMMARY REPORT ON THE EVALUATION OF THE PLURINATIONAL STATE OF BOLIVIA COUNTRY STRATEGIC PLAN (2018–2022)					
Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead office (with supporting offices and divisions in brackets)	Action deadline
<p>Priority: High (November 2022)</p> <p>1. Strategic positioning and structure of the new country strategic plan</p> <p>To better define its positioning in the country, it is recommended that WFP, in line with the One United Nations initiative, develop a package of assistance that better reflects its specific added value and develop, in collaboration with the Government, a balanced approach to assistance for each strategic outcome.</p>	Country office (technical support and general strategic guidance from the regional bureau; the Government, through consultations, particularly on points iii) and iv); United Nations entities/One United Nations initiative, through prior consultations)	Agreed			November 2022
<p>As the basis for the structure of the new country strategic plan, it is suggested that WFP:</p> <p>i) maintain the focus on strategic outcome 1 relating to emergency response with a view to strengthening the Government's capacity;</p>			<p>i) CSP outcome 1 of the new CSP is geared towards crisis response, including the strengthening of the national institutions that are responsible for supporting affected populations during emergencies (the Vice-Ministry of Civil Defence at the national level and risk management units at the municipal level). Capacity building is also included under CSP outcome 3.</p>	Country office management (head of programme)	

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ii) concentrate resilience building work (strategic outcome 3 and activity 3) on the most vulnerable peri-urban and rural areas;			ii) CSP outcome 2 of the new CSP focuses on resilience building in rural and peri-urban areas. The country office will use corporate tools to target participants based on their vulnerability, including the social and environmental aspects of that vulnerability, and will offer solutions adapted to each situation, ensuring sustainability oriented towards the achievement of resilience and the closing of gaps related to participants' food, nutrition and other basic needs. The activities will be carried out with the support of the regional bureau and in close coordination with local actors, authorities and other partners that have related and complementary activities in the intervention areas.	Country office (activity managers)	

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iii) establish dialogue mechanisms at the technical and political levels with the national and departmental governments to encourage them to continue to fulfil their responsibility for school feeding and, to that end, to identify the most vulnerable municipalities based on an integrated context analysis; and			<p>iii) The country office will promote the establishment of technical and policy dialogue mechanisms through meetings, advocacy and workshops.</p> <p>The mechanisms will be developed with government entities to encourage them to keep food security and nutrition on the public agenda through situation and needs analysis.</p> <p>Integrated context analysis and community context indicator mapping will be used to enable government entities to continue to fulfil their responsibilities through food-based transfer programmes (such as school feeding) that ensure linkages to small producers, with an emphasis on women and indigenous people, and local food purchases that promote local economic development and access to local and nutritious food.</p>	Country office (nutrition and gender focal points)	

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iv) develop a clear strategy for building institutional capacity at the national and subnational levels (strategic outcome 4) in relation to food security and nutrition education, with a clear focus on gender.			iv) The country office will develop a sustainable strategy for supporting capacity building for national and subnational institutions in relation to food security. Based on CSP outcome 3 of the new CSP, the strategy will include a social and behaviour change communication/behaviour change communication programme that addresses the gendered social norms influencing individuals' behaviour and nutrition choices. The strategy will also encourage the consumption of nutritious local products, emphasizing the positive aspects of local food rather than the negative repercussions of poor diets.	Country office management	

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<p>Priority: High (January 2023)</p> <p>2. Maximization of opportunities to consolidate WFP's strategic positioning</p> <p>As a means of implementing recommendation 1, it is recommended that WFP strengthen its strategic positioning through the following actions:</p>	<p>Country office (the Government for points i)–iv); other United Nations entities, partners from civil society (including non-governmental organizations) and the resilience, food security, nutrition and social protection sectors for point iii); regional bureau for point iv).</p>	<p>Agreed</p>			<p>January 2023</p>
<p>i) Provide technical support for implementation of the community component of the integrated context analysis to identify areas vulnerable to food insecurity at the local level, strengthening WFP's contribution within the framework of the new post-COVID-19 national economic recovery plan.</p>			<p>i) The country office will provide technical support aimed at strengthening capacity at the national, departmental and municipal levels for the management and use of the vulnerable zone identification tools developed by the country office through the community context indicator mapping of vulnerability to food insecurity.</p>	<p>Country office (head of programme)</p>	

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ii) Support the effective enforcement of Law 602 on risk management, which will make it possible to strengthen capacities in relation to contingency plans and early warning systems at the national level, transfer such capacities from the national to the local level and carry out simulation exercises at the municipal level.			ii) The country office will continue to adhere to standard operating procedures and risk management frameworks and will seek support and guidance from the regional bureau and headquarters when needed as the situation evolves.	Country office (head of programme)	
iii) Promote synergies between WFP and other development actors to link strategies and programmes in the areas of resilience building, food security, nutrition and social protection; to that end, the regional bureau should support capacity building for the country office based on experience in other countries (e.g., social protection activities that incorporate nutrition and gender).			iii) The country office will promote synergies through agreements and collaboration with other development actors aimed at linking emergency strategies and programmes for resilience building, food security and nutrition. At the same time, it will establish agreements with actors from civil society and academia and with development partners such as the Bolivia Development Partners Coordination Group.	Country office management (related focal points)	

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iv) Ensure that gender/women's empowerment are much more visible cross-cutting themes, both by allocating resources (not only funds) to associated activities and by incorporating specific objectives and indicators into the logical framework. (It is suggested, for example, that data be collected at the individual level to enable more robust analyses, especially of intra-family dynamics.)			iv) The new CSP incorporates gender-specific indicators in its data collection tools and monitoring and evaluation plan, ensuring the assessment of gender impacts throughout its implementation. In addition, 15 percent of the CSP budget is allocated to gender-specific activities that tackle gendered social norms and tailored activities that facilitate measures that meet the specific needs of women, men, girls and boys, ensuring equitable access and participation.	Country office (gender focal point, monitoring and evaluation and programme units)	

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<p>Priority: High (First quarter of 2023)</p> <p>3. Strengthening of strategic partnerships</p> <p>With a view to fostering joint intersectoral work that creates opportunities at the humanitarian-development nexus, it is recommended that WFP prepare a partnership strategy that clearly defines the responsibilities, areas of action and added value of each stakeholder, as well as the necessary coordination and synchronization of work plans.</p>	<p>Country office (ministries, governorships, municipalities, cooperation partners – Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development, United Nations Development Programme, United Nations Children’s Fund, United Nations Entity for Gender Equality and the Empowerment of Women, <i>Coordinadora de la Mujer and Pro Mujer</i>)</p>	<p>Agreed</p>			<p>March 2023</p>
<p>It is suggested that WFP:</p> <p>i) strengthen political advocacy and negotiation capacity;</p>			<p>i) The country office has developed a partnership action plan to guide the implementation of the new CSP. The regional bureau’s support will be necessary in strengthening capacity for political advocacy. To that end, partnership evaluation tools and related indicators will be developed in coordination with local actors such as academic and other research institutions. The mapping of actors and assessment of risks will continue.</p>	<p>Country office management</p>	

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			The resulting information will provide knowledge regarding the strengths of and opportunities for effective linkages with partners and counterparts.		
ii) identify and map interest groups and representatives of ministries, governorships, municipalities, cooperating partners and United Nations entities;			ii) Based on the partnership action plan and with strengthened capacity, the country office will map political actors, national authorities at various levels, United Nations entities, non-governmental organizations, other international cooperation actors and civil society with a view to enabling them to become partners in building a network for joint efforts to achieve common objectives and results.	Country office (resource management and partnerships assistant, head of programme and project cycle coordinator)	

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iii) strengthen the One United Nations initiative through strategic partnerships; and			iii) The country office with partners and cooperating agencies will coordinate their work on formulating sustainability action plans, which will address climate change, resilience and food security. WFP will work within the framework of the new United Nations sustainable development cooperation framework (UNSDCF), primarily under CSP outcomes 1 and 2.	Country office (head of programme and project cycle coordinator)	
iv) strengthen relations with government authorities and technical staff through memoranda of understanding and letters of agreement to lay the foundation for a future handover strategy that is sustainable in the long term.			iv) Memoranda and letters of understanding will be signed with relevant ministries, including with regard to specific activities that will form part of an effective handover strategy aimed at achieving the sustainability of actions by 2027.	Country office management	

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<p>Priority: High (November 2022) 4. Funding, communication and visibility strategy It is recommended that WFP develop more precise and interconnected funding and communication strategies to generate empirical data and improve the visibility of its strategic positioning and performance.</p> <p>It is suggested that WFP propose, in the context of the United Nations development assistance framework and the preparation of joint proposals with development actors, guidelines to be defined with the Government (with the objectives and scope of action of the actors based on a thorough analysis of their experience in various spheres and geographical areas to create links between them); and strengthen existing audiovisual products (life stories, reports, etc.) with an explicit focus on gender and women's empowerment.</p>	Country office (technical support and strategic guidance on the design of strategies from the regional bureau)	Agreed	<p>i) In the context of the UNSDCF the country office will present proposals formulated jointly with other United Nations entities in accordance with guidelines defined with the Government (outlining the objectives and areas of action of each agency, geographical areas, target populations, etc.) that facilitate the strengthening of synergies, communication strategies and alliances for financing the management and production of empirical data.</p> <p>Proposals will also be developed for the implementation of interventions in situations that merit joint work with agencies that have similar competencies and are aligned with WFP's objectives.</p> <p>Also, in the context of the UNSDCF, synergies will be established in the development of proposals and the management of joint financing.</p>	Country office management (regional bureau partnerships and programme management, programming and communications units)	March 2023

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			ii) Through advocacy activities, communication events, social and behaviour change communications, other communication products such as press releases, media interviews and stories, social media content using photographs and videos and work with influencers, etc., the positioning of efforts to support indigenous people, gender equality and women's empowerment will be strengthened.	Country office management (regional bureau partnerships and programme management, programming and communications units)	
<p>Priority: High (First quarter of 2023)</p> <p>5. Human resources and Internal capacity</p> <p>It is recommended that WFP develop a strategy for human resource needs and internal capacity building to achieve the expected strategic changes.</p>	Country office (technical support from the regional bureau for the development of internal training processes for points i)–iv); development partners for point iv)	Agreed			March 2023
<p>It is suggested that WFP:</p> <p>i) study the possibility of hiring a social protection expert and building monitoring and evaluation capacity;</p>			i) A headquarters and regional bureau mission will carry out strategic workforce planning in early October 2022 based on the needs of the new CSP.	Country office management (human resources focal point)	

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			The recommendations of the mission will identify the specific experts to be hired when funds are available. The country office has already recruited for the monitoring and evaluation unit a senior monitoring and evaluation assistant and an international United Nations volunteer to serve as a monitoring and evaluation assistant.		
ii) develop training on advocacy and mobilizing funds from new public and private donors for senior WFP staff;			ii) A strategic workforce review and analysis will identify the needs of the new CSP in terms of capacity building for personnel, particularly regarding advocacy and fundraising. The workforce planning mission (headquarters and the regional bureau) will identify specific needs, with a particular focus on the new CSP pillars. Capacity building for relevant staff will be strengthened, including in advocacy and fundraising. Through South–South cooperation mechanisms and work with other development	Country office (human resources focal point)	

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			actors (cooperation agencies, international non-governmental organizations and others), WFP will seek opportunities to strengthen the capacity of its senior staff in advocacy and fund mobilization for the implementation of the new CSP.		
iii) foster the commitment to gender issues of WFP staff, beneficiaries, cooperating partners and government officials and raise their awareness of such issues (through training and incentive mechanisms); and			iii) Through visits to the intervention areas and the dissemination and sharing of the results (stakeholders), the country office will strengthen the preparedness of national staff, cooperating partners, government officials and society in general, especially in relation to gender issues. Based on the recommendations of the strategic workforce planning exercise, a personalized training plan will be implemented for WFP staff that includes the reinforcement of knowledge on gender issues aimed at reaffirming commitments to gender equality and women's empowerment.	Country office (human resources and gender focal points)	

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			As part of the follow-up to the activities set out in the gender transformation plan, the country office will implement a learning-by-doing programme for its staff and government counterparts that aims to provide knowledge, techniques and tools for the development of skills and changes in attitudes and behaviours that advance gender equality in the daily lives and work of country office staff and counterparts. The activity will be coordinated with the regional bureau and will be carried out through online and face-to-face workshops and field practice.		
iv) consider reopening at least one local office (or, if possible, sharing premises with one or more development partners) where WFP will operate during the period of the next country strategic plan, which would help to maintain the close collaboration established with the communities and continue to strengthen the social-community and gender approaches.			iv) The feasibility of expanding such efforts to other regions will be assessed subject to the availability of funds. WFP currently has operational staff in the Departmental Government of Oruro.		

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<p>Priority: High (First quarter of 2023) 6. Participatory work on defining (geographic) vulnerability and selecting beneficiaries It is recommended that WFP capitalize on its recognized expertise in the selection of geographic areas and vulnerable households in the context of emergency response, risk management, school feeding and asset rehabilitation. This task encompasses several dimensions:</p>	<p>Country office (technical support from the regional bureau on strengthening the generation of empirical data for points i)–iii); the Government)</p>	<p>Agreed</p>			<p>March 2023</p>
<p>i) Take advantage of ownership of the integrated context analysis and the comprehensive food security and vulnerability analysis by governments at the national and departmental levels to strengthen the institutionalization of these tools and combine these methods of selecting vulnerable households and areas with more participatory consultation processes that allow for the involvement of local authorities (municipal, community and indigenous) and beneficiary communities.</p>			<p>i) Agreements will be made with the Government at all levels on the periodic updating of the community context indicators mapping of vulnerability to food insecurity. This tool will be useful in selecting the most vulnerable and affected households.</p>	<p>Country office (head of programme)</p>	

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ii) In order to better articulate support according to changes in the vulnerability level of beneficiary families (and, eventually, to be able to clearly define the processes for transferring inter-institutional responsibilities), define indicators and mechanisms for categorizing beneficiaries in emergency situations or in the phases of asset rehabilitation, livelihood strengthening and resilience building.			ii) Indicators will be selected from the Indicator compendium, and new ones for better categorizing beneficiaries, including new targeting and prioritization mechanisms applying when relevant the three-pronged approach, will be developed.	Country office (monitoring assistant, head of programme, project cycle coordinator)	
iii) Develop, with a gender approach, processes for identifying, differentiating and classifying the life strategies of the populations of affected territories, in parallel with the work of implementing emergency interventions, preparing asset rehabilitation activities and strengthening resilience following emergencies.			iii) The country office will carry out rapid gender analyses to identify the differentiated needs, capacities and coping strategies of women, men, boys and girls in order to improve emergency response interventions and resilience building activities.	Country office (gender focal point, head of programme, project cycle coordinator)	