



**WFP EVALUATION**

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



**World Food Programme**

**SAVING  
LIVES  
CHANGING  
LIVES**

October 2022

Round Table

# Context

## Poverty, child malnutrition, climate risks:

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



# CSP 2018-2022

## FOUR STRATEGIC OUTCOMES (% of budget after BR02 in July 2021)



**SO1**

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

**38%**



**SO2**

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

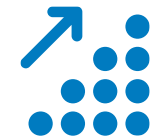
**9%**



**SO3**

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

**45%**



**SO4**

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

**8%**

# Evaluation Methodology



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

# Findings

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



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



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



**Collaboration agreements** with local administrations and civil society organizations, but not integrated into a long-term strategic vision.

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



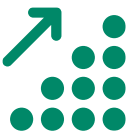
**SO1 Emergencies:** improvements in food access and consumption patterns; relevant support during COVID-19



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



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



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

# Cross-cutting issues



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



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



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



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



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



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



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



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

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



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



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

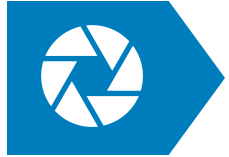


**Other challenges:** turn-over in national institutions, COVID-19 pandemic, lack of a defined theory of change positioning emergency response in relation to resilience support

# Conclusions



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



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



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



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



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



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

# Recommendations

1

Develop a **package of assistance** that better reflects WFP specific added value and achieve a balanced approach across strategic outcomes

2

Strengthen WFP **strategic positioning** through revised approaches to capacity strengthening, partnerships, risk management and gender

3

Prepare a **partnership strategy** that clearly defines responsibilities, coordination and synchronization of work plans

4

Develop more precise and interconnected **funding and communication strategies**

5

Develop a strategy for **human resource needs** and **internal capacity-building**

6

Capitalize on WFP-recognized expertise in **geographical and household targeting** to improve and institutionalize current tools